



## Request For Proposal Development of Concept Plan for the Route 1 North Area

*Falmouth, Maine*

*September 29, 2016*





HARRIMAN

September 29, 2016

Mr. Nathan Poore, Town Manager  
Town of Falmouth  
271 Falmouth Road  
Falmouth, ME 04105

Dear Mr. Poore:

Falmouth has decided to undertake an important third step in implementing their long range redevelopment goals for growth of commercial oriented corridors in Falmouth. Following successful completion of the Route One South and Route 100 efforts, this Route One North conceptual planning and design effort will be a continuation of Falmouth's efforts in providing accessible and vibrant commercial areas to its residents and visitors.

Harriman has worked with several New England communities to develop visions and plans for appropriate growth along corridors similar to Route One. Our approach is to develop a succinct strategy that responds to community desires and improves modality for all users. Our design for Route One North will articulate a 25-year vision for the area to achieve the goals of identifying infrastructure improvements and possible amendments to land use regulations. The creative plan will be sensitive to the vision for Route One and the unique character of the Town.

Steve Cecil, AIA, ASLA will serve as Project Director and Howard will provide day-to-day project management and lead our design team in the analysis and streetscape design. Emily Innes, AICP, LEED AP ND will provide the team with land use analysis. We have partnered with Sebago Technics to provide transportation planning expertise. Our team's creativity, knowledge and experience will guide the design process and deliver value to Falmouth.

We look forward to hearing from you soon.

Sincerely,  
Harriman

Steven G. Cecil, AIA, ALSA  
Principal  
scecil@harriman.com  
617.426.5050

Sincerely,  
Harriman

Howard A. Snyder, RLA  
Landscape Architect  
hsnyder@harriman.com  
617.426.5050

46 HARRIMAN DRIVE  
AUBURN, ME 04210  
207.784.5100

123 MIDDLE STREET  
PORTLAND, ME 04101  
207.775.0053

33 JEWELL COURT, SUITE 101  
PORTSMOUTH, NH 03801  
603.626.1242

170 MILK STREET, SUITE 5  
BOSTON, MA 02109  
617.426.5050

[www.harriman.com](http://www.harriman.com)







1	Philosophy and Approach
2	Key Personnel
3	Similar Projects
4	Schedule
5	Person-Hours
6	Fees



For more than a century, Harriman has designed the buildings that represent what is important and special about communities throughout New England. An architecture and engineering firm since our founding in 1870, we work with clients in the education, healthcare, government, corporate, and retail sectors, transforming vision to reality.

Our experience is diverse and comprehensive. Offices, retail stores, and libraries. Colleges and universities. Public and private schools. Hospitals, ambulatory care centers, medical research laboratories, and medical office buildings. Recreational centers and performing arts centers. New construction, renovations and additions, master plans and feasibility studies to help our clients determine the best solutions to meet their needs.

Harriman applies an approach that is based on collaborative teamwork and a commitment to service — an approach verified by the number of repeat clients and an on-time, on-budget track record. Our architects, engineers and planners work closely throughout all phases of a project, providing an integrated, multi-disciplinary approach that is not only cost-effective but well suited to creative solutions. Buildings are better designed and better engineered because team members in all disciplines share information continually throughout the process — a special advantage with the sophisticated, high-tech infrastructure needed in today's buildings.

Close communications with stakeholders in a project is central to our approach. From start to completion, we emphasize open, two-way communications channels. We listen carefully, to understand client needs, missions, and values, and we work just as diligently to make certain that our clients understand us. Our experience, our expertise, and our approach result in buildings that are both functionally and aesthetically appropriate, often featured in national publications and recognized regionally and nationally for design excellence.

*Harriman pursues creative partnerships to design relevant and innovative solutions to human needs.*

*Our work is based on the belief that design is a collaborative human endeavor centered on knowledge, ingenuity and beauty.*

*Fusing the art of architecture and the science of engineering, we create environments that honor context, embrace wisdom and enhance well-being.*



# 1. PHILOSOPHY AND APPROACH

## SERVICES OFFERED

### ARCHITECTURE

Programming  
Space Utilization  
Design  
Code Analysis  
Landscape Architecture  
Construction Documents

### ENGINEERING

Structural Engineering  
Electrical Engineering  
Mechanical Engineering  
Plumbing Design  
Fire Protection Design  
Civil Engineering

### INTERIORS

Interior Planning and Design  
Material Selection and Specification  
Color Coordination  
Graphic Design  
Furniture, Fixtures, Equipment

### PLANNING

Existing Facility Analysis and Needs Assessment  
Master Planning  
Urban Planning  
Bond and Pre-bond Assistance  
Feasibility Studies  
Educational Specifications  
Technology Planning  
Site Selection / Site Planning  
Scheduling  
Cost Estimating  
Permitting

### SUSTAINABILITY AND GREEN TECHNOLOGY

Sustainability Planning  
Efficiency Incentive Application Consulting  
LEED Consulting  
CHPS Consulting  
Energy Analysis and Optimization  
Post-occupancy Evaluation

### COMMISSIONING

Total Building Commissioning  
Existing Building Commissioning  
Commissioning for LEED

### PROJECT AND PROGRAM MANAGEMENT

Project Planning and Implementation  
Communication, Publicity, Fundraising and Community Engagement  
Construction Administration  
Construction Phase Management

## FIRM LEADERSHIP

### PRINCIPALS

Clifton Greim, P.E., President  
Daniel W. Cecil, AIA  
Steven G. Cecil, AIA, ASLA  
Carol F. Gillis, AIA, LEED AP  
Judy L. Johnson, AIA, LEED AP BD+C  
Jeffrey P. Larimer, AIA  
Mark D. Lee, AIA, LEED AP  
John W. Tarr, P.E.

### SENIOR ASSOCIATES

James C. Fortin, P.E., SECB  
David W. Story, P.E., LEED AP

### ASSOCIATES

Daniel A. Bisson, AIA  
B. Keith Brenner, P.E.  
Valerie K. Conyngham, CPSM  
Frank L. Crabtree, P.E., LEED AP BD+C  
Darryl L. Johnson  
Leonard A. Lamoreau  
Richard D. Miles, LEED AP BD+C  
Peter J. Pinkerton, IIDA

### STAFF

Harriman has a staff of 84 professionals, including licensed architects; landscape architects; interior designers; mechanical, electrical, civil/environmental and structural engineers; and plumbing and fire protection designers. Staffing breakdown is as follows:

#### Architecture

Our architecture staff of 43 includes architects, landscape architect, urban planners, interior designers, drafters, construction administrators, and estimating professionals.

#### Engineering

Our engineering staff of 26 includes civil, structural, electrical, and mechanical engineers and designers as well as technology planners and plumbing and fire-protection system designers.

#### Administrative

Our administrative staff of 15 includes human resources, marketing, IT, accounting, printing, and administrative staff.

