

East Hampton Hamlet Study Proposal for Professional Services

Dodson & Flinker
RKG Associates
LK McLean Associates
Fine Arts & Sciences



September 8, 2015

Hamlet Study EH2015-111
Proposal for Professional Services

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September 8, 2015

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TITLE: HAMLET STUDY RFP NUMBER: EH2015-111

VENDOR INFORMATION PAGE

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TYPE OF ENTITY: CORP. PARTNERSHIP _____ INDIVIDUAL _____

FEDERAL EMPLOYEE ID #: 04-34-77432

OR SOCIAL SECURITY #: _____

DATE OF ORGANIZATION: 5/1/1986

IF APPLICABLE: DATE FILED: 5/1/1986

STATE FILED: MA

If a non-publicly owned Corporation:

CORPORATION NAME: Dodson & Flinker, Inc.

LIST PRINCIPAL STOCKHOLDERS: (5% of outstanding shares)

Harry L. Dodson (50%)

Peter A. Flinker (50%)

LIST OFFICERS AND DIRECTORS: NAME AND TITLE

Harry L. Dodson, President

Peter A. Flinker, Treasurer

Deborah Tacy, Clerk

If a partnership:

PARTNERSHIP NAME: _____

LIST PARTNERS' NAMES: _____

DODSON FLINKER
Landscape Architecture and Planning

September 8, 2015

Jeanne Carroza, CPPB
Purchasing Agent
Town of East Hampton

Dear Ms Carroza,

I am pleased to submit the attached proposal for consulting services for the East Hampton Hamlet Study EH2015-111. The Town has prepared an excellent vision and scope of services for this ambitious project which my team and I are eager to assist East Hampton in completing. Dodson & Flinker has been working with towns and cities to plan and manage growth for almost 30 years. Our work features compelling visioning, engaging public participation, thorough data collection and analysis, well prepared and readable reports as well as highly successful implementation plans.

We have assembled an excellent team of consultants to complete the project. RKG Associates will lead work on the Business Study. They are a highly respected economic consulting firm with a nation wide presence and extensive experience working on economic development issues for communities. My firm has worked with RKG on numerous projects over the years. McKlean Associates will be responsible for the transportation and traffic engineering portions of the study. They have decades of successful experience working with the Town on traffic, pedestrian and bicycle transportation issues.

Lisa Liquori of Fine Arts and Sciences will work closely with all the team members to help us understand the latest issues facing the hamlets. Lisa will assist with data gathering, public participation, local coordination and will help ensure that the studies are realistic and based on the latest knowledge of the issues. Lisa's work as Town Planner and as leader of the Town's 2005 Masterplan will provide an invaluable resource to the project team as we gain a full understanding of local issues. We worked closely with Lisa and Marguerite Wolffsohn from 1998 through 2002 on the Scenic Areas of Statewide Significance (SASS) plan which has helped protect and manage East Hampton's scenic landscapes.

I hope to have the opportunity to work with East Hampton again on another challenging project, continuing our long standing and successful working relationship with the Town.

Sincerely,



Harry L. Dodson

I. Proposal Overview

We propose to assist the Town in the development of a visionary plan for each hamlet based on a solid foundation of thorough data gathering, detailed analysis and extensive public participation. Our approach will address the data needs of each hamlet while working with local stakeholders and Town staff to develop clear and compelling visions and specific recommendations for future growth and conservation. Dodson & Flinker's nationally recognized work in community design and rural character preservation will be applied to the project in order to develop hamlet plans that balance development with open space preservation.

The Dodson & Flinker team's approach will address all the tasks described in the Town's excellent RFP supplemented by a number of additional tasks and unique approaches that our team will bring to the project. Additional tasks and unique approaches will include two day charrettes (intensive day long workshops) for each hamlet and visioning based on community design and compelling sketching and graphics. This approach will allow us to explore future development scenarios with the Town, the business community and other stakeholders. Creative site planning and design can play in solving business development, transportation, economic, historic preservation, town character and conservation challenges. In addition the team will work with the Town, the business community and other stakeholders to explore potential revisions to the zoning code including the possible adoption of form-based codes to guide future development.

Our collaboration with the Town will be enhanced by the many years of experience the majority of our team members have with the Town's planning, transportation and economic development issues. Our unique team includes RKG Associates and McLean Associates, firms with extensive business consulting and transportation engineering expertise. Dodson & Flinker completed a successfully implemented scenic landscape inventory and management plan for the Town from 1998 to 2002. McLean Associates has completed many outstanding projects for East Hampton over the years as the Town's on-call engineers as well as serving as consultants on various projects. Lisa Liquori was Town Planner for many years and has completed numerous projects for the Town as a consultant.

Background: East Hampton is defined by the unique character of its hamlets, villages and countryside. The community has actively sustained this Vision, set forth in the 2005 Comprehensive Plan, through open space preservation, re-zonings, enactment of Historic District regulation, protection of Scenic Resources and other important actions and policies. The unspoiled natural and cultural features comprise the primary appeal of East Hampton and have helped shape the Town into the premier international resort community that it is today.

But the desirability of East Hampton is a double edged sword. Soaring popularity has contributed to unprecedented real estate prices, market pressures and cultural conflicts.

With the largest percent increase in seasonal population in New York State, East Hampton is at risk of becoming a victim of its own success. Maintaining and supporting businesses that cater to year round residents is a particular challenge.

Town wide re-zonings were made in accordance with the recommendations of the 2005 Town Comprehensive Plan in order to limit commercial sprawl between hamlet centers, protect scenic approaches to hamlets and limit traffic producing new development along main arterial roads. At the same time, the Comprehensive Plan called for an evaluation of the Town's ability and desire to meet future and commercial needs and to develop detailed plans for the hamlet centers, building on the Planning Department's initial work. East Hampton business owners and associations, Citizen Advisory Committees, Village and Hamlet Improvement Societies and other organizations have continued to urge the Town to conduct these studies and analyses.

Business uses are not confined to the hamlet centers, due in part to development prior to zoning and as zoning has been amended to reduce highway sprawl. Inclusion of an analysis and recommendations for pre-existing non-conforming uses will help address needs articulated by the Business Community. The rural sense of place, scenic landscapes, unspoiled natural resources and lack of overdevelopment comprise East Hampton's distinguishing features and support the resort economy. The proposed hamlet and business studies will help to foster the existing character, enhance the economic vitality and meet the needs of all of the Town's people.

The team's unique approach to the project features the following components:

The Business Study portion of the project will be led by RKG Associates in collaboration with Lisa Liquori of Fine Arts & Sciences (FAS) who will assist with data gathering, background history, public participation and proposal development. RKG and FAS will develop a vision statement outlining the balance between a healthy business economy and the natural, cultural and quality of life factors that are so important to the region's identity. Public participation for the Business Study will be based on the two day charrettes proposed for each hamlet. The business study will include an introduction, inventory, analysis and recommendations sections. The goal of the study will be to recommend concrete steps the Town and the business community can take to maintain a thriving tourist economy while serving the needs of the year-round community and preserving the unique local character of the hamlets.

The Hamlets Study portion of the project will be led by Dodson & Flinker in collaboration with FAS and RKG. LK McLean Associates (LKMA) will be responsible for transportation, traffic and walkability issues. Our study will be unique in its use of public participation based on charrettes, solid engineering expertise and in its focus on spatial planning and visual studies to help determine how the shape and location of future development can create dynamic, walkable centers while preserving open space, natural and cultural resources.

Charrettes: A unique aspect of our approach includes the use of an intensive public participation process that will feature extended workshops called charrettes. We propose conducting three four-day charrettes with two hamlets paired for each charrette: Montauk Downtown and Dock Area, East Hampton and Amagansett, and Springs and Wainscott. This will allow stakeholders, businesses, town staff and residents to work together over an extended period of time to develop detailed recommendations for each hamlet.

Physical Planning and Design: Our approach will feature urban design and spatial planning components including 3-D models of the hamlets and aerial perspective renderings that will help explore how the hamlets can be shaped in the future to create dynamic, walkable centers surrounded by preserved open space, farmland and environmentally sensitive areas. Our focus on physical planning and urban design will help communicate planning options to the public and will lay the foundation for future use of form-based codes and other measures to affect the shape and character of the future evolution of the hamlets. Development and expansion opportunities for existing and new businesses that respect community character, open space and environmental issues will be explored.

Visioning for each of the six hamlets will balance practical issues such as transportation, infrastructure and economic issues with the Town's desire to preserve and enhance the character, livability, historic features and environment of each hamlet. We also plan to work with project advisory committees and to conduct one on one interviews with key business owners and stakeholders. Dodson & Flinker is nationally recognized for its success in assisting towns to envision and implement creative future development scenarios. We will bring these skills and dedication to the highest quality of work to the East Hampton Hamlets Study.

Adjustments to Proposal: The consultant team is open to discussing modifications to the scope and budget of this proposal if desired by the Town. If the team's fees are an issue we can discuss scope adjustments to bring the budget down to a level acceptable to the Town.

II. Detailed Scope of Services

The Dodson & Flinker Team will work with the Town and the community to develop an inspiring, realistic and broadly supported Business Study and Hamlet Plans for East Hampton. The Team will address each element described in the Town of East Hampton's Request for Proposals for the Hamlet Study EH2015-111 issued in August, 2015 and associated addenda. This includes all data gathering and analysis, visioning, public participation, client liaison and other work items detailed in the RFP for the Business Study and the Hamlets Study components of the project. The Team will work

with the community, the Town Board, the Town Planning Department and the Business Community to complete detailed plans for the Town's commercial areas and evaluate the Town's ability to meet future commercial needs as outlined in the Town's 2005 Comprehensive Plan. In addition to the tasks outlined in the RFP the Team will also conduct visioning sessions, charrettes, community design studies and graphic future development scenarios.

The consultants will work closely with Town staff, members of the business community, citizens advisory committees and other stakeholders to develop inspiring, broadly supported and workable business and hamlet action plans. Once the plans are in place, the team will work with the Town to develop a detailed action strategy for implementing them. This will include an outline of potential adjustments to the Town's zoning codes including the possible use of form-based codes to shape future development and conservation

Comprehensive Plan Vision Statement: The Dodson & Flinker team will be guided by the vision statement described in the 2005 Comprehensive Plan. This statement outlines a future of the hamlets that balances development of a healthy business economy with the preservation of the hamlet's character, historical integrity, environment and beauty. The goal is to ensure that future development is harmonious with the existing character of the community. The overriding Vision Statement goals will guide the study: historic preservation, rural character protection, business revitalization and addressing the needs of the year-round community.

Study Area Boundaries: Early on in the process the consultant team will work with the Town and the stakeholders to delineate specific boundaries for the study area. This will ensure that selected study areas cover existing as well as potential future areas for a mix of business development balanced with historic preservation, open space preservation and environmental protection.

Public Participation: To address the complex social, economic and physical planning issues within each hamlet and within the larger context of the town-wide economy, we propose a public participation process centered on a series of intensive workshops or "charrettes." Each charrette will bring together the entire consulting team with town staff, elected officials, residents, business owners and other stakeholders to address issues and opportunities for two of the focus areas. With a combination of open public and other elements of the hamlet plan, the charrettes will include large public forums as well as small-group workshop events and separate focus groups tailored to the needs of the Business Study,

While the final charrette approach and schedule will be developed in consultation with the plan, we propose three, 4-day charrette visits, each of which would focus on two adjacent hamlets. With a minimum of two days of intense work scheduled for each of the six hamlets, the charrette approach will allow for an in-depth discussion of the issues, a

robust exploration of alternatives, and time for the reflection and feedback essential to crafting hamlet plans that are both visionary and realistic.

Final Recommendations: The information, analyses and recommendations that emerge from the work of the consulting team and the public participation process will be compiled into a series of reports that address the questions and general outlines found in the Town's RFP. Richly illustrated with photographs, plans, diagrams, models and drawings, the reports will place each recommendation for action within the context of the public discussion about that issue, the alternatives that were identified, and the factual basis for the Town's decision on the selected strategy.

A. Business Study

The purpose of the business center analyses is to understand the local and regional dynamics that drive the East Hampton economy. As a premier resort community, East Hampton attracts an influx of second home residents, tourists and day-trippers, in addition to year-round residents. Catering to the employment, service and shopping needs of these groups is a challenge. The goal of the Business Center Study is

“To determine what the Town needs to do to allow businesses to thrive and meet the needs of our communities within the context of the Comprehensive Plan Goals.”

Comprehensive Plan Goals:

- **Goal One:** Maintain, and restore where necessary, East Hampton's rural and semi-rural character and the unique qualities of each of East Hampton's historic communities.
- **Goal Five:** Encourage local businesses to serve the needs of the year-round population and reduce the environmental impacts of commercial and industrial uses.
- **Goal Six:** Encourage and retain traditional local resource based commercial fishing and agriculture industries that practice environmentally sensitive methods of operation.
- **Goal Seven:** Protect historic buildings, hamlets, neighborhoods, landscapes and scenic vistas from incompatible development. Prevent further loss of the Town's cultural and archaeological resources.

Task 1 Business Outreach and Stakeholder Interviews

Task 1.1 Stakeholder Interviews

The consultants will conduct up to 20 interviews with key individuals and stakeholders with a unique understanding of the eastern Long Island economy, real estate markets and growth prospects. This list will include traditional business interests such as the local Chambers of Commerce, local business owners, real estate professionals and tourism promoters. However, it will also include individuals and organizations with a vested interest in how the region grows in the future. This may include environmental interest groups, concerned citizen groups or the like. The purpose of these interviews is to get a broad perspective on the opportunities and challenges facing East Hampton and the greater eastern Long Island area.

Task 1.2 Business Focus Group Meetings

Two business focus groups will be conducted; one in the Montauk area and one including the hamlets of Amagansett, East Hampton, Springs and Wainscott. Because of the relatively small size of these business centers and Montauk's geographic separation, we are proposing to include them in one focus group meeting and the Montauk hamlet centers in another. It's also suggested that businesses located in East Hampton Village and Sag Harbor be invited to participate in these focus groups. The businesses represented in these two villages offer important shopping opportunities for the region and should be represented although business center plans will not be created in those hamlets. The purpose of the focus group meetings will be to understand the local business environment and discuss ways to improve the year-round success of East Hampton businesses. Each focus group will include up to 25 invited guests and will be based on the recommendation of the Chambers of Commerce and other business group and will include a broad cross section of the business community.

Task 1.3 Public Engagement/Charrette Process

In addition to the meetings described above, RKG will participate in those portions of the charrettes dealing with business and economic development issues. This will allow them to meet directly and brainstorm with charrette participants from the business community as well as others concerned with the economic vitality of the hamlets and the surrounding areas.

Task 2 Demographic Analysis

Task 2.1 Demographic Trend Analysis (1990-2015-2020)

RKG Associates will prepare a comprehensive assessment of the demographic characteristics of the East Hampton area, including comparisons between the hamlets, the Town and the region.. Both primary and secondary data sources will be used to identify demographic trends. Historical data will be used to conduct a 25-year time series analysis to determine how the community and its hamlets have changed or evolved. Cross-sectional analysis will be conducted to compare a number of factors such as:

- Population trends;
- Population by age;
- Household formation trends;
- Households by income, age and size;- Housing units by housing type;
- Number of households at specific thresholds of AMI and the supply of same.

East Hampton has a unique set of demographic characteristics that make it different than most other places in the United States. Despite the reputation for great affluence, East Hampton has the second highest poverty level of Suffolk County. However, due to higher wages of a small segment of the population, per capita income in East Hampton is higher than in the County. In addition, the second home owners, tourists and visitors generally have higher incomes than the year round population.

RKG can also create a unique market profile of East Hampton and surrounding markets using Claritas' PRIZM Lifestyle Distribution database to help the client understand the market area from which much of the local sales will be derived. This methodology breaks the local population into 62 "clusters" grouped within 15 social groups, based on similar household demographic characteristics. Claritas' analysis reveals several dozen demographic and lifestyle variables that explain the differences between consumer profiles. Neighborhood type is determined by six categories of variables, including:

- Social Rank - (income, employment, and educational attainment,
- Household Composition - (age, gender, and family structure),
- Mobility – (length of residence)
- Ethnicity – (race, foreign birth, ancestry, and language)
- Urbanization – (variation in urban, suburban, and rural population and density)
- Housing – (owned, rented, value, age, number of units, etc.)

Task 2.2 Analysis of Seasonal Population

An important component of East Hampton's population is the seasonal component, primarily second homeowners and weekend tourists. While this segment of the population formerly inhabited the town mostly during the summer season, second home owners now live in East Hampton part-time throughout the year. In addition, there are seasonal renters, tourists, day-trippers, and campers that are shopping and staying in East Hampton. This population drives the demand for certain types of businesses and services and places a spike in demand for municipal infrastructure, emergency services, train and bus service, public roads, beach parking and maintenance, recreational services, park and marinas, liquid and solid waste disposal, electrical power generation, telecommunications and other infrastructure and services. The consultants will work with hotel/motel and resort operators, the Chambers of Commerce, the US Postal Service and water and electric utility providers to determine a ballpark estimate of this population.

Task 3 Economic Base Analysis

Task 3.1 Regional Economic Analysis

The economic base analysis will examine the economic growth characteristics of East Hampton, its hamlets and the Greater Suffolk County region that will generate economic opportunities or present challenges to job retention and creation. In addition, RKG Associates will examine socio-economic trends and characteristics within the local and regional markets. The economic base analysis will establish a local context for evaluating the regional development potential. The proposed economic base section will include an analysis of the following:

- Employment, establishment, and wage trends;
- Recent unemployment and civil labor force trends;
- Education and occupational skill levels of the region's work force;
- Regional commuting patterns;
- Recent expansion, relocations and business closings; and
- Educational institutions and workforce training assessment.

Task 3.2 Commercial District Business Inventory

An inventory and physical street survey will be conducted of each business district in the East Hampton study area; including gathering, recording, and analyzing the commercial business mix in each hamlet. RKG Associates will generate a geographic-based listing of all existing businesses as tracked by the Town Fire Marshal's Office who maintain a comprehensive digital listing of all existing commercial properties with their street location, business name, type of business and mailing address (or other data bases maintained by the Town). The consultants will use this listing to create a GIS-linked database that will classify each business by type, estimated building square footage (how will this be done?) and will be joined to East Hampton's property assessment database, which contains additional property and building data.

Recently published Town databases indicate that roughly 801 businesses are located in East Hampton and those commercially developed properties distribute as follows:

<u>Hamlet</u>	<u>Number of Businesses</u>
Amagansett	89
East Hampton	114
East Hampton Village	171
Montauk	260
Sag Harbor	20
Springs	44
Wainscott	103
Total:	801

While East Hampton Village and Sag Harbor are not a part of the business strategy, it's important that we understand the business offerings located in those communities. The rest of East Hampton does not operate within a vacuum and political boundaries don't influence where residents and visitors shop for goods and services or seek employment. In fact, East Hampton does not have a significant regional shopping center and most people much drive west to other parts of Suffolk County to get a full-range of goods and services.

The consultants will use the current business list to conduct a street walking survey. The purpose of the walking assessment is to document the location of various businesses in each of the hamlet areas and the business mix of ground floor space. As shown above, the number and mix of businesses will vary by location. The business strategy will examine how each hamlet business center can be positioned to offer a complementary shopping, dining and service experience for residents and visitors.

Task 4 Regional Retail Market Analysis

Task 4.1 Retail Market Analysis

Retail market requires a unique methodology. Some of the factors potentially influencing retail demand for the East Hampton study area would include population demographic characteristics, household spending potential and shopping patterns, regional competitiveness and retail sales leakage, evolution of business types and merchandising/operation practices, job growth, business formations and characteristics of available commercial properties. In order to better address these factors, the consultants propose to perform the following services:

- **Commercial Trade Area Analysis** - The consultants will consider the study area's ability to support retail/service-related businesses. The consultants will estimate a geographic trade area for the study area, which includes the primary market area serving study area households. The primary trade area will constitute an area from which at least 70 percent of total annual sales are derived. The consultants will then undertake primary, in-field analysis of drive times, road networks, peripheral communities (with an assessment of competitive retail centers, which would include size, number and type of tenants, etc.) and natural barriers to assist in developing trade area parameters. The RKG Team's estimates of the primary trade area will be confirmed or adjusted based upon findings from interviews discussed in Task 1.

The consultants will analyze the latest secondary source data on population, employment, income and spending potential trends and projections (over a variety of goods and services) in the trade areas. This will help reveal second home and tourist spending potential. Such data may include, but not be limited to, U.S.

Census of Retail Trade, Claritas, Inc., DemographicsNow and the CCIM STDB database.

Given the geography of eastern Long Island, the study area has physical limitations on its ability to attract larger retailers. Surrounded by water on three sides and with only one directional inflow of shoppers from the west, East Hampton is primarily a destination location that serves a limited number of year-round residents and a large number of seasonal residents and visitors. There is additional maritime traffic that contributes some additional demand for goods, services, hotel stays and other tourism-related spending, but the numbers are finite.

- **Sales Potential and Retail Leakage Analysis** - The consultants will determine in which product or service areas there exists unmet sales potential, or where such spending potential is "leaking" (dollars being spent by the local customer base in non-local establishments) to other market areas outside the study area and determine why this is occurring. Reasons for sales leakage typically include the availability of more diversified shopping opportunities and competitive pricing of goods and services in other markets and customer perceptions of the study area's ability to meet their needs relative to other markets, etc. The results of this analysis, in conjunction with interview findings, will begin to identify market potential and opportunities for improved business and additional business types within the study area.

Given the limited array of shopping in East Hampton, consumers are forced to find larger regional shopping centers further west in Suffolk County. This is natural limitation to living at the far end of Long Island. What are harder to quantify are the contributions made by the non-year round resident population in East Hampton and although much of their spending is seasonal, they contribute greatly to the success of the East Hampton business community, which relies on their seasonal spending to be profitable.

- **Identification of Competitive Retail Districts** - The consultants will identify retail centers to the west considered competitive to East Hampton. This will include major regional shopping centers within approximately 25 miles of East Hampton (primarily in Riverhead) and will also include malls and scattered big box retailers up-island. The purpose of identifying retail in the region is to establish the competitive "playing field" and to examine opportunities to fill potential gaps in the local business offerings, without competing head-to-head with national retail chains.

Task 4.2 Consumer Preference Survey

In order to understand the consumer preferences of East Hampton residents and visitors the consultants will conduct an internet-based web survey of year-round and seasonal

residents and hotel/motel and resort guests. The survey will be developed with the client and advisory committee's input and will focus on: (1) shopping preferences by merchandise category and location, (2) household spending patterns, (3) household spending potential, and (4) visitor spending needs and average daily spending for goods and services. The consultants will market and publicize the survey with the help of local business groups, hotels/motels and resort properties, citizen groups, as well as bulletin announcements on local public access TV and local newspapers. The purpose of the survey is not to produce statistically valid survey results but to gain a better understanding of consumer preferences and spending patterns in East Hampton. The data will be captured and tabulated in "real time" and used to shape future business development strategies and recruitment efforts.

Optional Tasks

Optional Task 1: Analysis of Agriculture, Fishing & Maritime Industries

According to the National Marine Fisheries Service (NMFS), Montauk Harbor is the largest commercial fishing port in NYS in terms of landed values and numbers of vessels. NMFS maintains records on dollar value and pounds of fish landings. Recreational fishing is also big in Montauk. In addition, there is a multiplier effect of this sector of the economy- estimated by Cornell cooperative extension at 3 to 4 times the landed values. A declining, but very important in-shore fisheries industry also exists which includes bay scallops, lobster, clams and the like, which comprise an important part of the East Hampton economy and culture. In addition, eastern Long Island has a vibrant maritime industry consisting of commercial marinas, charter boat fishing, ocean excursions and whale watching tours and various other water-based businesses. This will also be examined as part of this analysis.

