

Horsley Witten Group

Sustainable Environmental Solutions

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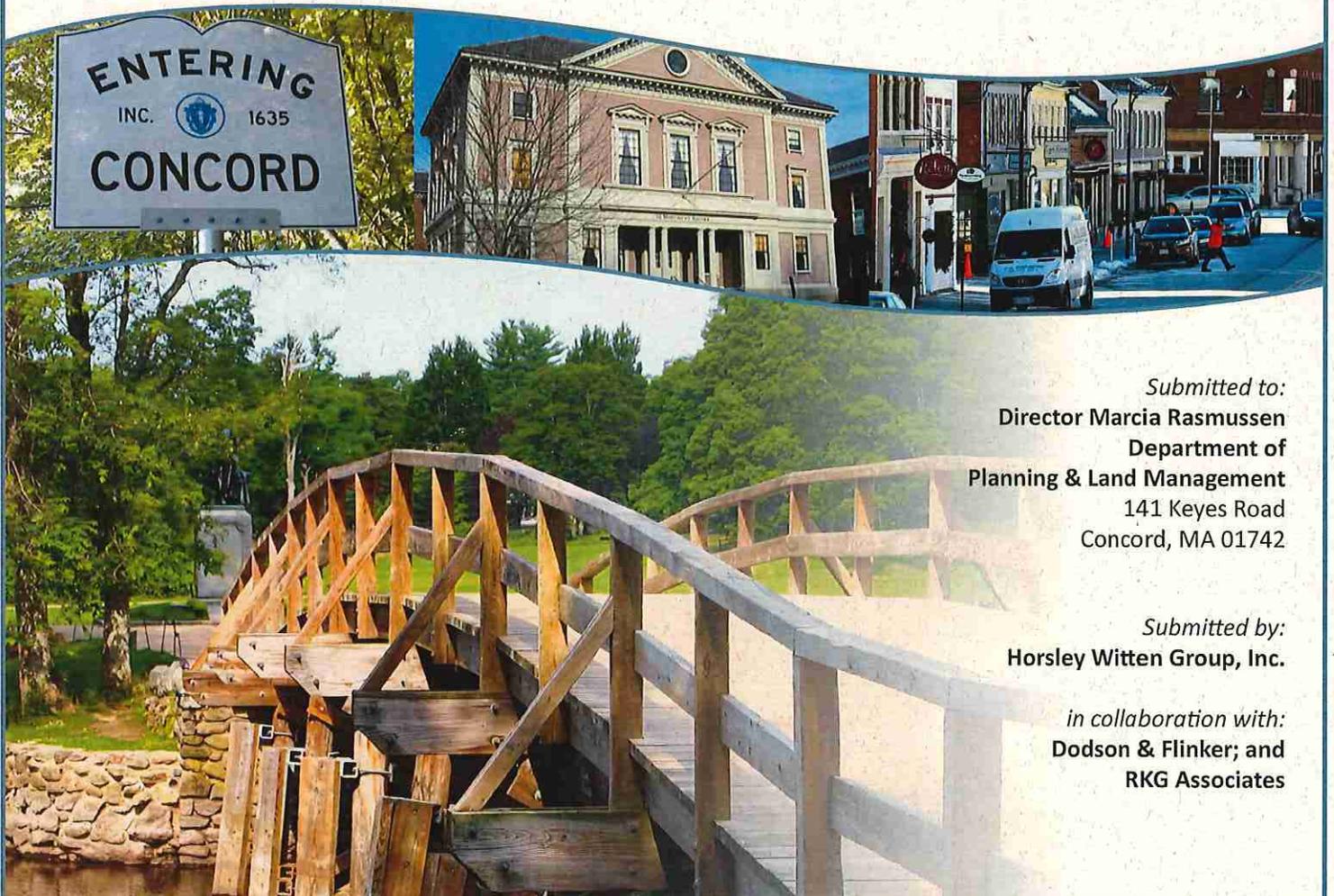


ORIGINAL

Technical Proposal for the
Comprehensive Long Range Plan

Town of Concord, Massachusetts

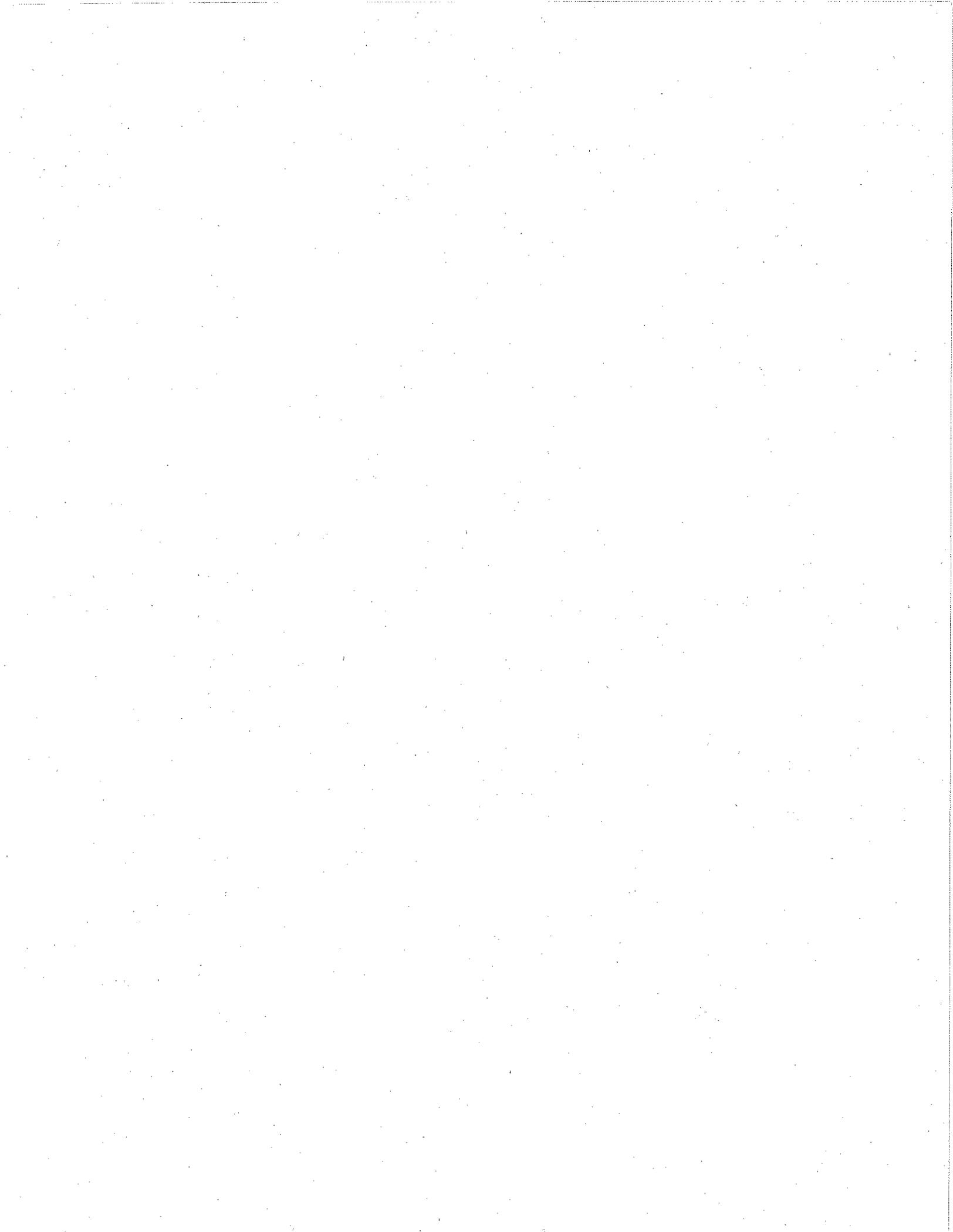
December 15, 2016



Submitted to:
Director Marcia Rasmussen
Department of
Planning & Land Management
141 Keyes Road
Concord, MA 01742

Submitted by:
Horsley Witten Group, Inc.

in collaboration with:
Dodson & Flinker; and
RKG Associates



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December 13, 2016

Director Marcia Rasmussen
Department of Planning & Land Management
141 Keyes Road
Concord, MA 01742

Re: Technical Proposal – Concord Community Master Plan (CMP)

Dear Ms. Rasmussen and Members of the Selection Committee:

The Horsley Witten Group, Inc (HW) is pleased to provide this proposal package to the Town of Concord for developing a Community Master Plan (CMP). HW, the proposed consultant lead for this project, is recognized nationally for our expertise in both long-range planning and short-term implementation. To assist us in providing the Town with the highest quality consultant services, HW has put together a team of seasoned professionals who understand municipal planning issues on a broad level, but who also have decades of experience in specialized areas. The following consultants are included in the HW Team:

- **Horsley Witten Group (HW)** – A multi-service firm of engineering, planning, facilitation, and environmental specialists that will lead the project. HW will also serve as the technical lead for land use, energy, climate adaptation, and community services/facilities. www.horsleywitten.com
- **Dodson & Flinker (Dodson)** – A nationally renowned planning and design firm who will lead the development of materials related to natural and cultural resources, and parks and recreation. www.dodsonflinker.com
- **RKG Associates (RKG)**— A full service economic, planning, and real estate consulting firm with over 30 years of experience in municipal planning and facilitation. RKG will lead the development of materials related to housing and economic development. www.rkgassociates.com

Our understanding of this project is that the HW Team will help to guide the community toward the development and adoption of an updated CMP. In order to develop an updated CMP that is consistent with the needs of the community, the HW Team will carefully craft and efficiently execute a community engagement strategy tailored to Concord. Municipal staff, boards and committees, citizen groups, business owners, regional stakeholders, state agencies, and residents from diverse interests must be part of this process. To achieve this, the HW Team will apply its diverse skills in a wide array of outreach techniques including one-on-one interviews, social networking, technical training, survey development, public meeting facilitation, and many

Ms. Marcia Rasmussen
December 13, 2016
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others. Trained by the National Charrette Institute, and facilitating over 100 meetings each year, members of the HW Team are well equipped to manage an outreach process that maintains broad public awareness for the entirety of the project.

With over 80% of our annual contracts coming from repeat clients, our business model is founded on maintaining long-term relationships with our clients. We hope that you will contact our references to hear what they have to say about the HW approach.

Please do not hesitate to contact us with any questions regarding our proposal or to schedule a time when we can come to Concord and meet with the Selection Committee.

Sincerely,

HORSLEY WITTEN GROUP, INC.

A handwritten signature in blue ink, appearing to read 'N. Kelly', with a large, stylized flourish at the end.

Nathan E. Kelly, AICP
Principal-in-Charge

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Introduction

The Horsley Witten Group, Inc. (HW) has asked the Dodson and Flinker (Dodson) and RKG Associates (RKG) to be part of our consultant team for developing a Community Master Plan (CMP) in Concord. This proposal provides a description of our project understanding, a detailed scope of work, and our qualifications. Our blend of technical skill sets, our ability to effectively engage local stakeholders, and our familiarity with Concord provide a team that is highly qualified to serve the Town. Decades of planning experience across the country has taught us the potential power of a well-crafted CMP, and we look forward to bringing our skills and professional commitment to this community.

New Approaches to CMP Development

While almost every discussion around community planning today involves some mention of “sustainability,” few planning professionals understand how this broad concept is concretely changing the way CMPs are written. New perspectives and tools are emerging within social, economic, and environmental studies in a way that connects planning more intimately with residents and weaves together issues related to housing, economics, transportation, and environmental health in a more systemic way. In some cases, these are new topics that have yet to be considered in any detail at the local level. In other cases, these are new perspectives on implementation that better position the community for success once the plan is adopted. Some examples of more integrated and/or innovative approaches to CMP development include:

Special Areas – The Economics of Place

The HW Team’s community planning work in New England has a strong focus on place making as one of the pillars of a strong local economy. In particular, our team has worked extensively on the *implementation* side of downtown, village, and mixed-use initiatives, and has examined the competitive advantages held by New England’s historic small cities. Assessment of infrastructure, asset inventory, zoning reform, and public spaces are a significant portion of our planning portfolio. This perspective sets our firm apart from many others that focus exclusively on the visioning and scenario planning aspects of village planning. With our background in implementation, HW will be able to identify strategies that can truly advance many of the community goals in a way that respects each area’s unique individual character.

Housing and Economic Development

One of the few major economic opportunity sectors right now is housing development. A surge in demand is being driven by two fundamental demographic shifts. First, baby boomers are aging and many seniors find that the current choices in “senior living” do not meet their needs. Some see retirement communities, early assisted living, or other stereotypical “senior developments” as too homogenous and want to remain active in a community with people of all ages. The second demographic shift is in the surge of the so-called millennials. Young people are entering the housing market in force now and, like their baby boomer parents, many are not interested in the single-family home in the suburbs. What we are in fact seeing is that the two largest demographic groups driving the housing market today are, in many cases, looking

for a very similar product – small homes, in tightly developed neighborhoods, with access to arts, entertainment, and everyday conveniences. A more detailed consideration of housing types that would add diversity to the stock in Concord, while being sensitive to local character, could have a tremendous positive impact on residents for generations to come.

Healthy Communities

In recent years, community planning policy and design has been viewed through the lens of public health. In most cases, projects have been implemented at the local level but, interestingly, funding sources have included state health agencies and the Centers for Disease Control and Prevention (CDC). These funding streams signify a significant shift in state and federal agencies away from treating diseases to developing strategies to prevent them. The focus on downward trends in public health (e.g., asthma, diabetes, obesity, etc.) has led to an interest in the quality of local food systems, recreational opportunities, bicycle and pedestrian amenities, “green” homes, and traditional neighborhood design. HW has served as the lead consultant on projects called “Health Equity Zones” and “Healthy Places by Design,” and has also provided training to local officials on developing policies for a stronger local food system.

CMP and Zoning Reform

It has long been understood that the CMP should serve as the foundation for a municipality’s local regulatory structure (e.g., zoning, subdivision, etc.). Where the CMP may identify an exciting opportunity to transform a tired commercial corridor, or include new techniques for housing diversity, these ideas should serve as a platform for amendments to the Zoning Bylaw or Subdivision Rules and Regulations. Unfortunately, many community zoning initiatives fall short of successful implementation once the CMP is adopted. The primary reasons we have seen for this failure to implement include: 1) the CMP did not introduce some of the more difficult policy decisions or local discussions needed to achieve success; and 2) the CMP did not thoroughly consider the administrative structure and local resources that would be needed to educate residents and achieve success at adoption. Members of the HW Team have assisted communities in Massachusetts with well over 1,000 pages of successful zoning reforms. This experience allows us to craft a CMP that anticipates challenging issues and lays out a very clear path for implementation after plan adoption.

Laying the Groundwork for New Partnerships

CMP development has traditionally focused almost exclusively on developing actions that will be implemented by municipal departments and officials. Over the past decade, partnerships have become more of a focus as municipalities realized that the resources simply no longer exist for many initiatives that were, at one time, largely financed at the local level. The reasons these resources are no longer accessible are numerous and complex, but this situation has created new programs and case studies in collaboration. At the state level, programs like MassDevelopment and MassWorks are examples of potential infrastructure investment pools that could help Concord catalyze redevelopment in some of its existing commercial areas. Other partners may include property owners and developers who are willing to take advantage of innovative tax programs to help finance more ambitious projects in the community. True public/private partnerships are becoming more common across Massachusetts as communities

become more serious about long-term investments in local housing, transportation, and economic development initiatives.

Community Resiliency

Finally, HW can bring another perspective worth considering for this project - the idea of community resiliency. Often centered on the emerging issue of climate change, community resiliency tends to focus on how regulations, infrastructure planning and design, and hazard-related strategies position a community for new challenges. HW provides training and has written guidance on the implications of climate change related to local zoning and subdivision regulations. We have also developed numerous hazard mitigation strategies for municipalities and trained local officials (including law enforcement) on emergency response protocols. Our knowledge base related to these issues is leading edge. We can add new material to the CMP that positions the community for future funding opportunities.

Scope of Work

The following Scope of Work details the HW Team approach to addressing the seven central elements of the Community Master Plan (CMP) as identified in the RFP:

- Land Use
- Housing
- Economic Development
- Natural and Cultural Resources
- Open Space and Recreation
- Public Services and Facilities
- Circulation/Transportation

The Scope of Work also includes our approach to determining the Master Plan Goals and Vision, outlining a realistic Implementation Plan, and conducting a comprehensive Build-out Analysis. Our approach addresses all of the Town's project requirements and incorporates modifications and additions where we feel they will benefit the project.

Task 1: Document Organization

HW has explored the challenges of CMP organization with other communities and can offer ideas to Concord on how the plan might be structured to create the most effective, user-friendly document. One potential model that we feel could be very successful within the community is the development of separate, stand-alone documents that address different aspects of the plan and combine to form the entire Plan. Often, communities choose to develop three separate documents organized as follows.

A. The Baseline Information: Baseline information deals exclusively with the information, statistics, and analyses that serve as the foundation for the plan, and will include a comprehensive build-out analysis for the community. This information can be organized as a stand-alone report, an appendix to the Road Map document (see below), or as a series of informative "cut sheets" to be used as part of the project outreach. These products can include the following information:

- a) Inventories (e.g., open space, facilities, historic resources, traffic data, etc.)
- b) Projections (e.g., build-out analysis, population, school enrollment, utility capacity, ridership, etc.)
- c) Required maps
- d) Gap analyses (e.g., facilities, housing, community services, recreation, etc.)

While the Baseline Report is essential to the success and relevance of the Master Plan, its utility is generally limited to those situations where staff or board members need to reference specific facts or figures in the context of community planning or permit review procedures. It can also be used as an effective public engagement platform if the "cut sheet" approach is used. Large amounts of information can be effectively summarized

to highlight important issues that require action from the public and Town government. If properly structured, the Baseline Report is also useful for developing grants, writing permit decisions, and informing local budget discussions.

B. The Road Map: This document presents all the classic elements of a CMP including:

- a) The Community Vision
- b) Formative Issues
- c) Goals and/or Objectives
- d) Implementation Items

The purpose of this document is to illustrate the full framework of the plan as a “policy shaping” and “decision making” document. Users are provided with a complete look at how the Town will achieve its vision, from the broadest concepts regarding growth and preservation down to the most detailed action items needed to achieve these goals.

Unlike the Baseline Report, which will seldom require updates, the Road Map is more of a living document that will continually be revisited at different levels as new issues arise.

C. The Implementation Plan: This document extracts action items directly from the Road Map and presents them in an implementation matrix. The Implementation Plan provides a table summary of each action item, responsible parties, resources, and timeframe for achievement. The Implementation Plan is an easily reproducible, stand-alone document that can be distributed to all municipal departments and officials. The availability of these stand-alone sections of the CMP makes the document more usable and user friendly.

Deliverables: Memorandum describing the agreed-upon structure of the document with a conceptual outline of the full CMP.

Task 2: Project Infrastructure – Communication Tools and Protocols

As part of our approach to a project of this complexity, HW will establish certain tools and protocols at the outset of the project. Some of these tools and protocols can be developed exclusively by HW, while others will require some assistance from municipal staff. Products that we will develop as part of this task include:

- Project Contact List: HW will work with the Town to develop a full contact list for the project team.
- Town Planner Coordination: HW will work with the Town Planner and the Planning Board to develop a schedule of regular “check in” communications for project updates. These meetings, usually brief conference calls, provide a means to maintain the pace of the project and ensure continued progress along a “critical path” approach.

- Work Session Schedule: HW will work with municipal staff to develop a schedule (subject to continual updates) for public meetings and Steering Committee work sessions.
- E-mail Contact List: The Town will provide HW with an e-mail contact list that will be used for e-blast notifications to key stakeholders and the general public. HW will assist the Town with identifying potential stakeholders that can help disseminate these electronic notifications into previously established networks (e.g., the library, social service organizations, etc.).
- Project Website: HW will develop a project website that can be used as part of public outreach to post documents, meeting times, and notifications of milestones.



One of our first deliverables will be a project website that can serve as a hub for all activity and information developed for the plan. Above: HW's "Middletown on the Move" homepage. <http://www.middletownctonthemove.com/>

- Media Outreach: In conjunction with the Town, HW will prepare press releases, project updates, and other project-related notices for local media outlets. For efficiency and to reduce redundancy, each press release will be formatted in a way so that it can be disseminated to each of the outlets listed below at the same time.
- Listening Posts: HW can establish listening posts in visible places (e.g., the Concord Free Public Library) throughout the Town. These posts will allow residents to provide feedback on a number of topics. The listening posts will be a venue for different outreach strategies that will likely change throughout the life of the project. For efficiency, products to be placed at listening stations for feedback (e.g., visual preference surveys, maps, photos) will be those that were developed and used at public meetings, open houses, or other project events.
- Document Development and Review Protocol: The CMP elements and other products will likely be reviewed by different parties (e.g., Town Planner, Planning

Board, etc.) and in different formats (e.g., text only, text with graphics, maps, etc.). Therefore, HW will develop a protocol with the Town regarding how these review processes will occur and in which format the product will appear at different stages of review.

Deliverables: Tools, lists, and protocol memoranda as described above.

Task 3: The Baseline – Data Collection and Processing

A. Information Needs Plan

Updating baseline information for CMPs can be very challenging, as this exercise necessarily coordinates the efforts of multiple departments and often seeks to incorporate local/institutional knowledge that is not accessible through conventional research methods. In our experience, HW has found that developing a detailed “Information Needs Plan” at the outset of the project can enable us to more efficiently deal with the complex network of information gathering that we are seeking to establish. This plan is generally organized as a matrix, describing the information needed to update the baseline information and identifying the likely source of that information. This matrix can be organized by different sources (e.g., Police, DPW, School Department, etc.) and can be distributed to the appropriate individuals for input. HW staff will develop a “follow through” procedure to ensure that all information is gathered in the most efficient way possible.