#### Office Locations

46 Harriman Drive, Auburn Business Park  
Auburn, ME 04210

123 Middle Street  
Portland, ME 04101

33 Jewell Court, Suite 101  
Portsmouth, NH 03801

170 Milk Street, Suite 5  
Boston, MA 02109-3438



## 1. PHILOSOPHY AND APPROACH



Pursuant to the Request for Proposal issued by the Planning Department, the Town of Falmouth seeks qualified consultants to develop a concept plan and associated cost estimates for the Route 1 North study area. We are familiar with the services required to achieve successful outcomes on projects such as the one proposed as it is quite similar to our work in Stoughton, Massachusetts and North Kingston, Rhode Island. Our team offers professional services of landscape architecture, community planning and engineering that will ensure we consider all of the concerns anticipated to be voiced the Falmouth community. While the proposal request describes a project limit of the length of Route 1 from the 125 Connector to the Cumberland town line, we envision the interest and impact of the project to expand the perceived limits to include the entire community.

### PROJECT APPROACH

An overall project approach to the proposed project includes sensitivity and appreciation of Falmouth's attractive natural and built environments. In this approach is an objective to develop and preserve the unique fabric and physical features of the area. With the project considering a 25-year horizon, a goal is to develop a cohesive plan to help guide smaller planning and physical improvement projects and guide targeted public and private investment to help maintain and further develop economic vitality and character for the area.

### VISION

We recognize the importance of designing improvements to the neighborhood to create a sense of place. This vision will be the foundation for the process for the study, conceptual design and planning process Proposed physical improvements should be coherent and appropriate as well as consider established design guidelines for the area. Land Use amendments should be sensitive to the existing development patterns in Falmouth and the neighboring Town of Cumberland and relate to the 2013 Comprehensive Plan.

Our overall vision for the Route One North Corridor will become an economically thriving, vibrant and attractive area for the Falmouth community and visitors. An engaged, transparent and coordinated process between Town staff, business owners, and residents will create a place for public and private investment to create business opportunities and possible residential options.

### PROJECT UNDERSTANDING

#### Planning

Falmouth has developed master plans for the commercial areas on Route 1 south of the turnpike spur and Route 100 on the west side of town but has not developed a master plan for the Route 1 North Area. The Town has, however, expressed



## 1. PHILOSOPHY AND APPROACH

an interest in developing a creative plan and vision for the area that follows the goals and strategies outlined in the 2013 Comprehensive Plan.

The following observations note aspects of the 2013 plan that provide important insights in the development of concepts for the Route 1 North Area;

- The 2013 Comprehensive Plan designates the Route 1 North Area as one of two “Commercial Growth Areas” in Falmouth. The intent of this designation is for commercial and mixed-use growth that maintains a balanced tax base for the Town. Our project process will involve interviews with town staff to evaluate current and anticipated economic conditions to better understand what growth should or should not occur to maintain that balance. In particular, discussion regarding implications the Town’s TIF District designation that applies to most of the parcels in the study area.
- The Comprehensive Plan also states that “well-planned residential development is envisioned to be integrated in these commercial areas.” Residential use is not permitted in the Business Professional (BP) district designation that applies to most of the study area. Due to this and the observation that several parcels, especially parcels without frontage on Route 1, have remained undeveloped our team’s land use evaluation will involve site utilization and capacity analysis. From this effort, recommendations will be made regarding if and where residential development may be accomplished in the area and the best methods to accomplish such development.

Besides the 2013 Comprehensive Plan, Falmouth has other planning efforts that are relevant to this area of Route 1. The Bicycle and Pedestrian Master Plan, Transportation Master Plan and Route One Design Guidelines are examples of the Town’s planning efforts that will be reviewed and considered in our team’s project approach and design process.

### Land Use

The Route 1 North area is mostly zoned as a Business Professional (BP) district. This district establishes space for business and professional offices with exceptions for certain other uses with appropriate site design. This zoning has attracted a variety of professional office uses and information technology firms, such as King Real Estate, Tyler Technologies and Northern Data Systems. Also situated along this portion of Route 1 are businesses such as Sullivan Tire and European Bakery.

A small portion of Route 1 North, at the Johnson Road intersection, is a Residential A (RA) district. The Annual

Average Daily Traffic recorded by MaineDOT in 2013 shows a 7,310 vehicle count near this intersection. This intersection will be subject to our team’s transportation data collection and analysis so better understanding is achieved regarding current volumes and turning movements. These design parameters will be important for both the conceptual plan development and prioritization of infrastructure investments.

The land use pattern reflects not only the zoning but also the known environmental constraints. The ledge along the western side of Route 1 has raised development noticeably higher in elevation than the roadway. Wetlands characterizations, such as emergent and forested class designations, situated along eastern portions of Route 1 may be limiting developable area of parcels as witnessed in the limited distance between roadway and structures. It is noted that Norton Brook is located east of Route 1 North and is part of the Mill Creek Watershed, which drains into Casco Bay, and needs to be protected from development impact. The Stream Protection District requirements will be made part of any land use evaluation and capacity analysis for parcels situated along the eastern side of Route 1 North.

### Objectives

It is acknowledged that an expectation of this project is to develop a creative plan and vision that shapes the Route 1 North area into a well-planned area of Falmouth. These expectations are described in the project’s objectives outlined in the proposal request. According to the request for proposals, the consultant will assist The Route 1 North Committee and Town staff to articulate a vision for the area, identify infrastructure improvements and come up with possible amendments to land use regulations.

To meet this expectation several objectives are considered. These objectives are outlined below;

- The plan should clearly articulate a future vision for this area: It is recognized that successful completion and implementation of the project’ plan and reports will have great impact on vitality of the Route 1 corridor and the Falmouth community. The project approach will evaluate existing conditions, appreciate concerns of stakeholders and formulate a preferred concept plan that will guide public and private investment for a 25-year horizon envisioned for the project.
- Identify and prioritize infrastructure investments that include roadway, streetscape, and utilities in this area: Assessment will be made of the existing roadway network and recommendations proposed. An opinion of cost will be provided to support the evaluation of the recommended improvements and for the town to evaluate implications and order of implantation. It is

understood that Main DOT has recently paved the length of Route 1 North in the study area and a moratorium is in effect.

Streetscape elements, such as signage and sidewalks, will be evaluated with improvements proposed. These improvements will be coordinated with the shared road study currently being performed. Signage and alternative modal infrastructure improvements often provide an immediate and effective support to economic growth with lower investment expenditures.

- Identify concept amendments to current land use and zoning regulations that will help attain the recommended vision: An evaluation of the study area's land use will be performed and recommendations made that propose possible amendments to the zoning regulations to facilitate appropriate economic growth for the area. This evaluation will include physical land use in terms of parcelization and capacity of the area and the parcels it contains. An understanding of these qualities will assist Falmouth in considering short term and long term implications of proposed zoning amendments. This evaluation will also present a matrix that outlines the implications of maintaining a land use approach consistent with the current regulations and 2013 Comprehensive Plan as well as implications of implementing any proposed amendments.