Relative to agriculture, East Hampton has less than 2000 acres of farmland left, but some of it is in high value production including tree farms and horse farms. The commercial value of this resource may actually be outweighed by its intrinsic value as an open space resource and an important element of the area's bucolic character and quality of life. East Hampton's rural character and scenic qualities, intrinsically linked to farmland, are the foundation to East Hampton's unique sense of place. Whereas all of Long Island shared these qualities in the past, development has obliterated these features in much of western Long Island.

Economic future of both agriculture and fishing/maritime activities must be evaluated to determine their future economic importance to the regional economy. The strategies for both industries may be dramatically different, particularly if farming activities become the primary means for maintaining East Hampton's rural character and quality of life. Fishing, marine-based tourism and boating may require additional strategies to grow them or expand businesses and services to support their growth.

We would also propose to conduct a focus group of agriculture and fishing & maritime industries as part of this task. Aside from the underlying data and market analysis, it is important to understand the operational, market, regulatory and infrastructure constraints that may be limiting growth in these industries or making it difficult to run a successful business.

Optional Task 2: Housing Affordability Analysis

An often overlooked aspect of most popular and exclusive tourism economies such as the Hamptons or Martha's Vineyard and Nantucket in Massachusetts is the affordability of housing for the year-round and seasonal workforce. These are the people that are employed by the local restaurants, shops and marinas and struggle to afford the cost of housing. Much of the housing affordability analysis has already been completed by the Town Housing and Community Development office and some recommendations have been made. The 2005 Comprehensive Plan includes a recommendation to create a seasonal housing overlay district to meet the needs of the "summer workforce," but the proposal was tabled after considerable public opposition. This optional task should build on the existing programs and analyses, examine summer workforce solutions in similar resort communities and, together with the Town Housing and Economic Development Department, develop additional options to meet the needs of the community. We would propose to explore this subject with the client to determine if additional analysis and strategies are needed.

B. Hamlet Studies

Dodson & Flinker will take the lead in developing hamlet studies for Wainscott, East Hampton, Springs, Amagansett, Montauk Downtown and the Montauk Dock Area. While each hamlet represents a unique social, economic and environmental context, we propose a similar planning process for each one. This will begin with an inventory of existing conditions and an assessment of trends and alternatives for the future that will create a strong foundation for the public design charrettes described in Task D. Following the charrettes, the Hamlet Study process will continue with the exploration and refinement of alternatives and recommended strategies, culminating in a recommended master plan for each hamlet. Finally, we will help the town craft a detailed action strategy for implementation.

Task 1. Project Initiation and Research

Task 1.1 Project Kickoff Meeting and Site Reconnaissance

Key members of the project team will visit the town to meet with staff and appropriate committee members to finalize the scope of work and schedule for the project. We will visit each of the hamlet areas and work with staff to identify preliminary study area boundaries for review.

Task 1.2 Background Research and Review

The project team will collect and review previous studies and reports about each hamlet, starting with materials developed for the Comprehensive Plan, inventory available books, articles and other materials relevant to their history, and gather historical or current maps and other documentation.

Task 1.3 GIS Database Development and Base Mapping

The team will work with the town to obtain all relevant GIS shapefiles, databases, and project files and prepare a catalog. We will work with Town Staff and project stakeholders to define the boundaries of each hamlet and create base maps at an appropriate scale. If appropriate data exists we will develop a simple computer model of each hamlet that can serve as a base for three-dimensional diagrams and aid in the visualization process.

Task 2. Analysis of Existing Conditions, Opportunities and Constraints

In preparation for the individual hamlet charrettes (described in detail in Section D) the project team will prepare an inventory of existing conditions within each hamlet. The inventory will address the list of inventory topics described in detail in the Town's RFP.

Task 3. Exploration of Alternatives

Task 3.1 Master Plan Alternatives

Dodson & Flinker will lead a process of community design and visioning, working with the Town, the business community and stakeholders to develop plans and sketches for future revitalization and development of the study areas. The goal will be to develop a physical planning vision for each of the hamlets that describes recommended patterns of development, streetscapes, balancing of development and conservation, community character and other visions of the physical improvements to the hamlets. This will be documented in an illustrative masterplan, supplemented by conceptual diagrams describing key features such as circulation, parking, building locations, etc.

Task 3.2 Visualization

During the charrettes for each hamlet, Dodson & Flinker will lead sessions that explore future visions using a variety of techniques: sketching on plans, aerial and ground level sketching and three dimensional computer models. These tools will help charrette participants explore a range of options for the shaping of the hamlets to preserve community character while fostering a healthy business economy. At a minimum, the visual products will include an overall aerial perspective view of each hamlet showing existing and proposed future conditions, cross-sections showing existing and proposed streetscapes, and at least one ground-level perspective illustrating a "before and after" view of a key location in the hamlet.

Task 3.3 Refinement and Consensus-building

As the project moves forward the initial ideas sketched out on tracing paper at the charrettes will be developed in more detail for review by the Town. Case studies will be provided to illustrate what other towns have done to address similar issues in the design of streets, architecture, pedestrian spaces and other elements. As discussion continues we will work with the Town to identify areas of general agreement as well as to define issues where consensus remains elusive.

Task 4. Hamlet Plan Documentation

Task 4.1 Illustrative Master Plan

Following the direction of the Town, Dodson & Flinker will prepare up a final master plan for each hamlet in the form of a large, color-rendered plan drawing. The illustrative master plan will be incorporated into the layout of the final report, with such keys and text call-outs as are needed to allow it to be self-explanatory.

Task 4.2 Implementation Alternatives

The project team will develop recommendations for implementing the planning and design ideas represented by each hamlet's master plan. The team will work with the Town, the business community and other stakeholders to explore potential future adjustments to the existing land use regulations. This could include addressing the issue of non-conforming uses, the encouragement of year-round businesses, the physical form and layout of future development, historic preservation and the encouragement of mixed use development. We will provide an outline of potential zoning code revisions, including the potential use of a form-based code approach to shape future development and open space uses within each hamlet.

The team will also provide a range of non-regulatory strategies. Building on the Business plan and Traffic Studies, these will likely focus on economic development strategies, complete streets, green infrastructure improvements and other policies and initiatives that the town can pursue to encourage private investment in the hamlets.

Task 4.3 Action Strategy

In consultation with the Town, the project team will develop a detailed action strategy matrix that clearly defines goals, objectives and specific, implementable actions for each element of the plan. As with any strategic planning process, this will only be useful if each action has a responsible party, a realistic budget, and a schedule with well-defined benchmarks. While we cannot ensure that the hamlet plans will move forward, we will do our best to ensure that ideas that make it into the final action strategy have a well-defined path to successful implementation.

Task 4.4 Final Report

Dodson & Flinker will prepare an illustrated report for each hamlet incorporating all of the analysis and assessment materials, the plan alternatives and the final illustrative masterplan, concluding with the action strategy. The report will also describe the public participation process and lead the reader through the process of public engagement, deliberation and decision making that led to the consensus plan for each hamlet.

Ongoing Issues and Initiatives in the Hamlets:

Over the years, the Town of East Hampton has adopted numerous programs, policies and regulations to strengthen downtowns and shopping areas including those suggested by the *Shopping Centers and Downtowns, Suffolk County, New York; May 2006* report. Some of the issues the Town has implemented and could consider for further development are listed below.

For Downtowns

1. Encourage the development or redevelopment of higher density housing in and adjacent to downtown areas, compatible with local conditions. Both the Comprehensive Plan and the Zoning Code encourage and allow higher density affordable housing in and adjacent to downtown areas. The Town implemented an Affordable Housing TDR program and zoning regulations needed to develop affordable apartments over stores and multifamily developments while meeting the Suffolk County Health Department requirements. Despite these programs, East Hampton continues to suffer from a lack of sufficient employee and affordable housing. Considerations should be given to building on the recommendations of the Town Comprehensive Plan and the 2014 Community Housing Opportunity Fund Report to address the affordable housing shortage.
2. Sewage capacity extensions or the development of sub-regional wastewater disposal plans should be pursued in downtown areas that desire additional development but where sewage capacity is a constraint. Sub-regional wastewater disposal plans essentially use a transfer of development rights from nearby open space to offset higher density in downtown areas. The East Hampton Comprehensive Wastewater Management Plan recommends Neighborhood Wastewater systems to serve areas with malfunctioning systems including downtown Montauk and the Montauk Dock area. In addition, the TDR program, briefly described above, is designed to allow additional residential development in downtown areas where there are no existing or planned sewage treatment facilities. Coordination of these plans and programs will be important for the development of the Hamlet studies.
3. Encourage in-fill commercial development to fill large gaps between buildings in downtowns. This recommendation is reflected in the Town Zoning Map amended in 2005. The Hamlet Study RFP asks the consultants to further consider re-use

- options for the reclaimed Wainscott sand pit and other locations proximate to existing hamlet centers.
4. Municipalities should insist that street level storefronts in downtown areas have a significant amount of glass frontage to help create a more positive downtown shopping experience. The Town established an Architectural Review board over twenty years ago with the responsibility of design review over all commercial structures including storefronts. The Board has specific review criteria for some downtown areas, such as Amagansett, based on its historic designation. Updating and adjusting ARB development review standards incorporating the character of existing hamlet centers could be considered.
 5. Municipalities should acquire key parcels near downtowns for parking and green spaces where needed and coordinate parking within downtowns. Consistent with this recommendation, the Town recently acquired the Labrozzi farm property in the North Main Street hamlet area and prominent artists' homes and studios in Springs. Wainscott citizens have recommended consideration of the reclaimed sand pit for open space and recreational potential. The Community Preservation Plan has identified opportunities for additional key acquisitions within the hamlets. The Hamlet Study RFP calls for analyses and recommendations for municipal and other hamlet parking issues.
 6. Encourage destination uses to locate in downtowns. Restaurants and outdoor dining promote an inviting and lively downtown. By and large, East Hampton's hamlets are vibrant and lively places, replete with bars, restaurants and entertainment facilities. The Planning Department has been evaluating whether outdoor dining zoning provisions should be relaxed without having a negative impact on the surrounding communities. Additional measures to assure continuation of vibrant downtowns could be considered.
 7. Downtown business districts should consider forming business improvement districts (BIDs). There are several active organizations which make landscape improvements and work with the Town Board on downtown infrastructure projects including: the Montauk Chamber of Commerce, the Montauk LVIS, the Amagansett LVIS, the Springs Improvement District. The East Hampton Business Alliance lobbies for and helps represent business interests in Town Government matters. East Hampton CAC members identified the need to develop a management plan for the maintenance of the recently installed North Main Street landscape. Consideration could be given to augmenting existing or forming new business improvement organizations to foster hamlet center improvements.
 8. Public restroom facilities should be provided in large downtowns. There is one public restroom facility in downtown Montauk (2 if Lyons Field is included); and plans have been developed to construct public restroom facilities in Amagansett. Evaluation of the need and barriers to create public bathrooms in the hamlet centers could be considered.

For Shopping Centers

9. Municipalities should consider rezoning surplus commercially zoned land and should limit the amount of new commercial zoning. Municipalities should carefully evaluate proposals for new shopping centers outside of existing retail clusters. The 2005 Comprehensive Plan evaluated commercially zoned land according to the following three criteria: prohibiting commercial sprawl between hamlet centers; protecting scenic approaches to hamlet centers; and limiting traffic producing new development along main arterial roads. Some commercially zoned land was rezoned by the Town Boards accordingly. Requests for rezoning commercial non-conforming uses and other sites outside of existing retail clusters should continue to be carefully and fully evaluated.
10. Municipalities which do not wish to have new big-box retailers should amend their zoning codes to prohibit stores larger than a specific size from locating in their municipality or limit these stores to specific areas. East Hampton Town was the first municipality in Suffolk County to limit the size of retail stores in order to prevent big-box retailers and has strictly adhered to this policy.
11. Municipalities should avoid poor shopping center site design by approving well-designed site plans. The Town Planning Board together with the Planning Department maintains high review standards for all development. Development of form based codes could be considered to foster the standards for the continued development of well designed plans.
12. Building re-uses and redevelopment should be encouraged before new shopping center construction takes place. While there is low vacancy rates and limited opportunity for building re-use within East Hampton shopping centers, the Hamlet Center RFP directs the consultants to consider re-use plans for the former Wainscott sand pit.

For Both Shopping Centers and Downtowns

13. Municipalities should develop an architectural plan and review architectural elements of proposed renovations and new commercial development to conform to plans. Architectural Review Board approval is required for all new commercial development, renovations requiring a building permit and all changes to the exterior color, pattern, materials or design of commercial structures. The development of form based codes and other hamlet specific guidelines could be considered to augment high quality review.
14. Municipalities should implement and enforce strict sign ordinances. The Town enforces a strict sign ordinance. Development of hamlet specific design criteria for new signs, lighting and landscaping could be considered.
15. Municipalities and shopping center owners should make parking lots and streets pedestrian friendly. The Planning Department and Planning Board review all new development proposals including parking lots. The recently implemented North Main Street Streetscape project improved pedestrian safety and aesthetics. Evaluation of streetscape projects for additional hamlets could be considered.

16. Buildings and parking lots in downtown business districts and shopping centers should be maintained in good condition. As mentioned in response #7, there are existing business organizations and improvement societies for most of the hamlet centers. Consideration of these and new organizations could be given to help maintain high quality hamlet conditions.
17. Municipalities and shopping center owners should upgrade their lighting fixtures and provide attractive landscaping where possible. The Town has developed a balanced approach to lighting to maintain safety and protect the night sky. Many local improvement societies, individual property owners and the highway department provide attractive landscaping along town roadways. Consideration could be given to developing a hamlet specific lighting and landscaping design plan.

C. Transportation and Mobility Assessment

Transportation and mobility represent one of the overarching issues impacting nearly every aspect of life and work in East Hampton. Led by L.K. McLean Associates, the transportation analysis will support both the Business and Hamlet studies. Issues common to both plans will be addressed together and separate chapters will be devoted to each of the two studies. The transportation study will address town-wide issues, as well as challenges and opportunities unique to each hamlet:

1. Wainscott
 - a. Summarize existing traffic circulation and parking conditions in the “downtown” commercial area
 - b. Identify roadway circulation, parking and traffic improvements in the downtown area
 - c. Develop measures to improve both mobility and safety for pedestrians and bicyclists
2. East Hampton
 - a. Summarize existing traffic circulation and parking conditions in the commercial business areas, including public transportation and access to businesses
 - b. Identify roadway circulation, parking and traffic improvements in the business areas
 - c. Develop measures to improve both mobility and safety for pedestrians and bicyclists
 - d. Develop recommendations for public transportation improvements

3. Springs

- a. Summarize existing traffic circulation and parking conditions in the non-residential areas identified in the RFP, including public transportation and waterfront/open space/parkland access
- b. Identify roadway circulation, parking and traffic improvements in the business areas, including waterfront/open space/parkland access
- c. Develop measures to improve both mobility and safety for pedestrians and bicyclists
- d. Develop recommendations for public transportation improvements

4. Amagansett

- a. Summarize existing traffic circulation, public transportation and parking conditions in the hamlet
- b. Identify roadway circulation, parking and traffic improvements, including beach access
- c. Develop measures to improve both mobility and safety for pedestrians and bicyclists
- d. Develop recommendations for public transportation improvements

5. Montauk Downtown

- a. Update Town Planning's 2008 Downtown Montauk Hamlet Study/Draft Inventory report by incorporating findings from LKMA's current Traffic and Parking Study of Downtown Montauk
- b. Identify roadway circulation, parking and traffic improvements, including beach access. Assess parking needs for day, evening and night hours.
- c. Develop measures to improve both mobility and safety for pedestrians and bicyclists
- d. Develop recommendations for public transportation improvements

6. Montauk Dock Area

- a. Summarize existing traffic circulation, public transportation, waterfront access and parking conditions. Assess existing transportation connectivity to Downtown Montauk
- b. Identify roadway circulation, parking and traffic improvements in the area, including waterfront and business access
- c. Develop measures to improve connectivity between the area and Downtown Montauk, including the LIRR station
- d. Develop measures to improve both mobility and safety for pedestrians and bicyclists

McLean Associates staff will participate in transportation related portions of the charrettes. They will address traffic, alternative modes of transportation, complete streets, traffic calming, parking, pedestrian circulation and other transportation issues.

McLean Associates will provide materials for the Business Study focusing on the relationship of traffic and mobility on general business conditions and ongoing economic development. For the Hamlet Studies, they will prepare "overview" exhibits of each hamlet identifying draft recommendations to supplement the report text. They will then revise report sections following Town comments. In addition to attending transportation related portions of the charrettes they will also attend three meetings with Town representatives.

D. Public Participation Plan:

Public participation will revolve around a series of intensive charrettes designed to bring the entire consulting team together with town staff, elected officials, residents, business owners and other stakeholders to address issues and opportunities for each of the six hamlets and the town as a whole. While the final charrette schedule and organizational scheme will be developed in consultation with the town, we propose a series of three major charrette events, each lasting four days. Each of the three charrettes would address two hamlets that share common location, highway corridor, or land use context, for example:

- Montauk Downtown and Montauk Dock
- East Hampton and Amagansett
- Wainscott and Springs

The charrettes will cover all the issues itemized in the RFP and will also include community visioning on issues such as town character, physical planning, streetscapes, pedestrian amenities, parking traffic and other urban design issues. Sketching on plans, aerial and ground level perspective drawings and computer models will explore issues that can create the basis for future zoning modifications and form-based codes.

The timing of the charrettes will be discussed with the client and a satisfactory schedule will be developed that will ensure maximum turn out, a wide range of participants and as many members of the business community as possible. Weekdays, weekends or a mix of the two are possible. Both evening and daytime events can be scheduled.

In preparation for the charrettes the consultant team will complete the information gathering, inventory and assessment work outlined in Task B. They will also work with the town to secure a convenient and accessible venue for the charrette with drafting tables, chairs, display surfaces and presentation materials. The charrette venue, selected and reserved by the Town, will serve as a "store front" office for the charrette where

meetings can be held and where community and business participants can drop in at any time to take part in the charrette process.

While each four-day charrette visit will address issues common to neighboring hamlets, it will be designed to address each individual hamlet in turn, with a combination of public tours and forums as well as small-group workshop events and separate focus groups tailored to the issues and concerns unique to each hamlet. If appropriate, the process could include provision for a stakeholder committee in each hamlet that could help the town plan and publicize the charrettes and serve as a local sounding board.

Day One:

- Kick off meeting with Town Staff and Stakeholder Committee: This will provide an opportunity for the consulting team to confer with staff and community representatives to finalize plans for the charrette.
- Public walking tour of hamlet #1: following the kick off meeting, participants would be joined by the general public for a walking tour of the hamlet, focusing on areas that represent key problems or opportunities.
- Public forum on issues and opportunities in hamlet #1: That evening, the consulting team will lead a two to three hour evening introductory session to allow participants to familiarize themselves with the project and to express their desires, concerns and recommendations to the consultants.

Day two:

- Consultant/staff debrief and brainstorming: an opportunity to reflect on what was heard at the opening forum and identify issues and ideas to be explored in more detail.
- Consultant Work Session: Throughout the day the design team will work in the charrette space to develop ideas and brainstorm preliminary plan concepts. Community members, business owners and other stakeholders will be welcome to drop in to help explore ideas and/or be interviewed. Community design concepts will be developed and aerial and ground level perspective sketches will be produced showing recommended approaches to streetscapes, building configurations, pedestrian amenities, traffic and parking recommendations and other urban design issues.
- Focus group meetings: As appropriate, members of the consulting team will work with staff to schedule focus group meetings on business, transportation, environment, design and other issues unique to hamlet #1
- Evening public forum: at the end of the day the consulting team will present and overview of issues, opportunities and master plan alternatives for hamlet #1

Day three

- Consultant/staff debrief on hamlet #1 and preparation for hamlet #2

- By-appointment meetings with town staff, elected officials, and other stakeholders (for either hamlet).
- Public walking tour of hamlet #2
- Public forum on issues and opportunities in hamlet #2

Day four:

- Consultant/staff debrief and brainstorming on hamlet #2
- Focus group meetings on business, transportation, environment, design and other issues unique to hamlet #2
- Consultant work session to develop alternatives.
- Evening public forum to present ideas for hamlet #2

Within each charrette there will be time for separate sessions focusing on issues related to the Business Study, including business economics, uses, zoning, form-based codes, seasonality, expansion potential, non-conforming uses, transportation, home based businesses, business types, occupancy and a range of related issues. If traffic and parking are a particular issue for one or more of the hamlets, we will design an appropriate forum to explore those issues.

E. Additional Committee/Staff Meetings/ Public Presentations

In addition to the charrettes, members of the Dodson & Flinker Team will be available for the following additional meetings:

Advisory Committee Meetings: 12

Town Staff Meetings: 12

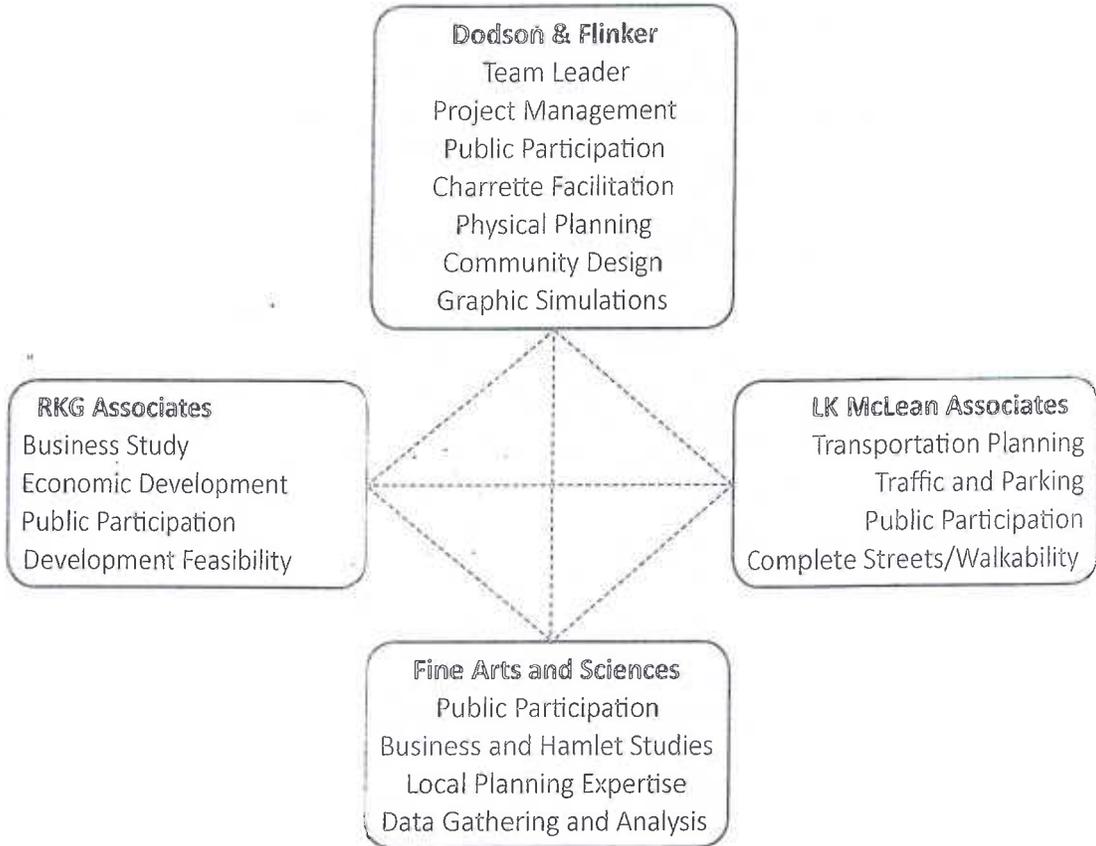
Public Presentations: 3

Whenever possible the above meetings will be coordinated to occur on the same days to reduce consultant travel expenditures. As a result of this coordination members of the consultant team will visit East Hampton 15 times for committee, staff and public meetings.

F. Staffing

Dodson & Flinker will be prime consultant and team leader for the project. Harry Dodson FASLA and Peter Flinker ASLA of Dodson & Flinker will be principals-in-charge and project managers of the study. Nate Burgess will be senior associate who will assist with the project.