B. Data Collection

Once the Information Needs Plan is complete, HW will begin “fact finding” efforts with various data sources, municipal departments, and key stakeholders. This exercise typically includes:

- Collection of information from various state and federal agencies (e.g., Department of Housing and Community Development (DHCD), Mass Highway, U.S. Census, etc.).
- Interviews with officials and departments to mine data and discuss key issues.
- Collection of GIS data from local and state-level sources.
- Collection or verification of any established third-party methodologies for data analyses (e.g., Regional population analyses, Housing affordability gap analyses, etc.).
- Review and summary of previous studies.

C. Processing Baseline Information

HW will develop text for the baseline product(s) and all associated maps, charts, and graphs to support and illustrate the data and analyses, including the build-out analysis. All data and analyses provided will update the existing CMP and address the requirements listed in the RFP for each element. Drafting and review procedures for the Baseline Report will follow the review protocol established as part of Task 2. The final

product, contingent on which format the Town approves for the full plan, will be a desktop published, fully illustrated Baseline Report.

Deliverables: Information Needs Plan for the Town and HW staff to direct data gathering efforts. Data collection and interviews with key municipal officials, staff, and stakeholders. Master, illustrated Baseline Report presenting all data, information and analyses required for each element of the CMP. Project website update.

Task 4: Targeted Stakeholder Group Engagement

As final preparation for our public meetings, the HW Team will meet with key individuals or host focus groups to discuss our findings to date and get a sense of their priorities and initiatives. The list of groups and individuals to be engaged will be developed in coordination with the Planning Board, and can be organized either by issue or geographic location. Organizations and groups that could be part of our targeted fact finding efforts include (but are not limited to):

- The Concord Chamber of Commerce
- Concord/Carlisle Community Chest
- Concord Council on Aging
- Concord Conserves
- School Department
- All public safety officials
- Municipal department heads
- Boards and Commissions
- Cultural Council



Small group discussions provide a platform for deeper exploration of important issues and implementation.

Deliverables: Development of all required materials and presentations for each stakeholder meeting. Development of written meeting summaries. Required project website update.

Task 5: Town Vision Meeting – Facts, Process, and Community Vision

As Task 3 nears completion, HW will facilitate the first public meeting to introduce the project. HW planning staff members facilitate dozens of public meetings each year and carefully tailor our approach to meet the goals of the meeting. As with all of our local engagement efforts, HW will work with municipal staff to refine and finalize the approach to this meeting based on staff members' experience with engagement in the community. In general, the purposes of this first public meeting include:

- Introduce the project and the project team.
- Explain the significance of the CMP.

- Present some of the highlights from the baseline research.
- Discuss the potential framework for the Plan.
- Clearly convey the project schedule.
- Advise the public on how to stay involved.
- Solicit feedback on residents' concerns over specific elements.

Deliverables: Development of all required materials and presentations for first public meeting. Facilitation and recording at the meeting. Development of written meeting summaries. Required project website update.

Task 6: HW Assessment – Using Analyses to Develop Formative Issues

Having gained general consensus on the Community Vision and the baseline information that will help to shape the CMP, the HW Team will work to synthesize the elements into a series of “formative issues” that will eventually be incorporated into the Road Map document. These issues are based on data and analyses that truly drive many of the most important strategies that will be part of the plan.

This piece of the plan is central to its success, as these issues will speak to the unique conditions and priorities of Concord. These issues provide the platform for a document that departs from the “cookie cutter” approach that can significantly weaken the comprehensive planning effort. The action items that emerge from these issues have higher levels of local acceptance and set the stage for greater levels of implementation.

Deliverables: Development of formative issues text for review by the Town in memorandum format. Any required project website update.

Task 7: Public Workshops – Priorities and Goals

Once HW has identified a strong series of formative issues for the community to consider, our team will facilitate the second round of public workshops to present these concepts. The workshops will be organized around single themes or perhaps themes that lend themselves to being coupled together (e.g., economic development and housing). The goals of these workshops will include:

- Present the key findings of our analyses.
- Present the list of formative issues that will shape each of the elements in the plan.
- Solicit feedback on “what’s good,” “what needs improving,” and “what’s missing.”
- Remind attendees of what has been completed in the project and the schedule moving forward.

The structure of these discussions can vary significantly and is affected by the space in which the meeting is held, the anticipated number of attendees, and many other factors. Discussions can incorporate techniques such as “dot” voting, break out groups, “open house” format with stations, and others. The interactive discussions at this meeting can also be supplemented with on-line voting in survey format for a more widespread audience. Our team will work with

municipal staff to identify the best approach(es) to the meeting in order to effectively engage stakeholders in this important discussion.

Deliverables: Development of all required materials and presentations for second public meeting. Facilitation and recording at the meeting. Development of written meeting summaries. Required project website update.



HW forums are designed to create an empowering and welcoming atmosphere where participants can feel comfortable sharing their thoughts and ideas.

Task 8: Draft CMP

With the formative issues identified, HW will work with municipal staff and the Planning Board (or the project Steering Committee if there is one) in an iterative fashion to draft the first CMP document. The CMP draft will be developed in phases to incrementally address each of the elements identified through the public process. HW will work with the Town to review the Community Vision, Formative Issues, Goals/Objectives, and Action Items. HW will document the discussions at each work session and return revised text to the Town within two weeks of each meeting. Review of drafts with municipal staff will be performed in accordance with the protocols developed under Task 2.

Deliverables: Development of draft CMP document with Community Vision, Goals and Policies, all Elements, and the Implementation Plan. Required project website updates. Workshops with the Planning Board to review and revise elements. Required project website updates, e-blast announcements, and other stakeholder notification in accordance with project outreach tools. Draft plan.

Task 9: Community Group Engagement – Vetting the Plan

The HW Team will initiate a targeted campaign to revisit stakeholders who helped to develop the first draft of the CMP by providing information and/or opinions. As part of this process, summary sheets on the individual elements will be designed and distributed that help stakeholders to quickly digest important policy elements and actions associated with the Plan. The HW Team will “circle back” on previous meetings with individuals and groups as needed to ensure a comfort level with all of the policies and actions identified in the Plan. This exercise is particularly important where a person or organization is identified as a “responsible party” in the Implementation Plan.

This Task will also include two additional public meetings to vet the highlights of the Plan with the general public and to document its evolution from any previous planning studies (e.g., housing, open space and recreation, etc.)

Deliverables: Summary sheets for individual areas of the Master Plan and the Plan as a whole. Interviews and meetings with appropriate stakeholders.

Task 10: Finalization – Revising and Illustrating the Plan

The content and substance of the CMP are clearly the most important focus for the project. However, the HW Team understands that the organization, layout, and readability of the document will contribute significantly to its success over time. Images, photos, and maps that help to illustrate land use concepts will play an important role in clarifying and, in some cases, “branding” important policy initiatives. The HW Team will develop or gather imagery from the project and provide the Planning Board with an inventory to select from as part of this task and will then develop a draft layout for the document.

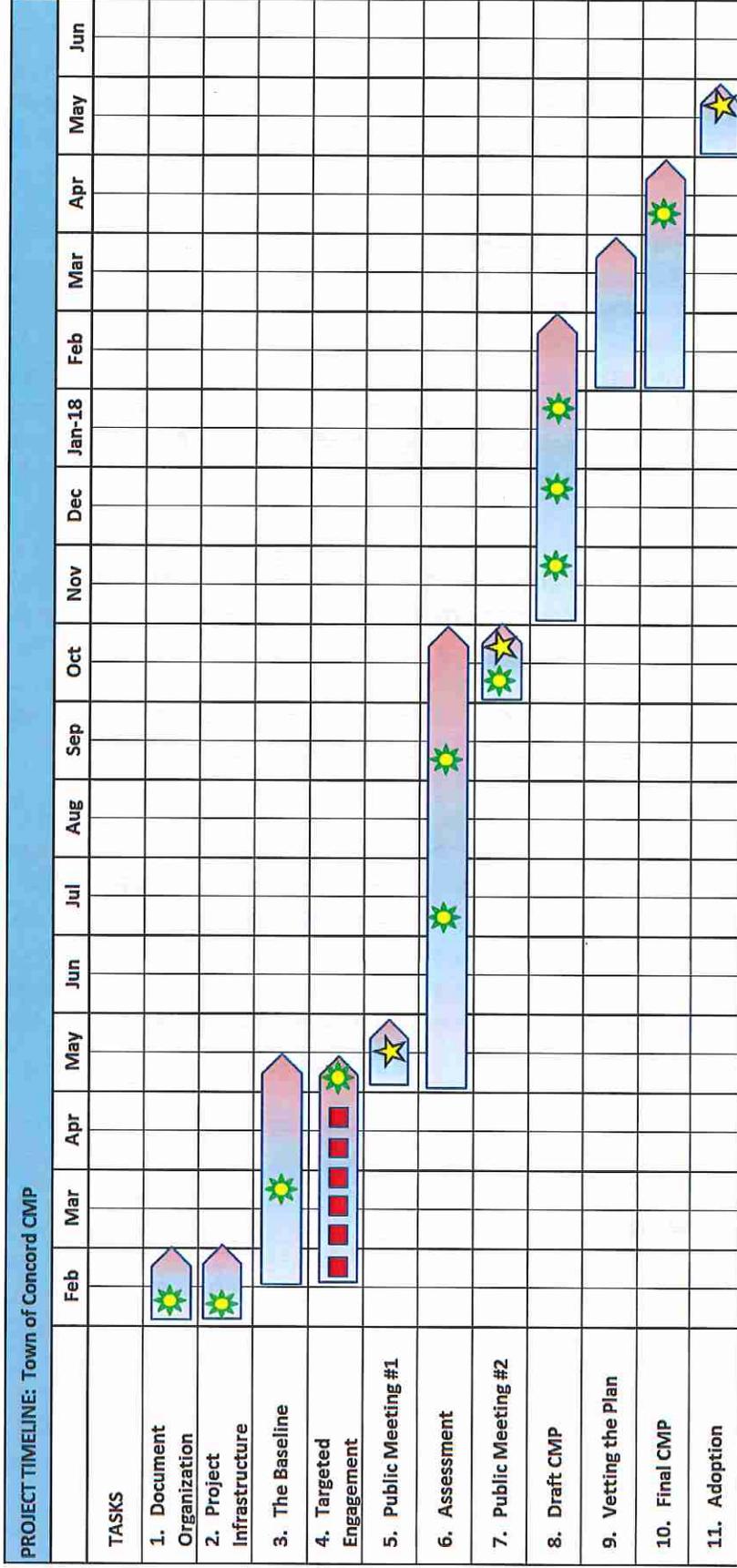
Deliverables: Complete, fully illustrated plan draft. Quality assurance and quality control of text. Required project website updates.

Task 11: Adoption – Town Approval

Once the final draft of the Master Plan is complete, HW will assist with the adoption process by attending all required hearings with the Planning Board and the Select Board. As part of this task, HW will also audit the existing Zoning Bylaw to identify provisions that will need to change in response to the CMP.

Deliverables: Adoption hearings. Regulatory audit for consistency with the plan. Project website update. Complete, fully illustrated plan in electronic and hardcopy format (10 copies).

Project Timeline



- Stakeholder Group Meeting
- Steering Committee Meeting
- Public Meeting

Project Team

Team Members



The Horsley Witten Group, Inc. (HW) brings decades of experience and qualifications in land use planning, infrastructure planning, economic development, housing production, open space preservation, community design, natural resource protection and – more recently – smart growth, low impact development, and renewable energy. We are a recognized leader in the planning field and have established long-term relationships with the United States Environmental Protection Agency (US EPA), the American Planning Association (APA), and numerous state and local governments to

whom we provide expert advice and consultation. Our firm is uniquely qualified to provide practical and comprehensive planning services because we have a truly interdisciplinary staff of planners, scientists, and engineers.

HW is a full-service planning and engineering firm with offices located in Boston and Sandwich, MA; Providence, Rhode Island; Exeter, NH; and Atlanta, GA. The firm was incorporated in 1988 and consists of a professional staff of over 50 land use planners, engineers, landscape architects, hydrologists, wetlands scientists, graphic artists, and other support personnel. HW specializes in providing consulting services in land use planning, zoning and subdivision reform, public outreach, coastal and watershed protection, hydrology, site design, and integrated water management. Our clients include government agencies at the federal, state, tribal, regional, county, and municipal levels, as well as private sector organizations, non-profit organizations and individuals. Our corporate goal is to create innovative solutions to land use problems by successfully integrating our planning, engineering, scientific, and management skills.

Our corporate goal is to create innovative solutions to land use problems by successfully integrating our planning, engineering, scientific, and management

With our diverse areas of expertise, HW brings a long history of public participation, outreach, and training to this project and is uniquely qualified to help local stakeholders balance smart growth initiatives and targeted land planning with economic development objectives. HW has assisted over 100 local jurisdictions in planning for growth in their communities. Whether funded through state, regional, or local initiatives, HW has worked closely with municipalities from Maine to Maryland, and Hawaii to Washington, to identify and help implement a wide variety of sustainable land use management strategies. Outreach efforts have included public forums, design charrettes, public surveys, targeted outreach (e.g., chambers of commerce, watershed groups, etc.), and web-page development.



RKG Associates, Inc. (RKG) is a full-service planning, economic, and real estate consulting firm with offices in Boston, MA; Alexandria, VA; and Atlanta, GA. Founded in 1981, RKG has successfully completed more than two thousand consulting projects regionally, nationally, and internationally, providing a comprehensive range of market research, economic, planning, and financial feasibility services to government, business, and institutional clients. RKG has grown to become one of the most well-respected market, economic, and real estate advisory consulting firms in the United States. They specialize in applying economic and market analysis to economic development, real estate development, and financing issues in order to attract private investment and create jobs. The company has conducted numerous commercial market analyses and is skilled at assessing the economic and fiscal impacts of development projects on localities and regions. Finally, RKG has helped many communities across the country develop achievable strategies for attracting and retaining key industries and strengthening local economies.

RKG assembles a group of highly qualified professionals who bring their own unique perspective to each assignment. The firm's strength lies in the diversity of backgrounds and disciplines represented within the organization. The talents of staff economists, planners, financial analysts, appraisers, and real estate professionals come together as a team to solve client problems.

DODSON & FLINKER Landscape Architecture and Planning

Dodson & Flinker is a landscape architecture and planning firm that helped create the Smart Growth movement twenty-five years ago, and continues to develop cutting edge strategies for sustainable design and urban redevelopment. The firm pioneered the use of site planning and design principles based on historic precedents and environmental sustainability to blend new development with local architectural patterns and cultural traditions. This work has earned Dodson & Flinker national awards for projects ranging from regional planning to urban and suburban revitalization, Smart Growth, and sustainability. Dodson & Flinker has developed a national reputation for innovation in site planning and design based on local traditions and environmental principles. The firm is committed to balancing conservation and development through the creative application of sound planning and design techniques. Principle authors of the award-winning books, *Dealing with Change in the Connecticut Valley* and *Rural by Design*, Dodson & Flinker practices and promotes contextual design: the blending of new construction with its natural and cultural environment.

The firm has implemented these principles for clients across the U.S. and abroad, including Regional Plan Association, The Nature Conservancy, and the NY Department of State. The firm's site design and construction projects include schools, commercial facilities, parks, conservation areas, and residences. Dodson & Flinker has developed a solid reputation for excellence in design combined with efficiency, cost effectiveness and dedication to customer and user satisfaction.

HW Team Staff

The following HW staff members will be assigned to this project and have the capacity to commit significant amounts of time to the Town of Concord.

Horsley Witten Group, Inc.



Nathan Kelly, AICP – HW Principal in Charge

Nate Kelly has successfully managed projects for over 15 years at HW, providing professional planning and zoning services to more than 50 New England municipalities. Nate's work has ranged from comprehensive zoning revision projects to developing affordable housing, open space, land preservation, and neighborhood revitalization studies. Many of his projects require extensive public outreach in the form of charrettes, public workshops, or public hearings. Nate was one of the primary authors of the Massachusetts Smart Growth/Smart Energy Toolkit, the Rhode Island Low Impact Development Site Planning and Design Guidance Manual, and over a dozen neighborhood/comprehensive plans in Southern New England. He currently serves as the President of the Rhode Island Chapter of the American Planning Association.



Krista Moravec, AICP – Project Manager

Krista has managed and provided technical support for dozens of community-based projects over the past 10 years. HW often relies on Krista, a truly interdisciplinary professional, to lead the development of land use concepts based on the typical elements of a Master Plan (e.g., Housing, Transportation, Economic Development, etc.). At the community level, Krista is particularly skilled at developing outreach strategies that weave together diverse perspectives in a way that adds depth and credibility to local plans. In addition to her community based work, Krista is one of HW's primary project managers for US EPA contracts related to water quality and infrastructure training.



Craig Pereira, ASFPM – Project Planner

Craig is one of HW's leading community planning consultants and has worked locally with dozens of community based organizations on efforts related to public health, hazard mitigation, and climate adaptation. Because of these skills, and his certification by the Association of State Flood Plain Managers, Craig will play an integral role in addressing many of the technical issues related to coastal resiliency. His work on projects like Healthy Places by Design; the Bristol, RI Health Equity Zone; numerous Hazard Mitigation Plans; and several Community Master Plans has created a decade of experience that will be of tremendous use to Concord.



Jeff Davis, AICP – Project Planner

Jeff has been a practicing professional planner for 12 years, first in the greater Washington, DC area, and then for the past six years in New England. He has worked on a variety of planning and community development projects in past positions in the public and non-profit sectors, and is currently working on planning and zoning projects for public sector clients. His experience is particularly strong in the area of Housing due to both his experience in D.C. and with the quasi-public finance agency Rhode Island Housing. Jeff is well-versed in numerous public engagement techniques and will play an important role in convening and facilitating our workshops.



Erin Kennedy Cabral – Project GIS

Erin has 16 years of experience in technical staff support, focusing on GIS services. She has worked with many private, public, and governmental agencies in developing GIS databases for the purposes of analytical modeling, watershed assessment, conceptual site layout, engineering design, and general land use planning. Erin's skills include GIS database management, data format exchange, LiDAR data conversion, and graphics production. Erin is proficient in the use of ArcView, ArcGIS, and GIS Pro software, as well as those supporting features within Microsoft Excel, Access, and AutoCAD.

Dodson & Flinker



Peter Flinker – Principal Planner and Designer

Peter Flinker, a principal of the firm since 1998, is a 1987 graduate of the Landscape Architecture graduate program at the University of Massachusetts and a member of the American Institute of Certified Planners. He is active in developing new approaches to planning that incorporate an understanding of design with local and regional planning. He has prepared master plans for housing, mixed-use centers, and transit-oriented development, and is the author of numerous publications. Examples include the Rhode Island Rural Design Manual, the Rhode Island Conservation Development Manual and the Urban Environmental Design Manual.

RKG Associates



Judi Barrett – Director of Municipal Services

Judi Barrett is Director of Municipal Services with RKG Associates, Inc. She has 30 years of experience in planning and community development and specializes in local government services. She provides support to cities and towns on a wide variety of municipal planning engagements: comprehensive plans, downtown plans, community development plans, strategic plans for neighborhood revitalization, and park and open space plans. As an experienced fiscal impact analyst, Judi is frequently called upon for socioeconomic evaluations of major development projects. She is well known for her public participation skills and she has a particular passion for engaging a community's youth in the planning process. Judi's planning practice includes

extensive zoning experience. She has worked nationally on inclusionary zoning and has provided comprehensive regulatory reform, zoning audits, and recodification for many communities in New England. In addition, Judi has worked extensively in the field of affordable housing. She has written numerous housing plans and helped city and town boards with the permitting process for affordable housing and developer negotiations. She is a Chapter 40B Technical Assistance Consultant for the Massachusetts Housing Partnership (MHP) and the author of MHP's forthcoming Chapter 40B Guidebook (Update) for Boards of Appeal.



Eric Halvorsen, AICP – Principal Planner and Senior Project Analyst

Eric has over ten years of experience in land use and transportation planning. He graduated from Rutgers University with a degree in Environmental Planning and Design and graduated from the University of Illinois with a Master's Degree in Urban and Regional Planning. Eric specializes in helping communities develop plans that bridge the topics of land use and transportation. This includes master plans, downtown plans, corridor plans, and site specific plans.

Eric's focus is on formulation of realistic and actionable plans that can be achieved incrementally over time. He has experience working with municipalities to develop bicycle and pedestrian network plans, transit plans, and parking strategies. He also has significant experience with public engagement, crafting processes for groups as small as five and as large as 300. These include highly interactive open houses, site walks, town hall meetings, small group facilitation, focus groups, and project working groups. He believes in purposeful, meaningful, and inclusive engagement of all members of the community. Eric also received facilitation training from the Interaction Institute for Social Change (IISC).