### **PUTTING THE PIECES TOGETHER: A COLLABORATIVE APPROACH**

The public's participation in the project's design process is imperative as the creative plan and report will generate a 25-year vision for the commercial area of Falmouth and change the Town's landscape. Our approach includes public meetings as this project must have the practical needs of the community heard and understood in order to best create a successful plan. Our team's expertise in public facilitation will also achieve consensus on any competing interests of the Town, business owners, property owners and residents that may arise. This is imperative so when the Council goes before the Town for an affirmative vote on funding the proposed projects the effort is a continuation of the success the Town has achieved with the Route 1 South and Route 100 redevelopment projects.

A successful public outreach effort involves listening to all members of the public. It is anticipated that the materials presented at the meeting would be made available on the Town's website and in Town Hall. The hope is that all concerned citizens will have an awareness and ability to comment on the project.



**Steven G. Cecil, AIA, ASLA**

Principal, Project Director

Steven became an owner at Harriman in October 2015 when The Cecil Group and Harriman merged. He is an urban designer, architect and landscape architect who composes projects and places in complex physical and regulatory settings. Steven brings creative solutions to planning and design challenges that are attentive to their cultural, environmental and community context.

Prior to forming The Cecil Group and joining Harriman, he was a founding principal of Cecil & Rizvi, Inc. and served as Director of Urban Design and Landscape Architecture at both CBT Architects and SOM/Boston. His academic contributions have included teaching assignments in both the urban design and urban planning programs at Harvard's Graduate School of Design.

**RELEVANT EXPERIENCE:**

**City of Easthampton** – *Easthampton, Massachusetts*  
Complete Streets Strategy for the Union Street Corridor

**Town of Falmouth** – *Falmouth, Massachusetts*  
Main Street Streetscape and Landscape Improvements

**Town of Ipswich** – *Ipswich, Massachusetts*  
Streetscape Design and Façade Improvement Guidelines

**Town of Tisbury** – *Vineyard Haven, Massachusetts*  
Streetscape improvement plan for Main and Union Streets

**City of Newburyport** – *Newburyport, Massachusetts*  
Streetscape Master Plan for High Street

**Town of Plymouth Waterfront Streetscape Design** – *Plymouth, Massachusetts*  
Streetscape Design for Promenade along the Downtown Waterfront

**Town of Stoughton** – *Stoughton, Massachusetts*  
Land Use Study for North Stoughton

**City of Dover** – *Dover, New Hampshire*  
Streetscape Study

**Town of Concord** – *Concord, Massachusetts*  
Peer Review of Proposed Off-site Streetscape Improvements

**Town of Dedham** – *Dedham, Massachusetts*  
Streetscape Concepts for Washington Street

**Beverly Farms Improvement Society** – *Beverly, Massachusetts*  
Façade and Streetscape Improvement Plan

**Town of Ashland** – *Ashland, Massachusetts*  
**Route 126 Pond Street Urban Design and Streetscape**

**Town of Bourne** – *Bourne, Massachusetts*  
Streetscape design charrette for Main Street

**EDUCATION**

Master of Architecture and Urban Design  
University of Washington

Bachelor of Arts in Economics  
and Philosophy  
Trinity College, Connecticut

**ARCHITECTURE REGISTRATIONS**

MA, CT, RI

**LANDSCAPE ARCHITECTURE REGISTRATIONS**

MA, RI

**AFFILIATIONS**

American Institute of Architects

Boston Society of Architects,  
former Treasurer and Commissioner  
of Urban Design

Boston Society of Landscape Architects

National Trust for Historic Preservation



## 2. KEY PERSONNEL

### **Steven G. Cecil, AIA, ASLA**

Principal, Project Director

#### **City of Nashua** – *Nashua, New Hampshire*

Design Plans for the Re-alignment of Factory Street

#### **Town of Wellesley** – *Wellesley, Massachusetts*

Neighborhood Landscape and Streetscape Design for Cedar Street

#### **Town of Cohasset** – *Cohasset, Massachusetts*

Captains' Walk Streetscape and Link Enhancement Study

#### **Town of Cohasset** – *Cohasset, Massachusetts*

Harborside Village Revitalization and Streetscape Improvements

#### **City of Concord** – *Concord, New Hampshire*

Corridor Master Plan

#### **City of Lynn** – *Lynn, Massachusetts*

Streetscape and Redevelopment Study for Union Street

#### **Town of Manchester-by-the-Sea** – *Manchester-by-the-Sea, Massachusetts*

Streetscape and Open Space Strategy

#### **Town of Marblehead** – *Marblehead, Massachusetts*

Streetscape Design

#### **Town of Marblehead** – *Marblehead, Massachusetts*

Sidewalk Accessibility Improvement Master Plan

#### **City of Marlborough** – *Marlborough, Massachusetts*

Streetscape Master Plan for the Downtown

#### **Massachusetts Turnpike Authority** – *Worcester, Massachusetts*

Landscape and Planting Design for Interchange 10A at Millbury

#### **Town of Middleborough Streetscape** – *Middleborough, Massachusetts*

Streetscape Master Plan

#### **Town of Stoughton** – *Stoughton, Massachusetts*

Conceptual Streetscape Design for Downtown

#### **City of Quincy** – *Quincy, Massachusetts*

Willard Street Land Use Plan

#### **Town of Winchester** – *Winchester Massachusetts*

Conceptual Streetscape Design for North Main Street

#### **City of Woonsocket** – *Woonsocket, Rhode Island*

Main Street Livability Plan

#### **Town of North Kingstown** – *North Kingstown, Rhode Island*

Corridor Study for Post Road

#### **City of Cambridge** – *Cambridge, Massachusetts*

Streetscape Design for North Massachusetts Avenue

**Howard A. Snyder, ASLA, CLARB**

Landscape Architect, Project Manager

As a landscape architect and planner with nearly twenty years of experience, Howard has worked on a range of project types considering civic, institutional, landscape planning, residential, resort, urban and public space developments in the United States and abroad. His work allows for an ability to synthesize a project's design process from the appropriate perspective and an ability to work with a staff of professionals from a variety of disciplines to provide outstanding design and service to clients. Prior to rejoining Harriman in early 2016, Howard served as Town Planner of Georgetown, Massachusetts.