Organization Chart



RKG Associates will be responsible for leading the business study. Judi Barrett AICP and Russell Archambault AICP will be principle in charge of their work.

McLean Associates will be responsible for transportation, traffic, parking and complete streets aspects of the project. Ray DiBiase, PE will be principal in charge of the project and Steven Eisenberg, PE will be project manager. Eugene Daly, PE will be project engineer.

Fine Arts and Sciences will be assist other team members with public participation, concept development, data collection, local planning expertise and knowledge. Lisa Liquori will be principal in charge of the work

Fee Structures for the firms are as follows:

Dodson & Flinker:	Principals:	\$175/hour
	Associates:	\$120/hour
RKG:	Principals:	\$180/hour
	Associates:	\$130/hour
McLean Associates:	Principles:	\$185/hour
	Associates:	\$140/hour
	Technical:	\$112/hour
Fine Arts & Sciences:	Principles:	\$150/hour
	Associates:	\$100/hour

G. Schedule

Project Initiation	Month 1
Inventory, Data Gathering	Month 3
Client Brainstorming Meetings	Month 4
Charrettes	Month 4
Draft Studies	Month 9
Final Studies	Month 12
Final Report and Presentations	Month 12

H. Fee Proposal

The following fee proposal spread sheet outlines the Dodson & Flinker team's budget for the project. The consultant team is open to discussing modifications to the scope and budget of this proposal if desired by the Town. If the team's fees are an issue we can discuss scope adjustments to bring the budget down to a level acceptable to the Town.

COST PROPOSAL

A. Business Study

		Donson & Flinker	McLean Associates	RKG Associates	FA&S LLC	Task Total
Task 1	Business Outreach and Stakeholder Interviews					
Task 1.1	Stakeholder interviews			\$ 2500	\$ 1500	\$ 4000
Task 1.2	Business Focus Group Meetings			\$ 5000	\$ 2500	\$ 7500
Task 2	Demographic Analysis					
Task 2.1	Demographic Trend Analysis (1990-2015-2020)			\$ 5000		\$ 5000
Task 2.2	Analysis of Seasonal Population			\$ 3500		\$ 3500
Task 3	Economic Base Analysis					
Task 3.1	Regional Economic Analysis			\$ 5500		\$ 5500
Task 3.2	Commercial District Business Inventory			\$ 1000	\$ 7500	\$ 8500
Task 4	Regional Retail Market Analysis					
Task 4.1	Retail Market Analysis			\$ 12500		\$ 12500
Task 4.2	Consumer Preference Survey			\$ 7500		\$ 7500
Task 5	Implementation Strategy			\$ 6500	\$ 2500	\$ 9000
Section A Total Professional Fees:						\$ 63000
Optional Task 1: Analysis of Agriculture, Fishing & Maritime Industries						Cost available upon request
Optional Task 2: Housing Affordability Analysis						Cost available upon request

B. Hamlet Studies

		Donson & Flinker	McLean Associates	RKG Associates	FA&S LLC	Task Total
Task 1	Project Initiation and Research					
Task 1.1	Project Kickoff Meeting and Site Reconnaissance	\$ 3000			\$ 1000	\$ 4000
Task 1.2	Background Research and Review	\$ 3000				\$ 3000
Task 1.3	GIS Database Development and Base Mapping	\$ 4000				\$ 4000
Task 2	Analysis of Existing Conditions, Opportunities and Constraints	\$ 15000				\$ 15000
Task 3	Exploration of Alternatives					
Task 3.1	Master Plan Alternatives	\$ 5000				\$ 5000
Task 3.2	Visualization	\$ 10000				\$ 10000
Task 3.3	Refinement and Consensus-building	\$ 5000			\$ 1500	\$ 6500
Task 4	Hamlet Plan Documentation					
Task 4.1	Illustrative Master Plan	\$ 7500				\$ 7500
Task 4.2	Implementation Alternatives	\$ 5000			\$ 3500	\$ 8500
Task 4.3	Action Strategy	\$ 5000			\$ 3500	\$ 8500
Task 4.4	Final Report	\$ 7500			\$ 4500	\$ 12000
Section B Total Professional Fees:						\$ 84000

C. Transportation and Mobility Assessment

		Donson & Flinker	McLean Associates	RKG Associates	FA&S LLC	Task Total
Task 1	Existing Conditions	\$ 3000				\$ 3000
Task 2	Recommendations	\$ 25000				\$ 25000
Task 3	Final Report	\$ 7100				\$ 7100
Task 4	Meetings	\$ 2800				\$ 2800
Task 5	Outreach	\$ 19000				\$ 19000
Section C Total Professional Fees:						\$ 56900

D. Public Participation Plan

		Donson & Flinker	McLean Associates	RKG Associates	FA&S LLC	Task Total
Task 1	Charrette planning and preparation	\$ 5500			\$ 1000	\$ 6500
Task 2	Kick off meetings and debriefs	\$ 4500		\$ 1500	\$ 1000	\$ 7000
Task 3	Public walking tours	\$ 6000			\$ 1200	\$ 7200
Task 4	Public forums on issue and opportunities	\$ 7500		\$ 2000	\$ 3000	\$ 12500
Task 5	Consultant work time	\$ 15000				\$ 15000
Task 6	Focus Group Meetings (see also Business and Transp. Scopes)	\$ 4000		\$ 3500	\$ 1200	\$ 8700
Task 7	Public Presentations	\$ 7500		\$ 2000	\$ 3600	\$ 13100
Task 8	Additional Committee/Staff Meetings and Presentations	\$ 5000		\$ 1000	\$ 1000	\$ 7000
Section D Total Professional Fees:						\$ 77000

Section A-D: Total Professional Fees By Firm

Donson & Flinker	McLean Associates	RKG Associates	FA&S LLC
\$ 125000	\$ 56900	\$ 59000	\$ 40000

Reimbursable Expenses \$ 5000

Section A-D: Total Professional Fees and Expenses \$ 285900

III. Company Profiles

Dodson & Flinker, Inc. has been working with towns and cities to plan and manage growth for 30 years. The firm's work features compelling visioning, engaging public participation, thorough data collection and analysis, well prepared and readable reports as well as highly successful implementation plans. Dodson & Flinker is well known for its thoroughness, dedication to our clients and our ability to produce work of the highest caliber. The firm has won numerous awards over the years and has authored a number of highly successful books and publications which have helped transform the practice of community planning. From 1998 to 2002 Dodson & Flinker worked with the Town of East Hampton to produce the highly successful Scenic Areas of Statewide Significance plan that has helped to assure the preservation and management of East Hampton's scenic landscapes. We hope to have the opportunity to continue this working relationship with the Town.

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 book, *Dealing with Change in the Connecticut Valley*, Dodson Associates 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 US and abroad, including Regional Plan Association and The Nature Conservancy and the NY Department of State.

RKG Associates, Inc. is a full-service economic, planning and real estate consulting firm with offices located in Alexandria, Virginia, Quincy, Massachusetts, Atlanta, Georgia, Dallas, Texas and is headquartered in Dover, New Hampshire. Since its founding in 1981, the firm has successfully completed thousands of consulting assignments regionally, nationally and internationally, providing a comprehensive range of economic, planning, marketing and management services to governmental, business and institutional clients. The firm currently employs 11 full-time professionals and support staff and has grown to become one of the most respected economic and real estate advisory consulting firms in the United States.

RKG Associates is skilled at assessing the economic, fiscal, and operational nuances of development projects. These market assessments, feasibility studies, business plans, and impact analyses have applied to a variety of projects including, hospitals, downtown redevelopment projects, adaptive reuse planning, neighborhood-scale revitalization projects, lodging and accommodations, and retail malls. Finally, the firm has worked with private entities and economic development agencies across the county in developing implementable strategies for redevelopment, reuse and revitalization.

RKG Associates also provides its private and public sector clients with an analytical, market driven and real estate-oriented approach to smart growth initiatives and economic development. This “real world” development and marketing expertise distinguishes RKG Associates from some economic development consulting firms with experience that is limited to strategic/public policy analyses in a public sector setting. RKG Associates’ personnel possess hands-on experience in commercial real estate brokerage, property management, development management, project permitting, property appraisal and real estate project financing.

L.K. McLean Associates, PC located in the Hamlet of Brookhaven, was founded in 1950. LKMA serves many governmental clients on a continual basis. McLean Associates has a long and successful track record of work for the Town over covering a wide range of transportation, traffic and civil engineering services. LKMA has 65 years of experience, with a specialty in serving municipal agencies such as the Town of East Hampton. This longevity combined with our staff of 70 people (which includes 19 individuals licensed as professional engineers, land surveyors or architects), will ensure that the Team has the ability and the expertise including the financial stability to successfully complete the project

LK McLean’s familiarity with prior Town transportation studies has provided them with a thorough understanding of the hamlets and the concerns of their residents. For example, they followed a charrette process for the North Main Street Study in East Hampton, and attended Citizens’ Advisory Committee meetings to obtain public input in the Town’s hamlets during the course of developing the 1997 Comprehensive Transportation Plan. Traffic engineering and transportation are two of the firm’s strongest capabilities. The two principal owners of the firm are Professional Traffic Operations Engineers. Both will be actively involved in this project.

Fine Arts and Sciences LLC, founded by Lisa Liquori, AICP in 2001, is a planning practice with a geographic focus on Long Island and the New York Metropolitan region. The firm specializes in town and regional planning, zoning and planning code development, affordable housing programs, land preservation and significant habitat restoration strategies, natural resource management plans, coastal resiliency and waterfront planning, SEQRA and environmental analyses, sustainability planning, green infrastructure project development and planning, grant preparation and land development application review. Fine Arts & Sciences has combined community input with the art and science of planning to guide the successful implementation of numerous programs and projects. Clients include local, regional and state governments, private and public institutions and non-profit organizations.

Fine Arts & Sciences is a Woman-Owned Business Enterprise (WBE) and has served as an independent contractor and as a sub-consultant on larger projects and plans. With over 30 years of planning experience, Lisa Liquori, Principal has also collaborated with

regional and local planning agencies, the NYS Department of State, the NYS Department of Environmental Conservation, the Federal Environmental Protection Agency, County Health Departments, Land Preservation and Environmental Organizations, Educational Institutions and multiple Citizen Groups. Recent projects include:

IV. References

Robert D. Yaro, President Emeritus
Regional Plan Association
4 Irving Place, 7th Floor
New York, NY 10003

(212) 253-2727

yaro@rpa.org

Project Name: Various Projects
Dates of contracts: 1994 – 2012
Dollar value of contracts: \$127,000

Michelle Collette, Town Planner
Town of Groton
173 Main Street
Groton, MA 01450

(978) 448-1105

mcollette@townofgroton.org

Project Names: Landscape Architecture Design Review (2005-Present)
Groton Design Guidelines Project (2006-2007)
Station Avenue Masterplan and Zoning Bylaw(2009)
Town Masterplan (2013)
Village Center Design Guidelines (2014)

Dollar value of contracts: \$124,000

Joseph Laplante, Director, Office of Community Development
Town of West Springfield, MA
774 Main Street
West Springfield, MA 01089

(413) 263-3045

jlaplante@west-springfield.ma.us

Project Name: Merrick Neighborhood Plan and Context-Based Regulations

Dates of Contracts: 2011-2012

Dollar value of contracts: \$42,000

Barbara Kendall, Project Manager
Office of Planning and Development
99 Washington Avenue, Suite 1010
Albany, NY 12231

(518) 474-6000

barbara.kendall@dps.ny.gov

Name of project: Thousand Islands Regional Assessment

Date of Contract: 2013 through 2015

Value of contract: \$86,700

Anne Olson, President
Buffalo Bayou Partnership
1113 Vine Street
Houston, TX 77002

(713) 752 0314

aolson@buffalobayou.org

Name of project: Buffalo Bayou Masterplan

Date of contract: 2001 through 2004

Value of contract: \$136,000

FIRM PROFILE

Planning and Design for People and the Environment



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463 Main st,
Ashfield, MA 01330,
phone 413-628-4496,
fax 413-628-3216,
www.dodsonflinker.com

DODSON & FLINKER
Landscape Architecture and Planning

FIRM OVERVIEW

Over the past 30 years, Dodson & Flinker has merged landscape architecture and planning at three distinct, interconnected scales. At each of these scales, projects are unified by core guiding principles that are applied to the unique demands of each particular client and site. The diversity of the practice in turn benefits each project, offering avenues to apply and test ideas through a range of scales. Over time, the firm's early principles have been tested, and proven successful, creating a larger body of knowledge and tools for individuals, municipalities, states, regions, as well as a portfolio of outstanding built work.

Standing firmly on these core principles, Dodson & Flinker integrates these principles throughout the design process, mastering the complexities of analyzing information, synthesizing data, listening, identifying needs and programs, and preparing supplemental visual graphics, documents, and guidelines. The firm builds consensus on every project, working with clients, communities, and our colleagues to help our clients achieve an exceptional product, goal, and/or built project.

Dodson & Flinker's extensive portfolio is a testament to the firm's success. Our constructed projects illustrate our core principles at a site specific or village scale, and over time these projects have in turn become catalysts for growth and value of a particular place. In addition, our Master plans, guidelines, and regulations developed over 25 years have proven successful tools. These projects, fully established, are now serving a precedents for contemporary trends in Smart Growth, low impact development, conservation development, form-based codes, agricultural preservation, green infrastructure, and context sensitive design.



PROCESS



Throughout our planning projects, we build consensus by listening to the needs of our clients, stakeholders, residents, planners, and government agencies. We rely on the collective wisdom of our communities enriching our professional viewpoint and expertise. This ensures that our design proposals are appropriate to the character of a particular place, and that our recommended approach for implementation suits the political and cultural systems of a particular project.



We are proficient leading both large workshops and small public meetings. We have strong graphic and visualization skills which allow us to illustrate various scenarios and outcomes for planning concepts. We also have the experience to assist municipalities in rewriting and crafting municipal codes, guidelines, and policies. Extensive public participation in physical planning exercises helps citizens imagine and shape their town's future growth.

We are skilled at diagramming, analyzing existing patterns, assessing issues, identifying opportunities and constraints and helping formulate design solutions. For over 25 years Dodson & Flinker has led projects for from early conceptual phases to technical construction documentation. We have an extensive understanding of materials and methodologies, and are able to anticipate and resolve conflicts before they arise. Not only are we experts on technical aspects of planning and design, we are also shapers of the more experiential qualities of space.

21ST CENTURY VILLAGES

PROJECTS:

Laurel Hill, Leverett, MA

Exeter Vision and Implementation Projects, RI

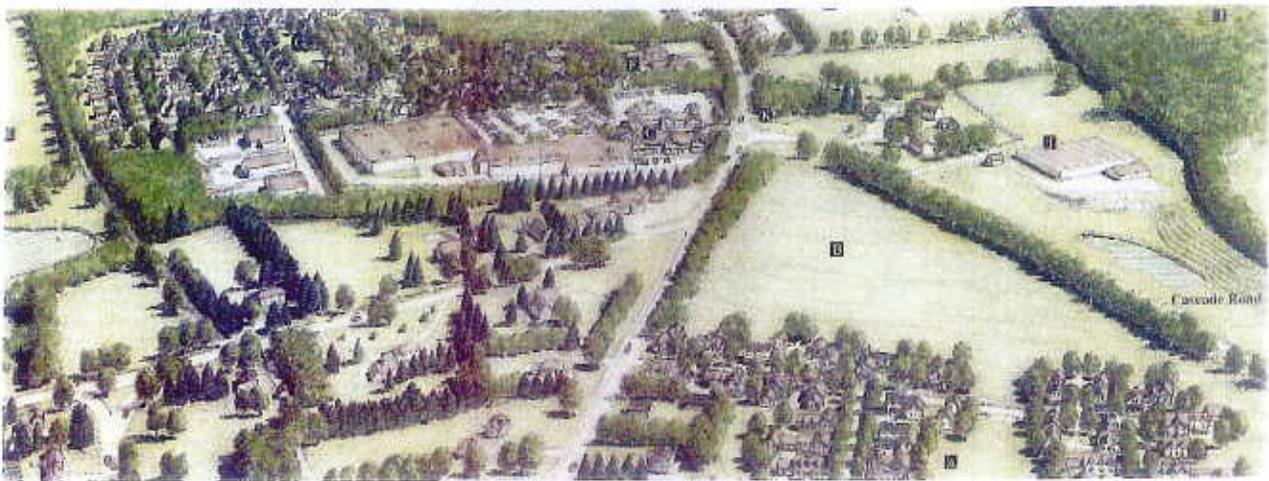
Newburyport Strategic Land Use Plan,
Newburyport, Massachusetts

Amenia Hamlet Master Plan

Atkins Corner Redevelopment Plan

Adirondack Club & Resort Review

21st Century Villages Smart Growth has brought a sea change to the way that new communities are planned and designed. Dodson & Flinker played a central role in shaping these changes through ground-breaking books and projects. The Twenty-First Century villages and towns the firm has planned consist of compact, walkable centers surrounded by large tracts of protected open space. Protected farmland, forest wildlife habitat and environmentally sensitive open space preservation is always a key feature of these communities. Dodson & Flinker has worked with both communities and private developers to ensure that the design of new centers as well as the rehabilitation of existing villages incorporates both walkable centers as well as extensive tracts of protected open space. By incorporating these principles into a community's landuse regulations, the firm has created a foundation that will guide development well into the future.



DODSON & FLINKER
Landscape Architecture and Planning

MAIN STREET REVITALIZATION

PROJECTS:

Groton Town Center Design Guidelines, MA

Oxford Downtown Preservation Plan, Oxford, MA

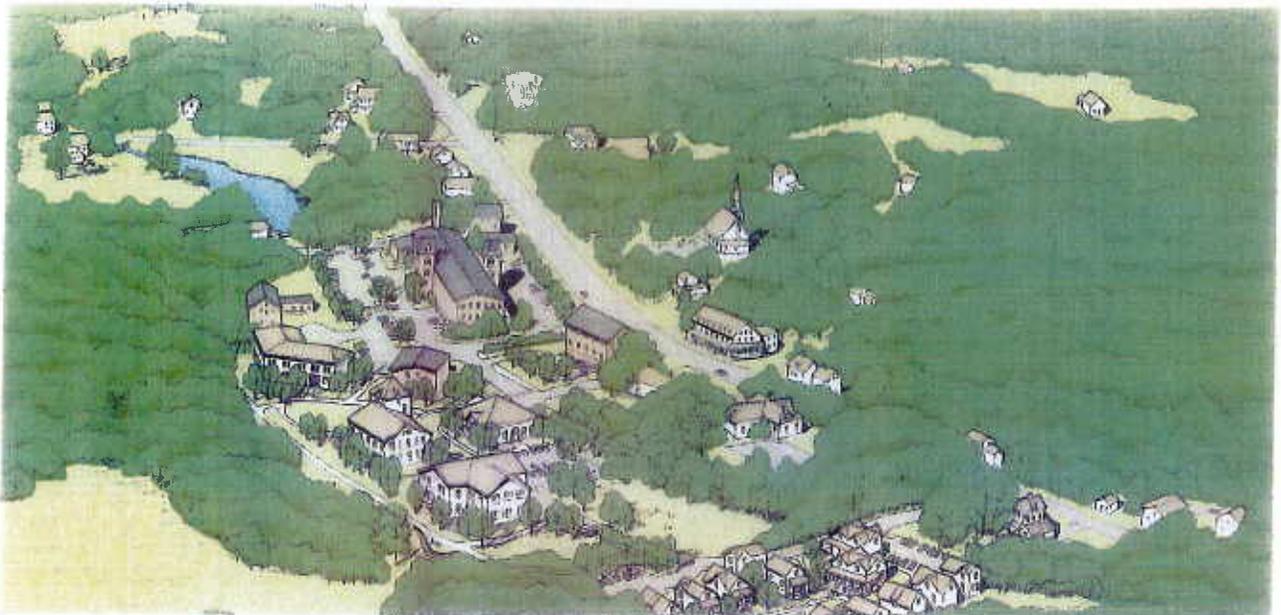
Merrick Neighborhood Tornado Recovery Plan,
West Springfield, MA

North Kingstown Villages, North Kingstown, RI

Newton Centre Visioning, Newton, MA

Old Harbor Masterplan, Block Island, RI

Cities throughout the country have underutilized centers waiting for new uses and activities. Dodson & Flinker works with communities and private developers to find new ways to revitalize the beautiful historic structures and streetscapes that have been left to us by past generations. Whether infilling vacant lots, modifying land use regulations to encourage reinvestment, revitalizing streetscapes or developing urban design strategies for entire downtown districts, the firm applies its planning and design skills to bring out the potential of declining or underutilized city, town and village centers.



DODSON & FLINKER
Landscape Architecture and Planning

FIXING THE STRIP

PROJECTS:

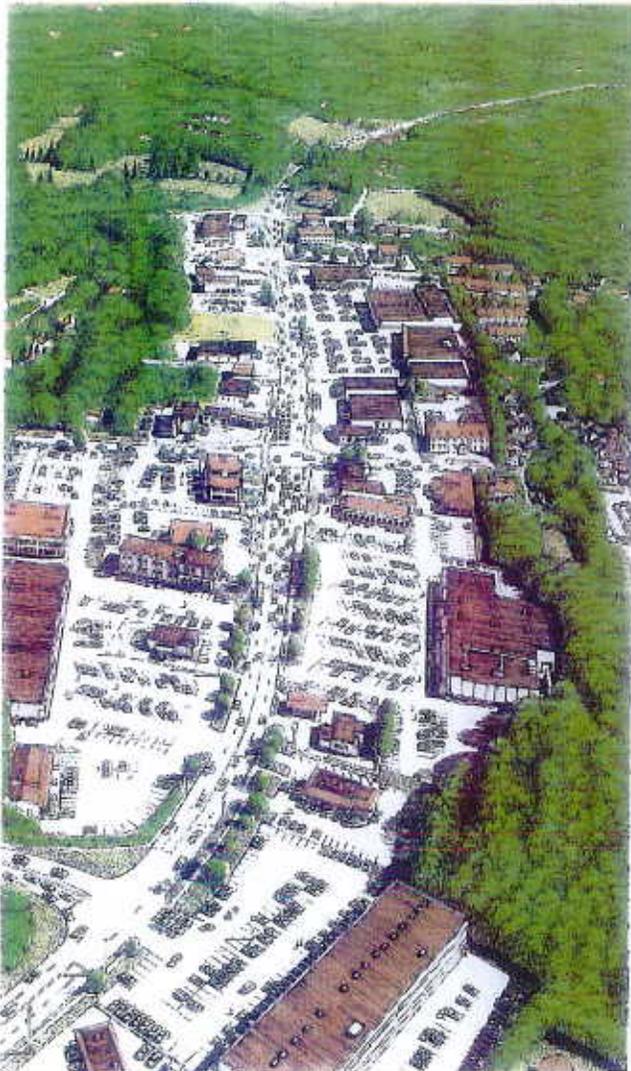
South Burlington City Center, South Burlington, VT

Edgartown Commercial Highway District Plan, Borderlands Village Innovation Pilot, Killingly, Connecticut

Lenox Gateway Redevelopment Plan, Lenox, Massachusetts

Route 28 Zoning Bylaw Visualization, Yarmouth, MA

Transforming declining commercial strips into vibrant mixed use centers has been a key component of the planning and design tools that Dodson & Flinker bring to local communities as well as to regional and state policy makers. New ways to address transportation such as complete streets, traffic calming, transit-oriented development and bus rapid transit are key ingredients of a comprehensive strategy to create dynamic, walkable mixed use centers out of auto-dependent strips. Dodson & Flinker collaborates with transportation engineers and walkable communities specialists to integrate complete streets improvements with urban design strategies.



DODSON & FLINKER
Landscape Architecture and Planning

CONSERVATION DEVELOPMENT

PROJECTS:

Dragon Hill

Donavan Property Masterplan

Outer Commons, Amherst, MA

Wellesley OSRD, Wellesley, MA

Regional Growth Management Plan,

Charleston, South Carolina

Dodson & Flinker is skilled at designing new development that enables the preservation of extensive tracts of conservation land. These principles, described in a number of award-winning publications such as *Dealing with Change in the Connecticut Valley*, and *Rural by Design*, have inspired and guided planners and smart growth advocates across North America. The firm has completed numerous successfully built projects for both developers, non-profits and communities that apply these principles to actual sites.