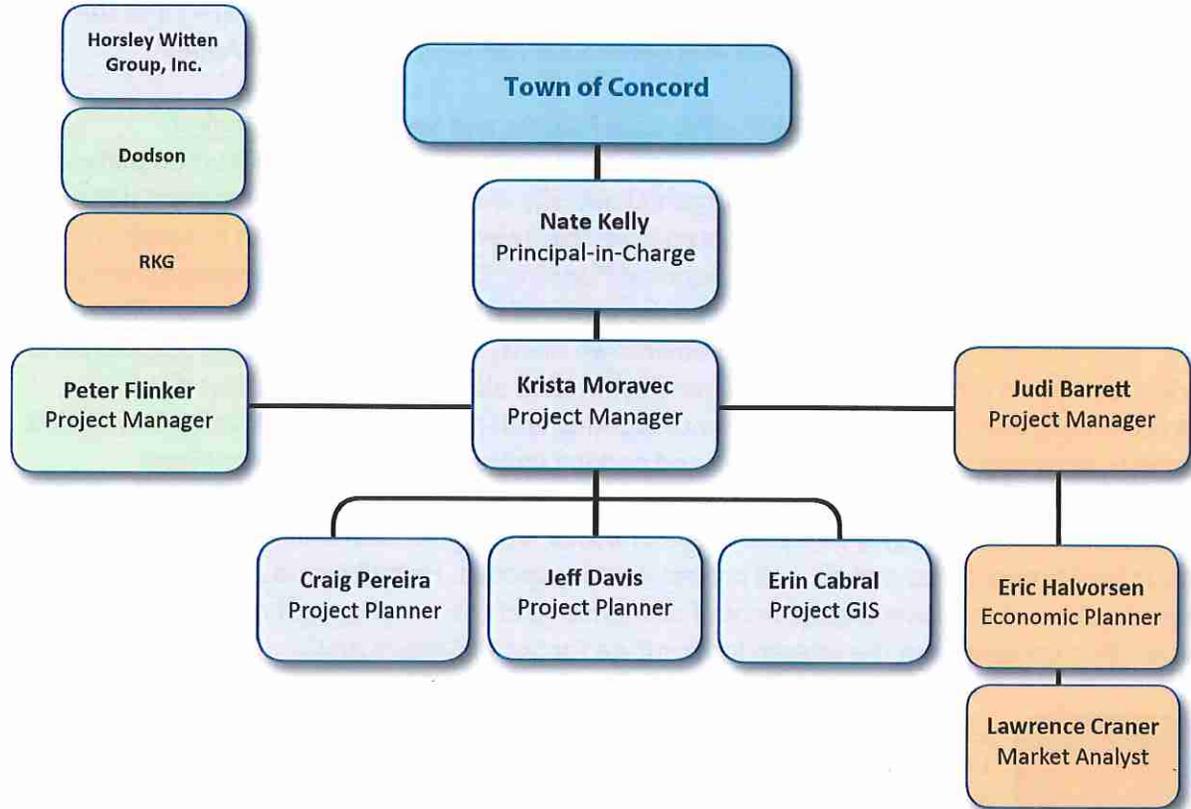
Lawrence Cranor, Jr. – Senior Market Analyst

Lawrence joined RKG Associates, Inc. in 1992, with 15 years experience in applied demography, market research, site selection, and competition studies for other firms, including national retail chains. Lawrence has applied this background to managing a wide range of assignments with RKG Associates, Inc. These assignments have included a broad variety of retail projects, consumer surveys and spending research, site location research, urban

revitalization/marketing strategies, and general economic development. Lawrence has been involved in numerous transportation-related studies including analyzing the impacts of new roadways, bypasses and exits, analyzing residential and retail growth around TOD stations, and assisting in the preparation of Environmental Impact Statements for major airport expansions.

Project Team and Organizational Chart

The following chart organizes the key personnel (described above) into the management structure for our team.



Team Experience

The following section provides an overview of our team experience. Additional qualifications are attached to the proposal.

Horsley Witten Group, Inc.

HW brings decades of experience and qualifications in land use planning, infrastructure planning, economic development, housing production, open space preservation, community design, natural resource protection, smart growth, low impact development, and smart energy. We are a recognized leader in the planning field and have established long-term relationships with the United States Environmental Protection Agency (US EPA) and the American Planning Association (APA) as well as numerous state and local governments to whom we provide expert advice and consultation. Our firm is uniquely qualified to provide practical and comprehensive planning services because we have a truly interdisciplinary staff of planners, scientists, and engineers.

HW is known for our locally adopted planning documents, which are tailored to the existing conditions in each community while also anticipating innovative opportunities to satisfy future needs. In addition, our graphic design department continues to be recognized for its state-of-the-art digital and hard copy comprehensive planning products that meet the needs of today's public audience.

HW has worked closely with municipal officials across the Commonwealth to develop a wide variety of planning tools. Our Massachusetts-based clientele has included hundreds of public entities including municipal governments and state agencies for which we have performed various planning, engineering, and zoning projects. HW led the development of the Smart Growth/Smart Energy Toolkit for the Massachusetts Department of Energy and Environmental Affairs. The toolkit provides guidance on 22 land use planning techniques with 15 model bylaws to assist local implementation. HW also provided technical consulting to over 25 Massachusetts municipalities between 2008 and 2010, as part of the Massachusetts Green Communities Initiative.

Relevant Project Experience:

- Town of Seekonk Master Plan Update, Seekonk, Massachusetts
- Envision Easton Comprehensive Master Plan, Easton, Massachusetts
- Town of Shrewsbury Master Plan Update, Shrewsbury, Massachusetts
- Comprehensive Code Reform Project, Attleboro, Massachusetts
- Town of South Kingstown Comprehensive Plan Update, South Kingstown, Rhode Island
- Town of Narragansett Comprehensive Plan Update, Narragansett, Rhode Island
- Town of Richmond Comprehensive Community Plan, Richmond, Rhode Island
- Comprehensive Master Plan Outreach Program, Keene, New Hampshire
- Green Communities Technical Support, Department of Energy Resources, Massachusetts
- A Regional Plan for Sustainable Rhode Island, Rhode Island Division of Planning
- Smart Growth/Smart Energy Toolkit, Executive Office of Energy and Environmental Affairs, Massachusetts
- East Harwich Village Center Zoning Framework, Harwich, Massachusetts

- Integrated Water Resource Plan, Brewster, Massachusetts
- Open Space Planning, Town of Provincetown, Massachusetts
- Adaptive Reuse, Moran Shipping Headquarters, City of Providence, Rhode Island
- Open Space and Recreation Plan Update, Town of Scituate, Massachusetts
- Middle School to High School Bicycle/ Pedestrian Pathway, Town of Norwell, Massachusetts
- Mixed-Use Village Center South Sandwich Village, Tsakalos Realty Trust
- Village Development and Transfer of Development Rights (TDR), Rhode Island Department of Environmental Management
- Open Space and Recreation Plan Update, Town of Brewster, Massachusetts

Dodson & Flinker

Dodson’s approach to planning, particularly in the areas of natural and cultural resources, has been at the leading edge of planning practice for decades. The firm has extensive experience in both public and private sector land planning and design, enabling them to implement projects that fit the needs of both client and community. The firm incorporates extensive public participation as a cornerstone of its projects to both ensure public support and to create better projects.

Over the years, the firm and its partners have developed new approaches to consensus building that are designed to empower local residents to play a major role in planning for the future of their communities. The firm’s emphasis on physical planning and design and its skills in perspective rendering and simulation techniques allow new planning and design techniques to be clearly illustrated, generating enthusiasm and support amongst project backers, regulatory boards, abutters and the general public. For clients ranging from the National Park Service to the Chicago-based Environmental Law and Policy Center, Dodson has developed clear, popularly-supported solutions for complex environmental problems. This approach enables the firm to generate realistic plans that have achieved a remarkable record of approval and support from regulators and funders. Dodson has been able to apply these lessons and techniques to numerous municipal planning efforts.

Relevant Project Experience:

- Envision Easton Comprehensive Master Plan, Easton, Massachusetts
- Town of Littleton Master Plan, Littleton , Massachusetts
- East Hampton Hamlets Study, East Hampton, New York
- Grove Street Master Plan, New Canaan, Connecticut
- Master Plan Update, Kingston, Massachusetts
- Scituate Visioning, Scituate, Massachusetts
- Turner’s Falls Downtown Livability Plan, Montague, Massachusetts
- North 40 Visioning, Wellesley, Massachusetts

RKG Associates

RKG Associates has a wealth of experience providing a comprehensive range of market research, economic, planning, and financial feasibility services to governmental agencies. These analyses have included urban redevelopment projects, neighborhood-scale revitalization

projects, retail malls, and a variety of mixed-use developments, from site-specific projects to large-scale strategic planning. The firm has worked in many communities in Massachusetts, New England, and across the country developing achievable strategies for attracting and retaining key industries and strengthening local economies. Judi Barrett currently manages planning projects at RKG. Previously, she served as the Planning Director at Community Opportunities Group.

Relevant Project Experience:

- Economic Development Strategy and Housing Study, Chicopee, Massachusetts
- Market Study for Hyannis, Massachusetts
- Urban Revitalization & DIF District Plan, Gardner, Massachusetts
- Reuse Planning of the Andover Town Yard Transit Oriented Development (40-R) Overlay District, Andover, Massachusetts
- Reuse and Redevelopment For a Priority 43D Development Site, Belchertown, Massachusetts
- Baseline Conditions and Market Analysis for the Redevelopment of the Former Uniroyal and Facemate Properties, Chicopee, Massachusetts
- 1325 Boylston Street in the Fenway Triangle, Boston, Massachusetts
- Fort Devens Reuse Planning Services: Harvard, Ayer and Shirley, Massachusetts - Multiple assignments completed between 1993 and 1995
- Redevelopment Master Plan Greenfield Tap & Die Facility, Greenfield, Massachusetts

A Comprehensive Approach to Community Engagement

Members of the HW Team provide training at regional and national planning conferences (e.g., SNEAPA, APA National, and New Partners for Smart Growth) and to local groups and Planning Boards, and regularly serve the Massachusetts Executive Office of Energy and Environmental Affairs (EEA) and Grow Smart RI in an advisory/training role. The majority of our training over the past five years has been in the fields of advanced zoning techniques, planning for village development, innovative subdivision design, Low Impact Development (LID), and climate change preparation. Most recently, HW has worked with several agencies and municipalities to examine the complete package of planning and zoning reforms required to facilitate the development of compact mixed-use districts at varying scales. Streetscape, parking, and design standards for centers in small rural hamlets, in suburban shopping centers, and urban TOD centers are all potential focus areas in this work. Within this topic area, members of our team have given special attention to educating communities on the use of small-scale infrastructure implementation, housing implementation, advisory design guidelines, legally-binding design standards, and/or form-based codes.

To identify opportunities within an individual community, our team can use a variety of outreach, engagement, and educational techniques:

E-blast Campaigns

At the core of stakeholder engagement is the need to create a constant, growing awareness of the project. The pool of stakeholders should always be increasing and all of them should know where we are on the project timeline. E-mail is an effective means of maintaining awareness at the community level and we will work with the Town to develop a mailing list that meets the needs of the project.

Local Media

We are prepared to develop press releases for the Town if this is deemed to be an effective means of communicating with stakeholders. Like e-blast campaigns, local media is best used to maintain awareness and keep people informed about the progress of the study. Local papers, news outlets (e.g., The Patch, Wicked Local), radio, and community television are outlets with which we have experience.

Social Media

If desired by the Town, we can use Facebook and/or Twitter to provide project updates or alert stakeholders to events and meetings. New accounts can be created for the project, or we can use existing accounts that may already have a significant following.

Project Website

HW regularly creates basic but effective project websites that can be used for project awareness and provide services for document sharing as products develop. We can develop independent websites hosted by HW, or work within the Town's website framework.

Web Surveys

Web surveys are low cost and easy to deploy, compile, and analyze. Target audiences for web surveys could include businesses, manufacturers, local groups, and Town residents. The consultant team regularly deploys tools from developers like SurveyMonkey® to create efficient, user-friendly surveys that are equipped to produce reports at any point in the project schedule. Because these surveys are generally available to a broad audience, web surveys are better for identifying topics of high interest and collecting ideas.

Telephone Surveys

Telephone surveys provide valuable insight into consumer perceptions, regional shopping patterns, and how Concord's commercial areas can better attract customers. This technique can be costly, but can also provide much useful information about consumer shopping habits and how shopping areas compare to competitive areas in other communities. Unlike web-based surveys, which may be more difficult to control, telephone surveys can more easily be used to generate statistically significant data.

One-on-One Interviews

The target audience for one-on-one interviews would include Town officials, as well as real estate brokers, developers, residents, regional planners, and economic development professionals. The goals of public sector interviews would be to establish Concord's institutional and political context and identify public resources and programs available for economic development. Development and real estate professionals would be interviewed with more of a focus on identifying key market trends, community assets, development opportunities, and barriers or constraints to development.

Focus Groups

Focus groups are extensions of one-on-one meetings. Focus groups will generally consist of meetings with a targeted audience of six to ten people who represent a particular sector or interest group in Concord. Focus groups with businesses in each opportunity area can help to identify key issues and needs unique to that area, and build support for specific strategies and recommendations. For example, a focus group with representatives of visitor attractions and tourist-oriented businesses would uncover market trends, needs, and development strategies most suitable to that sector.

Working Groups

Where focus groups tend to concentrate discussion within a group of people with similar perspectives (e.g., manufacturers, regulators, etc.), working groups deliberately create a cross-section of perspectives to deal with a single issue or product. For example, regulators, property owners, public works, and social services might come together to work on regulatory changes for a mixed-use neighborhood. These groups often meet between three and five times to continue developing ideas or products over time, with the consultant team providing technical support between meetings and facilitation support during meetings.

Public Meetings

Public meetings can be designed to develop ideas for future development, as well as solicit feedback on proposed strategies and recommendations. Planning workshops with group breakout sessions are useful for identifying key assets and opportunities, as well as areas of agreement and disagreement within the community. Community open houses offer flexible drop in periods for one-on-one engagement with interested residents.

References

Four references for each member of the HW Team are provided below.

HW Projects	Contact
Shrewsbury, MA Community Master Plan	Kristen Las, AICP Assistant Town Manager/ED Coordinator Town of Shrewsbury, MA (508) 841-8508 klas@shrewsburyma.org
Easton, MA Community Master Plan	Gary Anderson (former) Director of Planning and Economic Development Town of Easton, MA (current) Director of Planning and Economic Development Manchester, CT 860-647-3043 ganderson@manchesterct.gov
Seekonk, MA Community Master Plan	John Hansen, AICP (former) Town Planner Seekonk, MA (current) Planning Director Town of Dartmouth, MA (508) 910-1817 jhansen@town.dartmouth.ma.us
Attleboro, MA Comprehensive Zoning Reform	Gary Ayrassian Director of Planning and Development City of Attleboro, MA (508) 223-2222 Ext. 3141 cityplanner@cityofattleboro.us

Dodson Projects	Contact
Kingston, MA Master Plan Update	Tom Bott Town Planner Town of Kingstown, MA (781) 585-0549
Littleton, MA Community Master Plan	Maren Toohill Town Planner Town of Littleton, MA (978) 540-2425
State of Rhode Island Village Guidance Manual: Tools and Techniques for Rhode Island Communities	Scott Millar (former) Rhode Island Department of Environmental Management (current) Senior Policy Analyst, Grow Smart Rhode Island (401) 273-5711 ext. 6.

New Caanan, CT Cross/Vitti Neighborhood Plan; Grove Street Neighborhood Plan	Steve Kleppin Town Planner Town of New Canaan, CT (203) 594-3042
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RKG Projects	Contact
Framingham, MA 9/90 & Tech Park Market Assessment	Amanda Loomis Planning Board Administrator Town of Framingham, MA (508) 532-5450 aloomis@framinghamma.gov
Lincoln, MA Lincoln Comprehensive Plan	Timothy Higgins Town Administrator Town of Lincoln, MA (781) 259-2604 higginst@lincolntown.org
Southbridge, MA Economic Development Plan	Rosemary Scrivens Economic Development Director Town of Southbridge, MA (508) 764-5402 rscrivens@southbridgemass.org
Tewksbury, MA Tewksbury Master Plan	Steven Sadwick Community Development Director Town of Tewksbury, MA (978) 640-4370 ssadwick@tewksbury-ma.gov

ATTACHMENTS

A decorative graphic consisting of two parallel, wavy blue lines that curve upwards and then downwards, positioned below the 'ATTACHMENTS' header.

Project Descriptions





Project Profile
Shrewsbury, MA

Client Contact:
Kristen Las, AICP
Assistant Town Manager &
Economic Development Coordinator
Town of Shrewsbury
508-841-8508

HW Contact:
Nate Kelly, AICP

13078

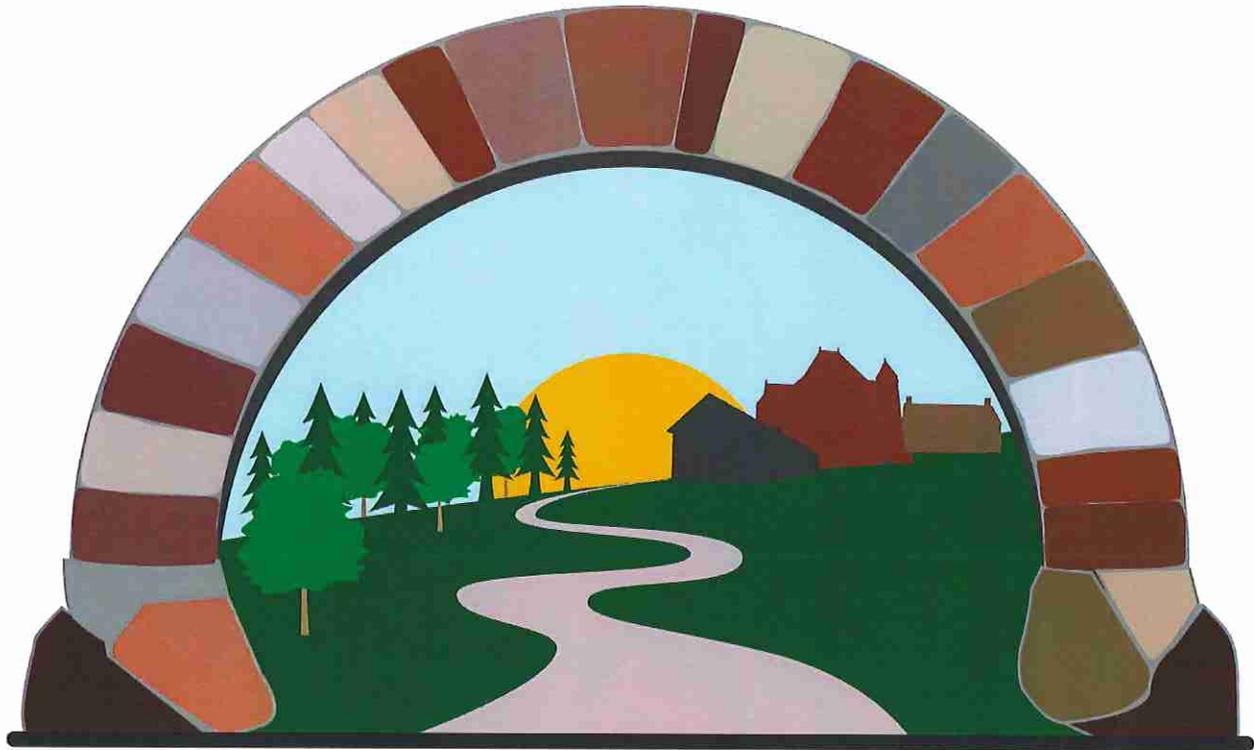
Master Plan Update

HW assisted the Town of Shrewsbury with updating its Master Plan, which was once a large, dated volume that had mainly sat on the shelf. The Town wanted a document that was succinct, user-friendly, and actionable. HW worked to create a Master Plan that focuses on formative issues and offers a strategic implementation schedule. The Shrewsbury Master Plan Update Committee was instrumental in developing the plan, and building support for its adoption. One of the key successes of the process was the public participation plan, which gave opportunities for public input through two well-attended workshops and a series of working meetings with the committee. Public workshops allowed residents to discuss areas of the community to preserve, strengthen, and transform in order to meet future needs.