**RELEVANT EXPERIENCE:****Atlantic Wharf** – Boston, Massachusetts

Urban Design and Planning for Redevelopment of Atlantic Wharf

**Beverly Farms Improvement Society** – Beverly, Massachusetts

Facade and Streetscape Improvement Plan

**Beverly Farms Improvement Society** – Beverly, Massachusetts

Parking Strategy for Beverly Farms Business District

**Town of Burlington** – Burlington, Massachusetts

Comprehensive Master Plan

**City of Augusta** – Augusta, Maine

Mill Park Brick Building Renovation

**City of Boston** – Boston, Massachusetts

Cleveland Circle Streetscape Plan

**Duxbury Bay Maritime School** – Duxbury, Massachusetts

Site Planning, Architectural Design and Construction Drawings for Three Facilities

**Falmouth Yacht Club** – Falmouth, Massachusetts

Renovation, Expansion and Landscape Architecture

**Hingham Shipyard** – Hingham, Massachusetts

Landscape Design and Signage Design

**Malden Mills** – Lawrence, Massachusetts

Schematic Designs for Reuse and Redevelopment Options

**Town of Nahant** – Nahant, Massachusetts

Nahant Gateway Park and War Memorial

**City of Newburyport** – Newburyport, Massachusetts

Landscape Restoration for Bartlet Mall

**City of Norwalk** – Norwalk, Connecticut

Wall Street Area Master Plan

**Steamship Authority** – Oak Bluffs, Massachusetts

Site Design and Architecture for Oak Bluffs Ferry Terminal

**EDUCATION**

Master of Urban Planning and Public Policy  
New York University, Robert F. Wagner  
Graduate School of Public Service

Bachelor of Landscape Architecture  
State University of New York, College of  
Environmental Science & Forestry

**REGISTRATIONS**

ME, MA, NH, AZ

**AFFILIATIONS**

American Society of Landscape Architects

Boston Society of Landscape Architects

America Planning Association

Congress for New Urbanism

Construction Specifications Institute

United States Green Building Council  
Urban Land Institute



## 2. KEY PERSONNEL

### **Howard A. Snyder, ASLA, CLARB**

Landscape Architect, Project Manager

### **Canaveral Port Authority** – *Port Canaveral, Florida*

Port Canaveral Land Use and Development Plan.

### **Canaveral Port Authority** – *Port Canaveral, Florida*

On-call Services | Land planning, Urban Design, and Market Analysis for Port Canaveral

### **City of Rochester** – *Rochester, New Hampshire*

Downtown Master Plan and Comprehensive Rezoning

### **Lawrence Mills** – *Lowell, Massachusetts*

Urban Design, Site Design, and Landscape Architecture for Redevelopment

### **Town of Truro** – *Truro, Massachusetts*

Landscape Design for Civic Center and Residential Development

### **University of New England** – *Biddeford, Maine*

Campus Master Plan

### **Steamship Authority** – *Woods Hole, Massachusetts*

Site Improvements for Woods Hole Ferry Terminal



**Emily Keys Innes, AICP, LEED AP ND**

Senior Urban Planner

Emily has a strong background in urban planning, financial analysis, project management, and municipal affairs. Her focus has been on the use of urban renewal legislation to create tools for the redevelopment of New England downtowns. She has a deep understanding of municipal process and planning challenges as a former elected member of her town's Planning Board. Emily is engaged in helping communities address future conditions including changing demographics, climate change, and sea level rise. She enjoys working with communities to help them define their responses to complex interactions among local desires, urban design, market realities, and zoning requirements.

**RELEVANT EXPERIENCE:**

**Town of West Warwick** – *West Warwick, Rhode Island*  
Arctic Village Redevelopment Plan

**Town of West Warwick** – *West Warwick, Rhode Island*  
Designation of a rRedevelopment Area and Establishment of a Redevelopment Agency

**Bates College** – *Lewiston, Maine*  
Campus Master Plan Update

**Town of Beverly** – *Beverly, Massachusetts*  
Grant Writing for MassWorks Grant Application

**City of Claremont** – *Claremont, New Hampshire*  
Design and Zoning Charrette

**City of Dover** – *Dover, New Hampshire*  
Streetscape Study

**City of Lawrence** – *Lawrence, Massachusetts*  
Urban Renewal Plan

**City of Marlborough** – *Marlborough, Massachusetts*  
Economic Development Plan

**Town of Natick** – *Natick, Massachusetts*  
Strategy for Managing and Developing Parking in the Town Center.

**City of New Bedford** – *New Bedford, Massachusetts*  
Urban Renewal Plan

**City of New Bedford** – *New Bedford, Massachusetts*  
Waterfront. Redevelopment Strategy

**City of Norwalk** – *Norwalk, Connecticut*  
Peer Review for Parcel 2A Mixed-use Redevelopment

**City of Norwalk** – *South Norwalk, Connecticut*  
South Norwalk Transit-oriented Development Redevelopment Plan

**City of Norwalk** – *South Norwalk, Connecticut*  
Transit-oriented Development Master Plan

**EDUCATION**

Bachelor of Arts, Linguistics  
University of North Carolina at Chapel Hill

Certificate in Advanced Rendering  
Boston Architectural College

Graduate work in architectural studies  
Boston Architectural College

**ACCREDITATIONS/CERTIFICATIONS**

LEED AP ND, United State Green  
Building Council

American Institute of Certified Planners

**AFFILIATIONS**

American Planning Association

Associate, Private Member,  
Urban Land Institute

**PRESENTATIONS**

Developing Resiliency – ULI Boston/New  
England Member Lunch September 11,  
2015

MAPD 2014 – Communities and  
Consultants: Best Practices for Best  
Results with Ken Buckland and Angus  
Jennings

ABX 2013 – Preparing for the Rising Tide,  
in partnership with the Boston Harbor  
Association and the Museum of Science

SNEAPA 2013 – Redevelopment  
Agency: A Model for  
Revitalizing Downtowns, in partnership  
with the Town of West Warwick



## 2. KEY PERSONNEL

### **Emily Keys Innes, AICP, LEED AP ND**

Senior Urban Planner

#### **Town of Norwood** – *Norwood, Massachusetts*

Review and Update of Signage Regulations and Guidelines

#### **Town of Concord** – *Concord, Massachusetts*

Peer Review of Proposed Off-site Streetscape Improvements

#### **City of Poughkeepsie** – *Poughkeepsie, New York*

Market Analysis and Pro-formas for Transit-oriented Development

#### **City of Salem** – *Salem, Massachusetts*

Update and Consolidation of Two Urban Renewal Plans

#### **City of Stamford** – *Stamford, Connecticut*

Westside Neighborhood Plan | Revitalization and Zoning Study

#### **Town of Stoughton** – *Stoughton, Massachusetts*

Redevelopment Plan

#### **Town of Norwood** – *Norwood, Massachusetts*

Vanderbilt Area Commercial District Strategic Plan

#### **Vanderbilt Area MassWorks Grant Application** – *Norwood, Massachusetts*

Grant Writing Assistance for MassWorks Grant Application

#### **Town of Dedham** – *Dedham, Massachusetts*

Streetscape Concepts for Washington Street

#### **Town of Weston** – *Weston, Massachusetts*

Reuse Strategy for Old Library and Josiah Smith Tavern

#### **Town of Weymouth** – *Weymouth, Massachusetts*

Weymouth Landing Revitalization Plan

#### **Town of Westport** – *Westport, Connecticut*

Village District Study

#### **Windsor TOD Study** – *Windsor, Connecticut*

Transit-oriented Development Plan

#### **Woodmont Commons** – *Londonderry, New Hampshire*

Planned Unit Development (PUD) Master Plan

**Frank L. Crabtree, P.E., LEED AP BD+C**

Associate, Civil Engineer/Environmental Engineer  
USGBC - LEED Project Administrator

Frank L. Crabtree's 36 years of experience includes a wide range of civil, environmental and site engineering for large and small sites for many governmental and educational clients. He has extensive experience in environmental storm water management and in managing the permitting and approval process required by state, federal, and municipal agencies.