AFFORDABLE HOUSING

PROJECTS:

Loomis Farm

Cxbow Affordable Housing

White Brook Meadow

Contemporary trends in affordable housing look for ways to distribute units throughout a community as a small percentage of large planned communities and development strategies. Clients include affordable housing groups, conservation organizations and private developers working under affordable housing statutes such as the Chapter 40B program in Massachusetts. Dodson & Flinker has also led the way in combining affordable housing with land conservation.



DODSON & FLINKER
Landscape Architecture and Planning

CULTURAL & HISTORIC LANDSCAPES

PROJECTS:

NY Scenic Areas of Statewide Significance

Berkshire Cultural Sites Landscape
Protection

Civil War battlefield protection plan

Massachusetts Landscape Inventory

South Shore Estuary Reserve Scenic
Inventory

Scenic Byways Programs for NV, VT, BC

New York State Coastal Management
Program

Preservation of New England Antiquities

Waterford National Landmark in Virginia

Tanglewood, Jacob's Pillow and the Clark Art
Museum.

Scenic landscapes, cultural and historic sites, scenic roads and historic landscapes are important contributors to the character and quality of life of our communities. Dodson & Flinker has led several identification efforts throughout US and Canada, basing the work upon developing scenic districts or zones, and weighting their value—a methodology derived from European and American models. The inventory has been effective in guiding state and private conservation efforts, stopping or modifying potentially damaging development proposals and in promoting the appreciation and conservation of scenic and cultural landscape resources.



DODSON & FLINKER
Landscape Architecture and Planning

AGRICULTURE

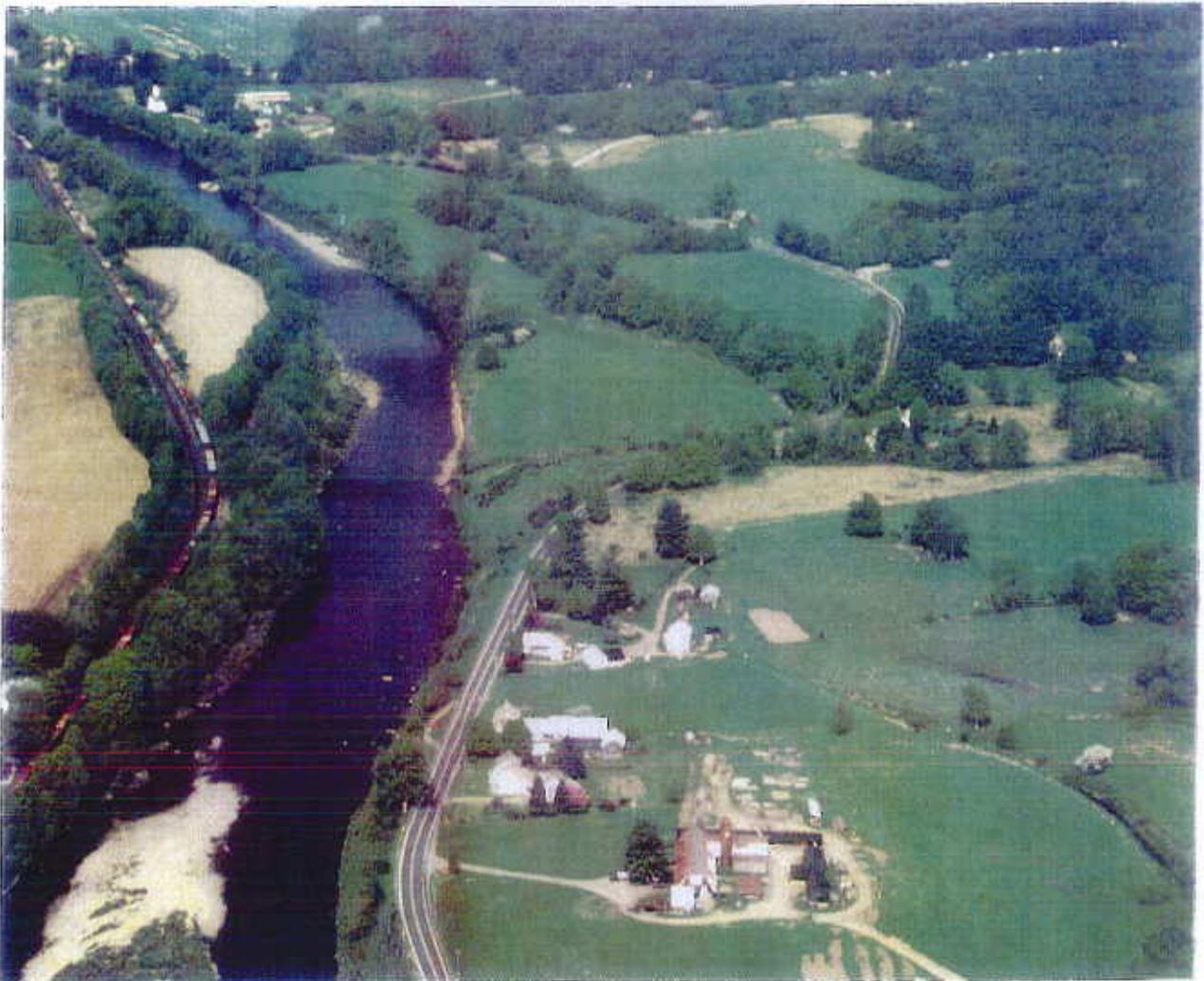
PROJECTS:

Nuestras Raices, Holyoke, MA

MA Farm Viability Projects, MA

Farm & Forest Strategies, RI

The preservation and enhancement of agriculture has been a driving force behind the planning work of Dodson & Flinker for many years. Working closely with private non-profit land conservation groups, government agencies and private landowners and developers, and private farmers Dodson & Flinker has developed innovative techniques siting compact new development that creates large districts of preserved farmland as well as site plans for improvements to farm stands and agricultural facilities. Dodson & Flinker has combined farmland conservation with carefully sited limited development that finances the protection of agricultural and environmental resources.



DODSON & FLINKER
Landscape Architecture and Planning

WATERFRONTS & WATERSHEDS

PROJECTS:

Buffalo Bayou Master Plan, Houston, TX

Trinity River Master Plan, Fort Worth, TX

Severn River, Annapolis, MD

Rapahannok River, VA

Hudson River, NY

Long Island South Shore Bays, NY

East Hampton Scenic Landscapes, NY

Spectacle Island, Boston, MA

Boston Harbor's "Sapphire Necklace", MA

Virginia Coast Reserve, VA

Deerfield Watershed Plan, MA

Long Island South Shore Estuary Reserve, NY

Urban River Visions, MA

Dodson & Flinker plans and designs water related landscapes at both the site (waterfront) and the regional (watershed) scales. Dodson & Flinker developed an international practice in waterfront planning and design. These apply the firm's principles to flood-prone rivers, urban waterfronts, managing growth along rural waterfront landscapes, rehabilitation of waterfronts, implementing green technologies and green infrastructure, expanding recreational amenities, restoring estuarine habitats, maximizing pedestrian circulation, and ensuring connectivity and water quality at the larger watershed scale.

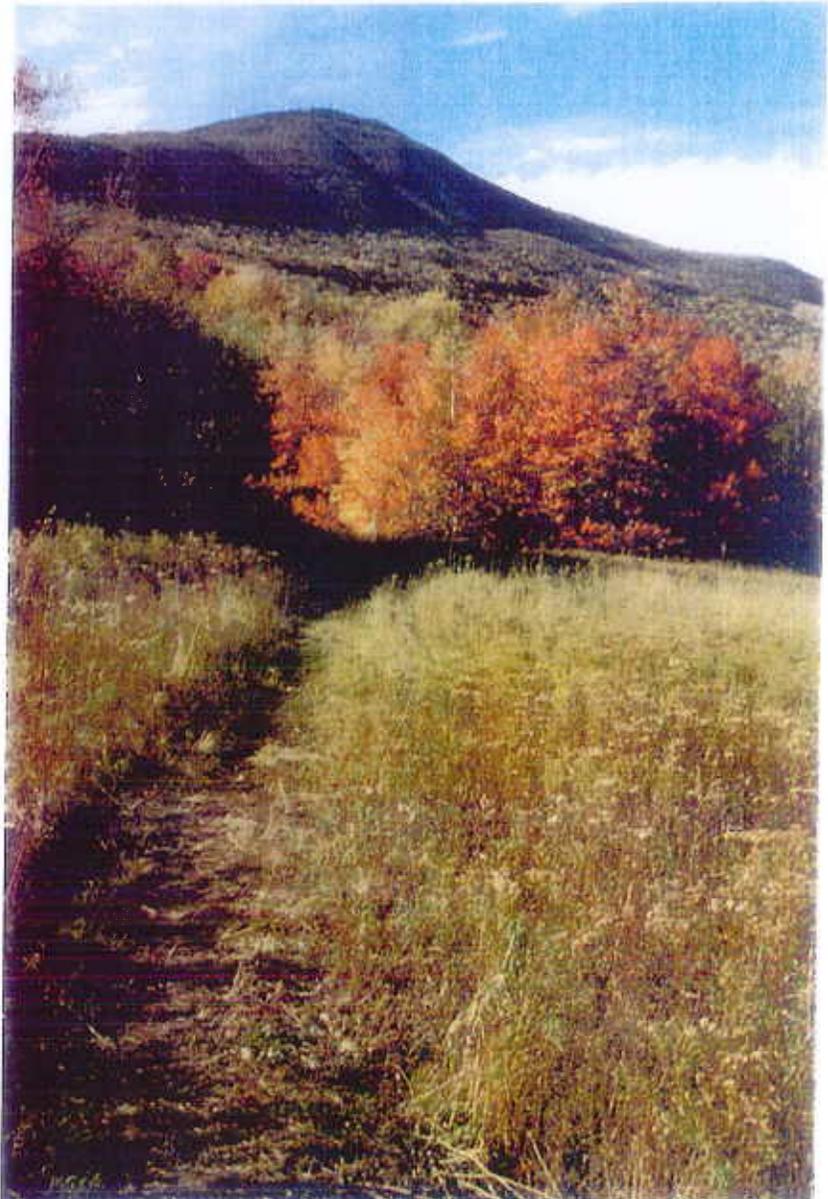


OPEN SPACE & RECREATION GREENWAYS, PARKS & PLAZAS

PROJECTS:

Miami Comprehensive Recreation Plan, FL
Greylock Glen Trails System
Massachusetts Audubon Refuge Masterplan
Museum of Contemporary Art (MassMOCA)
Mt Greylock Summit Restoration
Pacatuck River Regional Greenway
Minuteman Plaza, University of
Massachusetts
Upton Chamber Park & Open Space Projects
Green River Swim Area, Greenfield, MA
Horseneck Beach State Reservation, MA

Creating successful community-wide park, greenway and open space networks requires a detailed knowledge of the environmental, social, recreational and community factors that shape larger scale park systems. Building on our experience designing and building local parks and greenways, Dodson & Flinker has helped communities and non-profits create interconnect networks of trails, protected lands and open spaces in integrated greenways. In addition the firm has been involved in the planning and design of public space both in urban and rural areas.



DODSON & FLINKER
Landscape Architecture and Planning

CURRENT PROJECTS



Cross & Vitti Neighborhood Study | New Canaan, Connecticut

Dodson & Flinker is leading 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 will culminate with 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 teaming 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 leading 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 above development proposals where proponents are requesting increases to density and height standards currently allowed by zoning.



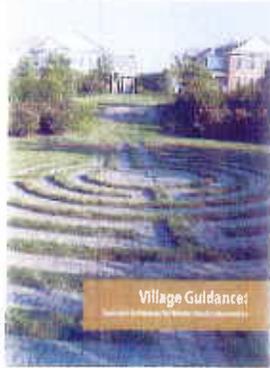
Growth Centers Scenario Planning | Kingston, Massachusetts

As part of a Comprehensive Plan update, Dodson & Flinker is providing GIS analysis and masterplanning to help the town identify appropriate centers for mixed use development. At an upcoming multi-day charrette, the firm will work to create conceptual masterplans for each center showing how to accommodate growth while retaining the livability and small-town charm beloved by residents. A variety of future growth scenarios will be explored with three dimensional modeling and perspective drawings, allowing residents to visualize alternatives for the future.



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.



PREVIOUS PROJECTS

Village Development Guidance | State of Rhode Island

Dodson & Flinker has just published a village guidance manual designed to help Rhode Island Towns understand village planning and design principles. 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. The project will be presented at the upcoming Southern New England Planning Conference in Hartford, CT, and was featured at the recent Northeast Planning Conference in Saratoga, NY.



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. Based on the results the town successfully negotiated a \$35 million deal to purchase the property in December, 2014.



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.



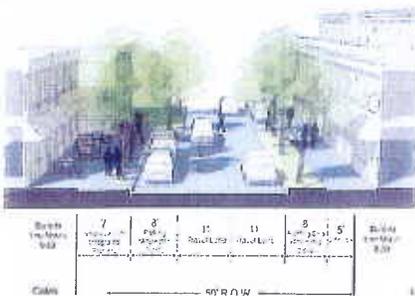
Visualization of Proposed Zoning for Route 28 | Yarmouth, Massachusetts

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.



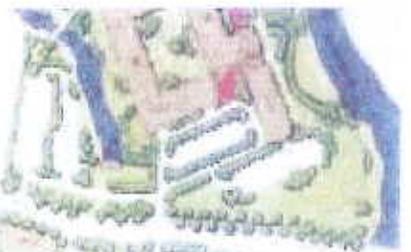
Amenia Hamlet Plan | Town of Amenia, New York

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.

DODSON & FLINKER

Landscape Architecture and Planning

HARRY L. DODSON, FASLA, Landscape Architect

PROFESSIONAL EXPERIENCE

Dodson & Flinker (formerly Dodson Associates)

Landscape Architects & Planners, Ashfield, Massachusetts

Founding Partner: 1986-Present. Founder and Senior Partner of diverse landscape planning and design practice with expertise in masterplanning, new town design, visual assessment and computer simulation, limited development, urban design, watershed protection, historic preservation and regional planning. The firm has pioneered the use of site planning and design principles based on historic precedents and environmental sustainability to blend new development with the traditional patterns of communities. Dodson Associates has developed a national reputation for both its planning as well as its implemented design and construction projects ranging from parks and conservation areas to schools and offices. The firm's range of services includes site design and construction observation for institutional, commercial and residential clients, large-scale site and facility masterplanning, urban design, land and subdivision planning, visual analysis, regional planning, open space conservation and recreation planning.

Massachusetts Department of Environmental Management

Division of Planning & Development, Boston, Massachusetts

Chief Landscape Architect: 1980-86. Responsible for statewide masterplans, new construction and landscape restoration projects for this state natural resources agency. Responsible for acquisition plans, greenway planning for river systems, scenic landscape assessment and assistance in the establishment of the state wide geographic information system.

ACADEMIC APPOINTMENTS

Department of Landscape Architecture & Regional Planning

University of Massachusetts at Amherst, Amherst, Massachusetts

Adjunct Professor: 1988-Present. Site design & landscape planning studio instruction, guest critic and lecturer.

SPEAKING ENGAGEMENTS

Harry Dodson is a frequent speaker at conferences, meetings and symposia on planning, design and growth management. Recent major addresses include: *Preserving Town Character*: Massachusetts Historic Preservation Commission Conference; *Fighting Sprawl*: Alcan Lecture Series, Vancouver, Canada; *Dealing with Change in the Connecticut Valley*: Annual Meeting of the American Society of Landscape Architects, in Seattle and Baltimore; *Regional Design*: Regional Plan Association Conference, New York City; and *Regional Design for the New York Region*: Congress for the New Urbanism, San Francisco.

AWARDS

American Society of Landscape Architects: Merit Award in Analysis & Planning for the Buffalo Bayou Masterplan, Houston, TX (with ECO Plan).

American Institute of Architects: 1998 WMAIA Design Award for Sanderson Academy, Ashfield, Massachusetts (with Margo Jones Architects).

Boston Society of Landscape Architects: Merit Award for the Mansfield Training School Masterplan, adaptive re-use of a surplus state institution for conservation and housing.

American Planning Association: New England Chapter Planning Award for *Dealing With Change in the Connecticut Valley* (with the Center for Rural Massachusetts).

National Trust for Historic Preservation: Preservation Award for *Dealing with Change in the Connecticut Valley* (with the Center for Rural Massachusetts).

Boston Society of Architects: Boston Visions Competition Award for the Sapphire Necklace Plan (with Robert Yaro, Robert Gearheart, Daylor Consultants).

Copley Square National Design Competition: Commendation for Design Excellence for a plan for the renovation of Copley Square, Boston (with Sam Coplion).

Spectacle Island Design Competition: Commendation for Design Excellence for a plan for the reclamation of Spectacle Island in Boston Harbor (with Mark Finnen).

PROFESSIONAL REGISTRATION & MEMBERSHIPS

Massachusetts Registered Landscape Architect #725

Connecticut Registered Landscape Architect #604

American Society of Landscape Architects, Fellow 2008

American Planning Association

COMMUNITY SERVICE

Co-Founder, Franklin Land Trust, 1986

President, Franklin Land Trust Board of Trustees, 1986-Present

Chairman, Ashfield Board of Health, 1988-1996

EDUCATION

Harvard Graduate School of Design, Cambridge, Massachusetts
Masters in Landscape Architecture, 1980

Harvard College, Cambridge, Massachusetts
Bachelor of Arts Degree in History & Literature, 1974

DODSON FLINKER

Landscape Architecture and Planning

PETER FLINKER

Principal, Landscape Architect & Planner
ASLA, AICP CEP

PROFESSIONAL EXPERIENCE

Dodson & Flinker (formerly Dodson Associates)

Landscape Architects & Planners, Ashfield, 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.

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

Norfolk County Agricultural High School Master Plan and Landscape Construction Documents | Walpole, MA, 2006-2012

Groton Town Center Design Guidelines | Groton, Massachusetts, 2012

Exeter Vision and Village Implementation | Exeter, Rhode Island, 2011

Station Avenue Masterplan | Groton, Massachusetts, 2008

Urban River Visions | Six Massachusetts Towns, 2006

Oxford Downtown Preservation Project | Town of Oxford, Massachusetts, 2006

Urban Environmental Design Manual | State of Rhode Island, 2002

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

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

DODSON FLINKER

Landscape Architecture and Planning

NATHAN ALAN BURGESS
Associate

PROFESSIONAL EXPERIENCE

Dodson & Flinker
Landscape Architects & Planners, Ashfield, Massachusetts
Associate: 2013- Present

Associate landscape designer and planner, assisting with a wide range of projects, from GIS mapping and analysis for statewide planning to construction documentation for schools, parks and other facilities. In addition to receiving fellowships, scholarships and awards as a Masters Candidate at the University of Virginia, he has published multiple articles on the subject of adapting to climate change in coastal regions, building on an undergraduate degree in geology from the College of William and Mary. Nate's previous professional and academic work have also provided him with a broad understanding of the issues surrounding, and approaches to managing, historic buildings and landscapes. Nate brings to the firm exceptional technical skill in Geographic Information Systems, CAD and three-dimensional visualization, and is currently playing an active role in many projects at D&F, including a visual assessment of the Thousand Islands region of upstate New York and a beach masterplan in Swansea, Massachusetts.

PREVIOUS EXPERIENCE

Trainee, National Park Service Historic American Landscape Survey -Washington, DC, - Summer 2013

UVA Externships: Landworks-Studio (2013); Michael Vergason Landscape Architecture(2012);
Lee & Associates (2011)

Cultural Landscape Report Fellow, UVA Office of the Architect - Charlottesville, VA Summer 2012

Copy Editor and Editor, Lunch Vol. 6, 7 - Charlottesville, VA, Fall 2011-Spring 2012

Landscape Architecture Internship: Anchor QEA - Seattle, WA, Summer 2011

Landscape Design Consultant, Residence at 316 Hendren Ave - Staunton, VA, Summer 2011

American Geological Institute Comm. Specialist & Assistant Designer of Earth Magazine - Alexandria, VA, Spring 2009 (internship), Spring 2009-Summer 2010,

Architecture Internship: Hopke and Associates - Williamsburg, VA, Fall 2008

AWARDS

James Rose Center Suburbia Transformed Award, 2014
Kenan Teaching Fellowship, Fall 2012-Spring 2013
Landscape Architecture Departmental Fellowship, Fall 2011
Anchor QEA Scholarship, Spring 2011
Phi Beta Kappa Ludwell H. Johnson Scholarship, 2008
Charles Center Summer Research Scholarship, 2008
J.Binford Walford Scholarship in Architecture, 2005-2006
Monroe Scholarship, 2004-2008

SELECTED PRESENTATIONS AND PUBLICATIONS

Burgess, Nate, "Mobilizing Community, A Residential Model for Rising Seas," Winner - Professional Visionary Category, 2014 Suburbia Transformed 3.0 Competition, James Rose Center.

Stevens, Rachel, Kristina Hill, Nate Burgess, Amy Grady, "New Beach Designs as an Urban Adaptation to Sea Level Rise," Research presented at 2013 Annual Conference of the Council of Educators in Landscape Architecture, Spring 2013. Paper distinguished as the "Outstanding Paper" in the first issue of CELA's peer-reviewed Landscape Research Record.

Burgess, Nate, "Geotextiles: From Sludge to Shoreline Protection to Surfing - What's Next?" Earth magazine, November 2011, vol. 56, no. 11 <http://www.earthmagazine.org/article/geotextiles-sludge-shoreline-protection-surfing-whats-next>

Burgess, Nate, "Researching Future Flood Risks In California's Sacramento-San Joaquin River Delta," Earth magazine, September 2010, vol. 55, no. 9 <http://www.earthmagazine.org/sites/earthmagazine.org/files/toc092010.pdf>

Burgess, Nate, "Lewis Reeve Sams House," Vernacular Architecture Forum 2007 Guidebook

EDUCATION

University of Virginia: School of Architecture
Master of Landscape Architecture; Graduated May 2013

European Masters in Landscape Architecture (EMiLA) intensive Program Workshop
Barcelona, Spain, October 2012 (one week)

The College of William & Mary
B.S. Geology (Concentration: Environmental Geology), English
Summa Cum Laude, Phi Beta Kappa, High Honors in Geology; Graduated December 2008

Colonial Williamsburg Architectural History Field School
Williamsburg, VA, Summer 2006 (one month)



RKG Associates, Inc.

Economic, Planning and Real Estate Consultants

RKG Associates, Inc. is a full-service economic, planning and real estate consulting firm with offices located in Alexandria, Virginia, Quincy, Massachusetts, Atlanta, Georgia, Dallas, Texas and is headquartered in Dover, New Hampshire. Since its founding in 1981, the firm has successfully completed thousands of consulting assignments regionally, nationally and internationally, providing a comprehensive range of economic, planning, marketing and management services to governmental, business and institutional clients. The firm currently employs 11 full-time professionals and support staff and has grown to become one of the most respected economic and real estate advisory consulting firms in the United States.

RKG Associates is skilled at assessing the economic, fiscal, and operational nuances of development projects. These market assessments, feasibility studies, business plans, and impact analyses have applied to a variety of projects including, hospitals, downtown redevelopment projects, adaptive reuse planning, neighborhood-scale revitalization projects, lodging and accommodations, and retail malls. Finally, the firm has worked with private entities and economic development agencies across the county in developing implementable strategies for redevelopment, reuse and revitalization.

RKG Associates also provides its private and public sector clients with an analytical, market driven and real estate-oriented approach to smart growth initiatives and economic development. This "real world" development and marketing expertise distinguishes RKG Associates from some economic development consulting firms with experience that is limited to strategic/public policy analyses in a public sector setting. RKG Associates' personnel possess hands-on experience in commercial real estate brokerage, property management, development management, project permitting, property appraisal and real estate project financing.