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ENVISION EASTON

Project Profile
Easton, MA

Client Contact:
Gary Anderson, AICP
Planning Director
Town of Easton, MA
508-230-0643

HW Contact:
Nathan Kelly, AICP

12125



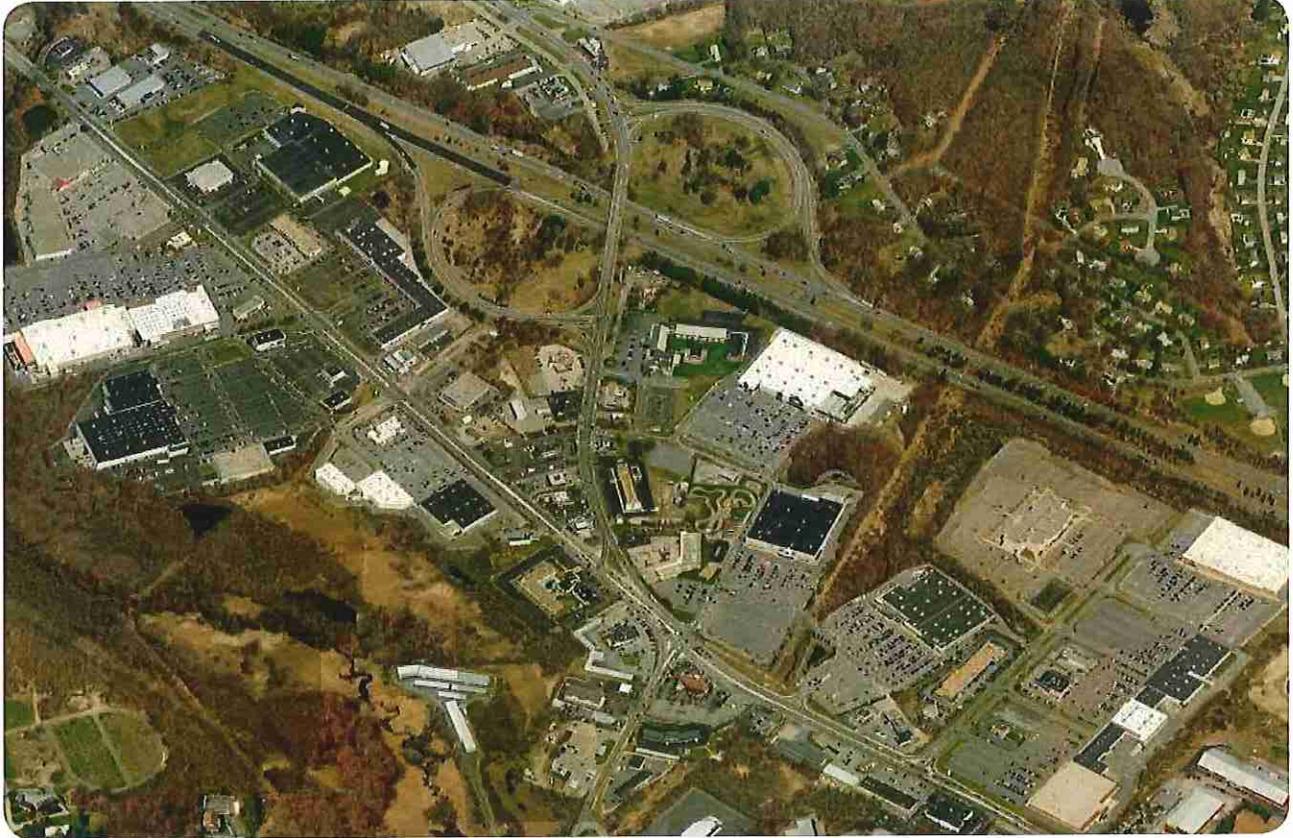
Horsley Witten Group

“Envision Easton” Comprehensive Master Plan

Easton, MA is a vibrant and historic community located in southeastern Massachusetts. With its roots in the New England industrial revolution, Easton has maintained an impressive inventory of historic structures, preserved open space, and quiet neighborhoods. The Town asked HW to lead the development of its first Master Plan in 40 years. The HW team included Dodson & Flinker, McMahon Transportation, and Community Opportunities Group. Services included:

- Facilitation of a 15-person Steering Committee
- Design and facilitation of three public forums
- Development of a project brand (Envision Easton), a project website, and assistance with a facebook page
- Establishment of “Listening Posts” throughout the community
- Interviews with municipal officials and key stakeholders
- Facilitation of topic-based Working Groups
- Development of a complete Master Plan

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Project Profile
Seekonk, MA

Client Contact:
John P Hansen Jr., AICP
Current: Town Planner at
Dartmouth, MA
Former: Town Planner at
Seekonk, MA
508-910-1817

HW Contact:
Nathan Kelly, AICP
401-272-1717

10080



Horsley Witten Group

Community Master Plan Update

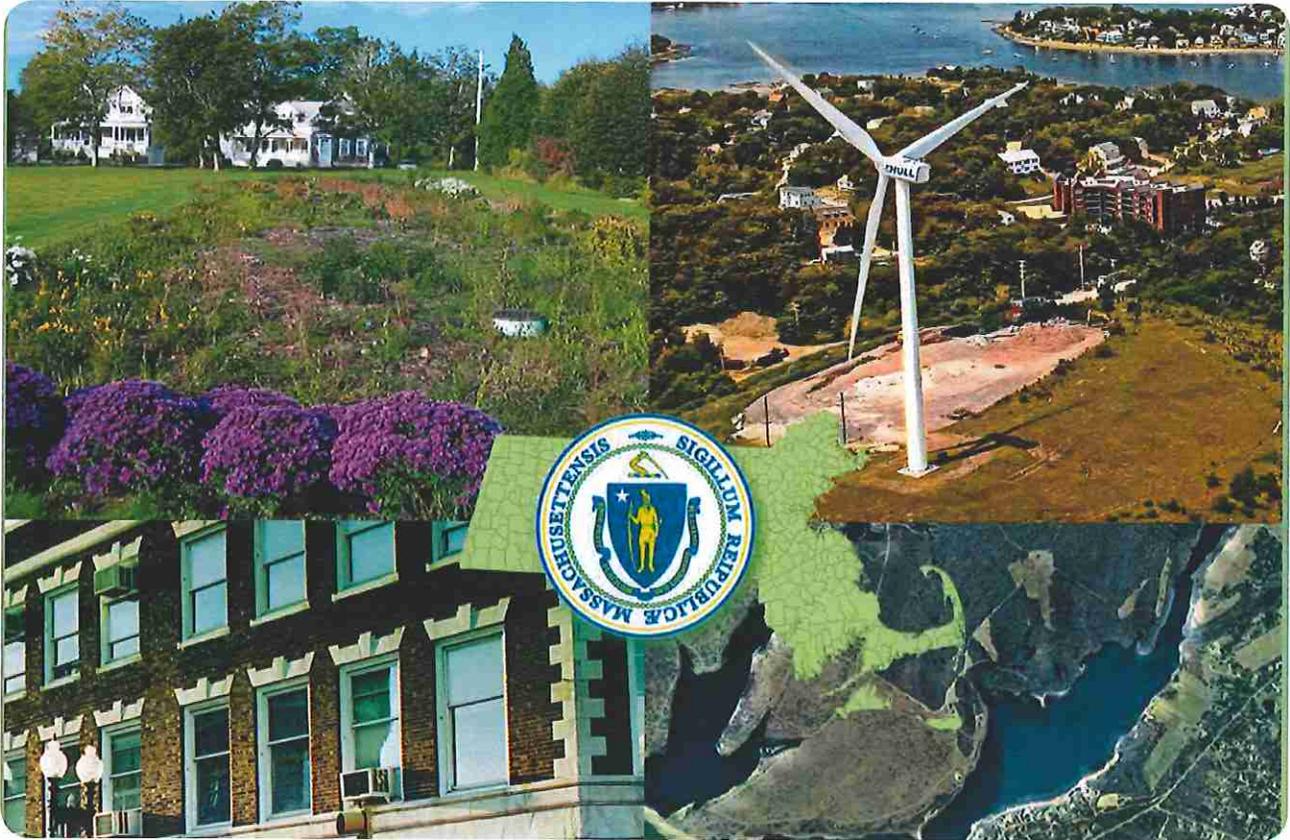
HW served as the lead consultant for the update of the Town of Seekonk's Community Master Plan. Assisted by McMahon Associates, Inc. for transportation planning, HW updated the previous plan elements, as required by Massachusetts state law. HW also added an element for "Sustainable Energy," which provides a roadmap for future energy planning, conservation, and alternative energy development.

The Plan included three separate documents:

- A Comprehensive Baseline Report that provides the data and analyses required for an effective Master Plan
- A Complete Master Plan document that outlines the vision for the community key planning issues, and goals and action items for each element
- An Implementation Handbook for all departments within the community for easy reference to individual action items

As part of the project, HW facilitated two public forums, conducted a Town-wide survey, and hosted a project website for easy access to interim products and announcements.

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Project Profile
Massachusetts Executive
Office of Energy &
Environmental Affairs

Client Contact:
Kurt Gaertner, EEA
617-626-1154

HW Contact:
Nathan Kelly, AICP

7003

Smart Growth, Smart Energy Toolkit

HW designed the Smart Growth/Smart Energy Toolkit to assist municipalities and private developers in implementing more sustainable policies and techniques in their communities. In 2007, HW made updates to the original Smart Growth Toolkit to include new planning principles, techniques and practices, as well as opportunities for alternative energy use. The full scope of the new Smart Growth/Smart Energy Toolkit includes guidance and, where appropriate, model ordinances for many uses such as Accessory Dwelling Units, Smart Growth Overlay Districts, Form-Based Codes, Low Impact Development, Open Space Residential Design, Smart Energy, and Transfer of Development Rights, to name a few. The Smart Growth/Smart Energy Toolkit is available on CD and at www.mass.gov/envir/smart_growth_toolkit. All municipalities throughout the Commonwealth received a toolkit, as well as hundreds of developers and designers.



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Project Profile
MA Dept. of Energy Resources

Client Contact:
Meg Lusardi
Former Green Communities
Director, Currently
at PowerOptions
617.737.8480

HW Contact:
Nate Kelly, AICP

9080A



Horsley Witten Group

Green Communities Technical Planning Services

The Massachusetts Department of Energy Resources (DOER) contracted with HW and ICF International to help communities meet the minimum criteria for funding under the MA Green Communities Act of 2008. The criteria include:

- Zoning & permitting of energy facilities
- Energy use benchmarking and plans for reducing energy use
- Purchasing of fuel efficient vehicles
- Minimizing life cycle energy costs for new construction
- Promoting alternative energy generation and development within MA

HW and ICF have assisted over 50 communities. Of these communities, over 75% have achieved Green Community status and have benefitted financially from grant awards. HW worked with a diverse group of stakeholders in each community, including members of energy committees, planning staff, town administrators, selectmen, and others. Through public meetings, training seminars/webinars, development of technical resources, and meetings, HW collaborated with each community to develop and implement a detailed plan.

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Project Profile
South Kingstown, RI

Client Contact:
Vincent Murray
Director of Planning
401-789-9331 x 1244

HW Contact:
Nathan Kelly, AICP

9089

Comprehensive Community Plan Update

HW led a yearlong effort to update the Town of South Kingstown's Comprehensive Plan. The update addresses all of the elements required by state law, and includes the Town's University of Rhode Island element. In consultation with Statewide Planning, HW addressed all data needs and emerging issues including climate change and sea level rise. Services provided by HW included:

- Facilitation of public forums
- Interviews with local officials and key stakeholders
- Regular work sessions with the Planning Board
- Development of a project website
- Implementation of a survey in electronic and hardcopy format
- Complete draft and final versions of the Comprehensive Plan
- Support for adoption at both the local and state level



Horsley Witten Group

HW focuses on providing sustainable environmental solutions. Learn more at horsleywitten.com



Project Profile
Town of Richmond, RI

Client Contact:
Denise Stetson
Town Planner
401 539 9000 ext.6

HW Contact:
Krista Moravec, AICP

11074



Horsley Witten Group

Comprehensive Community Plan Update

HW collaborated with the Town of Richmond to update its Comprehensive Community Plan. The goal was to create a succinct document for all audiences. Richmond residents value the Town's rural character and small-town feel and that is how they see its future. Therefore, the focus of the update was to reassess the current plan and ensure that policies and strategies do not stray from this vision. The updated plan highlights the presence of abundant parks and conservation areas as an important economic development opportunity. The plan also encourages future development in existing village centers with public water supply and suggests the potential for a new town center. The plan provides the Town with a starting point to study a transfer of development rights program. These types of strategies can protect farms, forests, and other open spaces that are integral to the Town's character.

The update process included an online survey, public workshop, and monthly meetings with the Planning Board. HW also assisted the Town with its submission to the RI Division of Planning and addressed comments raised by the State. The plan received approval in March 2013. The Rhode Island Chapter of the American Planning Association presented the Town with the 2013 Award for Outstanding Comprehensive Planning for its work on the update.

HW focuses on providing sustainable environmental solutions. Learn more at horsleywitten.com



Project Profile
Westerly, RI

Client Contacts:
Marilyn Shellman
401-348-2604

HW Contact:
Krista Moravec, AICP

11079

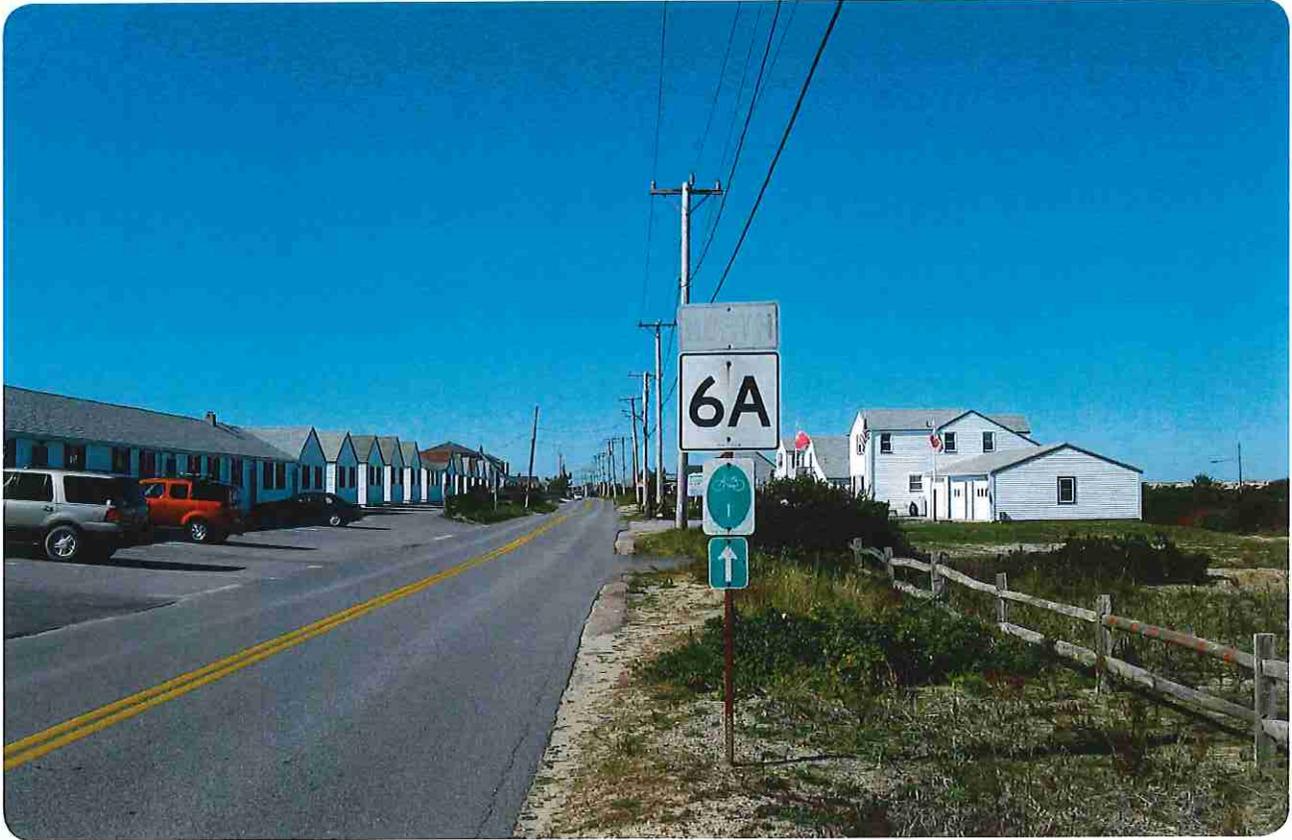
Comprehensive Plan

Westerly is a coastal community located on Rhode Island Sound. HW assisted the Town in addressing comments regarding its 2010 Comprehensive Plan update. HW tackled several key issues including: integrating the Affordable Housing Plan (AHP) into the Housing Element of the Comprehensive Plan; updating housing data and statistics of the AHP; revising strategies to develop low and moderate-income housing and developing projections to meet housing production goals. HW also assessed the effectiveness of the Town's solid waste management strategies and helped to resolve zoning questions related to the Comprehensive Plan, the Future Land Use Map, and the Zoning Map. The Town successfully met the requirements of the State and received approval of its Comprehensive Plan.



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Project Profile
Town of Truro, MA

Client Contact:
Kyle Takakjian
Chief of Police,
Truro Police Department
508-487-8730 (Communications)
508-487-8737 (Direct)
774-353-6842 (Cell)

HW Contact:
Carl Simons

13028



Horsley Witten Group

Multi-Hazard Mitigation Plan Implementation

HW has developed action items based on the Town of Truro's FEMA-approved Multi-Hazard Mitigation Plan. In order to help safeguard against the loss of life and/or property from natural disasters, HW created both pre-disaster and post-disaster action items for the Town's residents and seasonal guests.

HW explored methods to improve emergency preparedness public outreach, response, and recovery information for the community before, during and after a disaster. As follow up, HW determined which actions are complete as well as those requiring adjustment, and updated a timeline for the completion of the remaining action items. A strategic direction document for adoption by Town stakeholders was part of the planning work. The overall goal of this initiative was to make the Town more resilient against identified natural disasters by encouraging the citizens to embrace the "whole community" concept described in the recently released National Planning Frameworks as part of Presidential Policy Directive 8.

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Project Profile
Attleboro, MA

Client Contact:
Gary G. Ayrassian
Director of Planning
and Development
City of Attleboro
(508) 223-2222

HW Contact:
Nathan Kelly, AICP

7112



Horsley Witten Group

Amendments to City Ordinances and Regulations

The City of Attleboro, like many communities adopted its original codes and ordinances decades ago. Since then, amendments have taken place in a piecemeal fashion eventually creating an ordinance that was confusing and difficult to administer. In 2007, the City set out to perform a major overhaul to its General Ordinance, Zoning Ordinance, Subdivision Regulations, Wetlands Ordinance, and Wetlands Regulations.

HW assisted the Department of Planning and Development with evaluating current rules, regulations, and ordinances. The work included developing new provisions for stormwater management and sustainable site design with an emphasis on low impact development (LID) strategies. HW integrated the local board reviews and approvals so that they are consistent with the Massachusetts Department of Environmental Protection (DEP) regulations and federal Environmental Protection Agency (EPA) Stormwater Phase II regulations. Now there is a streamlined permitting process for these essential boards that provides greater environmental protection and clear pathways to approval. This project has ensured that the City's regulatory provisions reflect and embody the principals of smart growth, sustainable development and state of the art practices and planning principles emphasizing effective LID.

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Project Profile
Yarmouth, Massachusetts

Client Contact:
Ms. Karen Greene
Director of Community
Development
508-398-2231 ext. 1278

HW Contact:
Nathan Kelly, AICP

12041



Horsley Witten Group

Consulting Services Village Center Overlay District

The Town of Yarmouth hired HW to provide consulting services for the Planning Board as it considered key policy questions for a new zoning bylaw. The Town has experienced redevelopment challenges along Route 28, which includes outdated commercial retail strips and transient motel uses. As part of the redevelopment strategy, the Town adopted aggressive zoning overlay districts to encourage more walkable mixed-use development.

HW collaborated with the Town and provided meeting facilitation and presentations at numerous Planning Board meetings as well as an intensive review of the existing bylaw. It was important to understand the complex relationship between the Planning Board, Zoning Board, and the Design Review Committee. HW led discussions regarding the different boards, efficient permitting review, and the implementation of design guidelines. HW prepared the bylaw draft and final language. The bylaw, which was controversial at the outset of the process, passed decisively at Town Meeting.

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Project Profile
Marblehead, MA

Client Contact:
Rebecca Curran Cutting
781-631-0000

HW Contact:
Craig Pereira, CFM, NCI
401-272-1717

12070



Horsley Witten Group

Hazard Mitigation Plan Update

HW has completed a hazard mitigation plan update for the Town of Marblehead in compliance with FEMA requirements. The Disaster Mitigation Act of 2000 places high priority on the continuation of the planning process after the initial submittal, requiring communities to seek and receive re-approval from FEMA in order to remain eligible for assistance. A current hazard mitigation plan can be a powerful tool, helping the communities plan for, and remediate impacts of natural hazards such as nor'easters, hurricanes, climate change, and sea level rise. Marblehead's coastal location presents an increased risk of natural hazards. Any natural hazard could affect the Town's economy, as is it a commercial fishing port and a recreational community, which relies on tourism. HW's approach includes four primary methods. These methods include a planning process, risk assessment, mitigation strategy, and plan maintenance.

HW has worked together with MEMA and FEMA representatives on the update process, maintaining consistency with State and regional plans, and data gathering/information sharing. Town Department Chairs held interviews to identify plan accomplishments and new mitigation measures. The project deliverables include a web page, public workshops, and updated GIS maps. HW's final product will be a FEMA-approved Hazard Mitigation Plan Update.

HW focuses on providing sustainable environmental solutions. Learn more at horsleywitten.com



Project Profile
 Oak Bluffs,
 Martha's Vineyard

Client Contact:
 Robert Whritenour
 Town Administrator
 508-693-3554

HW Contact:
 Jon Ford, PE

14088

Downtown Streetscape Master Plan

The Oak Bluffs Downtown Streetscape Master Plan is a comprehensive plan for improvements to the Oak Bluffs downtown streets including sidewalks, lighting, parking, vehicle/bicycle/pedestrian mobility, open space, landscaping, and wayfinding. The Master Plan is a framework of future planning, development, and design, which works with the distinctive, funky character of the downtown. Horsley Witten led the yearlong effort, building innovative design solutions based on a foundation of community engagement. Examples of this include extensive public visioning, surveys, social media, door-to-door campaigns, and more. Several unique design challenges existed including, extremely narrow rights-of-way, creative parking solutions, integration of pedestrian/bicycle/vehicle/bus/ferry transportation, seasonal population changes and local economic impact, accessibility, wayfinding, tactical urbanism, and waterfront development.



Horsley Witten Group

HW focuses on providing sustainable environmental solutions. Learn more at horsleywitten.com

CURRENT PROJECTS



East Hampton Hamlets Study | East Hampton, New York

Dodson & Flinker is leading a multidisciplinary team to develop plans for the commercial centers of East Hampton's six hamlets. Through multi-day charrettes for each hamlet, the firm is developing physical planning strategies for the commercial centers that resolve issues with traffic, parking and economic viability while preserving and enhancing their distinctive character. The project addresses rapidly rising property values, traffic congestion, walkability, and how the commercial centers can better serve year-round and seasonal residents.



Grove Street Master Plan | New Canaan, Connecticut

Dodson & Flinker is leading a team to help the town evaluate potential redevelopment scenarios for a key downtown block adjacent to the commuter rail station. The public was engaged through a series of charrettes with land and business owners, neighborhood residents and the public at large. Three-dimensional digital models helped participants explore and react to a variety of redevelopment alternatives with varied site planning approaches, density and architectural treatment.