Frank also coordinates Harriman's sustainability processing for the office and for our clients. Beginning with the certification of Maine's first LEED-certified university building, Frank has managed the process for many public and private sustainable projects over the past 10 years. He has extensive experience managing the team of designers, owner, and contractor through the various stages of the sustainability planning, designing, constructing, and certifying. Frank's work has been primarily with the US Green Building Council (USGBC) LEED Certification process, which is the benchmark standard in the U.S.

**RELEVANT EXPERIENCE:**

**Dominican Building** – *Lewiston, Maine*  
Mixed Use Development Renovation

**City of Presque Isle** – *Presque Isle, Maine*  
Site Design for New Community Center and Pool

**City of Auburn** – *Auburn, Maine*  
Auburn City Hall and Parking Garage | Traffic and Pedestrian Circulation | Pedestrian Plaza | State/City Permits

**City of Lewiston, High Street and Hammond Street** – *Lewiston, Maine*  
Urban Street Reconstruction, Traffic and Pedestrian Circulation | Islands/Esplanades | Parking Lots

**New Hampshire Supreme Court** – *Concord, New Hampshire*  
ADA Site Improvements

**Mechanics Saving Bank, Minot Avenue** – *Auburn, Maine*  
Constrained-site re-development for new building and parking lots, City permitting

**Portsmouth Naval Shipyard** – *Portsmouth, New Hampshire*  
Addition and Renovations to Building 29

**Portsmouth Naval Shipyard** – *Portsmouth, New Hampshire*  
P282 Stormwater Treatment and Utilities | Site Improvements and Utilities Renovation

**Department of Veterans' Affairs Medical Center** – *Brockton, Massachusetts*  
Site Security Installation | Building 4 Wandering Park

**EDUCATION**

University of Maine  
Bachelor of Science in Civil Engineering

**REGISTRATIONS**

ME, MA, NH, VT, CT, RI

**ACCREDITATION**

Leadership in Energy and Environmental  
Design Accredited Professional  
(LEED AP BD+C)

Maine Department of Transportation  
Local Project Administration (LPA)

**AFFILIATIONS**

American Society of Civil Engineers

U.S. Green Building Council  
Maine Chapter Member

**PRESENTATIONS**

2013 – U.S. Green Building Council Maine  
Chapter, "Rainwater Management:  
Rooftop to Pavement"

2010 – American Society of Professional  
Estimators, "LEED Changes"

2009 – U.S. Green Building Council  
Maine Chapter, "Site Design for LEED and  
DEP Standards"

2008 – Society for College and University  
Planning, North Atlantic Region  
Symposium, Sustainability as an Economic  
Driver: "Pathways to Success, "Pathways  
to Green"

2007 – Northern New England Chapter of  
the American Planning Association "LEED  
Certified Construction"



## 2. KEY PERSONNEL



Congregation Bet Ha'am  
South Portland, ME



L.L. Bean Retail Campus  
Freeport, ME



William Clarke Drive  
Westbrook, ME



High Definition 3D Laser  
Scan of the Penobscot  
Narrows Bridge

## Introduction to Sebago Technics, Inc.

Sebago Technics is a 35-year old multi-service, employee-owned, consulting firm with a staff of 60 professionals practicing throughout northern New England from its offices in southern Maine. Built on a commitment to provide our clients with creative, cost-effective, professional services, the firm has developed a full suite of high quality expertise in the areas of:

- Land Surveying
- Municipal Engineering
- Traffic and Transportation Engineering
- Land Planning and Landscape Architecture/Urban Design
- Civil/Site Engineering and Permitting

Sebago's Transportation Practice Group was established in 1999 with the arrival of Stephen S. Sawyer, Jr., PE, a veteran transportation engineer with over 25 years of diverse experience that included project assignments in planning, design, and construction administration for two nationally focused consulting engineering firms. Since its inception over 15 years ago, the group has grown and prospered, and in the process developed an impressive portfolio of transportation and traffic assignments across Maine, New Hampshire, and Vermont. Most recently, we were active participants in the planning and design of the road and rail approaches to the new Sarah Mildred Long Bridge between Portsmouth and Kittery, and the also the new approaches and maintenance of traffic during construction for the replacement of two 1,000-foot long bridges on I-91 in Brattleboro, Vermont.

In the municipal arena, Sebago's staff is actively involved with the cities of South Portland, Westbrook, Kennebunk, Kittery, Orono, and Ellsworth, Maine in the design of Complete Streets, bicycle and pedestrian facilities, and traffic signals and signal systems. Furthermore, in a number of these communities we are also remotely managing their centrally controlled traffic signals – a unique service offering that we developed in 2008 and most recently began supplying to PACTS for their Regional Traffic Management System (RTMS) covering the greater Portland Area as well as Biddeford and Saco.

Currently on-going corridor studies involving Complete Streets issues include Route 108 South in Dover, NH for the City and School Department, and Downtown Orono for the Town. We also completed South Portland's first Complete Street on Main Street last year though the neighborhood of Thornton Heights. Sebago is also a member of the Design Team retained by the City of Portland for the redesign of Congress Square, and has been working with the Town of Falmouth's Public Works Department for the past year on the redesign of Middle Road.



## Key Personnel

### **Stephen S. Sawyer, Jr., PE – Vice President of Transportation Services**

Steve is a seasoned transportation engineer with over 40 years of diverse experience in the field involving planning, design and construction administration. He is a former resident of Falmouth for over 20 years while raising his two children and during that time was a member and Chair of the Town's Comprehensive Plan Advisory Committee. He founded and leads Sebago's traffic and transportation practice, which has flourished over the past 15 years and now includes a number of prominent assignments in Maine as well as New Hampshire and Vermont. Steve's familiarity with the Town and the Route 1 Corridor make him a valuable asset to the Harriman Team for this particular assignment.



## 2. KEY PERSONNEL



## Stephen S. Sawyer, Jr., P.E. Vice President, Transportation Services

Mr. Sawyer has over 40 years of broad-based experience in the transportation field, including route location/planning studies, preparation of contract documents (PS&E), and on-site construction administration. He possesses creative management capabilities and is skilled at making persuasive public presentations that build consensus on difficult issues. He has led many large complex technical teams that have successfully left their mark on the northern New England landscape. Currently, projects include the replacement of the Sarah Mildred Long Bridge, between Kittery and Portsmouth, the replacement of the I-91 bridges over the West River in Brattleboro, VT, and the Congress Square Redesign Project in Portland, ME.