Our firm has assembled a group of highly qualified professionals who bring their own unique perspectives to each assignment, and 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 are brought together in a team effort to solve client issues. The RKG Associates Team provides a comprehensive range of advisory, planning, and strategic consulting, including:

ECONOMIC DEVELOPMENT SERVICES

RKG's economic consulting services center on evaluating demographic, economic, real estate and industry-wide trends within a city, region, and/or state. This research allows us to evaluate the economic and fiscal impacts of a proposed facility or new development, create a target industry analysis, or formulate an economic development plan for an area. Economic Consulting services include:

- Economic Development Strategies
- Target Industry Analysis
- Fiscal and Economic Impact Analysis
- Labor Force Studies
- Downtown Revitalization
- Urban/Waterfront Redevelopment

MARKET AND REAL ESTATE ADVISORY SERVICES

Projects grounded in a market-based approach - regardless of industry - allows our clients to maximize the potential by identifying highest and best use, defining the market factors and associated impact on outcome expectations, and targeting consumer demand. The professionals at RKG have over 30 years of experience providing market research, development feasibility and financial feasibility consulting services to both the public and private sectors on a wide variety of real estate projects. Our project experience throughout the U.S. includes:

- Market Feasibility Studies and Financial Feasibility Studies
- Market Impact Analysis Studies
- Adaptive Reuse
- Highest and Best Use Studies
- New Construction and Land Development
- Real Estate Market Research
- Recreational, Tourism, and Hospitality Development

PLANNING SERVICES

Sound planning positions an organization or community for success. Practical planning efforts enables agencies the ability to progressively meet their needs on an ongoing basis. Operation and organizational development focuses on the people and processes that accelerate and improve growth initiatives. Simply put, focus is placed on the critical factors - the core mission and goals of the organization - so that adequate resources are allocated to the activities that provide the greatest benefit. When an organization is faced with crucial decisions that have the potential to infinitely impact all four critical elements of business - human resources, financial resources, physical resources, and capital - an impartial and factual based form of planning is required. RKG's planning professionals have special expertise in evaluating overall land use patterns, rezoning strategies to encourage new investment, project management, public process and the preparation of economic base and market studies in support of the municipal master planning process. Planning services includes:

- Business Planning
- Master Planning
- Strategic Planning
- Brownfields Redevelopment
- Tax Base Management Strategies
- Municipal Service Studies
- Open Space and "Smart Growth" Strategies

Contact: Mr. Russell A. Archambault
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Alexandria, VA 22314
Phone: 703.739.0965
Fax: 703.739.0979
Web Site: www.rkgassociates.com

Project Management and Staffing Biographies



Mr. Russell Archambault will serve as the Principal-in-Charge for RKG Associates, Inc. on the proposed business centers strategy for East Hampton. Mr. Archambault joined RKG Associates, Inc. in 1994, and has over 27 years of experience in the areas of real estate market research, community and economic development, economic and fiscal impact analysis, and development feasibility analysis. Since joining RKG Associates, Inc., Mr. Archambault has applied his background to managing hundreds of projects throughout the U.S. in areas of economic development strategic planning, industry cluster analysis, housing, urban neighborhood revitalization, development feasibility, local and regional economic analysis, military base reuse planning, and transportation economics. Mr. Archambault has also lead the development of RKG Associates' fiscal planning expertise, which assists local governments in understanding the municipal service impacts of local land use decisions and policies. Mr. Archambault holds a Bachelor of Science Degree in Public Management from Plymouth State University and a Master of Urban Planning Degree from Virginia Tech.

For the East Hampton assignment, Mr. Archambault will oversee and manage the work of all RKG staff and will direct the business centers analysis and prepare the implementation strategies. Mr. Archambault will also participate in the hamlet planning charrette process.

Mr. Taylor Yewell is a Senior Associate with RKG Associates and will provide expertise in economic and business development opportunities for the East Hampton business centers strategy. Taylor Yewell's experience and expertise encompass market analysis, downtown and economic revitalization strategies, financial feasibility assessment, highest and best use studies, public/private partnerships, implementation strategies and economic development planning. Mr. Yewell has been professionally involved in economic development, as well as public and private real estate ventures, throughout his career. Prior to entering the realm of real estate and economic development consulting, Mr. Yewell was the Economic Development Manager at Washington Gas, a major public utility serving the greater Washington, D.C. metropolitan area. Mr. Yewell holds a Masters in Real Estate from Johns Hopkins University.

Mr. Yewell will be responsible for all demographic, economic and market related research associated with this assignment. He will coordinate and conduct the business focus group meetings and will assist in the prepared of the final implementation recommendations.

Judi Barrett is the Director of Municipal Services for RKG Associates. Judi has over twenty-five years of experience in planning and community development. As a specialist in local government services, Judi provides support to cities and towns on a wide variety of municipal planning engagements, e.g., comprehensive plans and zoning ordinance or bylaw revisions, downtown plans, community development plans, neighborhood revitalization plans, and affordable housing plans. An experienced demographic analyst, Judi is often called upon for socioeconomic evaluations of major development projects. She is widely recognized for her expertise in public participation, too: from major community planning events to conversation cafes, deliberative workshops, and group mapping activities.

Judi is well known for her work in fair housing and inclusionary zoning. She has organized and led inclusionary zoning conferences for the American Planning Association-Massachusetts Chapter (APA-MA) and conducted inclusionary zoning workshops for the Citizen Planner Training Collaborative

(CPTC). She is a Chapter 40B Technical Assistance Consultant for the Massachusetts Housing Partnership (MHP) and is currently updating MHP's Chapter 40B Guidebook for city and town boards. In addition, she is a frequent panelist and guest speaker at professional conferences. Before joining RKG, she served as Director of Planning with Community Opportunities Group, Inc. for seventeen years. She previously worked for the Massachusetts Department of Housing and Community Development (DHCD) as Program Manager of the Community Development Fund. In addition, she was Community Development Director for the Town of Plymouth, MA.

Ms. Barrett manages RKG's Massachusetts office. For East Hampton assignment she will be examining issue related to land use and zoning regulations in the hamlets and business centers.

RUSSELL A. ARCHAMBAULT, VICE PRESIDENT & PRINCIPAL

PROFESSIONAL PROFILE, CCIM (DESIGNEE)

Mr. Archambault joined RKG Associates, Inc. in 1994, and has over 27 years experience in community and economic development, economic and fiscal impact analysis, real estate market research, and development feasibility analysis. Since joining RKG Associates, Inc., Mr. Archambault has applied his background to managing numerous projects throughout the US in areas of urban and waterfront redevelopment, development feasibility, local and regional economic analysis, military base reuse planning, and transportation economics. Mr. Archambault has also lead the development of RKG Associates' fiscal planning expertise, which assists local governments in understanding the municipal service impacts of local land use decisions and policies. Mr. Archambault is a national speaker on issues of urban redevelopment and fiscal planning.

Before joining RKG Associates, Mr. Archambault was Assistant Director of Community Development for the City of Laconia, New Hampshire and also served as project manager for the Virginia Tech Economic Development Assistance Center in Blacksburg, Virginia. Mr. Archambault is managing partner of RKG Associates' Alexandria, VA office.

EDUCATION

- Bachelor of Science, Public Management, Plymouth State University, Plymouth, NH
- Master of Urban and Regional Planning, Virginia Polytechnic Institute and State University (Virginia Tech), Blacksburg, VA

PROFESSIONAL AFFILIATIONS

- International Economic Development Council (IEDC)
- American Planning Association (APA)
- Virginia Chapter of the American Planning Association (VAPA)
- Virginia Economic Developers Association (VEDA)
- Virginia Downtown Development Association (VDDA)
- National Main Street Program
- National Building Museum, Washington DC
- Northern New England Chapter-APA-Executive Committee
- Northeastern Industrial Developers Association (NIDA)
- New Hampshire Planners Association (NHPA)
- PLAN NH, Past Vice President

EXPERT PANEL PARTICIPATION, CONFERENCE PRESENTATIONS, AND AWARDS

"Practitioner's Guide to Target Industry Analysis," Virginia Institute for Economic Development (Presenter), Blacksburg, VA, 1995.

"Retail Market Analysis for Downtowns," New Hampshire Main Street Program (Presenter), Concord, NH, 1997.

"Understanding Regional Labor Force Shortages," Council For Urban Economic Development (CUED) Annual Conference, Chicago, IL (Presenter), 1999.

"Linking Fiscal Planning to Local Land Use Decisions," Virginia Planning Association, Spring Conference (Presenter), Arlington, VA, 2000.

"Tax Revenue Impacts of Local Land Use Decisions," Northern Virginia Chapter-APA (Presenter), Alexandria, VA, 2000.

"Transportation and Land Use in the Charlotte Region's Western Corridor", ULI Advisory Services Panel (Panelist), Charlotte, NC, 2001.

"Recovering from Hurricane Floyd, Bound Brook, NJ," ULI Advisory Services Panel (Developer Consultant), Bound Brook, NJ, 2001

"Selecting Consultant Services," Northern New England Chapter-APA (Moderator/Presenter), Concord, NH, 2002.

"Public & Private Approaches to Suburban Revitalization," International Economic Development Council (IEDC) Annual Conference, (Panel Moderator), Oakland, CA, 2002.

"Managing Local Growth Through Sound Fiscal Planning," Grow Smart Conference, Yadkin Pee-Dee Lakes Project, (Presenter) Albemarle, NC, 2003.

Award: Somerset County (NJ) Excellence in Land Development and Planning Awards, "Today's Vision . . . Tomorrow's Future," South Bound Brook, NJ (2000)

Award: Alabama APA, Franklin M. Setzer Outstanding Urban Design Project, "Envision Decatur", Decatur, AL (2004)

RELEVANT PROJECT EXPERIENCE

Regional/Local Economic Analysis

Economic Development Strategy Vernon Parish, LA

Mr. Archambault is currently preparing an economic development strategy as part of a larger comprehensive planning effort in Vernon Parish, LA. This rural Parish is pursuing an economic diversification strategy to reduce its dependence on Fort Polk and the region's timber industry. Mr. Archambault is examining approaches for the Parish to capitalize on future economic growth within natural growth corridors.

Economic and Neighborhood Revitalization Strategy Old South Baton Rouge, LA

Mr. Archambault led a team of planner and designers in the preparation of a comprehensive economic and neighborhood revitalization strategy for a transitional neigh-

borhood south of downtown Baton Rouge. The economic revitalization strategy focused on the community's strong cultural heritage and identified areas where residential and commercial revitalization could occur. A non-profit revitalization partnership was created with its own board of directors to prioritize revitalization initiatives.

Unified Plan for New Orleans New Orleans, LA

Mr. Archambault prepared economic development recovery plans for three planning areas of New Orleans including Algiers, New Orleans East and Lakeview as part of unified recovery strategy following Hurricane Katrina. Mr. Archambault's work established realistic goals for reestablishing commercial development in support of the returning population following the flooding.

Annapolis Economic Development Strategy Annapolis, MD

Mr. Archambault prepared a district-level economic development strategy that examined the City's current mix of non-residential land uses and made recommendations on how the City should direct the redevelopment of its remaining undeveloped and underutilized land resources. Mr. Archambault identified an economic development opportunity corridor, which stretched from the historic downtown district to the Outer West Street district. The plan's recommendations for this area were focused on redevelopment, regulatory, and incentive-based strategies for building the City's commercial tax base.

New River Valley of Virginia 2020 Vision Plan Radford, VA

Mr. Archambault developed a 2020 vision plan and economic adjustment strategy for the New River Valley of Virginia. This five-county area was adjusting to the downsizing of the Radford Army Ammunition Plant and the loss of nearly 3,000 jobs. The economic adjustment strategy focused on the development of localized economic development plans, which capitalized on the respective strengths of each county in the context of the region's competitive economic position.

Bristol County Regional Economic Development Strategy Bristol County, RI

Mr. Archambault Developed a regional economic development strategy for Bristol County, RI, which capitalized on the area's traditional industries of boat building, tourism, and naval research. Examined labor force and tourism potential and conducted detail commercial/industrial real estate market research.

National Economic Revitalization Study HUD - Washington, DC

Under contract with the U.S. Department of HUD, Mr. Archambault conducted a nationwide study to examine the economic transformation of mid-sized American cities.

The study involved the identification of 10 case study cities under 500,000 population, which had experienced a period of economic decline, but had recently experienced an economic transformation. The study was distributed to attendees at the 2001 Conference of Mayors in Washington, DC

Blacksburg Economic Development Strategy Blacksburg, VA

Mr. Archambault prepared an economic development strategic plan to position the Town of Blacksburg, VA to capitalize on its natural competitive strengths and quality of life features. The strategy focused on spin-off growth from the R&D activities at Virginia Tech, the state's largest research university. In addition, the plan examined ways to strengthen the Town's eroding retail base, identified new commercial zoning opportunities, and identified ways for the Town to create a more inviting business climate, and capture and nurture the creation of new economy businesses.

Economic Development Strategy for Resort Community Wolfeboro, NH

RKG Associates, Inc. assisted this lakeside resort community in creating a new master plan and economic development strategy. The plan, based partially on a wide ranging public participation process, identified a vision for the community as well as specific recommendations in such downtown revitalization and economic development.

Target Industry Studies Various Locations

Mr. Archambault has prepared industry cluster and target industry analyses for economic and industrial development projects located in:

- ▣ Oakland, ME
- ▣ Concord, NH
- ▣ Simsbury, CT
- ▣ Seneca, NY
- ▣ Fort Smith, AR
- ▣ Memphis, TN
- ▣ Gloucester, MA
- ▣ Gardner, MA
- ▣ New River Valley (VA)
- ▣ Texarkana, TX

These analyses were used to direct and prioritize future industry recruitment efforts and economic development efforts.

Concord Economic Development Strategy and Tax Base Analysis Concord, NH

RKG Associates, Inc. prepared a community-wide tax base management strategy for the City of Concord, NH. The assignment included a thorough evaluation of real estate market trends, City economic development strategies and policies, existing zoning and capital investment programs. Mr. Archambault conducted a target industry and cluster analysis to identify opportunities for industry recruitment.

Economic Development Strategies and Plans Various Communities

Mr. Archambault has prepared local and regional economic development strategies for communities throughout the eastern US. These projects have involved an evaluation of local competitive economic advantage, an analysis of real estate and economic trends, as well as, new development opportunities, organizational capacity, financing techniques, regulatory issues, and marketing/ promotional activities. Mr. Archambault has assisted the following communities:

- ▣ Blacksburg, VA
- ▣ Bristol County, RI
- ▣ New River Valley, VA
- ▣ Wolfeboro, NH
- ▣ Alexander City, AL
- ▣ Department of HUD
- ▣ Concord, NH
- ▣ Simsbury, CT
- ▣ Hubbardston, MA

JUDI BARRETT, DIRECTOR OF MUNICIPAL SERVICES

PROFESSIONAL PROFILE

Judi Barrett's areas of expertise include community planning, zoning, housing and community development, and socioeconomic impact analysis. She has over twenty-five years of experience in municipal planning and community development and she has worked on a wide variety of engagements: comprehensive plans, housing plans and affordable housing need studies, 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 skills: meeting design and facilitation, public outreach strategies, consensus building, conflict resolution, and alternative modes of participation.

Judi is responsible for managing RKG's planning services for local government clients, including peer review teams, developer negotiations, and civic engagement consulting. Prior to joining RKG, she served as planning director for Community Opportunities Group, Inc., and as a program manager for the Department of Housing and Community Development (DHCD). She previously worked for the Town of Plymouth (MA) as community development director, where she led several highly successful housing, economic development, and tourism programs, including a "Main Streets" 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 University of Massachusetts-Boston

PROFESSIONAL AFFILIATIONS

- American Planning Association
- APA-Massachusetts Chapter, Board of Directors
- Massachusetts Association of Planning Directors

RELEVANT PROJECT EXPERIENCE

Comprehensive Plan
Lincoln, Massachusetts

Master Plan
Dedham, Massachusetts

Master Plan
Groton, Massachusetts

Housing Production Plan
Kingston, Massachusetts

Affordable Housing Plan
Northborough, Massachusetts

Community Health Needs Assessment
Lincoln, Massachusetts

Housing Production Plan
Shrewsbury, Massachusetts

Arlington Neighborhood Revitalization Strategy
Lawrence, Massachusetts

Davisville Neighborhood Revitalization Strategy
North Kingstown, RI

Chapter 40B Comprehensive Permit Guidelines
Needham, Massachusetts

Riverbridge Fiscal and Economic Impact Analysis
Berlin, Massachusetts

Legacy Farms Fiscal Impact Analysis and Host
Community Agreement Negotiations
Hopkinton, Massachusetts

Affordable Housing Plan
Acton, Massachusetts

Master Plan
Tewksbury, Massachusetts

Master Plan
Harvard, Massachusetts

Comprehensive Plan
Ayer, Massachusetts

Master Plan Update
Shirley, Massachusetts

Comprehensive Zoning Revision
Northborough, Massachusetts

Inclusionary Zoning Ordinance
Beverly, Massachusetts

Comprehensive Zoning Revision
Shirley, Massachusetts

Fiscal Impact Analysis: Plymouth Rock Studios
Plymouth, Massachusetts

Land Use Collaborative Strategic Plan
Grow Smart RI

TAYLOR B. YEWELL, SENIOR ASSOCIATE

PROFESSIONAL PROFILE

Mr. Yewell, Senior Associate with RKG Associates, has managed and consulted on a broad range of public and private real estate and economic development projects throughout North America. Taylor Yewell's experience and expertise encompass market and financial feasibility analysis, highest and best use studies, effective public/private partnerships, implementation strategies, fiscal and economic impact analysis, cost of land use studies, and economic development planning.

Mr. Yewell has been professionally involved in economic development, as well as public and private real estate ventures, throughout his career. Prior to entering the realm of real estate and economic development consulting, Mr. Yewell was the Economic Development Manager at Washington Gas, a major public utility serving the greater Washington, D.C. metropolitan area.

EDUCATION

- Master of Real Estate, Johns Hopkins University, Baltimore, MD
- Bachelor of Arts, University of Maryland, College Park, MD

PROFESSIONAL AFFILIATIONS

- International Economic Development Council (IEDC)
- American Planning Association (APA)
- Delaware/Maryland Chapter of the American Planning Association (VAPA)
- International Downtown Association (IDA)
- National Main Street Program
- National Association of Office and Industrial Parks (NAIOP)

RELEVANT PROJECT EXPERIENCE

Economic Development Study, Midland Airport Area

Fauquier County, VA

Conducted a cost/benefit analysis to assess the feasibility of providing public infrastructure to the Midland Service District Airport Area (home to the Fauquier/Warrenton Regional Airport) near Warrenton, Virginia. The focus on the study was to examine the various impacts on future economic development in this area from public investment in water and wastewater service, as well as road improvements. The area is characterized by a mix

of agricultural and industrial uses.

Tech Park Feasibility Study and Marketing Plan Ridgely, MD

Mr. Yewell prepared a feasibility study and devised a marketing plan for the Mid-Shore Business and Technology Park, a high-tech business campus being developed by Caroline County, Maryland. The business campus is located on 95 acres adjacent to the Ridgely Airport. Recognizing the need for the project to differentiate itself in an unproven marketplace, recommendations included provisions for LEEDS certified buildings to take advantage of available federal and state financial incentives, and otherwise convey a sense of environmental awareness to prospective tenants. The marketing plan calls for a regional effort under the unified theme of the "Environmental Peninsula", tying into Chesapeake College and the Wye Institute.

Economic Development Strategy Herndon, VA

Served as the economic expert assisting a multi-disciplinary team in the development of a master plan that seeks to upzone the area to realize the maximum fiscal benefits that will accrue through Transit Oriented Development. The Town of Herndon will be the beneficiary of one of the transit stations on Metro's new Silver Line extension. Prepared development pro forma and cost benefit analysis for \$26 million in public infrastructure improvements necessary to support the significant increases in land use density.

Comprehensive Economic Development Strategic Plan, Craven County, NC

This strategic plan for economic development detailed the opportunities and corresponding actions to maximize the county's ability to leverage its resources while positioning itself to improve efficiency and effectiveness. The plan incorporates short-, medium-, and long-term initiatives that will enable the county to take immediate action on certain tasks as well as take initial steps in the planning for long-term projects. A key element of the plan was to unite the efforts of the county's various jurisdictions, private sector stakeholders, and regional and state strategic partners to achieve common objectives.

Economic Development Strategic Plan Huntersville, NC

The Town of Huntersville, located just north of Charlotte on the I-77 Corridor, saw its population grow from 3,000 in 1990 to almost 60,000 today. The town has also enjoyed a 35% increase in employment over the past decade. Nonetheless, the town recognized the need to integrate an economic development into land planning to ensure the sustainability of its resources for future economic development. The RKG plan included recommendations on the management of real estate assets, the coordination of ongoing economic development efforts, the establishment of a business incubator, and a target industry strategy.

TOD Strategy for Eight Transit Centers Prince George's County, MD

Home to three Metrorail lines and a major former mall, Subregion IV, the "heart" of Prince George's County, is uniquely positioned to capture future households and employment at currently undeveloped (or under-developed) transit centers and other growth centers, and to share in the future prosperity of the Washington, DC metropolitan region. To prepare the Economic Development Strategy for Subregion IV, conducted an analysis of existing conditions, outreach to key stakeholders and the general public, an economic and market evaluation, prioritization of centers and assessment of economic impact, and delineation of implementation strategies.

Business Assistance Study and CEDS Update Quad Cities, IL/IA

Prepared recommendations geared to expanding potential employment opportunities for BRAC displace workers at the Rock Island Arsenal. The study examined the business growth and development in the local economy, assessed the demographic characteristics of impacted employees, and assessed the ability of small business assistance programs and other resources to assist these workers. Recommendations were made on how to integrate these highly skilled workers into the non-DOD economy.

Business Assistance Study, Upper Route 1 Corridor

Prince George's County, MD

Conducted an inventory of all viable businesses on the Route 1 corridor north of I-495 to Laurel. Con-

ducted surveys of businesses to ascertain their reasons for locating in the corridor, as well as their plans to expand or move. The study included intercept surveys of retail patrons at two shopping centers to gauge their satisfaction with retail offerings in the area.

Southeast Waterfront Community Plan Newport News, VA

Prepared the market analysis and identified supportable redevelopment opportunities in support of a Vision Plan for the Southeast Community in Newport News. The lower income neighborhood, characterized by a mix of public and private housing, experienced a wave of developer interest in prime waterfront real estate. The plan identified open space and land use categories that take advantage of new development opportunities while ensuring a framework for community benefits such as affordable housing, retail and job opportunities, and shared access to the waterfront

Community Redevelopment Implementation East Tampa, FL

This assignment focused on developing catalyst projects to stimulate reinvestment and revitalization in low-income neighborhoods. Detailed market and financial analyses were conducted to determine the feasibility of recommended projects that came to include mixed-use retail, several mixed income housing projects, and an International Public Market. The private development community responded with significant investments in the catalyst projects that emerged from the study, and property values rose in response to the renewed attention on what had become an area in steep decline.

Eastside Neighborhood Revitalization Strategy Charleston, SC

Led the team that evaluated the economic feasibility of developing publicly funded infrastructure for a nine-acre redevelopment site in Charleston's Eastside area. The City's objective was to accommodate 350 mixed-income dwelling units with a 90,000 square foot commercial and civic component. The project included an estimate of infrastructure costs prepared by the engineering firm of Parsons Brinckerhoff, market analysis, and preparation of a funding strategy utilizing Tax Increment Financing (TIF).