Town Master Plan | Littleton, Massachusetts

Dodson & Flinker is working with a team led by RKG Associates to prepare a town-wide masterplan, for which the firm is responsible for the land use, open space and recreation, and natural resource elements. In support of the land use discussion, the firm will facilitate two multi-day charrettes to explore redevelopment alternatives for key sites, including the historic town common area and a potential mixed-use center at the commuter rail station.



Master Plan Update | Kingston, Massachusetts

As part of a larger team led by Brovitz Community Planning & Design, Dodson & Flinker is providing GIS analysis and facilitation to help the town design a green infrastructure system and locate appropriate centers for mixed use development. At a multi-day charrette, the firm helped to create concepts for each center showing how to accommodate growth while retaining the livability and small-town charm beloved by residents. A variety of scenarios were explored with plans and perspective drawings, allowing residents to visualize future alternatives.



Scituate Visioning | Scituate, Massachusetts

Dodson & Flinker is working with Ted Brovitz develop visionary masterplans for the town's two transit villages at North Scituate and Greenbush. Working with the Economic Development Commission, the team toured each site, prepared GIS overlays to assess development potential, and explored potential ideas for infil development, new parks and trails, improved traffic and pedestrian connections, architecture and landscaping. After review by the town, the results will be compiled into a detailed report outlining proposed zoning changes and other implementation strategies.

PREVIOUS PROJECTS



Cross & Vitti Neighborhood Study | New Canaan, Connecticut

Dodson & Flinker led a team to create a masterplan and implementation strategies for a key area on the edge of New Canaan's historic downtown. Beginning with stakeholder interviews and an internal workshop, the process culminated in a town-wide charrette designed to build consensus in support of changing the area from an automobile-dominated area to a pedestrian-friendly district with a mix of residential and commercial uses.



Form-Based Code | New Bedford, Massachusetts

Dodson & Flinker is teamed with Brovitz Community Planning and Design and the Principle Group to create a form-based code for Downtown New Bedford and two outlying commercial corridors. Including an extensive public outreach process and multi-day charrette, the project will help preserve one of the most remarkable collections of historic architecture in New England while providing for the growth and change needed as the city continues on its path to revitalization and renewal.



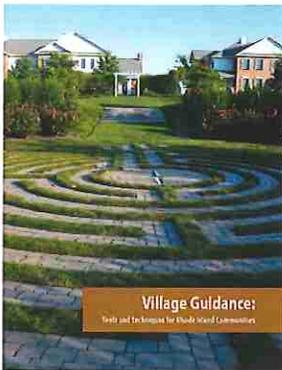
Commercial District Masterplanning | Darien, Connecticut

Dodson & Flinker is led the design element as part of a team addressing the future of two key commercial centers, Downtown and Noroton Heights. Access to the Northeast Corridor Rail service and I-95 creates extraordinary opportunities for redevelopment. The project includes traditional plan drawings to explore alternatives, as well as digital modeling to explore the impact of several active development proposals where proponents are requesting increases to density and height standards currently allowed by zoning.



Farmington Center Study | Farmington, Connecticut

Public participation centered on a three-day planning and design charrette attended by more than 500 residents. The highlight of the charrette was a Saturday morning workshop where residents broke into small groups to work with physical models of the study area. Each group was able to start with model pieces representing existing buildings, and work through various scenarios for infill development, street improvements and conservation. Working with the project committee, Dodson & Flinker synthesized the results of 12 group projects into a single recommended masterplan approach, and is working with the town to develop a detailed plan for implementation.



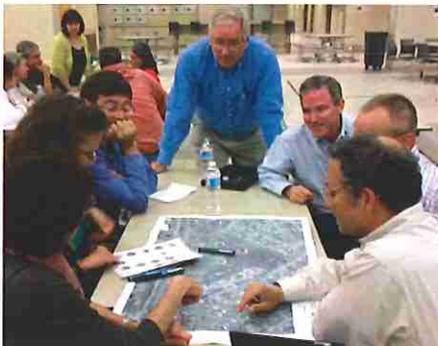
Village Development Guidance | State of Rhode Island

Peter Flinker authored a village guidance manual designed to help Rhode Island Towns understand village planning and design principles. Designed in-house by Nate Burgess, the manual provides a step-by-step guide to revitalizing existing villages, as well as using the village approach to reduce suburban sprawl and create vibrant, mixed-use centers surrounded by protected open space.



Turner's Falls Downtown Livability Plan | Montague, Massachusetts

Dodson & Flinker won a 2013 Planning Award from Massachusetts APA for this visionary plan for downtown Turner's Falls, the historic center of Montague, Massachusetts. A variety of future growth and redevelopment scenarios were explored through a series of four Working Group meetings where stakeholders defined opportunities for redevelopment and developed a clear action strategy for implementation. The centerpiece of the process was a public design charrette where participants circulated among a series of stations devoted to separate themes of streetscape improvements, economic revitalization and marketing, parks and open space, historic preservation, etc.



North 40 Visioning | Wellesley, Massachusetts

The town was caught off-guard in Spring, 2014 when Wellesley College announced it would sell "the north 40" to the highest bidder. A 46 acre parcel across the railroad tracks from the main campus, the area has served as de-facto open space for the surrounding neighborhood for more than a century. Dodson & Flinker led a series of public visioning workshops to explore options for town purchase and use of the parcel, and followed up with design studies showing how various uses such as housing, a school, recreation fields and community gardens could be incorporated into future use of the site. The results helped support a decision by town residents to purchase the property.



Route 2/102 Village Study | North Kingstown, Rhode Island

Dodson & Flinker teamed with Horsley Witten Group and the Consensus Building Institute to facilitate an extensive public process exploring future growth scenarios for a key intersection on the edge of town. Surrounded by existing subdivisions, the corner is zoned General Business, but only partially developed. The town hopes a new Compact Village Development ordinance will allow for a suitable plan to be prepared for the site that balances the rights of landowners and businesses with the needs of residents.



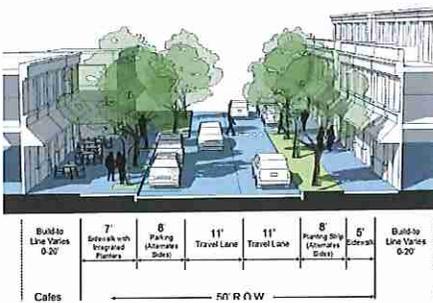
Visualization of Proposed Zoning for Route 28 | Yarmouth, Massachusetts

The firm prepared a sketch masterplan for a three-mile section of Rt. 28 to illustrate potential infill and redevelopment opportunities based on proposed zoning created by Horsley Witten Group. A detailed sketch-up model was developed to help the town visualize the results of the proposed zoning, allowing stakeholders to understand the implications of new standards for streets, parking, architecture and landscaping.



Scenic Landscape Assessment | East Hampton, NY

Scenic landscapes are central to the identity, quality of life and economy of East Hampton, NY. Working with the NY Coastal Management Program, the Town and the Village of East Hampton hired Dodson & Flinker to develop a scenic inventory and analysis of its coastal landscapes. The plan evaluated East Hampton’s coastal scenery and proposed conservation and growth management measures to protect this vital resource. Using Geographic Information System (GIS) mapping and extensive field work on land, in boats and in the air, Dodson & Flinker developed a sophisticated data base of landuse, landcover and visual characteristics of the land. The project led to the designation in 2006 of all the sites identified in the study as “Scenic Areas of Statewide Significance” (SASS), providing these unique landscapes with legal protection under New York State statutes from major development activities that would harm their scenic character.



Merrick Recovery Plan & FormBased Code | West Springfield, MA

In June 2011 a rogue tornado barreled across western Massachusetts, touching down in the historic Merrick District of West Springfield. Out of the devastation arose the opportunity to address long term planning and zoning issues that have long hampered rehabilitation and development. Dodson & Flinker led a series of public meetings to help the community identify valuable existing development patterns and to propose zoning changes that would encourage context sensitive redevelopment. Our work included neighborhood and streetscape analysis, a community masterplan, illustrated form-based zoning code and a final report.



North Kingstown Villages | North Kingstown, Rhode Island

North Kingstown is a maturing suburb of Providence, Rhode Island that is striving to balance growth with preserving its remaining farm and forest lands. The town engaged Dodson & Flinker to study how to increase density in four out of seven of its traditional village centers. Our work included massing diagrams, masterplans and perspective image visions shared with the public and the town through a series of workshops. In addition to concentrating density, the plans dovetailed with the local Healthy Places by Design initiative, removing automobile dominated development and refocusing on creating walkable, bike-able communities.



RhodeMapRI Statewide Sustainability Plan | State of Rhode Island

Dodson & Flinker joined a team of planners, engineers and economists to craft a statewide plan for sustainable development under an \$1.9 Million HUD grant. The firm led a series of 24 workshops in 6 regions designed to involve stakeholders in defining priorities for conservation of natural and cultural resources, as well as to identify existing and potential growth centers. The firm designed an innovative “growth centers game” to help non-planners understand complex planning issues and work on regional solutions to issues of economic development and connectivity.



Route 7 Corridor | Town of Shelburne, Vermont

Dodson & Flinker helped plan and facilitate a town-wide charrette leading to a masterplan for the Route 7 commercial strip at the key northern gateway to the historic town of Shelburne, Vermont. Following the charrette the firm worked with the project team of Howard/Stein-Hudson and Broadreach Planning to draw up a regulating plan and visualizations of key areas. The team is finishing work on a form-based code that will help the town transform an ugly commercial strip into a series of attractive pedestrian centers.



Borderlands Village Innovation Pilot | Killingly, CT and Exeter, RI

Developed an innovative approach to linking open space preservation with village revitalization in two towns along the Rhode Island/ Connecticut Border. Included extensive consensus building process, public workshops, mapping and analysis.



Groton Town Center Design Guidelines | Groton, Massachusetts

Groton is a traditional rural New England community striving to preserve the unique historic and cultural character of its village center. Dodson & Flinker worked with the town to assess existing conditions, identifying what specific elements of space and design define the town character. Using these standards, we created a set of illustrated guidelines showing how (re)development could occur within the existing fabric. The town is currently deciding how to pursue a zoning change that would regulate the proposed design guidelines.



Hillside Neighborhood Revitalization Plan | Greenfield, Massachusetts

Created a comprehensive neighborhood revitalization plan based on extensive public outreach including community workshops and private interviews. A final report included findings, recommendations and strategies to create a safer, more pedestrian-friendly community.



Amenia Hamlet Plan | Town of Amenia, New York

Interactive design workshops led to development of detailed plans and perspective drawings illustrating a variety of possible alternative development scenarios for the hamlet, based on a newly adopted comprehensive plan and zoning regulations. Design guidelines were developed to ensure that the character, scale, infrastructure, walkability and economic health of the hamlet are enhanced. The masterplan also reinforced traditional compact development patterns that create successful new development while preserving open space, environmentally sensitive areas, farms and forest land.



Branch Village Masterplan | North Smithfield, Rhode Island

Developed a masterplan and visualizations for a former industrial village along the Branch River. The process included working with a steering committee to evaluate opportunities and constraints, facilitating public meetings and a design charrette, and drawing up the final plans. A digital model of the area helped convince landowners that redevelopment offers extraordinary economic opportunities.



Fisherville Public Spaces Site Plan | Town of Grafton, Massachusetts & John H. Chafee Blackstone River Valley National Heritage Corridor

Developed a strategic plan for South Grafton 's mill villages through a series of public meetings. The Fisherville Public Spaces Site Plan also came out of this larger visioning project to provide a community-informed guide for the future redevelopment of this site.



City Center Vision Plan | City of South Burlington, Vermont

Using innovative public participation techniques featuring a hands on model-making workshop with hundreds of residents, Dodson Associates worked with city officials and volunteers to develop a consensus vision for the new city center featuring traditional urban streets lined with 4-6 story mixed use buildings, extensive parks and greenways and environmentally-friendly stormwater and infrastructure. The new vision will create a city center with a strong sense of place, people-oriented buildings and spaces and a dynamic mix of activities.



Newburyport Community Development Plan | Newburyport, MA

Developed a creative landuse plan with extensive public participation. Plan focused on creating higher landuse densities around an existing commuter rail station and industrial park while greatly reducing development densities in sensitive farm, forest and wetland areas critical to groundwater recharge and rare species habitat. By emphasizing a mix of uses and the creation of walkable centers, the plan will help reduce congestion and dependence on the car.



Exeter Vision and Village Implementation Project | Exeter, Rhode Island

Dodson & Flinker led an effort to create a "Game Plan for our Future," founded on an extensive public participation process that included creative use of GIS mapping, game playing workshops, keypad polling, small-group interviews and online polling. The consultants acted on the consensus around village development by identifying four village sites with significant growth potential, and used one of them as a model for more detailed design studies. The resulting Village Design Manual will act as a guide for developers, designers, and town boards as they go through the process of village design and permitting. A form-based Village Zoning Ordinance and Transfer of Development Rights process will channel growth to the best areas and ensure design that fits Exeter's rural character.



New York Regional Design Program | New York Metropolitan Region

Working for Regional Plan Association, Dodson Associates developed a Regional Design Program for the greater New York City metropolitan area. A foundation of RPA's Third Regional Plan, the Regional Design Program developed landuse recommendations for a variety of metropolitan landscapes including urban centers, suburban commercial strips, rural lands and declining industrial districts. The recommendations, including compelling aerial perspective graphics, described new physical planning and design approaches to regional growth problems based on compact centers, transit-oriented development and major open space preservation.



Urban Environmental Design Manual | State of Rhode Island

Dodson & Flinker developed a design manual for the State of Rhode Island demonstrating a range of environmentally sensitive site planning, urban design, stormwater management techniques for use in urban areas throughout the state. Four case study sites were selected reflecting a diverse range of urban communities typically found in the state. Detailed plans were developed with extensive input from local residents, city officials and state regulators. The latest techniques in stormwater management, urban design, waterfront management, open space preservation, urban parkland development, infill housing and reuse of old industrial structures were highlighted in the plans.



Chicago Regional Design Project | Greater Chicago, Illinois

In Chicago, Dodson Associates has helped the Environmental Law & Policy Center develop the Chicago Regional Design Study, an analysis of future regional development trends and recommendations for regional growth management. The study encourages transit-oriented development and regional open space and farmland preservation as an alternative to suburban sprawl and the construction of new tollways. Case studies of rural farmland, a small town, a suburb and an inner city neighborhood translate regional recommendations into concrete local proposals illustrated by compelling aerial perspective images.



Station Avenue Masterplan | Groton, Massachusetts

Worked with the Groton Planning Board and a special task force to lead a masterplanning process for a redevelopment site in Groton Center. The process led to a successful application for 43D designation, a state initiative that provides for expedited permitting and other economic development support. The study resulted in a final plan and led to rezoning for the downtown district, including a set of illustrated design guidelines to help shape future development.



Buffalo Bayou Masterplan | Houston, Texas

An environmental, recreational and urban design masterplan for an eight mile river corridor running through the center of Houston, Texas. Through an extensive public participation process, the consultant team developed a vision for the river corridor featuring environmental restoration of the river, enhanced recreational and boating opportunities, flood management strategies and urban design recommendations for the riverbank. The plan also improved public access and enhanced activities and mixed use commercial development at key spots along the waters' edge. Dodson & Flinker was responsible for landscape, recreational, environmental and open space issues as a member of the EcoPLAN design team.



Newton Centre Visioning: City of Newton, Massachusetts

Facilitated three, half-day workshops to create an inspiring, practical vision for Newton Centre. The results of the workshops were described in a final report, with text and photos from each team's model. Dodson Associates worked with the Newton Centre Task Force to create several consensus plans based on differing levels of revitalization from low to high density redevelopment. The consensus plans detail the design approaches possible for Newton Centre and describe recommended development and implementation techniques.



Oxford Downtown Preservation Project | Town of Oxford, MA

Facilitated two public charrettes resulting in alternative concepts for preservation, and redevelopment of Downtown Oxford. Worked with the town's engineering consultant to evaluate alternatives to accommodating traffic bisecting the site on a state highway, including a potential traffic circle. The final plans demonstrated how significant infill potential exists, while maximizing parking and enhancing the pedestrian experience.

COMPREHENSIVE DOWNTOWN REDEVELOPMENT AND MASTER PLANNING

PROJECT NAME AND LOCATION

Market Study for Hyannis, Massachusetts

CLIENT

Town of Barnstable, Massachusetts

RKG SERVICES

Market and Economic Analysis

SITUATION

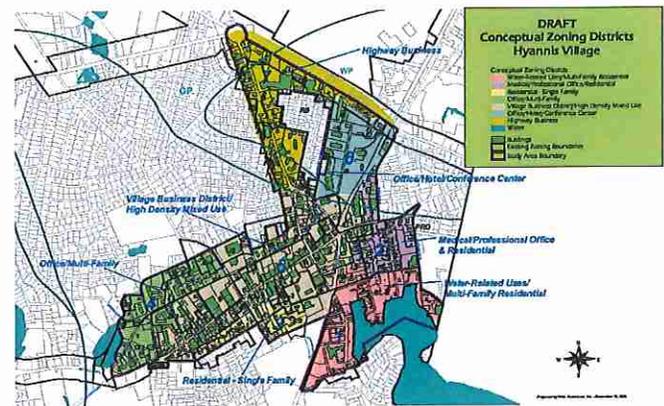
The Village of Hyannis is the regional commercial, retail, medical, cultural and transit hub for Cape Cod. The core downtown and harbor districts were not effectively positioned to benefit from the full range of opportunities that the location presented. The seasonal components of the economy were in conflict with the year round components, including an underutilization of the waterfront and “patchwork quilt” mix of storefronts and land uses along the core downtown. An increase of retail development outside of the downtown also threatened its economic viability. In general, the prevailing land uses, development costs, zoning and other regulatory constraints were limiting the downtown’s ability to transform itself to one that effectively enjoyed a sustainable seasonal and year-round economy.

RKG APPROACH/SOLUTION

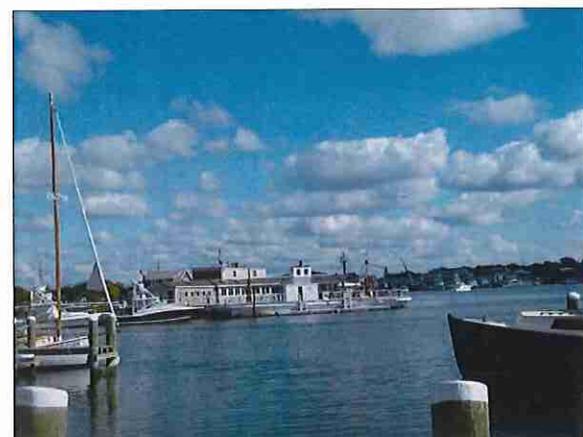
RKG Associates, Inc. evaluated socioeconomic and real estate market conditions, including residential, retail, office and the hotel/hospitality market segments. RKG also completed a broad qualitative analysis of the market challenges and opportunities through surveying property owners, merchants and other local stakeholders. RKG’s recommendations included updated zoning to better facilitate and position future growth and incentives for private sector investment; establish a redevelopment authority to “quarterback” future development; encourage office and workforce housing (especially of upper floors) in the downtown to foster a year-round “captive consumer market”; expand cultural and entertainment venues; expand the downtown college campus and presence; and, continue to make infrastructure improvements, including better access to the waterfront.

RESULTS

To date, implementation of these recommendations, including adoption of new zoning, has resulted in increased private sector investment, including new restaurants and retail businesses in the downtown core and a more balanced economy with respect to seasonal and year-round sustainability.



Conceptual Zoning Districts—Hyannis, MA



ECONOMIC DEVELOPMENT STRATEGY & HOUSING STUDY

PROJECT NAME AND LOCATION

Economic Development Strategy and Housing Study
Chicopee, Massachusetts

CLIENT

The Office of Community Development
The City of Chicopee, Massachusetts

RKG SERVICES

Visioning, Market Research, Site Redevelopment, Land Use, Public Process, Implementation and Financing Strategies and Action Plans

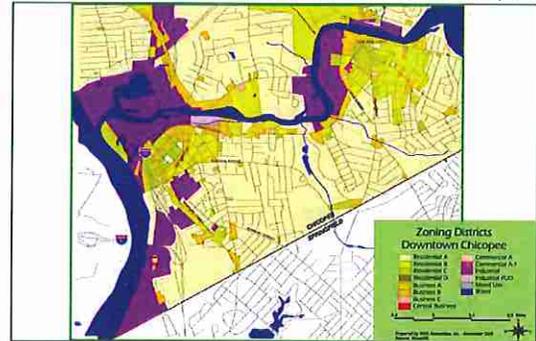
SITUATION

This city of 55,000 people, in central Massachusetts, is truly a city of neighborhoods; and although each neighborhood adds its own character and flavor to the City, each does not help make the City whole. RKG Associates was charged with developing a baseline for identifying and comparing the relative economic health of each neighborhood, its contribution to the fiscal health of the City and its potential in redefining Chicopee, with a primary focus on the housing market and a secondary focus on economic development strategies. The goal was to make the whole, in this case the City of Chicopee, greater than the sum of its parts - its neighborhoods. Chicopee's population is aging and becoming more diverse; housing values have been stagnant; the City lacks "connectivity," in part as a result of a bifurcating interstate system; land for development is limited; and the "downtown," for a city of 55,000, is under-utilized.