### Selected Project Experience - Transportation Engineering:

- **Route 108 South Corridor Study** - Dover, NH
- **Bicycle/Pedestrian Improvement Study** - Kittery, ME
- **Downtown Traffic Circulation Study** - Orono, ME
- **On-Call Traffic Engineering Services** - South Portland, ME
- **Replacement of Sarah Mildred Long Bridge** - Kittery, ME & Portsmouth, NH
- **Thornton Heights Complete Street** - South Portland, ME
- **William Clarke Drive Improvements** - Westbrook, ME
- **Maine Street Traffic Improvements** - Brunswick, ME
- **Main Street Multi-use Path** - South Portland, ME
- **Rochester Street Reconstruction** - Berwick, ME
- **I-91 Brattleboro Bridge Project** - Brattleboro, VT
- **Downtown Transportation Improvement Plan** - South Berwick, ME
- **City-Wide Advanced Traffic Management System** - Dover, NH
- **Broadway Traffic Signal Upgrades** - South Portland, ME
- **Maine Mall Traffic Signal Operations** - South Portland, ME
- **Upper Route 1 Safety and Environmental Improvements** - Kittery, ME
- **Route 1 Traffic Signal Improvements** - Kennebunk, ME
- **Exit 3, I-295 Improvement Study and Design** - South Portland, ME
- **Portland Intermodal Transportation Center** - Portland, ME
- **Routes 1/3 Traffic Signal Operations** - Ellsworth, ME
- **Cummings Road Reconstruction** - South Portland and Scarborough, ME
- **Concord Coach Lines Bus Terminals** - Augusta, ME and Lebanon, NH

In 2008, Steve was instrumental in the development of a specific traffic signal systems operational practice within the firm which is quite unique to our industry. Current clients include South Portland, ME; Ellsworth, ME; Dover, NH; and Kennebunk, ME. As part of these assignments, Sebago engineers are providing daily monitoring and management of these systems via remote access to ensure their optimum efficiency.

Under Steve's leadership the firm has broadened its transportation geographic presence beyond Maine's borders. In 2014, NHDOT selected Sebago for a multi-year on-call statewide contract for traffic engineering. In 2015 VTrans selected Sebago for a multi-year on-call statewide roadway and traffic engineering contract.

### Education:

University of Maine, Orono, ME  
Bachelor of Science,  
Civil Engineering, 1973

### Registrations:

Professional Engineer:  
Maine #3736  
New Hampshire #05122  
Vermont #4040

### Memberships:

American Society of Civil Engineers

Maine Institute of Transportation  
Engineers

Maine Better Transportation Association,  
Board of Directors and President

### Training:

Traffic Signals Design and Operation  
Workshop, Electric Light Company,  
2010, 2011, 2012, 2013, 2014 and  
2015

BlueTOAD and Dynaflo Workshop,  
TrafficCast, 2010

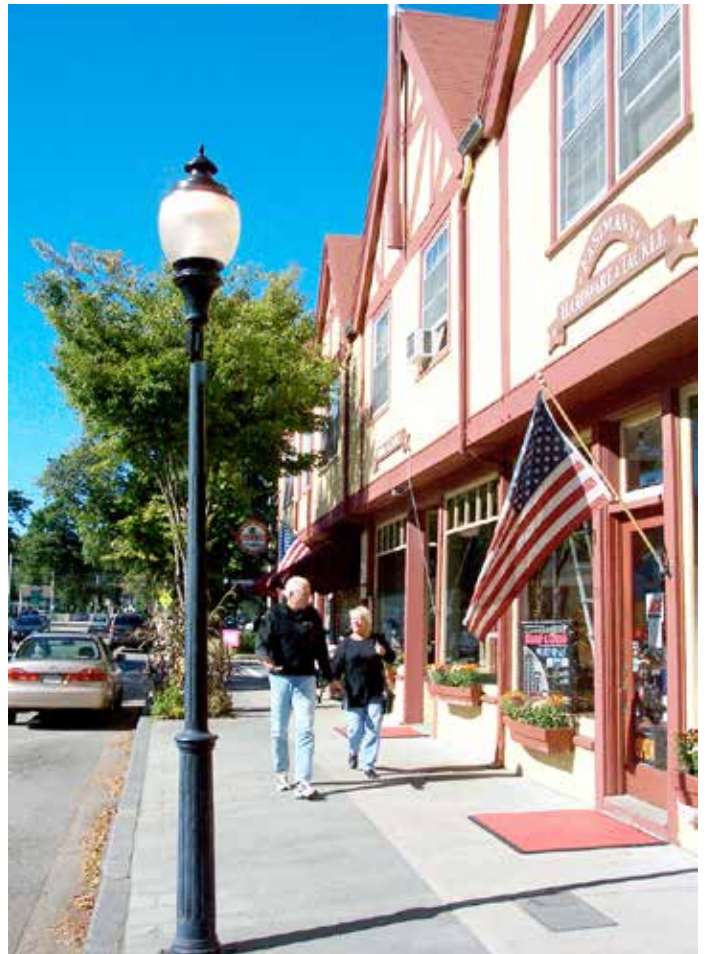
Adaptive Traffic Signal Design Workshop,  
Naztec, 2011

**TOWN OF FALMOUTH  
STREETSCAPE IMPROVEMENTS**  
*Falmouth, Massachusetts*

Harriman was responsible for the planning, redesign, and construction documentation of the streetscape and civic space reconfiguration of historic downtown Falmouth. The design process included extensive community participation through a workshop process. The project included the redesign of important spaces such as Town Hall Square, Noonan Park, and Academy Lane.

Project Type: Streetscape Improvements

Client contact: Heather Harper  
Community Design / Affordable Housing Specialist  
Planning & Community Development  
508.744.1255



### 3. SIMILAR PROJECTS

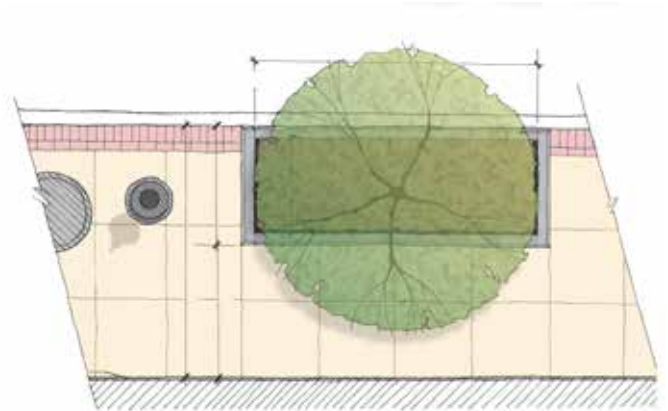
#### TOWN OF RANDOLPH STREETScape IMPROVEMENTS

*Randolph, Massachusetts*

Harriman was responsible for the landscape design for comprehensive streetscape improvements along a 1,300 foot stretch of North Main Street in the Town of Randolph. The project encompassed a complete reconstruction of the streets and sidewalks according to MassDOT standards including the following: roadway resurfacing and paving; crosswalks and ramps; decorative paving on sidewalks; granite planters; lighting, grading and drainage; and streetscape furniture. The overall design approach was an extension of Harriman's master plan for the downtown, with a focus on strengthening pedestrian connections, enhancing the downtown and creating a safer environment through careful coordination of materials, plantings and amenities. Harriman also provided bidding assistance and oversaw construction administration on this project.