BUSINESS CENTER RETAIL STRATEGY

PROJECT NAME AND LOCATION

Algiers Retail Market Analysis and Strategy
New Orleans, LA

CLIENT

Algiers Community Foundation

RKG SERVICES

Socioeconomic Analysis; Retail Gap Analysis; BRAC Related Growth Impact Analysis; Implementation Strategy

SITUATION

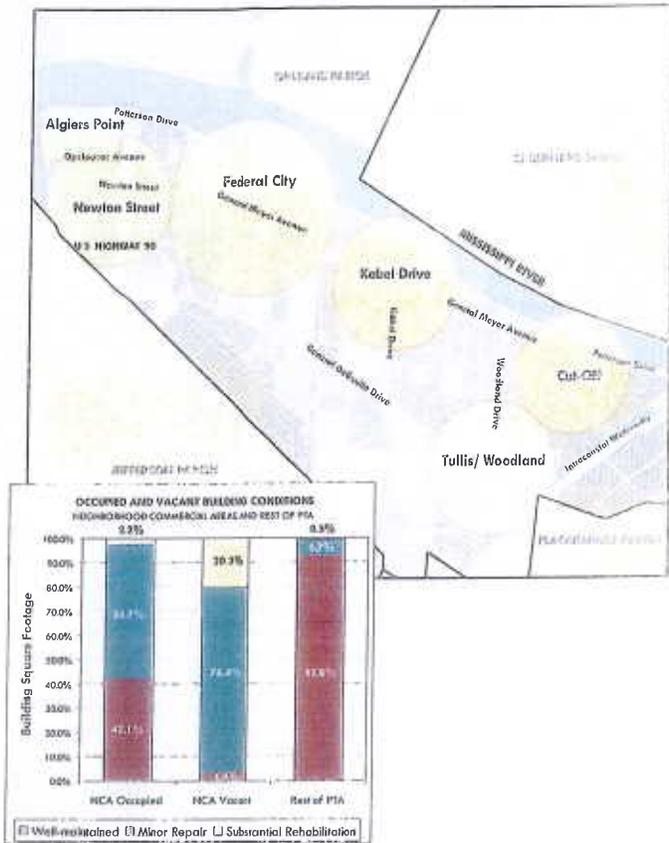
The Algiers Community Foundation (ACF) sought to strengthen the retail and service market in Algiers, the portion of New Orleans on the western side of the Mississippi River. Historically, there has been a local perception that the Algiers community is underserved in several retail and service industries. In addition, proposed new developments including the impending reuse of the Naval Support Station were assumed to exacerbate this situation. ACF retained RKG Associates to study supply and demand trends within Algiers and make recommendations on strengthening the retail and service markets by identifying recruitment targets and strategies.

RKG APPROACH/SOLUTION

RKG Associates performed a supply and demand analysis to identify the relative surplus (or shortage) of retail and service providers in the District. RKG called out the market sectors where there is opportunity to expand local retailers and/or recruit additional businesses.

The report characterizes not only the Algiers District as a whole, but also provides a more localized analysis of six neighborhood commercial areas within the District. Unlike the Primary Trade Area, which is defined as the entire Algiers District, the neighborhood commercial areas are small nodes that historically have served their respective populations with more localized goods and services. The analysis focused on the areas surrounding the Federal City project, as these nodes will be heavily impacted by the future redevelopment of the site. As such, the analysis presents an in-depth look at the consumer expenditure and sales capture percentages for these individual areas based on today's current demand and projected demand. The more detailed neighborhood commercial area analysis allowed the consultant to pinpoint specific retail/service recruitment efforts.

Neighborhood Commercial Study Areas



Estimated PTA Retail Sales Leakage

Business Type	Demand	Supply	Surplus/Leakage
Building Material and Supply Dealers	\$61,707,034	\$5,616,363	\$56,090,671
Health and Personal Care Stores	\$36,920,313	\$10,040,799	\$26,879,514
Other General Merchandise Stores	\$28,003,587	\$7,871,162	\$20,132,425
Full-Service Restaurants	\$26,102,304	\$6,249,728	\$19,852,576
Clothing Stores	\$24,499,751	\$5,310,025	\$19,189,726
Electronics and Appliance Stores	\$15,683,277	\$2,198,774	\$13,484,503
Limited-Service Eating Places	\$24,504,065	\$12,360,315	\$12,143,750
Furniture Stores	\$9,405,363	\$62,777	\$9,342,586
Sporting Goods, Hobby, Musical Inst Stores	\$8,991,443	\$0	\$8,991,443
Grocery Stores	\$69,430,195	\$60,951,388	\$8,478,807
Home Furnishing Stores	\$7,539,105	\$1,438,787	\$6,100,318
Lawn, Garden Equipment, Supplies Stores	\$6,269,778	\$327,936	\$5,941,842
Beer, Wine and Liquor Stores	\$5,232,373	\$0	\$5,232,373
Office Supplies, Stationery, Gift Stores	\$6,786,498	\$1,913,751	\$4,872,747
Jewelry, Luggage, Leather Goods Stores	\$4,444,634	\$0	\$4,444,634
Automotive Parts/Access, Tire Stores	\$10,086,337	\$6,358,954	\$3,727,383
Book, Periodical and Music Stores	\$3,388,283	\$324,980	\$3,063,303
Shoe Stores	\$4,799,858	\$1,857,924	\$2,941,934
Specialty Food Stores	\$2,645,942	\$0	\$2,645,942
Florists	\$7,085,680	\$98,479	\$6,987,201
Used Merchandise Stores	\$1,749,265	\$592,864	\$1,156,401
Cosmetics Stores	\$3,121,762	\$2,783,448	\$338,314
Drinking Places - Alcoholic Beverages	\$2,548,744	\$2,612,199	\$63,455
Department Stores Excl Leased Depts	\$40,524,305	\$81,371,635	\$40,847,330
Total	\$406,469,896	\$210,342,289	\$196,127,607

BUSINESS CENTER EXPANSION ANALYSIS

PROJECT NAME AND LOCATION

Village of Bal Harbour
Bal Harbour, Florida (2006)

CLIENT

Village of Bal Harbour, Florida

RKG SERVICES

Market Research, Site Redevelopment Planning, Development Feasibility Analysis, Public Financing, Fiscal Impact Analysis

SITUATION

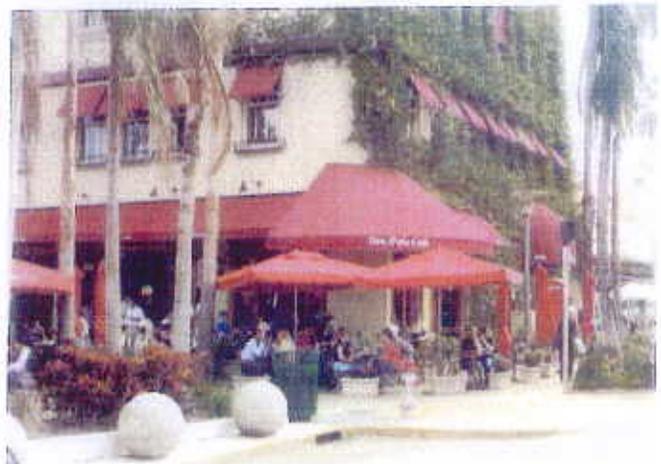
When the Village of Bal Harbour learned of the possible expansion plans for the Bal Harbour Shops, they recognized the opportunity to build a much-needed new town hall, complete with a new police station. The expansion of the world-renowned shopping center would require the acquisition of the present town hall property, requiring its relocation. In order to assess the feasibility of the relocation of the public facilities, an economic analysis of the various elements of the multi-faceted project was undertaken.

RKG APPROACH/SOLUTION

RKG professionals realized at the outset that the town hall relocation would, in turn, require the relocation of the public works facility, located on the intracoastal waterway in Bal Harbour. The study recommended construction of the new town hall and police station on a waterfront site occupied by public works, which would be moved to a more suitable location a few miles inland. A fiscal and economic impact analysis demonstrated a recurring net benefit to the Village of Bal Harbour from the expansion of Bal Harbour Shops onto the old Village Hall site. The analysis concluded that revenues from the sale of the property and the recurring tax benefit to the town could entirely finance the new planned civic complex. The project also involves the relocation of a small public park, the creation of a public waterfront area, and the addition of civic space to the town hall.

RESULTS

Several available properties in North Miami were identified that would be suitable for the relocation of the public works facility. A conceptual plan was prepared for the new town hall complex that accounted for the space needs as defined by the town. The owner of the Bal Harbour Shops is in negotiation with an adjacent church, which would also need to be purchased to facilitate the expansion of the shopping center.



The concept for the new, expanded Bal Harbour Village Hall includes administrative offices, a police station, civic meeting space and outdoor public space on the inland waterway.

TOWN CENTER REDEVELOPMENT ANALYSIS

PROJECT NAME AND LOCATION

Town Center Redevelopment
Bloomfield, Connecticut

CLIENT

Town of Bloomfield, Connecticut

RKG SERVICES

Real Estate Analysis for Town Center Redevelopment

SITUATION

The core Town Center, at the crossroads of Routes 178 (Park Avenue) and Route 189 (Tunxis Avenue) includes a mix of municipal, tax-exempt, retail, office and other commercial uses—some suffering high vacancies and/or a lack of investment activity. Working as a sub-consultant to a land use and urban planning firm, RKG was retained to provide the Town of Bloomfield with an analysis of prevailing market conditions, along with selected real estate supply/demand indicators, as part of their Town Center Plan with a focus on repositioning the core Town Center.

RKG APPROACH/SOLUTION

RKG conducted primary and secondary research in Bloomfield, including a review of development activity, population and housing dynamics and other employment and economic indicators, as well as interviews with stakeholders, business and property owners throughout the community. RKG's findings include a limited opportunity for residential, noting that such development could detract from potentially more viable non-residential uses, including 46,100 SF to 123,000 SF of office space over a ten-year period; and, 34,000 SF to 57,000 SF of retail with a focus to restaurant and other food related uses, emphasizing an international cuisine.

RESULTS

RKG's findings reflect development opportunities in response to supply/demand indicators. The overall desire and financial capacity of land/property owners to react to these opportunities is less defined, reflecting an uncertainty about the economy and some need for a public-sector partnership in any eventual action. This partnership could include the adoption of zoning and other regulatory guidelines that might stimulate private-sector investment. The findings of the RKG analysis are currently under Town review for inclusion as part of the Town Center Plan update.



Aerial View of Core Town Center—Bloomfield, CT



Potential Repositioning Site in Core Town Center



New Restaurant in Core Town Center

COMMERCIAL DISTRICT RETAIL MARKET ANALYSIS

PROJECT NAME AND LOCATION

A Vision Plan for Canal Road and Main Street
South Bound Brook, New Jersey

CLIENT

Mayor's Office
Borough of South Bound Brook, NJ

RKG SERVICES

Land Use Planning, Economic and Real Estate Market Research, Economic and Fiscal Impact Analysis, Strategic Planning

SITUATION

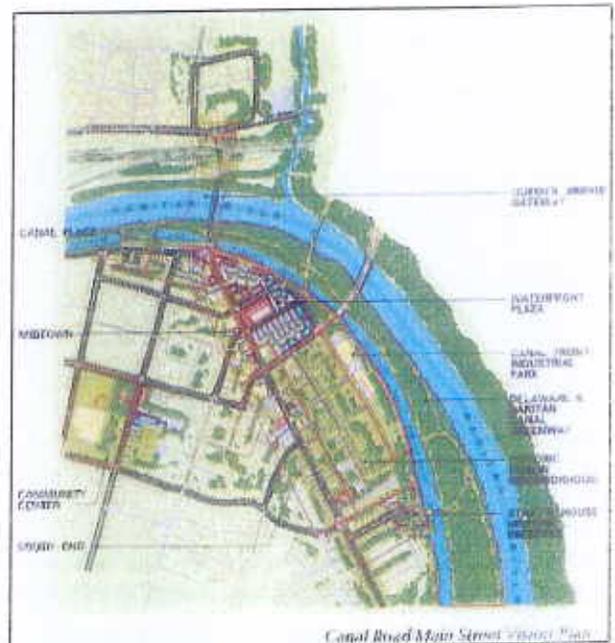
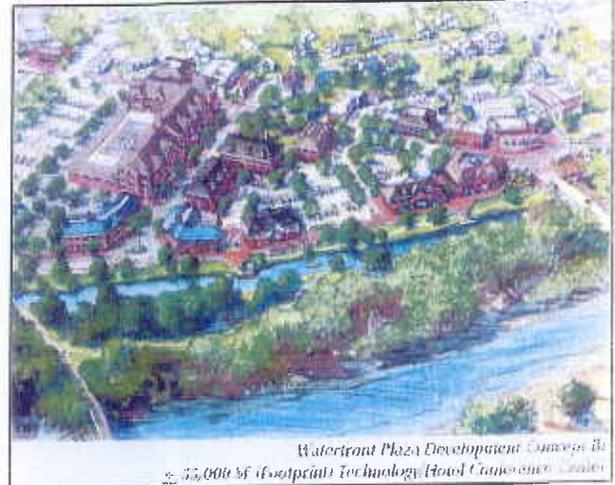
The Borough Center of South Bound Brook and surrounding area were undergoing significant changes. In the fall of 1999, Hurricane Floyd had caused the Raritan River to overflow its banks, and its floodwaters had impacted the downtown area. At the same time, there was renewed interest in the redevelopment of a centrally located 11-acre parcel known as the GAF site. In order to capitalize on these events, the community sought to create a redevelopment plan in an effort to identify and coordinate future redevelopment undertakings in this area.

RKG APPROACH/SOLUTION

RKG Associates was retained by an International design firm to perform the economic and market analyses for the redevelopment plan. RKG Associates, Inc. developed an overview of economic conditions facing the borough and identified the market strengths and comparative weaknesses that would impact the scale and type of development feasible for the downtown district. In addition, RKG Associates maintained regular contact with several key members of the community including property owners, city officials, real estate professionals and local residents.

RKG Associates then created several redevelopment scenarios, measuring the projected tax base and employment impacts associated with the redevelopment scenarios for the downtown district. The redevelopment plan provides several recommendations for implementation to address district needs in the areas of beautification, transportation, aesthetic rehabilitation, tourism, and redevelopment undertakings, among others.

Proposed Development Plan for Hotel/Conference Center



RESULTS

Since the plan was completed, the Borough has selected a developer to redevelop the GAF site into a mixed-use neighborhood with commercial, office and residential uses.

LKMA FIRM BACKGROUND

L.K. McLean Associates, P.C. (LKMA), located in the Hamlet of Brookhaven, was founded in 1950. LKMA serves many governmental clients on a continual basis. Representative clients include the following:

- NYS Department of Transportation (NYSDOT)
- Nassau County Dept of Public Works
- Suffolk County Dept. of Public Works
- Town of Brookhaven
- Town of Huntington
- Town of North Hempstead
- Town of Southampton
- Town of Smithtown
- MTA/Long Island Rail Road
- Village of Mineola
- Village of Great Neck Plaza
- Port Authority of NY & NJ
- Town of Islip
- Town of East Hampton
- Town of Oyster Bay
- Town of Southold
- City of Glen Cove
- City of Long Beach

LKMA has 65 years of experience, with a specialty in serving municipal agencies such as the Town of East Hampton. This longevity combined with our staff of 70 people (which includes 19 individuals licensed as professional engineers, land surveyors or architects), will ensure that the Team has the ability and the expertise including the financial stability to successfully complete the project.

Furthermore, LKMA's familiarity with prior Town transportation studies has provided us with a thorough understanding of the hamlets and the concerns of their residents. For example, we followed a charrette process for the North Main Street Study in East Hampton, and we attended Citizens' Advisory Committee meetings to obtain public input in the Town's hamlets during the course of developing the 1997 Comprehensive Transportation Plan.

Traffic engineering and transportation are two of the firm's strongest capabilities. The two principal owners of the firm are Professional Traffic Operations Engineers. Both will be actively involved in this project.

Experience with Traffic Calming and Pedestrian/Bike Improvement Projects

LKMA has extensive experience with design and inspection of projects involving sidewalk and bicycle improvements, as follows:

- **Canal Road Traffic Calming Project, Phases I and II** This is a recently constructed, two-phase Complete Streets project, funded by NYSDOT Local Safe Streets and Traffic Calming (LSSTC) and Highway Safety Improvement Project (HSIP) funding (both Federal-aid). The project implemented left turn lanes, bike lanes, sidewalks and traffic signal improvements on a 1.9 mile-long section of Canal Road, from just east of NY 112 to County Road 83 in the Port Jefferson Station area. LKMA prepared the design plans and provided inspection services.
- **Peconic Avenue in Medford.** Design and Inspection of Traffic Calming Improvements on a ½ mile section between NY 112 and Buffalo Avenue (Continuous Sidewalks and Curbs, Crosswalks and Pavement Markings).
- Design and Inspection of Traffic Calming Improvements (Sidewalks, Sidewalk Bulb-outs, Crosswalks and Pavement Markings) on a 0.9 mile section of *Union Avenue in Holbrook.*
- **Stony Brook University Pedestrian Walkway System** This project involved the design of the completion of the pedestrian walkway system on the East Campus, which includes the University's hospital. In addition to sidewalk construction, the plans for this \$1.1 Million project included the installation and modification of crosswalks, lighting, landscaping and drainage.
- Design and inspection of Sidewalks on *Holbrook Road in South Centereach* between Portion Road/CR 16 and NY 25 as part of a Traffic Calming project, which included ½ mile length of new sidewalks and curbs.
- **Town of Brookhaven Bike Routes** This project implemented bicycles routes along more than 30 miles of Town roadways. Three major routes were established, providing connections between Stony Brook University and the NY State Department of Environmental Conservation property in Rocky Point, Suffolk Community College and the Davis Park Ferry Terminal in Patchogue, and Coram and Smith Point County Park. Where feasible, bike lanes were added on various roadways.
- Design and inspection of *bicycle improvements on Granny Road, between NY Route 112 and Mill Road in Coram.* The improvements featured the use of "sharrow" pavement markings to enhance safety for bicyclists traveling within the travel lanes on the roadway pavement.
- **Reconstruction of Bay Shore Road (CR 57) from NY 231 to NY 27.** LKMA designed this \$14 Million project, which utilized NYSDOT specifications. The project implemented continuous sidewalks throughout its 3.1 mile length.
- **Reconstruction of Montauk Highway/East Main Street in East Patchogue (CR 80) from NY 112 to CR 101.** LKMA designed this \$6 Million project, which utilized NYSDOT specifications, and was completed in 2010. The project included continuous sidewalks throughout its 1.1 mile length.
- Design plans for the construction of 1.2 miles of continuous sidewalks on *Granny Road, from Mill Road east to West Bartlett Road in Coram.*

- *Reconstruction of Cedar Swamp Road* in Glen Cove. Design of this \$4 Million Nassau County DPW project included continuous sidewalks along the project's 0.8 mile length, funded by Federal Stimulus (American Recovery and Reinvestment Act of 2009) monies. We also provided inspection services.
- *Wolf Hill Road Traffic Calming, Town of Huntington* Design of a new sidewalk to enhance pedestrian safety along a 3/4 mile segment of Wolf Hill Road, connecting schools and a park along the route.
- Design and Inspection of Traffic Calming Improvements (Sidewalk Bulb-outs, Crosswalks and Pavement Markings) at *two intersections on North Station Plaza in Great Neck Plaza.*
- *NY 114 Reconstruction* LKMA developed design alternatives for the reconstruction of 4.6 miles of Route 114 in the Villages of Sag Harbor and of North Haven, improving vehicle, pedestrian and cyclist safety using traffic calming techniques. Physical recommendations included medians/safety islands, bulbouts, pavement texture variations, crosswalks, roundabouts, bicycle lanes, sidewalks, pedestrian level lighting and gateways.
- *Great Neck Road Traffic Calming, Village of Great Neck Plaza.* This project included rehabilitation/installation of a raised median; justification for, and design of, the removal of a travel lane (often referred to as a "Road Diet") in each direction; and installation of crosswalks and pedestrian signals. We also provided construction inspection services.
- Design of *Pedestrian Signal Enhancements* (Countdown Pedestrian Signals, Advance Green Pedestrian Intervals, and Latching Pedestrian Buttons) at *39 intersections* with significant pedestrian volumes, for the Suffolk County DPW.
- *Pedestrian Safety Systems and Speed Awareness Devices, Village of Great Neck Plaza* The design included illuminated overhead warning signs at pedestrian crossings, which were activated by pedestrians walking within the accessible sidewalk ramps at the crossings.
- Design of curb and continuous sidewalks along a 1.5 mile segment of *College Road between County Road 16 (Horseblock Road) & Mooney Pond Road in Farmingville/Selden.*
- Design of curb and continuous sidewalks along a 1.5 mile segment of *Station Road from Farber Drive to Horseblock Road in North Bellport/Medford* for the Brookhaven Town Highway Department.

We are well versed in ADA and NYSDOT standards for the design and layout of accessible sidewalk ramps. Under an on-call design contract for NYSDOT, we designed *hundreds* of ADA-compliant crosswalks and accessible sidewalk ramps at State intersections across Nassau and Suffolk Counties.

Education

BCE Civil Engineering,
Manhattan College, 1970

MS: Transportation Planning,
Polytechnic Institute of New
York, 1974

Lighting Fundamentals
Society of Illuminating
Engineers, 1975

Registrations

Professional Engineer, NY
Professional Engineer, NJ
Professional Engineer, VA
Professional Traffic
Operations Engineer

Professional Societies

Institute of Transportation
Engineers

Transportation Research
Board

American Council of
Engineering Companies
(ACEC) of New York
Pres. LI Region 2006-2010

Mr. Daly is responsible for the coordination of technical operations and project management for a wide variety of engineering projects for the firm. As Principal in Charge, he provides the executive point of contact with the client and monitors project progress, milestone achievement, deliverable schedules, quality control and client satisfaction.

He has over 40 years of combined experience in the public and private sector and is actively involved in the projects he directs from inception to conclusion. These projects include the planning, design, and construction of various building types, transportation, park, environment and solid waste facilities. Representative experience includes the planning, design, and construction monitoring of a variety of facilities including the following:

Port Authority of New York and New Jersey General Traffic Engineering Services "On Call" Agreement: Project Officer for a wide variety of transportation engineering projects for Newark Airport, LaGuardia Airport, JFK Airport, Teterboro Airport, the Outerbridge Crossing, the George Washington Bridge, the Goethals Bridge, the Lincoln Tunnel and the Holland Tunnel.

NYSDOT Highway and Bridge Projects: Project Officer/Manager for a broad range of design (Phases I-VI) survey and construction inspection projects including:

Marcy Utica Deerfield Expressway: Contracts 2,3, and 7, Region 2, Design. (1986)
NYS 107 from Old Country Road to Route 25: Included LIE Service Road, Region 10, Design.(1988)

Brooklyn Queens Expressway Gowanus Merge: Region 11, Design.(1986)

Railroad Bridge Rehabilitation: 60th Street, 69th Street, Parsons' Boulevard, and 150th Street in Queens, Region 11, Design. (1986)

Manhattan Bridge: Roadway, anchorage and bridge rehabilitation, Region 11, Construction Insp (1985)

Taconic State Parkway: Region 8, Design. (1986)

Otter Pond Bridge: Region 10, Design.(1986)

FAUS Roadways: Repaving various locations, Region 10, Construction Inspection.(1986)

Seven Term Agreement for Survey Services: Region 10, Survey. (1998-Present)

Regional Design Services Agreement: Region 10, Design. (2002)

Southern State Parkway ITS: Region 10, Construction Inspection (2002)

LIE HOV Bridges Exits 32-36: Region 10, Construction Inspection (2002)

Route 27A Bridge over LIRR, Great River: Region 10, Construction Inspection (2002)

Bridge Painting & Fencing: Region 10, Construction Inspection (2001)

NCDPW "On-Call" 2005-2008 Traffic Engineering Services: On Call services involved Traffic Signal Design, Pavement Marking Design, Capacity Analysis, Traffic Signal Warrant Studies, Data Collection, Preparation and/or Review of Traffic Impact Studies, Traffic Signal Inspections, and Asset Management System Development. LKMA prepared plans for traffic calming projects on Beacon Hill Road in Port Washington and I.U. Willets Road in Albertson. In addition, we performed capacity analyses and prepared a preliminary layout for a modern roundabout at the intersection of Cold Spring Harbor Road and Syosset-Woodbury Road, and prepared plans for the installation of speed awareness devices on Stewart Avenue in Bethpage. Pavement Marking design plans were prepared for more than 160 lane-miles of roadway over a three year period. This assignment included a field review of existing markings and traffic signs, in order to develop recommendations for capacity and safety improvements in conjunction with the roadway resurfacing. The projects were completed under aggressive time schedules so that the paving contractor could mark the roadways immediately after the paving operations were completed. (2008; Project Officer; \$400K fee)



Town of Oyster Bay "On Call" Civil Engineering Services: Evaluations including computer modeling of stormwater flows and development of drainage solutions including preparation of reports, preliminary plans and final plans, specifications and estimates for numerous locations. Also includes roadway rehabilitation projects for several roadways including locations in Farmingdale and East Norwich (Active; Project Officer)

TOPICS Studies Program: Transportation studies, roadways plans, specifications and estimates for the NYSDOT for the Towns of Oyster Bay, Islip, Babylon, Brookhaven and Rockland County (79-86).