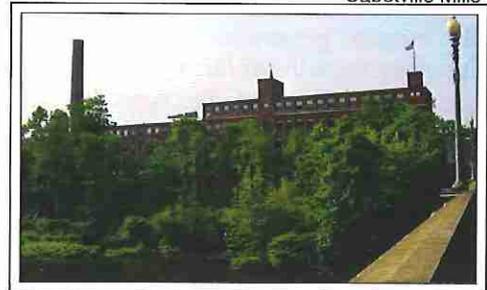
RKG APPROACH/SOLUTION

RKG Associates worked with the Office of Community Development, the Department of Planning, and the Mayor's Office to inventory the citywide housing market, socio-demographic indicators and economic conditions, in order to identify challenges, opportunities and assets within the City. In this manner, a methodology was developed to "comparatively measure" the costs of various redevelopment efforts relative to the return on investment. Recommendations were made for creating infill housing and improving residential qualities of the various neighborhoods, as well as integrating citywide incentives for economic development, particularly in the core business district.

Zoning Districts, Downtown Chicopee



Cabotville Mills



Neighborhood commercial district in Willimansett



RESULTS

The City of Chicopee has utilized RKG's analysis and recommendations as part of its Five-Year Community Development Plan and has continued to encourage selective demolition and in-fill housing throughout the City. Chicopee has also instituted an overlay zoning district in the downtown in order to encourage private sector development and investment. Recently, the Cabotville Mills, located downtown, has been purchased by a private developer for potential conversion to lofts and residential uses.

SITE REDEVELOPMENT ANALYSIS

PROJECT NAME AND LOCATION

Reuse and Redevelopment
For a Priority 43D Development Site
Belchertown, Massachusetts

CLIENT

Town of Belchertown, Massachusetts
in co-operation with MassDevelopment

RKG SERVICES

To complete a market analysis of the reuse opportunities for the former Belchertown State School—an approximate 83-acre campus in central Massachusetts

Working in partnership with MassDevelopment and a professional engineering firm, RKG completed a market analysis of the reuse opportunities for the former state school, which has been vacant for many years and was an otherwise “wasting asset” in Central Massachusetts.

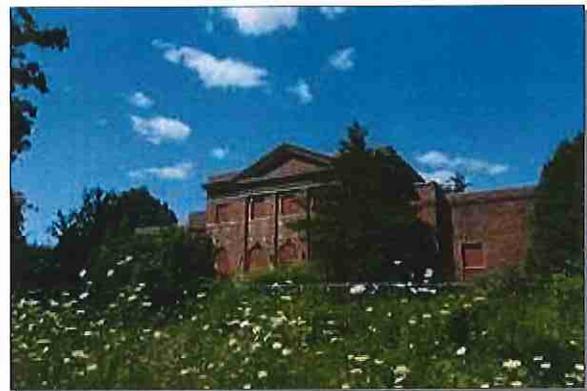
RKG APPROACH/SOLUTION

RKG completed an analysis of prevailing demographic, social and economic conditions in and around Belchertown, as these might impact real estate supply and demand. This analysis included opportunities, if any, for residential, retail/commercial, municipal and institutional (as in higher education) development. RKG completed a likely phasing and absorption of development, presenting fiscal impacts and a pro forma as part of the final preferred plan. Working in co-operation with a professional engineering firm, RKG assisted in presenting a design and layout—or a conceptual master plan for the former state school.

RESULTS

As of late Winter 2011, the Town of Belchertown is in negotiations to develop an assisted living facility on part of the campus, to be followed by a longer-term mixed use project.

Former Belchertown State School Campus



Redevelopment Conceptual Master Plan



TRANSIT ORIENTED DEVELOPMENT

PROJECT NAME AND LOCATION

Reuse Planning of the Andover Town Yard
Transit Oriented Development (40-R) Overlay District
Andover, Massachusetts

CLIENT

Town of Andover, Massachusetts in co-operation
with MassDevelopment

RKG SERVICES

Market Research and Land Use Planning

SITUATION

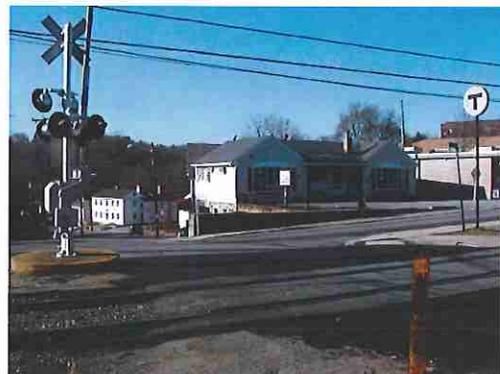
The Town of Andover is in the process of relocating its public works facilities and seeks to capitalize on the economic opportunity represented in the adaptive reuse of its existing Town Yard

RKG APPROACH/SOLUTION

Andover's Town Yard and select adjoining parcels represent an approximate 15-acre site adjacent to both the downtown commercial center and the MBTA commuter station. RKG completed a market analysis of demographic and real estate indicators in order to develop options for a mixed-use redevelopment of the Town Yard. The proximity to the MBTA line and Andover's historic downtown provided a unique competitive positioning for future use of the site. To supplement this research RKG, completed case studies of several other transit oriented downtowns elsewhere in Massachusetts. Based on the research and augmented with a strong public participation process, RKG recommended a phased mixed-use project that included 100 to 250 residential units (with a mix of apartments and owner-occupied units including some at affordable prices); approximately 50,000 SF of retail with an emphasis on casual/fine dining and niche specialty users to compliment the existing retail mix in the downtown; along with up to 55,000 SF of office and medical office space, recognizing that there has been little increase in the supply of smaller medical and certain professional, independent office space that is the mainstay of Andover's commercial core.

RESULTS

The Town of Andover continues to review its options, considering that any disposition of this Town Yard site is predicated by the acquisition of an alternative Town Yard site.



BROWNFIELD REDEVELOPMENT

PROJECT NAME AND LOCATION

Baseline Conditions and Market Analysis for the Redevelopment of the Former Uniroyal and Facemate Properties
Chicopee, Massachusetts

CLIENT

The City of Chicopee, Massachusetts
in co-operation with MassDevelopment

RKG SERVICES

Real Estate Market Research and Socio-Demographic Analyses, Land Use Planning, Pro Forma Analysis, Public Involvement and Marketing Strategy

SITUATION

The City of Chicopee, after years of negotiation and environmental clean-up, has acquired the former Uniroyal/Facemate site, a 65 acre parcel abutting the Chicopee River and situated in the Chicopee Falls neighborhood. The City assembled a team of engineers, land use planners, economists and other real estate professionals to provide them with a master plan redevelopment for the site. The objective was to consider prevailing market conditions, both real estate-based and demographic, as well as potential site constraints and competitive impacts on other endeavors throughout the City. Additionally, to the extent possible, some buildings were to be retained. Ultimately the City sought a well defined redevelopment plan, cognizant of community desires for growth, that could be presented to the private-sector for their implementation.

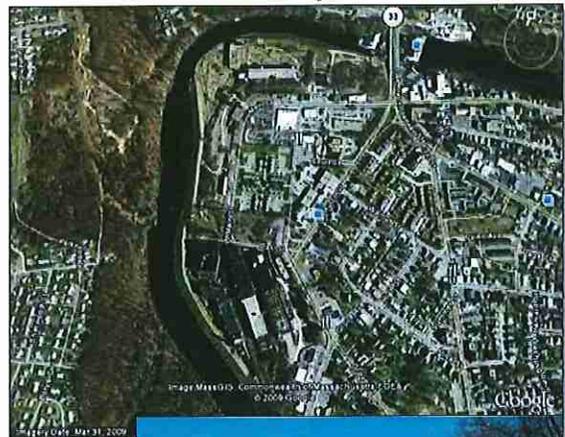
RKG APPROACH/SOLUTION

RKG drew on its previous work in the City and conducted primary in-field research to develop market supply/demand indicators for a broad array of development, including residential, office, retail and social/cultural services. Estimates of pricing, absorption and supportable development (square feet) were prepared. In co-operation with other professionals on the City's team, design and site guidelines were recommended and a phasing and pricing schedule suggested. RKG tested the financial feasibility of the proposed plan via a pro forma analysis and finally, assisted in preparing a marketing plan and promotional brochure/campaign for the desired development alternative.

RESULTS

The City of Chicopee has adopted the redevelopment plan and is actively marketing the site to private-sector developers and investors. This includes a national audience of those specializing in brownfield redevelopment.

Aerial View of the former Uniroyal & Facemate Properties



Former Facemate Property



Conceptual Plan for RiverMills at Chicopee Fall, MA

ECONOMIC DEVELOPMENT STRATEGY

PROJECT NAME AND LOCATION

Town-Wide Economic Development Plan
Southbridge, Massachusetts

CLIENT

Town of Southbridge
Southbridge, Massachusetts

RKG PROFESSIONAL'S SERVICES

Demographic and Socioeconomic Analysis, Market Analysis, Strategic Planning, and Public Participation.

SITUATION

Southbridge is located along the border of Connecticut and Massachusetts and was home to American Optical employing thousands of workers from Southbridge and beyond. Like many early manufacturing towns, Southbridge has seen a period of slow decline and disinvestment as manufacturing jobs have left the area. The Town is now attempting to reinvent itself by attracting and growing a unique manufacturing niche with high tech optical companies, a partnership with the local community college for skills training, and a refurbished Downtown to attract retail and restaurants. To assist with the enhancement of their economic base, the Town hired RKG to develop a socioeconomic baseline, help them understand their market position, and create strategies for attracting and retaining a stronger employment base.

RKG APPROACH

Our approach in Southbridge is to help the town focus their economic development efforts in five key commercial/industrial areas, each with unique opportunities and challenges. Using market-driven data, RKG will help the Town understand what investments and strategies should be deployed in each area to maximize the potential of growing the commercial base and bringing new jobs to Southbridge. Linking these areas, and the town as a whole, is a town-wide branding strategy by Favermann Design to create common design themes that can be used in many different applications.

RESULTS

The plan will be delivered to the Town in December 2016.



Southbridge has several commercial and industrial zoning districts that serve as gateways into town.



Older brick buildings line the walkable streets of Downtown Southbridge.



The town celebrates its rich history, while looking to improve economic conditions for residents and businesses..

URBAN REVITALIZATION PLANNING/TIF DISTRICT

PROJECT NAME AND LOCATION

Urban Revitalization & DIF District Plan
Gardner, Massachusetts

CLIENT

Gardner Redevelopment Authority
City of Gardner, Massachusetts

RKG SERVICES

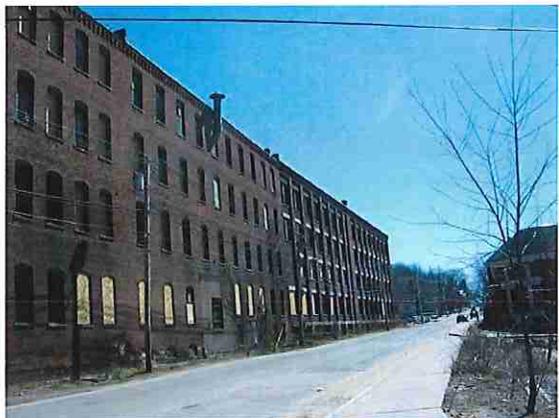
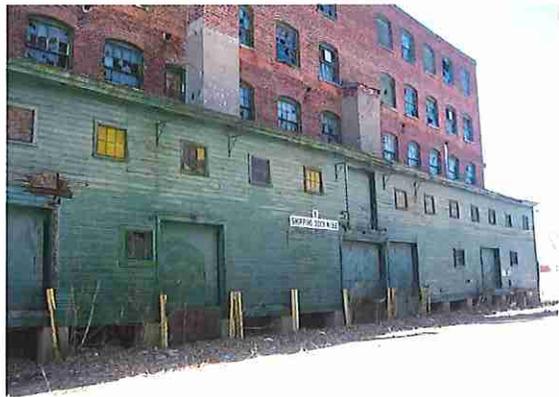
Working initially with a design and architectural firm, RKG Associates, Inc. provided socioeconomic, market and financial feasibility assistance in developing a revitalization strategy in and around the downtown area of Gardner.

SITUATION

Gardner's downtown and surrounding neighborhoods have experienced a lack of investment and general decline for decades while surrounding communities have experienced growth. The City of Gardner, historically rooted in wooden chair manufacturing, sought to develop an economically and financially viable plan to revitalize the downtown and surrounding neighborhoods. The purpose of the plan was to identify areas where targeted public investments could stimulate private investment in the study area.

RKG APPROACH/SOLUTION

RKG Associates, Inc. undertook a detailed socioeconomic, market and land use analysis focused on Gardner and the surrounding region. With the help of design and architectural experts who conducted building inspections, various alternative uses were analyzed including those suggested through an extensive public participation process. The city's residents and business owners desired to retain some of the historic qualities of the area, but also supported extensive demolition of deteriorated buildings. RKG's analysis indicated that a mix of uses including medical and financial offices, condominiums/apartments, public uses (Police Station), and retail uses could be supported by the market. Most importantly, an extensive "re-greening" effort was promoted to provide a much needed public amenity to the area. The plan has generated investment interest from a local college and financial institution to develop office space, as well as the demolition of two large blighted mill buildings. A follow-on implementation assignment resulted in the creation of a State-approved DIF District for the downtown, establishing the basis for subsequent Tax Increment Financing to be used to fund needed infrastructure investment.



REDEVELOPMENT PLANNING

PROJECT NAME AND LOCATION

Redevelopment Master Plan
Greenfield Tap & Die Facility
Greenfield, Massachusetts

CLIENT

Planning & Community Development Department
Town of Greenfield, Massachusetts

RKG SERVICES

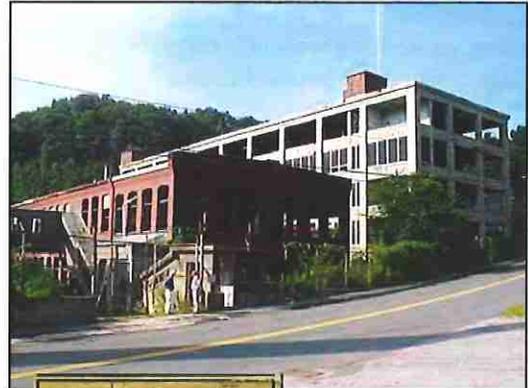
Working with a major planning and engineering firm, RKG Associates, Inc. provided market information and assistance in master planning the development.

SITUATION

The Town of Greenfield acquired ownership of a 4.3-acre Brownfield riverfront site adjacent to its downtown containing a former industrial complex that had been an integral component of the Town's history. The buildings were badly deteriorated and environmental contamination was strongly suspected. The Town sought a economic and fiscally viable re-use for the property.

RKG APPROACH/SOLUTION

RKG Associates, Inc. undertook a detailed market analysis focused on the neighborhood, the Town and the region. Various alternative uses were analyzed including those suggested through an extensive public input process. The Town's citizen's desired to retain a historic linkage with their past as a part of the redevelopment, despite the enormous costs associated with retaining the existing buildings. RKG's analysis indicated that affordable and moderately priced housing was the highest and best use for the site, however the Town was reluctant to allow such uses due to the associated fiscal costs. Alternatively, assisted living uses were recommended as a redevelopment option for the site. In the end, the former mill buildings at the site were demolished and *The Arbors Assisted Living and Residential Community* has been developed in its place.



Resumes





Areas of Expertise

- Land Use Planning
- Smart Growth/ Low Impact Development
- Downtown & Neighborhood Revitalization
- Watershed Planning & Assessment
- Geographic Information Systems

Professional Registrations

- AICP
- National Charrette Institute (NCI) Charrette System™ and Charrette Management and Facilitation™ Training Certification

Professional Affiliations

- APA, MA Chapter
- APA, RI Chapter

Academic Background

Masters of Arts,
Urban and Environmental Policy
and Planning, Tufts University

Graduate courses in Applied
Watershed Management,
Negotiation and Conflict
Resolution, Land Use
Management, Urban Planning,
and Environmental Law

Bachelor of Arts, Philosophy
and English, Boston College

Nathan Kelly is a Principal Planner for HW and directs the firm's Providence, Rhode Island Office. Nate has 15 years of project management experience, and has provided professional planning, zoning and facilitation services to more than 50 New England municipalities. His work ranges from comprehensive zoning revision projects to the development of affordable housing, open space, rural land preservation and economic development studies. Many of his projects include extensive public outreach in the form of charrettes, public forums, community work sessions, and public hearings. Nate is the current President of the Rhode Island Chapter of the American Planning Association and serves on Grow Smart Rhode Island's Land Use Training Collaborative. He is one of the primary authors of the Massachusetts Smart Growth/Smart Energy Toolkit, a lead facilitator for the Rhode Island KeepSpace program, and his work in Rhode Island has received four awards from the state APA Chapter.

REPRESENTATIVE PROJECTS

Local Comprehensive Community Plans: Served as the lead consultant to develop updates to Comprehensive Plans in the Towns of Seekonk, Shrewsbury, and Easton, MA; and Narragansett and South Kingstown, RI. Plan development includes the incorporation of new language relative to climate change, sea-level rise, and renewable energy. Also served on the Rhode Island technical advisory team for the development of statewide guidance on meeting the revised Comprehensive Plan requirements. **Local Regulatory Reform:** Served as the lead consultant to develop comprehensive zoning and subdivision regulation reforms in several New England communities: Walpole, MA; Athol, MA; Attleboro, MA; North Exeter, RI; Kingstown, RI; Pawtucket, RI; and Groton, CT. Reforms included smart parking, transfer of development rights; inclusionary zoning; groundwater protection, village development, and design guidelines.

Healthy Places by Design, Pawtucket and North Kingstown, Rhode Island: Lead consultant to both the City of Pawtucket and Town of North Kingstown on a Rhode Island Department of Health pilot initiative. Worked with the local government and partner community based organization in each community to coordinate an extensive public engagement process including community educational forums, facilitated group work at public meetings, and City-wide assessments that all culminated into a week-long charrette. Project deliverables included various outreach and public meeting products, a final project report, and draft amendments for the Comprehensive Plan and supportive regulatory amendments in each community.

Smart Growth/Smart Energy Toolkit: The Executive Office of Energy and Environmental Affairs developed a Smart Growth/Smart Energy Toolkit as an interactive CD-ROM training manual. Nathan served as one of the lead planning consultants for this effort and authored the material for

many of the Smart Growth techniques that were examined in detail. Transfer of Development Rights, Low Impact Development, Mill Redevelopment, Agricultural Preservation and Open Space Residential Design are examples of the topic areas for which Nathan provided original outreach materials and model ordinances.

West Kingston, Peace Dale, Wakefield, and Matunuck Village Plans, South Kingstown, RI: Lead planning consultant for the development of four village plans as part of two separately funded projects. Each village plan assessed the unique opportunities and challenges related to housing, economic development, infrastructure, zoning, and environmental issues. Intensive public engagement was used to generate an action plan for each village and the individual plans were incorporated into the Town's larger Comprehensive Plan.

Knightsville Commercial District Plan, Cranston, Rhode Island: Lead consultant on a mixed use district plan for the City of Cranston, Rhode Island, the Knightsville Commercial District Plan. Strategies included in the Plan will increase pedestrian activity, enhance public spaces, and reuse vacant or underutilized structures and parcels. The Plan has four major components: a Streetscape Plan; Mobility Plan, Renderings; and Draft Form-Based Code.

Pawtucket Downtown Design Plan: As part of a diverse five-consultant team, HW provided technical expertise in the areas of civil engineering and zoning reform, for one of the largest Rhode Island Planning Challenge Grants to look at downtown revitalization opportunities in the City. Nate developed final language for the Zoning Ordinance that addresses revitalization opportunities for large mill structures, urban corridors, transitional zones, riverfront development, and historic preservation.

Rhode Island Community LID Site Planning and Design Guidance: Served as the project manager for the development of a local guidance manual that will serve as a companion to the upcoming revision to the Rhode Island state stormwater standards. The manual will provide a variety of techniques that can be used at the local level to promote better site design and compact development.

PROFESSIONAL EXPERIENCE

Horsley Witten Group, Inc., Senior Planner, 2000 to present

PRESENTATIONS

2014 Southern New England Planning Conference, "Taking Village Planning and Implementation to the Next Level."

2014 American Planning Association National Conference, "Effectively Engaging Angry, Ill-Informed Citizens."

2013 GrowSmart RI Training Series, "Design Guidelines and Standards"

2012 Southern New England Planning Conference, "Zoning for Small Business in Rural Communities."

2011 Southern New England Planning Conference, "Talking TDR: What It Takes to Get It Right."

2010 Power of Place Summit, "Welcoming Green into Your Community: Zoning for Wind, Solar, and Site Design."

2008 GrowSmart RI Training Series, "Tackling Your Community's Parking Challenges: Zoning, Design, and Management Strategies."



Areas of Expertise

- Land Use Planning
- Smart Growth/ Low Impact Development
- Downtown & Neighborhood Revitalization
- Consensus-Building
- Geographic Information Systems (GIS)

Professional Registrations

- AICP
- National Charrette Institute (NCI) Charrette System™ and Charrette Management and Facilitation™ Training Certification

Professional Affiliations

- APA, MA Chapter
- APA, RI Chapter
- Secretary 2004-2007
- 2008 Southern New England Planning Conference Committee Chair, Providence, RI
- Event Committee Chair 2010 to present
- 2011 Southern New England Planning Conference Committee
- American Institute of Certified Planners, 019313
- East Providence Planning Board, 2007-2012

Academic Background

- Master of Community Planning, University of Rhode Island, 2002
- Bachelor of Arts, Marine Affairs, University of Rhode Island, 1995

Krista Moravec has been a practicing professional planner for 15 years in New England. She has worked on a variety of planning and engineering projects for both public and private sector clients. Her experience focuses on the interconnectedness of economic, social and environmental issues as they relate to community assessments, neighborhood plans, comprehensive/master plans and other local, regional and statewide community planning efforts. Much of Krista's work requires public input and engagement. She is able to assist communities and organizations in developing public participation and community outreach programs that meet local needs and demographics.