Project Type: Streetscape Improvements

Client contact: David Murphy, Town Manager  
781.961.0911





**TOWN OF IPSWICH  
STREETScape IMPROVEMENTS**  
*Ipswich, Massachusetts*

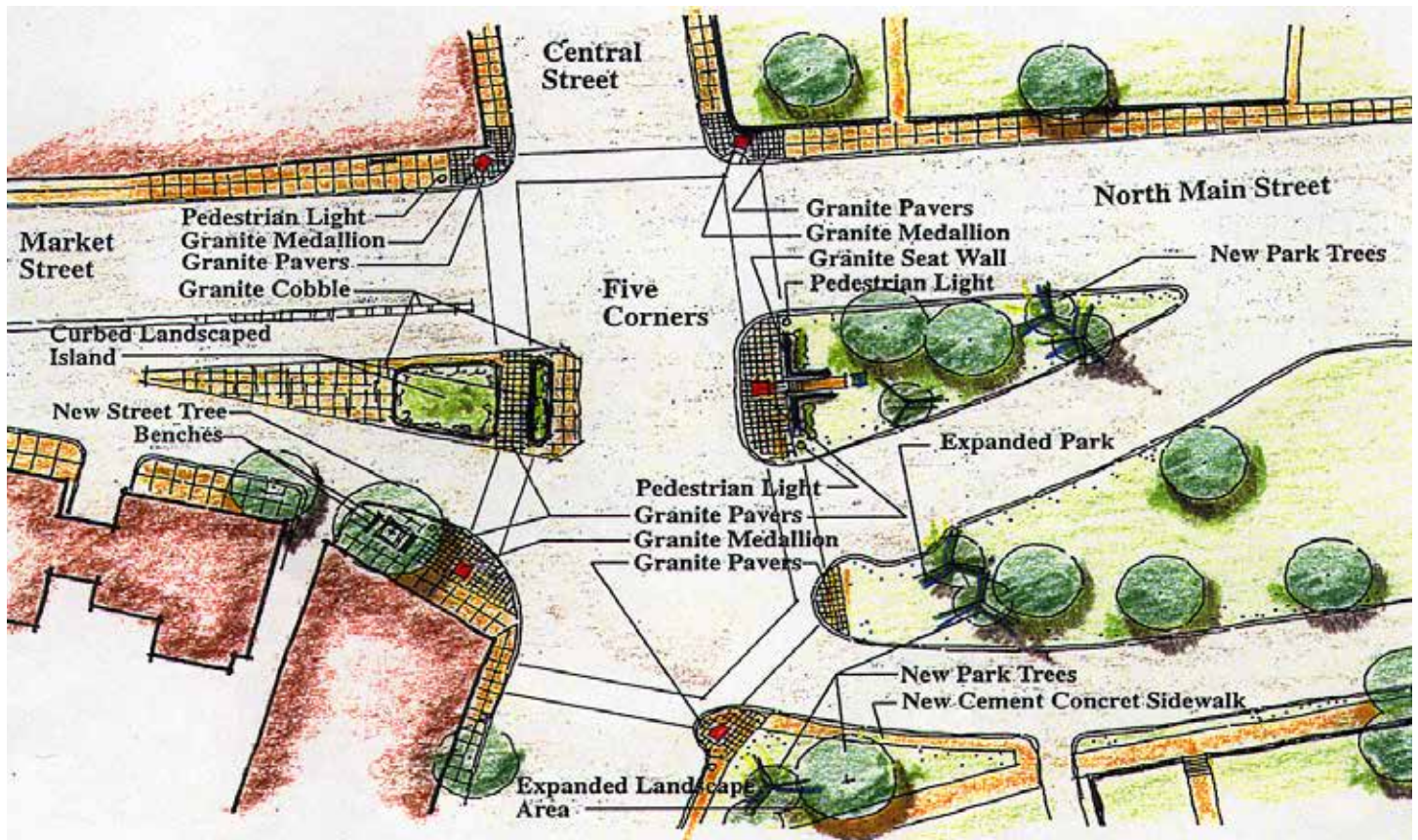
As part of a downtown revitalization effort, Harriman was responsible for planning, design, and construction documents for the reconfiguration and improvements to the streetscape and intersections in historic Ipswich. The design included the reorganization of the complicated Five Corners intersection with new channels to ease traffic flow and new landscape and streetscape improvements complementing the character of the traditional town center.

As part of the process, Harriman worked with town agencies and the steering committee to test the revised layout of curb and parking areas and provide a “drive through” check of the design.



Project Type: Streetscape Improvements

Client contact: Glenn Gibbs, Planning Director  
978.356.6607



### 3. SIMILAR PROJECTS

#### TOWN OF MARBLEHEAD STREETSCAPE AND DOWNTOWN LANDSCAPING

*Marblehead, Massachusetts*

Harriman designed and supported the implementation of a comprehensive study to create an appropriate and attractive public streetscape. This effort was achieved through landscaping, new pavement materials, street furniture, and lighting improvements. Through a phased construction and design process, the study created a more coherent downtown and resolved the pedestrian and vehicular circulation issues along critical streets in historic Marblehead.

Project Type: Streetscape Improvements

Client contact: Rebecca Curran Cutting, Town Planner  
781.631.0000



**TOWN OF ASHLAND  
POND STREET/ROUTE 126  
COMPLETE STREETScape**

*Ashland, Massachusetts*

Harriman led a multi-disciplinary team to transform nearly 3 miles of Pond Street from a high-speed arterial into a sequence of streetscaped segments incorporating traffic calming, landscape improvements and new pedestrian and bicycle paths. The design of each segment corresponds to the context along its edges. In some locations, this design reinforces village-scale mixed-use development that will convert auto-oriented strips. In other locations, the streetscape complements the natural landscape and wetlands, or forges links across the street alignment between residential districts. The planning process included an extensive community outreach process with visual preference surveys, stakeholder meetings and design “charrettes” to craft the most appropriate design approach.



Project Type: Streetscape and Sustainable Complete Street Design

Client contact: Nathaniel Strosberg, Town Planner  
508.881-0100 x652



### 3. SIMILAR PROJECTS

#### CITY OF BEVERLY BEVERLY STREETScape IMPROVEMENTS RANTOUL STREET

*Beverly, Massachusetts*

Harriman completed streetscape design plans along a one and a half mile stretch of Rantoul Street in Beverly. The process included assessment of existing sidewalks, trees, structures, edges, and open spaces. Harriman developed conceptual design plans depicting the character of all of the streetscape elements including: plantings, lighting, walkways, street furnishings and crosswalks. In addition, detailed plans were prepared to convey the qualities of key locations, gateways and pedestrian nodes.