NYSDOT Region 10 (1970-1974): Work included construction inspection of reconstruction of the LIE in Queens from the Grand Central Parkway to Little Neck Parkway, New York and three years of traffic engineering assignments involving intersection design, traffic signal design, accident analysis, signing, markings, highway capacity analysis, parking studies, traffic signal operations, and construction of traffic signal systems for Route 27 (NYC Line to Suffolk County Line - RCM 69-59) and the initial Nassau County Computerized Traffic Signal System.

NYSDOT Special Services: Development of contractor type cost estimates (83), and expert witness in traffic accident cases for NYS Court of Claims (80-87).

Deputy Director of Traffic Engineering, Town of Islip: Serving 300,000 people with 1,000 miles of highway, 20,000 street lights and 150 traffic signals (74-79).

NCDPW Intersection Improvements (PIN 0756.48): Computerized traffic signal control and expansion for 37 locations along Willis Avenue, Central Avenue and Mill Road in Nassau County including survey and mapping, the preparation of IPP, CMAQ analysis to obtain Federal funding and INFORM coordination including ITS elements (92-94).

Term Agreement Survey Services, Region 10, (PIN S115.07), NYSDOT: Open-end survey agreement involving topographic, hydrographic, utility, drainage and property surveys (95-96).

Long Island MacArthur Airport (PIN 0904.30): Airport runway and taxiway signing and lighting. Design and construction monitoring (93-94).

Expanded Project Proposals for Suffolk County DPW: Highway Corridor Studies using metrics and NYSDOT guidelines for CR 16, CR 67, and CR 80 (95-97).

New York State Electric & Gas, Somerset Railroad: Project Manager for Transportation Impact Study for the construction of New York State Electric and Gas' Coal Fired Plant in Niagara County, New York including development of heavy haul/oversized load routings. Conducted railroad crossing studies and prepared preliminary designs for new rail route from Lockport to plant on Lake Ontario and testified at Section 89 Railroad Hearings (83-84).

Nassau County Department of Public Works: Construction monitoring of intersection improvements, traffic signal systems and highway lighting on various County roadways including the LIE from Exits 33-48 (90-01).

Republic Airport Access Modernization: Design of new-multi lane access including drainage, lighting and traffic signal with underground interconnect along Route 110.

Suffolk County School Crossing Guard Study (Suffolk County Police Department): Project Manager for evaluation of over 500 school crossings in five western towns. Involved traffic counts (machine counts, turning movement counts and classification counts), critical gap studies, pedestrian delay studies, sight distance measurements, and condition diagram (79).

Transportation Manager: Broad range of transportation projects including design improvements to the Niagara section of the New York State Thruway, Marcy Utica Deerfield Expressway, Route 106/107 and the Brooklyn Queens Expressway involving Design Phases I-VI (79-86).

Town of Islip, Project Manager: Under bridge lighting and bridge lighting for five locations under NYSDOT permit (Fifth Avenue over Sunrise Highway and LIE at Exits 54, 55, 57 and 58). Bridge lighting involved 40 foot high poles cantilevered from bridge (85).

Route 25 and Meat Farms, Centereach: Authored traffic impact study including capacity analysis and accident analysis and prepared plans, specifications and estimates for the installation of a three-phase traffic signal and right turn lane at this shopping center (88-89).

Fire Island Pines/Cherry Grove Water District: Project Officer for replacement of asbestos cement water mains including survey and environmental mitigation. Authored Design Study Report approved by the NYSDEC and Suffolk County Department of Health (94).

Town of Brookhaven Transportation Plan: Co-authored and served on a Technical Advisory Committee. Prioritization of highway improvements was done with a computer model that evaluated the physical condition of the facility, capacity/level of service, accident history, economics and community/political considerations (91).

Hicksville Traffic Flow Study (PIN 0752.20): Preparation of a detailed traffic study and an EPP for the extension of both Duffy Avenue and East Barclay Street through the area known as the Hicksville Triangle situated between NY Routes 106 and 107.

Islip Intersection Improvements, Town of Islip: Three separate projects, encompassing design and construction monitoring of roadway improvements at ten intersections. Projects included traffic counts, capacity analysis, sight distance measurements, accident analysis and development of appropriate countermeasures including roadway widening, turn lanes, curbing, pavement restoration, installation of drainage facilities, traffic signal installation/modification, traffic signal interconnection, signs, pavement markings and highway lighting. (\$50K; 2005; Project Officer)

Traffic Calming Improvements, Village of Great Neck Plaza: As part of a Traffic Calming Grant the Village obtained from NYSDOT, plans were developed to calm traffic and improve safety. The plans included the fourth roundabout in New York State, adjacent to the Great Neck Plaza LIRR station. The project also included design of permanent Speed Awareness Devices on the four main roads in the Village. Plans for installation of Advanced Pedestrian Safety Systems, illuminated warning signs alerting motorists to the presence of pedestrians entering a crosswalk, were also prepared. (\$400,000; 2003; Project Officer)

Closed Loop Signal System Software Project, NYSDOT: LKMA was part of a team with Bi-Trans Systems, Inc., and Traffic Systems, Inc., in the initial development of closed loop system software on Long Island in Nassau and Suffolk County encompassing 300 traffic signals and 4 central computers (3 in Long Island and 1 in Albany). LKMA's responsibilities include AutoCAD mapping for controller cabinet facilities and wiring diagrams showing closed loop terminal board connections, utility coordination and field walk survey for telephone loop locations (20 masters and 50 isolated locations) interconnect links and surveillance camera locations; construction plans showing key features of construction and construction monitoring on a limited basis to ensure substantial conformance with contract plans. (Project Officer)

RAYMOND DI BIASE, P.E., P.T.O.E.™, P.T.P.™

Principal/Senior Traffic Engineer and Transportation Planner

Mr. DiBiase has a diverse background in the planning, design and construction of transportation facilities. He is very experienced in traffic engineering studies and design, and is equally adept in the staging of construction and the development of maintenance and protection of traffic plans to minimize the impact on existing highway operations. Mr. DiBiase has particular expertise in the presentation of transportation projects and studies at public forums, including charrettes, information meetings and hearings.

Significant projects directed by Mr. DiBiase include the following:

Suffolk County 2035 Comprehensive Plan: Provided transportation planning services for Suffolk County's Comprehensive Plan, which emphasizes the connection of present and future employment centers, Transit Oriented Developments and Regionally-significant Projects, utilizing all modes of transportation. The plan was adopted by the County in 2015. Responsible for recommendations which prioritized future improvements in three areas—highways, pedestrians and bicyclists.

Long Island 2035 Sustainability Plan: Provided input into the Transportation goals, objectives and recommendations for the first phase of this comprehensive plan, which was commissioned by the Long Island Regional Planning Council.

Transportation Master Plan, Town of Brookhaven: Project Manager for Phase I of the update of the Town's Comprehensive Transportation Plan, which included data collection and analysis, and preparation for public meetings. Provided input to the Town on Transportation recommendations for its *2030 Comprehensive Plan*. Was co-Author of the Town's draft comprehensive Transportation Plan in 1992.

John F. Kennedy Airport "Airtrain," Queens County (Port Authority of NY & NJ): Responsible for development of highway improvement plans and Maintenance and Protection of Traffic (MPT) plans on the Van Wyck Expressway (VWE) for this \$1 Billion "Design-Build" project. This work on the VWE enabled the construction of the elevated Airtrain tracks from the central terminal area at JFK to LIRR's Jamaica Station to proceed on schedule.

LIRR "Double Track" Project, Farmingdale-Ronkonkoma: This \$400 Million project will improve off-peak and "reverse commuting" service on the railroad's Main Line. Responsible for supervision of vehicular traffic data collection at 18 railroad crossings, as well as an assessment of potential delays to emergency vehicles under increased train service.

Transportation Planning Services for the Ronkonkoma Hub Transit-Oriented Development: The \$400 Million TOD includes the construction of 102,275 square feet of retail uses, 808 housing units, 49,375 square feet of office space, and 10,000 square feet of restaurant use, in an area of approximately 55 acres. LKMA's services to date have included the review of the project's Traffic Impact Study, preparation of grant applications and construction cost estimates, and a full benefit-cost analysis for the TOD's roadway network.

East Hampton Transportation Plan, Town of East Hampton: Principal Author of the Town's 1997 comprehensive Transportation Plan, addressing all modes of transportation, including intermodal aspects. Worked with a Technical Advisory Committee, representatives from municipal agencies and the LIRR, as well as Citizen Advisory Committees to formulate auto, bus, rail, ferry and bicycle plans. This plan was the first update to the Town's transportation plan in over 30 years, and documented significant traffic increases in the summer tourist season during that time period.

General Traffic Engineering Services "On Call" Agreement, Port Authority of New York and New Jersey: Project Officer for a wide variety of transportation engineering projects for Newark Liberty Airport, LaGuardia Airport, JFK Airport, the Outerbridge

Education

BCE, Civil Engineering,
Manhattan College, 1974

Registrations

Professional Engineer, NY

Professional Engineer, NJ

Professional Traffic
Operations Engineer

Professional Transportation
Planner

Professional Societies

Institute of Transportation
Engineers NY/NJ Metro
Section

President, 2010

Ivor Wisepart Award
(Engineer of the Year),
2014

American Planning
Association

Professional Engineering
Continuing Education Course
Evaluator, The Practicing
Institute of Engineering

Planning Board

Member, Village of Port
Jefferson Planning Board,
2005-present. Chairman
since 2013.



Crossing, the George Washington Bridge, and the Lincoln and Holland Tunnels. Work encompassed traffic safety studies, including development of innovative measures to reduce accidents, and the preparation of MPT plans for major roadway reconstruction projects.

Traffic Signal Railroad Preemption Study, Nassau and Suffolk Counties: This study, administered by NYSDOT, examined traffic operations at 45 intersections adjacent to LIRR crossings in Nassau and Suffolk Counties. The goal was to safely clear from each crossing any vehicles which may inadvertently stop on the tracks due to congestion at the intersection. Design plans for implementation of these alternatives were prepared.

Nassau County Pedestrian Study in Downtown Areas: This study, funded by the New York Metropolitan Transportation Council (NYMTC), developed measures to reduce the number of motor vehicle/pedestrian accidents in downtown areas of Hempstead, Uniondale and Roosevelt. Specific recommendations were made for five roadway corridors and 26 intersections. Measures included the installation of traffic signs and crosswalks, as well as traffic signalization improvements, such as countdown and/or audible pedestrian signals and advance pedestrian intervals.

Improvements to Suffolk County Roadways, SCDPW: Projects have been conducted for several County Roadways, including CR 16 (Portion and Horseblock Roads), CR 39 in Southampton, CR 57 (Bay Shore Road), CR 67 (Motor Parkway), and CR 80 (Montauk Highway). Work covered the entire range of design, from Expanded Project Proposals, including traffic capacity and safety analysis, to preliminary and final design plans. Provided assistance to the County at public forums, including information centers and civic meetings.

Hampton Bays Hamlet Studies: Provided transportation planning and traffic engineering services for the following studies:

- Hampton Bays Hamlet Center Strategy (1999)
- Hampton Bays Corridor Strategic Plan (2007)
- Draft Generic Environmental Impact Statement, Hampton Bays Corridor Strategic Plan (2011)

Developed traffic engineering and transportation solutions to accommodate the future growth of Hampton Bays. Participated in two multi-day charrettes in order to obtain community input.

Traffic Calming and Roadway Rehabilitation Improvements, Village of Great Neck Plaza: As part of a Traffic Calming Grant the Village obtained from NYSDOT, plans were developed to calm traffic and improve safety. The plans included the fourth roundabout in New York State, adjacent to the Great Neck Plaza LIRR station. The project also included design of permanent Speed Awareness Devices on the four main roads in the Village. Plans for installation of Advanced Pedestrian Safety Systems, illuminated warning signs alerting motorists to the presence of pedestrians entering a crosswalk, were also prepared.

Suffolk County Highway Needs Assessment, SCDPW: This project encompassed over 80 Suffolk County Highways totaling over 400 miles in length. The study examined existing and future traffic and roadway conditions; compiled traffic, bridge and roadway inventory information; identified highway deficiencies and associated improvements; established service and safety standards, and developed a prioritized listing of projects with estimated costs for inclusion in future County Capital Programs.

Reconstruction of Brooklyn Queens Expressway/Gowanus Expressway (I-278) Merge, Brooklyn, NYSDOT: Project Director for preliminary and final design. The project included a public hearing and meetings with the local community board. Design of this \$50 million project was complicated by significant right-of-way and utility constraints, and included the development of innovative maintenance and protection of traffic plans.

STEVEN EISENBERG, P.E.
Senior Traffic Engineer

Education

BSCPE, Polytechnic University of New York, 1995

Registrations

Professional Engineer, NY, 2005

Certifications

OSHA HAZWOPER Training, 2011

OSHA HAZWOPER Confined Space Training, 2011

OSHA HAZWOPER Construction Safety Training, 2005

Professional Societies

American Society of Civil Engineers (ASCE)

Institute of Transportation Engineers (ITE)

Mr. Eisenberg has extensive experience in data collection, traffic analysis, and traffic signal design and signal optimization projects. He is very proficient in the use of SYNCHRO VISSIM and CORSIM and has successfully used traffic software on several assignments including the NYSDOT Signal Optimization for State highways in Nassau County, Port Authority projects such as JFK Airport, and Suffolk County highway projects including CR 57 and CR 80.

Mr. Eisenberg has participated in construction inspection, engineering studies and designs, field assessments, and computer applications (e.g. Excel, Autocad, several Microsoft applications and Highway Capacity Software and Roadway and Lighting Software) on a wide variety of projects including:

General Traffic Engineering Services "On Call" Agreement, Port Authority of New York and New Jersey: Lead Traffic Engineer for a wide variety of traffic engineering projects for Newark Liberty Airport, LaGuardia Airport, JFK Airport, Teterboro Airport and Port Elizabeth. Work encompassed traffic safety studies, including development of innovative measures to reduce accidents and speed studies to determine speed limits. (1998-2014 Project Engineer/Manager)

Reconstruction of CR 57 (Bay Shore Rd.), Suffolk County (SCDPW): Reconstruction of 3.1 miles of roadway to increase capacity, upgrade the existing pavement and drainage system, and increase safety through use of traffic control devices and safety appurtenances. Responsible for traffic data collection, capacity analysis, accident analyses and modeling using SYNCHRO software.

Reconstruction of CR 80, Suffolk County (SCDPW): Traffic signal and signal system design for eight signals on 1.1 miles of CR 80 in Patchogue, between NY 112 and CR 101.

NYSDOT "On-Call" Traffic Signal Design: Project Engineer for design of traffic signals on State roads in Nassau and Suffolk Counties (2012-2013).

NYSDOT "On Call" Traffic Signal Timing Optimization: Project Engineer for two separate contracts which optimized traffic signal timing on State roads in Nassau County, using SYNCHRO software. (2007-2008, 2012-2013).

LIRR "Double Track" Project, Farmingdale-Ronkonkoma: This \$400 Million project will improve off-peak and "reverse commuting" service on the railroad's Main Line. Responsible the development of the vehicular traffic data collection effort at 18 railroad crossings.

Traffic Signal Railroad Preemption Study, Nassau and Suffolk Counties: Project Engineer for this study, administered by NYSDOT, which examined traffic operations at 45 intersections adjacent to LIRR crossings in Nassau and Suffolk Counties. Developed recommendations to safely clear from each crossing any vehicles which may inadvertently stop on the tracks due to congestion at the intersections. Design plans for implementation of these alternatives were prepared.

NYSDOT Traffic Signal Timing Optimization Project: Project Engineer for the development of signal system timing optimization on various State roads in Nassau County. Work included field inventories of traffic signal equipment, traffic signs and pavement markings; optimization of signal timing using Synchro software; and preparation of signal system timing reports. Signal system timing plans were prepared for five systems during selected weekday and weekend time periods.



Cedar Swamp Road Rehabilitation, City of Glen Cove: Design plans for the rehabilitation of 0.8 miles of Cedar Swamp Road/Glen Street in the City of Glen Cove. The project was funded under the *American Recovery and Reinvestment Act (ARRA)* of 2009, and was progressed under an accelerated time schedule, in order to utilize Phase I of these Economic Stimulus funds. Responsible for review of plans for the reconstruction of the existing traffic signals and pedestrian safety enhancements, including new crosswalks and "countdown" pedestrian signals.

Nassau County Computer Expansion Project (Phase 2): The project involved final design for the upgrade and/or replacement of 24 traffic signals in Nassau County along Central Avenue in Bethpage, Central Avenue in Valley Stream, and Mill Road in Valley Stream. The design work included interconnecting both Central Avenue traffic signals as well as Mill Road traffic signals into Nassau County's main traffic responsive computer system in Westbury. Pavement markings and signs were also key elements. (2008-2009; Project Manager)

NCDPW "On-Call" 2005-2008 Traffic Engineering Services: On Call services involved Traffic Signal Design, Pavement Marking Design, Capacity Analysis, Traffic Signal Warrant Studies, Data Collection, Preparation and/or Review of Traffic Impact Studies, Traffic Signal Inspections, and Asset Management System Development. LKMA prepared plans for traffic calming projects on Beacon Hill Road in Port Washington and I.U. Willets Road in Albertson. . In addition, we performed capacity analyses and prepared a preliminary layout for a modern roundabout at the intersection of Cold Spring Harbor Road and Syosset-Woodbury Road, and prepared plans for the installation of speed awareness devices on Stewart Avenue in Bethpage. Pavement Marking design plans were prepared for more than 160 lane-miles of roadway over a three year period. This assignment included a field review of existing markings and traffic signs in order to develop recommendations for capacity and safety improvements in conjunction with the roadway resurfacing. The projects were completed under aggressive time schedules so that the paving contractor could mark the roadways immediately after the paving operations were completed. (2008; Traffic Engineer; \$400K fee)

Expanded Project Proposal for CR 80, SCDPW: Prepared collision diagrams and performed capacity analysis for several project alternatives for eight signalized locations along a 1.1 mile section of Montauk Highway between NYS Route 112 and CR 101 (1997).

Highway and Intersection Improvements for the Towns of Islip and Brookhaven, SCDPW: Turning movement counts, capacity analysis, accident analysis, and short- and long-range implementable improvement plan for six high accident locations (\$400,000; 1997).

Lido Boulevard Traffic Calming, Lido Beach, NCDPW: Prepared plans for the installation or reconstruction of eight traffic signals on Lido Boulevard in conjunction with a \$3.4 million traffic calming project (2007; Lead Traffic Engineer)

Relocation of the City of New Rochelle's Maintenance and Operations Center, Westchester County, N.Y.: Project entailed involvement in the preparation of an EIS for the relocation and consolidation of two City of New Rochelle DPW facilities to a new location. Assigned topics included traffic, air quality and noise evaluations of the proposed action. Responsible for conducting a comprehensive traffic study including traffic counts, HCD computations, LOS determinations, traffic volume impacts and report preparation. (2006; Traffic Engineer; \$16K fee)

Long Island MacArthur Airport Roadway Improvements and Parking Expansion, Town of Islip: Design of new half mile access roadway and 400 car parking field. Design elements included alignment, pavement, drainage, lighting, pavement markings, signs and toll booth plazas including booths, restroom facilities, RPZ valves, septic system and irrigation system. Developed quantity take-off and prepared cost estimates. (\$5M; 1999)

Intelligent Transportation System (ITS) Installation on Southern State Parkway (NYSDOT, D010161): Construction inspection for installation of a new ITS on the Southern State Parkway in Queens, Nassau and Suffolk and on sections of Hempstead Turnpike, Montauk Highway and Route 109 in Nassau and Suffolk. Project involved installation of fiber optic cable, transmitters, receivers, video image detection system (VIDS) equipment, variable message signs (VMS), highway advisory radio (HAR) stations, ramp metering equipment, closed circuit television (CCTV), and hardware and software integration with the INFORM system. Significant construction elements included trenching, conduit and cable installation, overhead utility pole attachments, sign structures and foundations, MPT, extensive utility coordination, nighttime construction and coordination with NYSDOT Traffic Management Center. (\$20M; 2003; Office Engineer/Inspector)

Route 25A R&P (Ridgeway Avenue to Old Coach Road, Setauket, PIN 0327.98), Suffolk County (NYSDOT): Project involves the restoration and preservation of approximately 1.9 km (1.2 miles) of roadway in the historic community of Setauket. Project elements included preparation of design plans for resurfacing of the existing roadway, intersection channelization/improvements, minor right-of-way takings, survey, installation of swirl concentrator type stormwater treatment systems, and environmental evaluations (\$4M; 2002; Project Engineer)

Motorcycle Safety Study, Town of Brookhaven: Under a Governor's Traffic Safety Committee grant, LKMA conducted a study of motorcycle accidents in the Town of Brookhaven. This study reviewed accident records in Suffolk's largest Town over a three-year period, to determine causes and contributing factors. The goal is to reduce crashes and injuries, by identifying those accident trends that can be reversed by roadway improvements and/or operator education. (\$37,000; 2005; Project Engineer)

Islip Intersection Improvements, Town of Islip: Three separate projects, encompassing design and construction monitoring of roadway improvements at ten intersections. Projects included traffic counts, capacity analysis, sight distance measurements, accident analysis and development of appropriate countermeasures including roadway widening, turn lanes, curbing, pavement restoration, installation of drainage facilities, traffic signal installation/modification, traffic signal interconnection, signs, pavement markings and highway lighting. (\$50K; 2005; Sr. Traffic Engineer)

Traffic Signal Computer Expansion (PIN 0757.27), Nassau County: Design for expansion of off State System roadways in Nassau County including Stewart Avenue, Clinton Street, and Nassau Boulevard. Work includes traffic signal interconnect (copper and fiberoptic) and signal upgrading at various locations for a NYSDOT letting. (1999; Engineer)

Traffic Signal Expansion (OT1155), Nassau County: Design of new fiberoptic interconnect cable (underground and aerial) and reconstruction of 33 traffic signals in Rockville Centre, Baldwin and Oceanside for a NYSDOT Letting using metric specifications. (\$1,700,000; 1999; Engineer)

Closed Loop Signal System, NYSDOT Region 10: Design and field assessment survey for installation of telephone ducts at various signals throughout Nassau and Suffolk Counties. Responsibilities included utility coordination and Autocad mapping for controller cabinet facilities and wiring diagrams identifying closed loop terminal board connections. (\$150,000; 2000; Engineer/Inspector)

Montauk Highway/Brentwood Road and Howells Road/Udail Road Reconstruction, Town of Islip: Drainage, intersection realignment, traffic signal upgrading, asphalt paving. Included preparation of inspection reports (\$400,000; 1996; Construction Inspector)

PROJECT NAME: EAST HAMPTON TRANSPORTATION PLAN

DESCRIPTION: This study was the first up-date to the Town's Comprehensive Transportation Plan in over 30 years. The project included a significant amount of data collection including machine and turning movement counts in the peak (summer) season, traffic accident analysis, an origin-destination study, speed and delay studies, parking inventory needs analysis, and roadway condition inventory (including widths, signs, pavement markings, sight distance). LKMA worked with a Technical Advisory Committee, with representatives from the Village of East Hampton, Town, County, State and Long Island Rail Road in developing recommendations. Significant community input was obtained through presentations made at several meetings of local Citizens Advisory Committees. The focus of the study was to investigate the feasibility of diverting automobile trips from congested Route 27 to other modes of travel, including bus, rail, ferry and bicycle as well as identifying existing transportation deficiencies and needs. Pedestrian and bicycle safety issues were also addressed. During the study, transportation recommendations for tourist destinations such as Cape Cod and Key West were examined to determine their potential suitability in East Hampton.