REPRESENTATIVE PROJECTS

Shrewsbury Master Plan Update, Shrewsbury, MA: Working with the Town of Shrewsbury and a Master Plan Steering Committee to update its Master Plan. The process includes public forums and other methods of outreach to identify formative issues around land development, the local economy, municipal services, preservation and housing needs. The update will have a 20-year outlook for the Town and will focus on goals, policies, and actions the Town will take to reach a shared vision.

Pawtucket Comprehensive Plan Update, Pawtucket, RI: Assisting the City's Department of Planning and Redevelopment update their 2011 Comprehensive Plan. The update will meet the new requirements articulated in the Rhode Island Comprehensive Planning Standards Manual. Krista is helping the City create a succinct, user-friendly plan that highlights "creative placemaking" (public and private partnerships that shape a community around arts and cultural activities) to drive downtown and riverfront redevelopment, overall business growth, and neighborhood revitalization.

Narragansett Comprehensive Community Plan Update, Narragansett, RI: Assisting the Town in a rewrite of its Comprehensive Plan to be in compliance with new state land use regulations. Krista is working with Town Staff, the Planning Board and the public to develop a Baseline Report of existing conditions and future needs of the community as well as a Roadmap document that builds on formative issues to develop goals, policies and municipal actions to provide residents and businesses with a high quality of life.

Stoughton Open Space and Recreation Plan Update, Stoughton, MA: Working with the Stoughton Open Space Committee as they update their Open Space and Recreation Plan. Krista has helped the Committee review the goals, objectives and action items in their 2008 plan to assess what has been completed, what is still relevant, and what needs to change based on new data and acquisitions. With the assistance of local resources and new local endeavors, data and inventories in the plan have been review and updated and a public event is anticipated in the fall to bring the draft plan to the community for input.

Westport Master Plan Community Outreach, Westport, MA: Assisted the Town of Westport in the development of their Master Plan by coordinating four public workshops. Each workshop centered around two to three topics



of the Master Plan. Attendees were asked to gauge how draft goals and policies will meet current and future needs of the community and provide examples of priority actions the Town should be taking. Krista provided logistical assistance as well as small group facilitation during workshops.

Billerica Open Space and Recreation Plan Update, Billerica, MA: Assisting the Open Space and Recreation Plan Committee in the update process. Revisions include updated mapping, demographics, and open space and recreational resources inventories. The update process engages residents and stakeholders through a community survey, focus groups, interviews and a public workshop. With this input, the Committee will determine open space and recreational needs and determine if the current goals and objectives meet those needs. The final step will be to develop a seven-year action plan.

Rhodemap RI: A Regional Plan for Sustainable Development, State of Rhode Island Division of Planning: Project Planner as part of a team that developed a regional plan for sustainable development for the State of Rhode Island. A major focus of the project was to engage the public, businesses, non-profits, and other stakeholders in contributing to the development of strategic plans that will serve as a guide to address issues of economic development, transportation, housing, and environmental management. The project was funded with a \$1.3 million grant from the U.S. Department of Housing and Urban Development. Primary tasks included coordination of an extensive public input and outreach program, support to project citizen advisory committees, and technical assistance to HW's sub-consultants.

Knightsville Commercial District Study, Cranston, RI: Worked with the City of Cranston to develop a vision for the commercial center. Building on the work of Rhode Island Housing and the KeepSpace Program, the study focused on sustainable communities, integrating social, economic and environmental solutions. The plan supports the community's connections to its sister city, Itri, Italy, and the many small businesses in Knightsville that not only serve the surrounding neighborhood, but the region. The plan, which proposes strategies to maintain the traditional streetscape and character of Knightsville and bolster economic growth through infill, has been accepted by the Cranston Planning Board and the City is working towards adopting new zoning regulations to implement the vision.

Strategies to Protect Farms and Forests, Rhode Island Department of Environmental Management (RIDEM) and Rhode Island Agricultural Partnership: Working with municipal officials from across the state, the project developed guidance for towns to identify business uses or commercial operations that will help maintain the viability of farms, provide incentives to limit the development of working farm and forest lands, developed performance standards for these business activities for coexistence within residential zones, and shape local ordinances. Assisted in research of best practices in the New England region.

Richmond Comprehensive Community Plan Update, Richmond, RI: Assisted the Town in its five-year update of its comprehensive community plan. Krista worked directly with the Planning Board to update all elements of the plan, including mapping. She also consulted with town departments, including Planning, Public Works, Police, and Fire. She coordinated a community survey and public workshop as well as a working session with the Town Council prior to the public hearings.

Westerly Comprehensive Plan Update, Westerly, RI: Worked with the Town to address outstanding issues to their comprehensive plan update and helped it get state approval. Integrating the Town's affordable housing plan into the comprehensive plan was the primary task, but Krista also worked with the Planning Department and other town staff to draft new objectives and action items related to waste management, water supply, and zoning/future land use map inconsistencies. She also coordinated with several state agencies, including Statewide Planning, RI Housing, and RI Recourse Recovery Corporation.

PROFESSIONAL EXPERIENCE

Horsley Witten Group, Inc., Project Planner, June 2011 to Present
Maguire Group Inc., Principal Planner, 2001 to 2011



Areas of Expertise

- Urban Design and Physical Planning
- Municipal Planning and Community Outreach
- Regulatory Permitting
- Geographic Information Systems
- Hazard Mitigation/ Emergency Response Planning
- Landscape Architecture

Professional Registrations

- National Charrette Institute (NCI) Certified Charrette Planner
- Association of State Floodplain Managers, Certified Floodplain Manager (CFM)

Professional Affiliations

- APA, RI Chapter
- RI Flood Mitigation Association

Academic Background

Masters of Arts, Urban Design and Physical Planning, University of Rhode Island

Bachelor of Landscape Architecture, University of Rhode Island

Craig Pereira is a Project Planner for HW in the Providence, Rhode Island office providing urban design/physical planning, hazard mitigation/emergency response/climate adaptation planning, regulatory permitting, and landscape architecture services for over ten years to municipal, state agency and private clients in Rhode Island and Massachusetts, in addition to his work with federal agencies. His range of projects includes comprehensive community plan development and updates, regional transportation planning projects (including bike path feasibility studies), Transit-Oriented Development, GIS applications (Municipal Hydraulic Model development/updates, Buildout Analyses/Alternative Development Scenario Analyses, Municipal GIS-System development/training), Hazard Mitigation Planning (Hazard Mitigation Plan development/updates, Dam Emergency Action Plans, Benefit-Cost Analyses) and Climate Change/Adaptation Planning with EPA. Craig is a Certified Floodplain Manager (CFM) through the Association of State Floodplain Managers (ASFPM), a National Charrette Institute (NCI) Certified Charrette Planner and a member of the Rhode Island Flood Mitigation Association and the Rhode Island Chapter of the American Planning Association.

REPRESENTATIVE PROJECTS

Rhode Map RI – Rhode Island Statewide Planning Program: Project Planner for the coordination of the Growth Centers Working Groups and Media Outreach/Strategy. Ongoing tasks include coordination, advertisement and assisting with conducting regional workshops throughout the state, participation in conducting Focus Groups, the development of press strategies, releases and letters to the editor, and assist in the development and implementation of regional, comprehensive Forums.

Shrewsbury Master Plan – Town of Shrewsbury, Shrewsbury, MA: Project Planner for the update of Shrewsbury’s Master Plan. The ongoing update process includes utilizing the existing Plan, relevant recent Town and regional studies, GIS data/mapping, demographic data updates and public input garnered through a range of outreach activities.

Easton Comprehensive Master Plan – Town of Easton, Easton, MA: Project Planner for the update of Easton’s Master Plan. The ongoing update process includes utilizing the existing Plan, relevant recent Town and regional studies, GIS data/mapping, demographic data updates and public input garnered through a range of outreach activities including public forums, surveys, feedback loops and the project website.

Advancement of Hazard Mitigation Action Items – Town of Truro, MA: Project Manager for the development of both resident and tourist Emergency Preparedness Brochures, enhancements to the municipal website, and a strategic action plan for remaining mitigation action items. Coordinated with MEMA and FEMA representatives, in addition to Cape Cod Regional Emergency Management.

Marblehead Hazard Mitigation Plan Update – Town of Marblehead, Marblehead, MA: Project Manager for the 5-year update of the Town’s Hazard Mitigation Plan. Updated the Risk and Vulnerability Assessment,

as well as GIS-mapping of high-hazard areas. Working with Local Hazard Mitigation Plan Implementation Committee to develop, select and prioritize mitigation actions for inclusion in the Update. Conducted municipal interviews, public workshops and coordinated with MEMA and FEMA officials.

Emergency Action Plan Workshop – Rhode Island Department of Environmental Management (RIDEM) and Rhode Island Emergency Management Agency (RIEMA): Developed and co-facilitated a day-long workshop for the RIDEM and RIEMA focused on educating stakeholders in their role and responsibility in the development and maintenance of Emergency Action Plans for high and significant hazard dams.

EPA Climate Change Strategy – National Water Program (NWP), Washington D.C.: Project Planner for support to the National Water Program Climate Change Strategy. Co-facilitated the NWP Climate Change Strategy Winter Retreat for all EPA Regions, which included the following scoping paper topics: Infrastructure; Watersheds and Wetlands; Coastal and Ocean Waters; Water Quality; and Integrated Water Resources Management. Outcome of the retreat included agreement on draft content for the 2012 Strategy to present to senior managers. Ongoing tasks include support for the State-Tribal Climate Change Council (monthly and quarterly web conferences), technical support for the NWP Climate Change Workgroup (support development and finalization of 2012 Strategy, support production of yearly ‘Highlights of Progress’ reports), communications and outreach support (manage and distribute bi-weekly e-newsletter, maintain content of the National Water Program – Climate Change website, and development of Regional factsheets).

Little Pond Conservation Area Master Plan and Restoration Landscape Plan, Falmouth, MA: Project Planner assisting the Town of Falmouth Community Preservation Committee on a Master Plan project for the preservation and restoration of natural communities as well as passive recreational opportunities for the public’s enjoyment. Project includes field data collection, team meetings with the Steering Committee, and public outreach/consensus building through public workshops.

Comprehensive Community Plan Update, South Kingstown, RI: Project Planner for the state-mandated, five-year update of South Kingstown’s Comprehensive Community Plan. The ongoing update process includes utilizing the existing Plan, relevant recent Town and regional studies, GIS data/mapping, demographic data updates and public input garnered through a range of outreach activities. The Plan requires a full update of community baseline information and will integrate the 2005 Housing Production Plan into the broader Comprehensive Plan Framework.

Healthy Places by Design, North Kingstown, RI: Project Planner to assist the Town of North Kingstown, West Bay Family YMCA and Department of Health to pilot incorporation of the draft Healthy Communities Plan into the Comprehensive Community Plan. Project components included an extensive public engagement process including educational forums, facilitated group work at public meetings, and Town-wide assessments that all culminated in a week-long Community Design Event (charrette) to develop goals, objectives and action items.

Transfer of Development Rights (TDR) and Identification of Village Centers, North Kingstown, RI: Project Planner to assist the Town of North Kingstown to advance mixed-use development/redevelopment densities within identified village centers, to foster a more compact pattern of development and maximize utilization of existing infrastructure. The project will include a GIS analysis/assessment of existing conditions/village development feasibility, development of TDR transfer ratios/incentives, community outreach through design analysis and development of Design Guidelines, identification of infrastructure needs to facilitate growth within the villages, and development of village ordinances/ regulations to enable village development within the villages.

PROFESSIONAL EXPERIENCE

Horsley Witten Group, Inc., Senior Planner, January 2011 to present
Pare Corporation, Senior Planner, November 2004 to December 2010



Areas of Expertise

- Land Use & Comprehensive Planning
- Neighborhood Planning
- Housing
- Community Engagement
- Project Management
- Community & Economic Development
- Grant Writing

Professional Registrations

- American Institute of Certified Planners (AICP)
- National Charrette Institute (NCI) Charrette System™ and Charrette Management and Facilitation™ Training Certification

Professional Affiliations

- APA, National
- Member 2002-Present
- APA, RI Chapter
- Awards Chair 2011-Present
- Event Committee member 2011 to 2015
- Congress for New Urbanism, New England Chapter
- Events volunteer 2014-Present
- Pawtucket Central Falls Dev.
- Board member 2012-Present

Academic Background

Master of Community Planning,
University of Maryland

Bachelor of Arts, International
Studies, Whitworth University
Resolution, Land Use
Management, Urban Planning,
and Environmental Law

Jeff Davis is a practicing professional planner for 12 years, first in the greater Washington, DC area, and then in New England for the past six years. He worked on a variety of planning and community development projects in past positions in the public and non-profit sectors, and is currently working on planning and zoning projects for public sector clients. His experience underscores the interrelation of land use, housing, economic development, and social issues in the creation of community assessments, neighborhood plans, comprehensive/master plans and other local, regional and statewide community planning efforts. Much of Jeff's work requires meaningful public input and community engagement. He has a long track record of assisting communities and organizations to develop and implement community engagement strategies that strengthen plans.

REPRESENTATIVE PROJECTS

Groton Zoning Update, Town of Groton, CT: Assisting the Town in a rewrite of its Zoning Regulations, to make them clearer, more user-friendly, more concise, and more effective at producing the type of development desired by the town. The first step included a review of the Town's Water Resources Protection District (WRPD), ensuring that current uses and future development do not harm the Town's water resources. Jeff is reviewing the existing WRPD regulations, researching best practices for revisions, and exploring ways to incorporate the WRPD regulations into the Use Table of the Town's Zoning regulations. Jeff is also ensuring the definitions in the regulations are complete and consistent.

North Kingstown Zoning Update, Town of North Kingstown, RI: Assisting the Town in a rewrite of its Zoning Ordinance, to make it clearer, more user-friendly, more concise, and more effective at producing the type of development desired by the town. Jeff is reviewing the Use Table in the current Zoning Ordinance to consolidate use categories, eliminate outdated categories, and add new categories for modern uses. He is reviewing the Groundwater Overlay section to make sure it is protecting groundwater resources without onerous processes for applicants, and working to incorporate Overlay land use restrictions into the Use Table. Jeff is also working on making sure that definitions are complete and consistent throughout the Ordinance.

North Kingstown Farm-Based Businesses and Home Occupations, Town of North Kingstown, RI: Assisting the Town to incorporate the recommendations of Community Guidance to Maintain Working Farms and Forests, a publication of the RI Department of Environmental Management written by Horsley Witten. The project seeks to provide means for owner of agricultural land to use their property for farm-based retail, special events, food processing, etc. It also seeks to establish flexible both rational rules for the scale and type of home occupations allowed in any given zoning district.

Quonset Master Land Use & Development Plan, Quonset Business Park, RI: Jeff is assisting with planning services related to the ongoing update of the Quonset Business Park Master Land Use and Development Plan. Based on research of existing conditions and information received on future trends in ongoing discussions with QDC staff, Jeff is drafting the Plan to include sections on Land Use, Infrastructure, and Implementation. This update to the Plan should see the Quonset Business Park through to its initial full build out, and confirm its status as a world-class business park.

RhodeMap RI: A Regional Plan for Sustainable Development, State of Rhode Island Division of Planning: Jeff worked with Horsley Witten as a State employee and Principal Planner on this project, supporting the creation of a regional plan for sustainable development. Primary tasks included coordination of community engagement strategies, staffing project subcommittees and the governing consortium of state agencies, municipalities, and other partners. Jeff also worked with Horsley Witten staff on the writing and editing of plans, including the State's economic development plan, housing, plan, and Analysis of Impediments to Fair Housing, as well as outreach materials and other communication.

KeepSpace Initiative, Rhode Island Housing: Jeff worked at Rhode Island Housing during Horsley Witten's work on this project, serving as the lead staff coordinator responsible for community building, facilitation assistance, grant and contract management, and strategy implementation in four urban neighborhoods. Assisted facilitating work sessions with a wide range of stakeholders including community development corporations, state agencies, lenders, local planners, and residents to develop cross-cutting strategies that answered to multiple community objectives. Implementation strategies included infrastructure improvements, transit improvements, public art installation, neighborhood stabilization from foreclosures, urban agriculture, and newly developed workforce housing.

Solid Waste Management Plan, RI Statewide Planning: In his role as Principal Planner for the Rhode Island State government, Jeff helped staff the planning and engagement work around Solid Waste 2038, the State Guide Plan element for solid waste management. This involved coordinating with major stakeholders including the RI Resource Recovery Corporation and the RI Department of Environmental Management, and staffing an Advisory Committee consisting of other state agencies, municipalities, environmental advocates, and others. Jeff also drafted and helped staff implement the community engagement strategy for the plan.

Great Streets Initiative, DC Office of Planning: In his role as a Neighborhood Planner for the DC Office of Planning, Jeff co-managed the development of plans for the Pennsylvania Avenue, SE corridor and the Benning Road, NE corridor. Both corridor plans sought to encourage transit oriented development around Metro stations, increase transit options and connectivity through buses and a new street car line, and to bolster development opportunities at key commercial hubs, while protecting the historic residential neighborhoods and structures surrounding the corridors. The project also sought to improve the pedestrian and transit experience with design guidelines for streetscapes and bus stops.

PROFESSIONAL EXPERIENCE

Horsley Witten Group, Inc., Project Planner, December 2015 to Present
Rhode Island Statewide Planning Program, Principal Planner, 2012 to 2015
Rhode Island Housing, Technical Assistance Coordinator, 2010 to 2012
Office of Planning, Washington, DC, Consultant, 2009 to 2010
Office of Planning, Washington, DC, Neighborhood Planner, 2006 to 2008
Montgomery Housing Partnership (MD), Community Development Specialist, 2003 to 2006



Areas of Expertise

- **Geographic Information Systems (GIS)**
- **Graphic Services**
- **Land Use Planning**

Academic Background

Cape Cod Community College,
Hotel/Restaurant Management

Erin Cabral has over 16 years of experience in technical staff support including GIS services. She has worked with private, public, and governmental agencies in developing GIS databases for the purposes of analytical modeling, watershed assessment, conceptual site layout, engineering design, and general land use planning. Erin's skills include GIS database management, data format exchange, LiDAR data conversion and graphics production. Erin is proficient in the use of ArcView, ArcGIS and GIS Pro software and those supporting features within Microsoft Excel, Access, and AutoCAD.

REPRESENTATIVE PROJECTS

Stormwater Concept Design, Site Evaluation and Concept Planning,

City of Philadelphia, PA: Part of the GIS team responsible for digitizing green infrastructure options to help manage stormwater in and adjacent to Disston and American Legion Parks in northeastern Philadelphia.

Aquifer Exemption GIS Data Development and Analysis, U.S.

Environmental Protection Agency: GIS analyst working with EPA's Underground Injection Control (UIC) program to convert existing data into a GIS system that will enable EPA to compare aquifer exemption information to other data of interest. These data may include drinking water utilities and their assets, oil and gas activities, and population centers.

Mapping Infrastructure for Master Planning in the Navajo Nation,

US EPA: Lead GIS technician for a complex mapping project involving Tribal lands of the Navajo Nation. Working with Indian Health Services, the Bureau of Indian Affairs and tribal leadership, Erin is working to compile mapped information from a disparate set of sources into a single GIS database. Water quality data and other home characteristics are incorporated into the database to help official prioritize infrastructure planning investment into the future. The final product was a comprehensive map of homes that do not have access to public water supply and their location relative to existing or planned infrastructure.

Centennial Brook Flow Restoration Plan, Burlington, VT:

Part of the GIS team that helped support field assessments to identify stormwater retrofits for meeting the flow-based TMDL for the 1.4 square mile Centennial Brook watershed. In collaboration with VTrans, Burlington, South Burlington, University of Vermont, and Chittenden County Regional Planning Commission, the effort included field identification, conceptual design, and modeling of structural (both storage and green infrastructure) and non-structural practices throughout the watershed to meet the flow restoration targets. Compliance was assessed using a GIS-based assessment tool, known as the Vermont BMP Decision Support System (VTBMPDSS) that quantifies the benefits of specific control measures in specific locations.

The Pinehills Community in Plymouth, Massachusetts: Lead GIS analyst for the development of an assessor's style GIS database for The Pinehills Community. This database includes parcels, buildings, roadways, commercial and golf course development. Data related to land use, groundwater monitoring, surface water monitoring, and service from utilities are included within the database and are used to assess compliance with the site's Groundwater Discharge Permit.

Sandwich Hollows Recreation Facility Conceptual Master Plan, Sandwich, MA: Erin supported the site evaluation and conceptual master plan for the Sandwich Hollows property to identify opportunities for additional recreational facilities. Erin reviewed local and MassGIS datalayers to confirm the physical and environmental constraints at the site including topography, wetlands, rare species, drinking water overlay districts, zoning, site access and existing development. She then supported the conceptual layouts of potential recreational facilities in ArcGIS. These efforts were in collaboration with the town administrator, engineering department, recreational department, and the golf course superintendent.

The Peconic Estuary Program: Erin served as GIS analyst for the development of a land use management plan focused on the Peconic Bay region of Long Island. The management plan is designed to integrate GIS data with current research on stormwater pollution in an effort to eliminate loading of fecal coliform bacteria to coastal embayments. The ultimate goal of the management strategies is to reopen shellfish beds previously closed due to excessive loadings of non-point source pollution.

Infrastructure and Zoning Maps for the Town of Athol, MA: Primary GIS technician to develop a series of digital maps for the Town of Athol. The first two mapping exercises included mapping all elements of the wastewater and water supply system using a combination of hardcopy and GPS data. The third map that she developed was an official zoning map adopted at Town Meeting and represents the first digital zoning map in the Town's history.

Taunton River Watershed Assessment, MA: Part of the GIS team that developed a highly complex water budget model for the Taunton River Watershed. This project involved the assembly of a wide array of existing data as well as the development of some original spatial data to construct the water budget model. The model itself runs within the ArcGIS environment and automated geoprocessing operation through the Model Builder application.