A key recommendation of the study was the identification of the need for the Long Island Rail Road to conduct a study of potential means of improving service to New York City, as well as intra-South Fork service, and transfers to other modes of travel. With regard to service within the South Fork, analysis of a "shuttle" type service was suggested. Among the recommendations to improve intermodal transfers was better schedule coordination to facilitate the ability of railroad passengers to transfer to buses.

Recommendations for improved bus service included a demand-responsive, "dial-a-ride" system, feeder/distributor buses serving the East Hampton railroad station, and shuttle service to shopping districts.

With regard to a proposed cross-Sound ferry from Montauk, three proposed ferry terminal sites were reviewed for potential effects on the surrounding roadway system in the summer season.



Improvements were developed for key intersections on the Town's roadway network to mitigate traffic accidents and capacity deficiencies.

Following a public hearing, the Transportation Plan was adopted by the Town Board in the summer of 1997. The plan was re-adopted, and incorporated into the Town's Comprehensive Plan, in 2005.



The photograph above shows Route 27 in the area of the study.

CLIENT REFERENCE: Ms. Marguerite Wolffsohn, Planning Director
(631) 324-2178



L.K. McLean Associates, P.C.

PROJECT NAME: PLANNING SERVICES FOR THE RONKONKOMA HUB
TRANSIT-ORIENTED DEVELOPMENT

DESCRIPTION: LKMA is providing transportation planning services for the Ronkonkoma Hub Transit-Oriented Development adjacent to the Long Island Rail Road's Ronkonkoma station. More weekday passengers (over 17,000) originate at Ronkonkoma than at any other LIRR station. The \$300 Million + TOD includes the construction of 102,275 square feet of retail uses, 808 housing units, 49,375 square feet of office space, and 10,000 square feet of restaurant use, in an area of approximately 55 acres. LKMA's services to date have included the review of the project's Traffic Impact Study, preparation of grant applications and construction cost estimates, and a full benefit-cost analysis for the TOD's roadway network.



Rendering of the mixed-use, transit-oriented development.

CLIENT REFERENCE: Tullio Bertoli, Commissioner
Town of Brookhaven Department of
Planning, Environment & Land Management
One Independence Hill
Farmingville, NY 11738
(631) 451-6400



L.K. McLean Associates, P.C.

PROJECT NAME: ROUTE 114 TRAFFIC CALMING, SAG HARBOR/
NORTH HAVEN, SUFFOLK COUNTY

DESCRIPTION: Development of design alternatives for the reconstruction of 4.6 miles of Route 114 in the Villages of Sag Harbor and of North Haven, improving vehicle, pedestrian and cyclist safety using traffic calming techniques. Physical recommendations included medians/safety islands, bulbouts, pavement texture variations, crosswalks, roundabouts, bicycle lanes, sidewalks, pedestrian level lighting and gateways. Community outreach and public information meetings played a major role in the selection of the preferred design alternative.



The photo above shows the constructed bike lane along Route 114.

CLIENT REFERENCE: Cary Leuschner, P.E.
New York State Department of Transportation
Hauppauge, NY
(631) 952-6829

PROJECT NAME: SUFFOLK COUNTY COMPREHENSIVE PLAN 2035

DESCRIPTION: LKMA provided transportation planning services for Suffolk County's Comprehensive Plan, which was adopted by the County in 2015. The plan focuses on connecting present and future employment centers, Transit Oriented Developments and Regionally-significant Projects, utilizing all modes of transportation, with an emphasis on mass transit. LKMA's recommendations included the prioritization of future improvements in three areas—highways, pedestrians and bicyclists.



CLIENT REFERENCE: DeWitt Davies
Suffolk County Department of Economic Development
and Planning
H. Lee Dennison Building
100 Veterans Highway
Hauppauge, NY 11788
631-853-4865



L.K. McLean Associates, P.C.

PROJECT NAME: CANAL ROAD "COMPLETE STREETS" PROJECT

DESCRIPTION: LKMA developed measures to "calm" traffic and improve pedestrian and bicycle safety on a two-mile-long residential portion of Canal Road between NY Route 112 and Suffolk County Road 83. Improvements totaling \$1 Million were constructed in a two-phase project, utilizing two separate Federal funding sources.

Traffic calming measures included:

- 1.9 miles of new Sidewalks, with Accessible Sidewalk Ramps
- Dedicated Bicycle Lanes or Shared Vehicular/Bike Lanes throughout project limits
- Left Turn Lanes at key intersections
- Two New Traffic Signals with "Countdown" Pedestrian Signals, and a coordinated, wireless Traffic Signal System

The measures were presented to residents at public meetings, and final plans were subsequently prepared. We also provided construction inspection services, in accordance with NYSDOT requirements.



View showing completed sidewalks, "sharrow" pavement markings in through lanes, and a new traffic signal installation.

CLIENT REFERENCE: Daniel Losquadro, Superintendent of Highways
Town of Brookhaven
Highway Department
(631) 451-9200

PROJECT NAME: TRANSPORTATION MASTER PLAN FOR 2030
TOWN OF BROOKHAVEN

DESCRIPTION: LKMA is developing Transportation recommendations for the Town's 2030 Comprehensive Plan. LKMA also prepared the Town's most recent draft Transportation Plan in 1992. Since that time, the Town has continued to grow, in terms of both residential and commercial development, and now has over 470,000 residents, in a land area nearly as large as that of Nassau County. Recommendations include the development of mass transportation improvements for Transit Oriented Developments, to complement the Comprehensive Plan's focus on redevelopment of downtown areas.



Property development and increases in vehicle ownership per family have resulted in significant traffic increases.

CLIENT REFERENCE: Ms. Lynn Weyant, Consultant
Town of Brookhaven – Division of Traffic Safety
(631) 655-9845

PROJECT NAME: NORTH MAIN STREET STUDY

DESCRIPTION: LKMA provided Transportation Planning services for this corridor study, which includes portions of the Village of East Hampton. We participated in a three-day charrette, which was structured to facilitate input from local officials, civic groups and area residents. Several alternatives were developed to address concerns with truck traffic, congestion, parking, pedestrian safety, and traffic accidents in the corridor. Potential solutions included institution of one-way streets, installation of on-street "tandem" and angle parking, traffic signal improvements, sidewalk "bulb-outs" to reduce pedestrian crossing distances, and intersection channelization improvements.



View of North Main Street showing typical conditions in the corridor area.

CLIENT REFERENCE: Ms. Marguerite Wolffsohn
Director of Planning
Town of East Hampton
631-324-2178

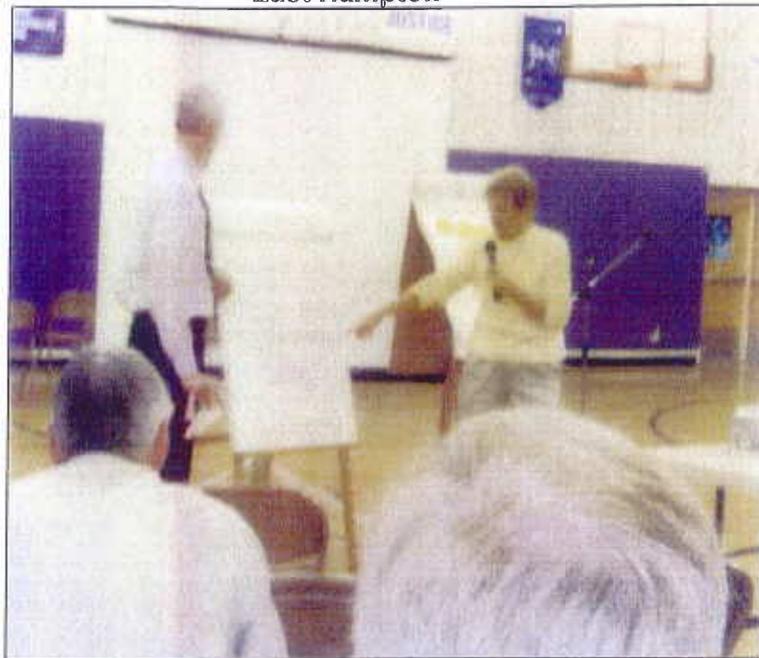


L.K. McLean Associates, P.C.

PROJECT NAME: TRANSPORTATION PLANNING PUBLIC OUTREACH

DESCRIPTION: LKMA has provided technical presentations at public hearings, information meetings and planning charrettes, held in conjunction with various roadway improvement projects, corridor studies and hamlet studies in Nassau and Suffolk Counties. Clients have included the NY State Department of Transportation, Nassau and Suffolk Counties, and the Towns of Brookhaven, East Hampton and Southampton. LKMA provided transportation planning and traffic engineering expertise at multi-day charrettes in the following communities:

- Hampton Bays (2 charrettes)
- Huntington Station
- Riverside
- Noyac
- East Hampton



Work group "Report-out" session at the 2006 Hampton Bays Hamlet Center Strategy Charrette

CLIENT REFERENCES: Mr. Kyle Collins
Planning & Development Administrator
Town of Southampton
116 Hampton Road
Southampton, NY 11968
(631) 287-5707

Ms. Lynn Weyant, Consultant
Town of Brookhaven – Division of Traffic Safety
(631) 655-9845



L.K. McLean Associates, P.C.

Fine Arts & Sciences, LLC

151 Middle Highway, PO Box 398, East Hampton, NY 11937 and
27 Deepwater Way, City Island NY 10464
917-656-8363
Lis.Liquori@gmail.com

Founded by Lisa Liquori, AICP in 2001, Fine Arts & Sciences, LLC is a small planning practice with a geographic focus on Long Island and the New York Metropolitan region. The firm specializes in town and regional planning, zoning and planning code development, affordable housing programs, land preservation and significant habitat restoration strategies, natural resource management plans, coastal resiliency and waterfront planning, SEQRA and environmental analyses, sustainability planning, green infrastructure project development and planning, grant preparation and land development application review. Fine Arts & Sciences has combined community input with the art and science of planning to guide the successful implementation of numerous programs and projects. Clients include local, regional and state governments, private and public institutions and non-profit organizations.

Fine Arts & Sciences is a Woman-Owned Business Enterprise (WBE) and has served as an independent contractor and as a sub-consultant on larger projects and plans. With over 30 years of planning experience, Lisa Liquori, Principal has also collaborated with regional and local planning agencies, the NYS Department of State, the NYS Department of Environmental Conservation, the Federal Environmental Protection Agency, County Health Departments, Land Preservation and Environmental Organizations, Educational Institutions and multiple Citizen Groups.

Recent Select Fine Arts & Sciences Projects

Town and Regional Comprehensive and Sustainability Planning

- Principal firm for the development and implementation of the Town of East Hampton Comprehensive Plan 2005 in collaboration with the East Hampton Planning Department, East Hampton Housing Office and Irene Nagel AICP. The Vision and Goals established in the Plan set forth the guiding principles for the development of the proposed East Hampton Town Hamlet Study.
- Project Manager for the development of the LI 2035 Sustainability Plan prepared in collaboration with ARUP, PFM, HR&A Pratt Institute, Hofstra, McLean Associates, and Liro. The award winning plan developed strategies to meet the vision for a sustainable Long Island, as a place for affordable, high quality of life, a strong economy and equitable communities allowing everyone to enjoy the cherished quality of life that Long Islanders desire.
- Principal planning advisor for the development of the 2007 Village of Sagaponack Comprehensive Plan in collaboration with the Village of Sagaponack Planning Commission. Incorporated in 2005, this Plan was the first Comprehensive Plan for the Village of Sagaponack. The Comprehensive Plan set forth the goals and policies to preserve the rural quality of Sagaponack, in support of the motivation for incorporation.

Planning and Zoning Code Development

- Developed graduated residential height regulations adopted by the Village of Southampton, 2015; coverage, gfa and additional code changes pending
- Developed zoning change recommendations for over 2,000 parcels of land, adopted by the East Hampton Town Board in 2005.

Affordable Housing Programs

- Developed Affordable Housing Transfer of Development Rights Program and zoning ordinance with Town Attorney's Office along with the Generic Environmental Impact Statement leading to adoption of Plan and zoning amendment by the East Hampton Town Board in 2008.
- Developed Affordable Housing subcomponent of the Town of East Hampton Comprehensive Plan 2005 in collaboration with the Town of East Hampton Office of Housing and Community Development.
- Preparation of Environmental Impact Statement for Green Hollow Woods Affordable Housing development in the Town of East Hampton and the development of mitigation strategies

Land Preservation, Habitat Restoration and Natural Resource Management Planning

- Served as Technical Advisory Chair of the National Peconic Estuary Program and the preparation of the Comprehensive Conservation and Management Plan.
- Developed Master Plan to restore a degraded NYS Significant Habitat and transform Stannards Brook County Park into an outdoor educational and passive recreational reserve in collaboration with RGR Landscape Associates; developed strategy to enlarge the county park holdings; obtained \$800,000 in funding to restore and improve the park preserve.
- Prepared technical review of 42 acre Deforest Williams Estate, Town of Huntington, containing a unique forest type, historic features, trails and other natural assets, and developed successful acquisition plan for the property with the North Shore Land Alliance.

Coastal Resiliency and Waterfront Planning

- Developed NY Rising Community Reconstruction Plans for five Long Island communities in collaboration with ARUP; developed and coordinated public outreach protocol.
- Provided technical assistance in collaboration with NY Sea Grant to Town of East Hampton Planning and Natural Resources Departments with the development of a coastal assessment and resiliency plan structure and prepared a successful NYSDOS CFA LWRP grant in accordingly.
- Coordinated with the National Disaster Preparedness Training Center in collaboration with the Department of Homeland Security and the FEMA to deliver Coastal Community Resilience Training Course in Montauk.

Green Infrastructure Planning and Project Development

- Engagement Partner and grant writer for \$500,000 Green Roof installation for Albert Einstein College of Medicine, New York City's largest installation to date.
- Assisted with the coordination between the Town of East Hampton and the Clean Coalition, a non-profit organization, with the LI Community Microgrid Project proposed within the Town of East Hampton.

Land Development and SEQR Application Review; Defense of Municipal Rezoning

- Evaluated and prepared affidavits in support of Town of East Hampton decisions land development and zoning applications including: Forsberg Ferry re-zoning and development application; 55 Wainscott Hollow application; Floken ZBA application.
- Evaluated and testified on behalf of the non-profit Southampton Association concerning multiple ZBA, ARB, Planning Board and Board of Trustee applications.
- Defense of site specific challenges to re-zonings made by Town Board of East Hampton pursuant to adoption of the Town of East Hampton Comprehensive Plan May 2005.

Recent Client List

Town of East Hampton
Village of Sagaponack
Long Island Regional Planning Board
Nassau County
Wildlife Conservation Society
North Shore Audubon Society
Sierra Club
Scenic Hudson
Concerned Citizens of Montauk
Shore Acres Property Association
Residents for a More Beautiful Port Washington
Southampton Association
Gardens at Heather Farms



TOWN OF EAST HAMPTON

PURCHASING DEPARTMENT

159 PANTIGO ROAD

EAST HAMPTON, NEW YORK 11937

TEL: 631-324-4183 / FAX: 631-324-7895

Addendum #1

RFP Name: Hamlet Study

RFP No: EH2015-111

To: Prospective Proposer

From: Jeanne Carroza, CPPB

Issued: August 19, 2015

Acknowledge receipt of this Addendum No. 1 by including with submittal of RFP EH2015-111. Failure to do so may subject the bidder to disqualification.

Note: The RFP remains unchanged except those sections or parts added to, revised, deleted or clarified by this and any previous or subsequent addendum.

Questions:

- 1) Will there be a pre-proposal submission meeting and if so, when will it be?

Answer:

No

- 2) The outline for the Springs Hamlet referred to "Maritime Walking District Proposal." Does a draft proposal for this exist or should consultant develop /evaluate as part of the study?

Answer:

The consultant should develop/evaluate as part of the study.

- 3) What are the boundaries for the Hamlet Studies? Have draft boundaries been established for future refinement? Are there maps available?

Answer:

The link to the inventory of downtown Montauk prepared by the Planning Department in 2008:
<http://www.champtonny.gov/DocumentsPDF/PlanningDept/PlanningDept/DowntownMontaukDraftInventory.pdf> The study area boundary is on page 2.

Attached is a copy of a map depicting Wainscott Study Area boundaries that were discussed with the Wainscott CAC in 2005.

Please note that these are not final study area boundaries. The determination of boundaries for each study area is an important part of the project which should involve the local community as well as the Town Board and Town Planning Department.

4) Have the non-conforming use sites been identified?

Answer:

No

THIS ADDENDUM MUST BE ATTACHED TO THE ORIGINAL BID SPECIFICATION BOOK, AND RETURNED WITH YOUR BID PACKAGE.

Addendum #1
RFP Name: Hamlet Study
RFP No: EH2015-111

Please sign below and fax back to 631-324-7895 or email jcarroza@ehamptonny.gov by Monday, August 24, 2015 to confirm receipt of this addendum.



Signature

Harry L. Dodson, President
Print Name/Title

Dodson & Flinker, Inc.
Company Name

9/9/15
Date



TOWN OF EAST HAMPTON
PURCHASING DEPARTMENT
159 PANTIGO ROAD
EAST HAMPTON, NEW YORK 11937
TEL: 631-324-4183 / FAX: 631-324-7895

Addendum #2
RFP Name: Hamlet Study
RFP No: EH2015-111

To: Prospective Proposer

From: Jeanne Carroza, CPPB

Issued: August 24, 2015

Acknowledge receipt of this Addendum No. 2 by including with submittal of RFP EH2015-111. Failure to do so may subject the bidder to disqualification.

Note: The RFP remains unchanged except those sections or parts added to, revised, deleted or clarified by this and any previous or subsequent addendum.

Questions:

- 1) Can we segment the RFP or does the Town require consultants to prepare all 7 studies?

Answer:

The Town is hoping to hire one firm or one firm with sub-consultants to complete the entire project.

- 2) Can the Town provide a map or road references to delineate the boundaries of the areas to be studied in each of the 6 hamlet studies?

Answer:

This is a link to the inventory of downtown Montauk prepared by the Planning Department in 2008:

<http://www.ehamptonny.gov/DocumentsPDF/PlanningDept/PlanningDept/DowntownMontaukDraftInventory.pdf>

The study area boundary is on page 2.

Please note that these are not final study area boundaries or the boundaries of all of the hamlets. Please also note that the term hamlets is meant to represent the commercial areas of the town located outside of the incorporated villages.

The determination of boundaries for each study area is an important part of the project which should involve the local community as well as the town board and town planning department.

Please also note as stated in the rfp that the outlines and information provided are intended "... to provide a broad indication of the community's questions, ideas and goals for these studies. The firm chosen to complete the studies will be expected to work with the community, the Town Planning Department and the Town Board to refine this work and prepare a plan for action that the town can use to guide future commercial development." The outlines are not intended to be a table of contents for the studies. We expect that these meetings will lead to a refinement of the questions raised in the rough outlines attached and the production of a detailed plan for action that expresses the vision and goals of the community.

- 3) In addition to those on the Town Website, please provide a list of all relevant studies/reports done for the Town and the date of each study/report. Will these be available?

Answer:

All town studies are available for review in the Town Clerk's office and in the Planning Department and will be provided as needed. Most relevant at this time is the Town Comprehensive plan which can be found on the Town website.

- 4) What zoning changes in each of the hamlets have been implemented since the 2005 Comprehensive Plan was adopted?
- a. To what extent should new zoning be proposed as part of the Hamlet studies?

Answer:

The town zoning map found here:

<http://www.champtonny.gov/HtmlPages/ZoningMaps.html> depicts the current zoning. New zoning should be proposed to the extent necessary to meet the goals of the study.

- 5) What new open space has been preserved since the 2005 Comprehensive Plan was adopted?
- a. Does the Adopted 2015 CPF Management and Stewardship Plan and/or the 2011 Plan include all open space? Which of the two documents should we rely on?

Answer:

The map of Town open space can be found here:
<http://www.champtonny.gov/DocumentsPDF/MainShellDocs/TownMaps/2015/OpenSpace1.pdf>

6) Are there existing County and Local GIS layers which can be utilized?

Answer:

The local GIS layers will be available for use.

7) Where can we find local or regional sources of data for the following?
a. Tourist Data – Estimates of people renting out rooms
b. Boater Data – Transient

Answer:

Some of this data is available in town and county documents, for example the Suffolk County annual inventory of hotels and motels and the Town's Local Waterfront Revitalization Plan.

8) Is an environmental needs section necessary (for the hamlet studies)?

Answer:

The outlines are not intended to be a table of contents for the studies. We expect that these meetings will lead to a refinement of the questions raised in the rough outlines attached and the production of a detailed plan for action that expresses the vision and goals of the community. Please note that this is a study of the town's commercial areas.

9) How extensive does the Town envision the public outreach/participation portion of the project being? Number of meetings? Separate meetings for each hamlet study
a. How recent are the compiled CAC comments?

Answer:

Public participation in the planning process is an essential component of this project. The Town intends to adopt a plan that is developed with full public participation at all stages. Responses to this rfp should consider how this will be accomplished.

Comments from the CAC's were solicited immediately prior to release of the rfp.

10) What is the budget range for all 7 studies, or per study?

Answer:

The Town does not release this information.

11) Regarding the certified financial statements and qualifications – can those be waived? (since this is not a construction project)

Answer:

This provision cannot be waived. The Town needs to be assured of the fiscally sound position of the company.

THIS ADDENDUM MUST BE ATTACHED TO THE ORIGINAL BID SPECIFICATION BOOK, AND RETURNED WITH YOUR BID PACKAGE.

Addendum #2

RFP Name: Hamlet Study

RFP No: EH2015-111

Please sign below and fax back to 631-324-7895 or email jcarroza@ehamptonny.gov by Thursday, August 27, 2015 to confirm receipt of this addendum.


_____ Signature

Harry L. Dodson
_____ Print Name/Title

Dodson & Plinker, Inc.
_____ Company Name

9/9/15
_____ Date



TOWN OF EAST HAMPTON
PURCHASING DEPARTMENT
159 PANTIGO ROAD
EAST HAMPTON, NEW YORK 11937
TEL: 631-324-4183 / FAX: 631-324-7895

Addendum #3
RFP Name: Hamlet Study
RFP No: EH2015-111

To: Prospective Proposer

From: Jeanne Carroza, CPPB

Issued: September 4, 2015

Acknowledge receipt of this Addendum No. 3 by including with submittal of RFP EH2015-111. Failure to do so may subject the bidder to disqualification.

Note: The RFP remains unchanged except those sections or parts added to, revised, deleted or clarified by this and any previous or subsequent addendum.

Questions:

- 1) Will the Town and specifically the Planning Department play a role in the gathering of data and other information for the study?

Answer:

The Planning Department will make available all of the information that they have already gathered. They will not (or at least at a very minimal level) be able to assist in gathering new information.

- 2) Will the Town set up project advisory committees?

Answer:

This is unknown at this time.

3) Will the Town arrange for workshop venues and publicity?

Answer:

Yes

THIS ADDENDUM MUST BE ATTACHED TO THE ORIGINAL BID SPECIFICATION BOOK, AND RETURNED WITH YOUR BID PACKAGE.

Addendum #3
RFP Name: Hamlet Study
RFP No: EH2015-111

Please sign below and fax back to 631-324-7895 or email icarroza@ehamptonny.gov by Tuesday, September 8, 2015 to confirm receipt of this addendum.



Signature

Harry L. Dodson, President

Print Name/Title

Dodson & Linker, Inc.

Company Name

9/9/15

Date