Samoset Outfall in Plymouth, MA: Lead GIS analyst in this project designed to mitigate loadings of stormwater pollution to Plymouth Harbor. Data from Town Engineering were processed in the ArcView environment and used to delineate catchment areas and site stormwater Best Management Practices.

Route 28 Stormwater Infrastructure Inventory in Yarmouth, MA: Performed extensive field survey to verify the locations of stormdrain infrastructure along the Route 28 corridor in Yarmouth. The inventory included locations of outfalls and a delineation of catchment areas based on a detailed stormdrain investigation. All infrastructure documentation was delivered to the Town Engineering in GIS format.

Freshwater Wetland Restoration, Tidmarsh Farms, Plymouth, MA: Erin was part of the GIS team to assisting in the restoration of approximately 200 acres of cranberry bogs to Atlantic White Cedar Swamp and other native bordering vegetated wetland habitat along the headwaters of Beaver Dam Brook in the Manomet Village of Plymouth. The project includes dredging, contaminant sediment re-use evaluations, hydrologic evaluations, permitting, stormwater management, dam removal, and culvert replacement.

PROFESSIONAL EXPERIENCE

Horsley Witten Group, GIS Technician, 1997 to present

DODSON & FLINKER

Landscape Architecture and Planning

PETER FLINKER

Landscape Architect & Planner
ASLA, AICP CEP, AICP CUD

PROFESSIONAL EXPERIENCE

President, Dodson & Flinker, Inc. (formerly Dodson Associates)

Landscape Architects & Planners, Florence, Massachusetts

Principal: 1998 - Present

Project Manager and Landscape Architect: 1987-Present

Landscape Architect and Certified Planner on projects ranging in scale from residential and commercial site design to regional planning. Active in exploration of the use of creative design and alternative technologies to accommodate growth in changing urban, suburban and rural landscapes. As an author and illustrator, has prepared numerous publications designed to help both professionals and laypeople understand complex planning and design concepts, including the award-winning South County Design Manual, the Urban Environmental Design Manual and the Rhode Island Conservation Development Manual. A frequent presenter to conservation groups, town boards and professional organizations on the topics of Smart Growth and Sustainable Development, has facilitated dozens of charrettes for Main Streets, village centers and highway corridors, and prepared numerous master plans and construction documents for schools, parks and other public facilities.

SELECTED CURRENT AND RECENT PROJECTS

A leader in planning and design for schools, parks, streetscapes and other public facilities that balance creative site planning with efficient and cost-effective design strategies. Active in helping communities create master plans for historic districts, main streets and sensitive environmental areas. Selected projects over the last five years include:

- Downtown Master Plan** | Danvers, MA 2016
- East Hampton Hamlet Master Plans** | East Hampton, NY, 2016
- Business District Master Plans** | New Canaan, CT 2015-2016
- Townwide Masterplan** | Littleton, Massachusetts, 2016
- Downtown FormBased Code** | New Bedford, Massachusetts, 2015
- RhodeMap RI Growth Centers Plan** | State of Rhode Island, 2014
- Village Development Guidance Manual** | State of Rhode Island, 2014
- Turner's Falls Downtown Livability Plan** | Montague, Massachusetts, 2013
- Whitman Hanson Elementary School Landscape Planning** | Hanson, MA, 2013
- Merrick Neighborhood Plan and Form-Based Code** | West Springfield, Massachusetts, 2012
- Groton Town Center Design Guidelines** | Groton, Massachusetts, 2012
- Exeter Vision and Village Implementation** | Exeter, Rhode Island, 2011

AWARDS

American Planning Association - Massachusetts Chapter:

2013 Planning Project Award for the Turners Falls Downtown Livability Plan

Boston Society of Landscape Architects:

2012 Merit Award in Analysis & Planning for the Exeter Visions Project

2007 Merit Award for the Urban Environmental Design Manual.

2006 Honor Award for The Rhode Island Greenspace Program.

2006 Honor Award for The Blackstone River Visioning Project.

1992 Merit Award for Mansfield Training School Masterplan.

American Society of Landscape Architects:

2003 Merit Award in Analysis & Planning for the Buffalo Bayou Masterplan, Houston, TX.

2002 Honor Award for The South County Design Manual.

Rhode Island Historical Preservation and Heritage Commission:

2002 State Historic Preservation Planning Award, for South County Watersheds Technical Planning Assistance Project.

PROFESSIONAL REGISTRATION & MEMBERSHIPS

Massachusetts Registered Landscape Architect #976

Member, American Society of Landscape Architects

Member, American Institute of Certified Planners, 2000.

AICP Certified Environmental Planner, 2011

AICP Certified Urban Designer, 2011

ASLA Centennial Community Assistance Team: New England Greenway Project

Founding Member, Mill River Greenway Initiative

EDUCATION

University of Massachusetts at Amherst - Masters in Landscape Architecture, 1987

Hope College, Holland, Michigan - Bachelor of Science in Biology, 1982

JUDI BARRETT, DIRECTOR OF MUNICIPAL SERVICES

PROFESSIONAL PROFILE

Judi Barrett is the director of RKG's Massachusetts office. Her areas of expertise include planning, zoning, housing and community development, and socioeconomic impact analysis. With over twenty-five years of experience in planning and community development, Judi has worked on a wide variety of engagements: comprehensive plans, housing plans and housing need studies, HUD Consolidated Plans, downtown plans, zoning ordinances and bylaws, development impact studies, and strategic plans. Judi has created innovative, award-winning plans for cities and towns and she is widely respected for her citizen participation work.

Judi manages most of RKG's planning services for local government clients in New England. She is a frequent panelist and guest speaker at professional conferences and a guest lecturer for graduate-level planning students. As Community Development and Housing Committee Chair for APA-MA, she has organized statewide conferences on inclusionary zoning, and she serves as a trainer both for APA-MA and the Citizen Planner Training Collaborative. Judi has led workshops for the APA National Conference and numerous regional conferences as well.

Before joining RKG, she served as planning director for Community Opportunities Group, Inc., and CDBG program manager for the Massachusetts Department of Housing and Community Development (DHCD). She previously worked for the Town of Plymouth (MA) as community development director, where she led highly successful housing, economic development, and tourism programs, including a downtown revitalization initiative.

EDUCATION

- AB in History and Government; Harvard University, Cambridge, Massachusetts
- Graduate coursework in planning, land use law, and public finance at Harvard, Tufts University, and UMass-Boston

PROFESSIONAL AFFILIATIONS

- American Planning Association, and Massachusetts Chapter (APA-MA) Board: Chair, Community Development & Housing Committee
- Massachusetts Association of Planning Directors (MAPD)
- Urban Land Institute (Boston), Housing and Economic Development Product Council

RELEVANT PROJECT EXPERIENCE

Comprehensive Master Plans

Sample Projects: Lincoln, Groton, and Dedham, MA
Judi Barrett has led teams of consultants to prepare master plans for eighteen cities and towns. In each case, she was responsible for coordinating the work of staff and subcontractors, designing and conducting the public participation process, conducting a zoning audit and developing the future land use plan, and taking the lead role in preparing the housing and economic development components of the plan. Her master plans for the towns of Dedham and Lincoln, Massachusetts, won Outstanding Comprehensive Plan Awards from the Massachusetts Chapter of the American Planning Association (APA-MA). For Groton, she worked with the Town through the first phase of zoning implementation, writing new zoning for the business districts and a new Site Plan Review bylaw.

Town Center Planning and Zoning

Sample Project: Needham, MA Needham Center Plan
As subcontractor to an urban design firm, Judi Barrett prepared a feasibility analysis for sample sites and wrote new zoning for redevelopment in Needham Center. The zoning includes incentives for multifamily units over commercial space and incorporates design standards to accommodate the additional density.

Inclusionary Zoning Ordinance

Sample Project: Beverly, MA
Judi Barrett has worked nationally on inclusionary zoning. An example of her success with zoning for

affordable housing is the award-winning inclusionary zoning ordinance that she wrote for the City of Beverly (MA). The ordinance mattered to City officials because Beverly had passed the state's threshold for "mandatory" affordable housing permits (Chapter 40B), so without regulatory reform, the City did not have a way to incentivize affordable housing development. The ordinance provides significant as-of-right cost offsets for developments that include affordable units on site while still creating other avenues for developers to provide affordable housing. The ordinance has been very effective for creating new affordable housing in the downtown and other "smart growth" neighborhood commercial centers.

Comprehensive Zoning Revision

Sample Project: Northborough, MA

Judi Barrett worked with the Northborough Planning Department, Planning Board, and Zoning Board of Appeals on a comprehensive revision of the town's Zoning Bylaw. The project involved over 50 committee and subcommittee meetings, numerous public hearings, and zoning map amendments to align Northborough's land use regulations with many changes that had occurred in the town since the last major zoning revision was done twenty years earlier. The new zoning includes neighborhood development incentives for a variety of housing types and more flexible rules for downtown development. Revisions to the zoning map eliminated "split lot" problems that had discouraged development proposals in the past.

Housing Plans and Studies

Sample Project: Falmouth, MA Housing Demand Study and Needs Analysis

Judi Barrett worked with the Falmouth Planning Department on a comprehensive housing demand study and needs analysis. For this project, she obtained and analyzed a wide range of demographic and market data for the Town as a whole and each of its villages in an effort to identify minority and low-income concentration areas. She also completed a regulatory review and conducted an extensive housing policy and housing development capacity analysis and identified ways for the Town to improve in-house advocacy and project review skills. RKG won a Planning Project Award from APA-MA for Judi's work in Falmouth.

Development Impact Analysis

Sample Project: Hopkinton, MA Legacy Farms

As consultant to the Hopkinton Planning Board and Town Attorney, Judi Barrett analyzed the impact of Legacy Farms, a 940-unit housing development, and assisted with negotiating the terms of a Host Community Agreement (HCA). The project preserved 500 acres of open space and created a mix of housing, including affordable apartments in a town with very expensive homes. It also brought over \$1 million in transportation improvements and development of a new drinking water supply in East Hopkinton. Since negotiating the original HCA, Judi has helped Hopkinton evaluate the financial impact of two changes proposed by the developer.

Development Impact Analysis

Sample Project: Plymouth, MA Plymouth Rock Studios

The Plymouth Town Manager and Planning Department hired Judi Barrett to prepare a comprehensive economic and fiscal impact analysis of Plymouth Rock Studios, a proposed film production studio known locally as "Hollywood East." The project was slated for a 240+/- acre site in South Plymouth. The applicants sought zoning changes and tax relief from the Town, and special financing from the state, in order to lure the film production industry to Massachusetts and capitalize on the state's film production tax credits. Ultimately the project did not proceed due to questionable job creation projections and legal problems involving one of the developers.

Neighborhood Revitalization Strategy Area (NRSA) Plans

Sample Projects: Lawrence, MA; Hartford, CT; Davisville (North Kingstown), RI

From her years of Community Development Block Grant (CDBG) experience, Judi Barrett has developed Neighborhood Revitalization Strategy Area (NRSA) designations for very-low-income neighborhoods in several communities. NRSA approval from HUD (or the state program) allows CDBG grantees to administer eligible housing and community development programs under more flexible national objective requirements, thereby making service delivery strategic and more efficient.

LAWRENCE E. CRANOR, JR. SENIOR PROJECT MANAGER

PROFESSIONAL PROFILE

Mr. Cranor joined RKG Associates, Inc. in 1992, with 15 years experience in applied demography, market research, site selection and competition studies for other firms, including national retail chains. Mr. Cranor has applied this background to managing a wide range of assignments with RKG Associates, Inc. These assignments have included a broad variety of retail projects, consumer surveys and spending research, site location research; urban revitalization/marketing strategies and general economic development.

EDUCATION

- B.A. Sociology, University of Cincinnati, Ohio, 1976
- MBA Marketing/Management, University of Cincinnati, Ohio, 1980

PROFESSIONAL AFFILIATIONS

- Population Association of America
- New Hampshire Main Street

PROJECT EXPERIENCE

Retail Market Studies

Project Manager responsible for preparing market analyses and determining the expansion potential for national/regional/local retailers such as discount merchandisers, grocers, wholesalers, restaurants and outlet malls. These analyses include specific site/location research, customer surveys, sales forecasting and competition studies in many markets, including Rochester, New York; Merrimack, New Hampshire; Halifax, Massachusetts and West Hartford, Connecticut.

Downtown Redevelopment

Project Manager responsible for developing economic strategies and implementation plans instrumental in revitalizing the downtown "urban core" of such communities as diverse as Gulfport, Mississippi; Lewiston, Maine; Watkins Glen, New York; Norwalk, Connecticut; and Hyannis, Massachusetts.

Economic Reuse and Development Strategies

Project Manager responsible for analyzing the economic/market potential for the reuse and redevelopment of the Hunts Point Food Distribution Center, Bronx, New York; retail/market strategies associated with potential expansion of Gillette Stadium, Foxborough, Massachusetts; repositioning of the Pyramid in downtown Memphis, Tennessee; as well as the Memphis Fairgrounds (home of the Liberty Bowl), and reuse of a former Ford

assembly plant in Jacksonville, Florida.

Housing Market Research

Prepared housing market studies for projects in several communities including Chicopee and North Andover, Massachusetts; Jacksonville, Florida; and, Norwalk, Connecticut.

Local and Regional Economic Development Strategies Corridor Revitalization

Project Manager for a comprehensive plan to revitalize a blighted urban corridor in DeKalb County, Georgia; sections of the Silas Deane Highway corridor in Rocky Hill and Wethersfield, Connecticut; Irondequoit, New York; and more focused corridor studies for site specific development opportunities in New Jersey. Also, prepared market research and development feasibility studies in support of the recommendations.

Cultural Facilities Analysis

Project Manager responsible for preparing a development feasibility analysis for a waterfront, 600 seat performing arts center in Fall River, Massachusetts. Completed an economic impact analysis, i.e. return to the City, of the Hyde Collection Art Museum in Glens Falls, New York.

Neighborhood Revitalization

Project Manager responsible for developing revitalization strategies and implementation plans for specific neighborhoods within larger metropolitan areas, including: Hyannis, Springfield and Wellesley, Massachusetts; Blacksburg, Virginia; the "Bull's Head" neighborhood of Rochester, New York; and Bowling Green, Kentucky. These revitalization plans identified market-based economic and real estate opportunities within these neighborhoods (and in context to the larger metropolitan area) and developed implementation plans reflecting local financial and organizational capacities, often prioritizing actions in order to stimulate spin-off growth.

Economic/Fiscal Impact Analysis

Convention/Cultural/Recreational Facilities

Project Manager responsible for analyzing the economic and employment impacts that a proposed expansion of the convention center, Basketball Hall of Fame and retail/restaurants offerings would have on the economy and urban revitalization of downtown Springfield, Massachusetts.

Project Manager in charge of reviewing retail, spending and hospitality analysis of economic and fiscal impacts, for the New York City Department of Environmental

Protection, associated with the development of a major tourism and resort facility proposed for 1,960 acres in the Catskill Mountains.

Project Manager responsible for assessing fiscal and economic impacts, noting potential sales tax and income tax revenues, from redevelopment of Graceland and the surrounding neighborhood (in Memphis, Tennessee).

On-call review economist for the Cape Cod Commission, of Massachusetts, for review and recommendations of a variety of developers' proposals for new, expanded retail and other commercial projects and their resultant economic/fiscal impacts.

Development Strategies and Impact Modeling

Project Manager working with Westchester County, New York, to prepare economic and real estate development strategies for a selected cross section of industry clusters, targeting those with the greatest growth potential and fiscal return to the County. As part of this process, websites were also designed for the County, specifically targeting economic development and women/minority owned business and enterprises.

Project Manager responsible for developing a 20-year forecasting model for strategic fiscal planning, reviewing employment, sales tax revenue, property taxes and other income sources, for Ontario County, New York.

Project Manager working with Nassau County, New York, to recommend and prioritize redevelopment alternatives for the major commercial and recreational hub within Nassau County, accounting for more than 15% of the property tax revenue and 25% of the sales tax revenue.

Project Manager in charge of preparing an analysis of the costs and benefits associated with the BRAC expansion of Ft. Sill in Lawton, Oklahoma.

Highway and Airport Projects

Prepared real estate analysis of impacts associated with the proposed reconstruction of the Gowanus Expressway, traversing the length of Brooklyn from Manhattan to Staten Island, on adjacent inner-city commercial districts. Developed a market and real estate analysis of impacts associated with the proposed expansion of Philadelphia, Pennsylvania airport.

Analysis of Proposed Retail and other Commercial Developments

Project Manager for the preparation of economic/fiscal impact analyses of proposed Wal-Mart retail stores in Greenfield, Halifax and Quincy, Massachusetts; Ithaca, Lake Placid, Saratoga Springs, Ticonderoga and Victor, New York; Middletown, Rhode Island; and, St. Albans and St. Johnsbury, Vermont.

Project Manger responsible for developing a comprehensive analysis of the expansion of the Cape Cod Mall in Hyannis, Massachusetts; and repositioning of the former Scarborough Downs in Saco, Maine.

Chapter 43D Priority Development Sites

Project Manager working with MassDevelopment and local communities to complete market studies and asses the redevelopment options for specific "quick-burn" sites throughout Massachusetts, including properties in Athol, Belchertown, Groton, Lee and Uxbridge.

ERIC HALVORSEN, AICP, SENIOR PROJECT ANALYST

PROFESSIONAL PROFILE

Mr. Halvorsen's primary areas of expertise include land use, zoning, transit oriented development, transportation, and public participation. He has over nine of experience in community revitalization and regional planning. His responsibilities include planning services for municipal clients, research and writing, and civic engagement.

EDUCATION

- BS in Environmental Planning and Design; Rutgers University, New Brunswick, New Jersey.
- Masters of City and Regional Planning, University of Illinois, Champaign-Urbana, Illinois.

PROFESSIONAL AFFILIATIONS

- American Institute of Professional Planners
- American Planning Association
- Urban Land Institute
- Young Professionals in Transportation

PROJECT EXPERIENCE

Community Planning

Downtown Revitalization

Prepared a downtown revitalization action and implementation plan for the Town of Framingham, MA which built upon the existing vision established by the community in 2009. The action plan was focused on understanding the market for new development, the challenges of financing development in Downtown, and addressing the regulatory barriers through significant zoning changes. The process also included a multi-lingual public engagement component with several focus group meeting and a large interactive open house.

Transit Oriented Development (TOD)

Managed a research and place-based planning program that undertook TOD station area plans in 8 municipalities centered around the MBTA's rapid rail and commuter rail system. The plans included an analysis of the current real estate supply and demand for the neighborhoods surrounding the stations and issues that would influence new

development opportunities.

The projects also identified and offered recommendations for addressing regulatory issues in zoning and permitting, as well as transportation connectivity. The resulting plans helped catalyze the construction of mixed-use and multi-family housing developments in several of the communities and spurred successful applications to state programs for investments in key infrastructure projects.

Zoning Constraints and Opportunities

Developed a parcel-by-parcel build out analysis for several downtown locations in the Greater Boston region to better understand the implications of current zoning regulations on the built environment. Recommended zoning changes based on the outcome of the build out analysis that would help make new projects financially feasible and improve overall site and building design.

Design Guidelines

Created a supplemental design guideline booklet for communities to help integrate new development into the historical framework of their downtown.

Transportation Planning

Managed programs and completed plans for municipal-wide bicycle and pedestrian infrastructure and parking management. Developed specific recommendations for improving multi-modal transportation access across communities. Completed feasibility studies for improving public transit access across multiple municipalities.

Public Engagement

Developed and implemented public engagement processes for groups as small as 10 and as large as 300. Engagement efforts included focus groups, site walks and tours, interactive open houses, small group exercises, and large town hall meetings. Engagement sessions have been held in multiple languages with interpretation and translation of written materials. Mr. Halvorsen has been trained as a facilitator by the Interactive Institute for Social Change (IISC).

Forms



CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

The undersigned, by submittal of this Proposal, agrees, should the undersigned become the successful proposer, to all of the terms of the RFP specifications and accepts these terms as incorporated in a contract with the Town.

Richard Claytor, Jr.
Name of person signing proposal

President
Title

Horsley Witten Group, Inc.
Name of business

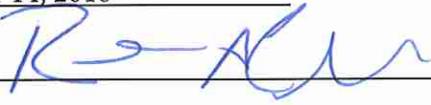
Business Address: 90 Route 6A, Unit #1

City and State: Sandwich, MA 02563

Telephone No: (508) 833-6600 Fax No: (508) 833-3150

E-mail Address: rclaytor@horsleywitten.com

Date: December 14, 2016


Signature

CERTIFICATION OF TAX COMPLIANCE

I certify, under the penalties of perjury, that the below mentioned firm or person, to my best knowledge and belief, has complied with all the laws of the Commonwealth relating to taxes.

NAME/FIRM: Horsley Witten Group, Inc.

ADDRESS: 90 Route 6A, Unit #1

TELEPHONE: (508) 833-6600 DATE: December 14, 2016

SIGNATURE OF AUTHORIZED OFFICIAL: 

TITLE: President

SOCIAL SECURITY or FEDERAL IDENTIFICATION #: 04-2959513

Approval of a contract, or other agreement, will not be granted unless the applicant signs this certification form.

Your Social Security number or Federal Identification number will be furnished to the Massachusetts Department of Revenue (DOR) to determine whether you have met tax filing or tax payment obligations. The Town is required to furnish a list to the DOR at the end of its fiscal year, showing the vendors to whom more than \$5,000 is paid during the 12 months, ending June 30. Providers who fail to correct their non-filing or delinquency will not have a contract or other agreement issued, renewed, or extended. This request is made under the authority of Massachusetts General Laws, Chapter 62C, Section 49a.