Services included public meeting presentations preliminary cost estimates, and preparation of final public bid drawings and specification documents.

Project Type: Streetscape Improvements

Client contact: Tina Cassidy, Director of Planning  
Storm Water Management Committee  
978.921.6000



**TOWN OF DEDHAM  
WASHINGTON STREETScape  
CORRIDOR ENHANCEMENT**

*Dedham, Massachusetts*

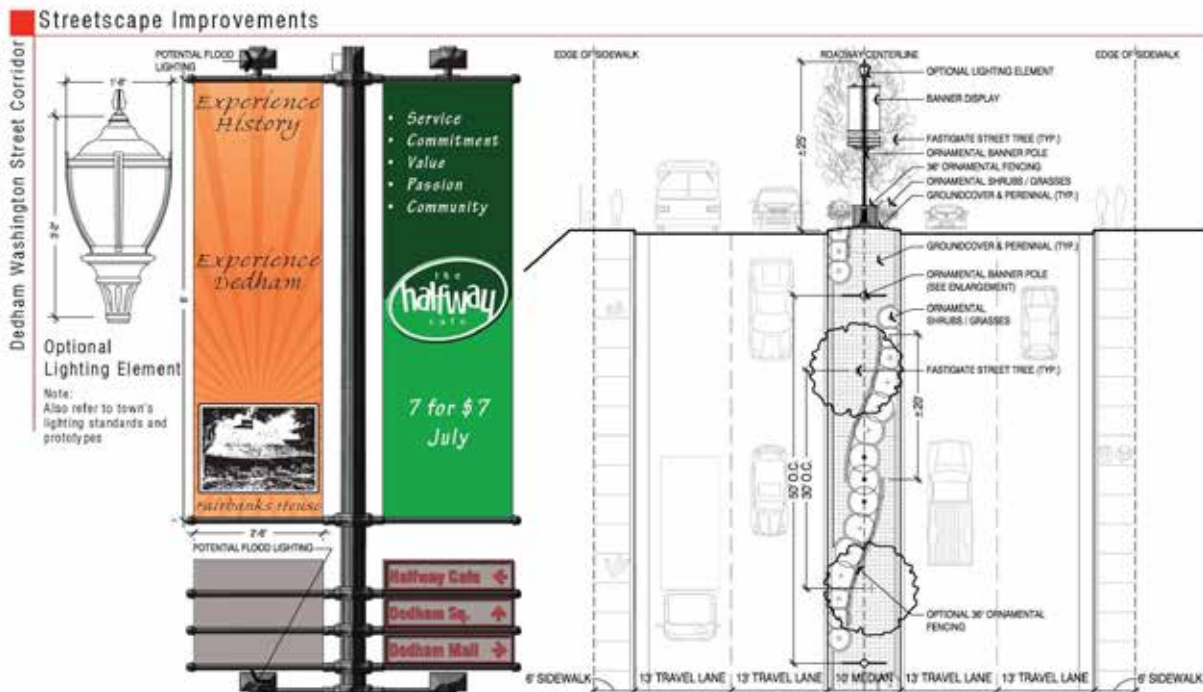
The Town of Dedham has a unique identity that is often confused due to its bisect of Route 1 separating downtown Dedham and East Dedham. In order to visually reconnect the two, Harriman was called upon to provide innovative and effective solutions to create a more unique and identifiable Gateway Corridor. Objectives included improving the aesthetics, safety and functionality while also enhancing the economic vitality of the adjacent businesses. Harriman worked with the Town to develop a realistic streetscape phasing plan and construction documents that aligned with specific budgets and funding resources. Each phase proposed improvements that would create an immediate impact including decorative banner poles with attractive wayfinding signage and business announcements, durable paving, streetscape plantings that provide seasonal interest and minimize maintenance costs, and solar powered lighting to reduce construction costs and enhance nighttime identity. These along with other streetscape improvements will create a strong identity and memorable gateway for the community.



Corridor Improvement Diagram

Project Type: Streetscape Design and Construction

Client contact: Richard J. McCarthy, Jr., Planning Director  
781.751.9241



### 3. SIMILAR PROJECTS

**TOWN OF DEERFIELD  
COMPLETE STREETS AND DOWNTOWN LIVABILITY PLAN**  
*South Deerfield, Massachusetts*

Livability and economic vitality are key goals for The Franklin County Regional Plan for Sustainability in Western Massachusetts and South Deerfield was seeking solid direction to align their future with the Plan. The Project Team provided sound guidance and recommended realistic opportunities to enhance the community's sense of place to improve circulation, complement existing assets, and connect with surrounding neighborhoods. Harriman provided key support for the Livability Plan through a collaborative and engaging process that included a three day Design Charette resulting in the production of highly effective recommendations for streetscape enhancements and future development along with Low Impact Development, Land Use Development, and funding initiatives that could be applied short and long term.



Project Type: Streetscape Design and Construction

Client contact: Ralph DeNisco, Nelson Nygaard  
617.521.9404



**TOWN OF FRAMINGHAM**  
**URBAN DESIGN AND TRANSIT-ORIENTED STREETScape**  
*Framingham, Massachusetts*

Harriman prepared the urban design strategies for the revitalization of downtown Framingham. The study included the analysis of transportation alternatives to alleviate traffic congestion caused by the intersection of two main local arterials as well as the MBTA Boston-Worcester commuter rail line. A key goal is to integrate transportation with land use and urban design strategies in a unified and coherent downtown improvement plan. In addition to the Urban Design component Harriman is developing the streetscape and landscape design treatments to implement a comprehensive vision of Downtown Framingham by enhancing the public right of ways using streetscape design.

Project Type: Urban Design and Streetscape Design  
 Client contact: Arthur P. Robert  
 Director of Community & Economic Development  
 508.532.5455



### 3. SIMILAR PROJECTS

#### TOWN OF TISBURY STREETScape IMPROVEMENT PROJECT

*Vineyard Haven, Massachusetts*

Harriman worked with the Town of Tisbury to develop a streetscape improvement plan to rehabilitate the pedestrian environment in this gateway community on Martha's Vineyard. The streetscape plan included the redesign of sidewalks, crosswalks, and improvements to the pedestrian circulation adjacent to the ferry terminal. Universal access was provided where it did not exist, traffic flow was rationalized, parking was reorganized and important civic spaces were redesigned. Special conditions, such as narrow pedestrian zones and the preservation of large landmark street trees, were also accommodated.

Project Type: Streetscape Design

Client contact: John Grande, Town Administrator  
508.696.4200







# Bicycle & Pedestrian Improvement Plan

## Kittery, ME

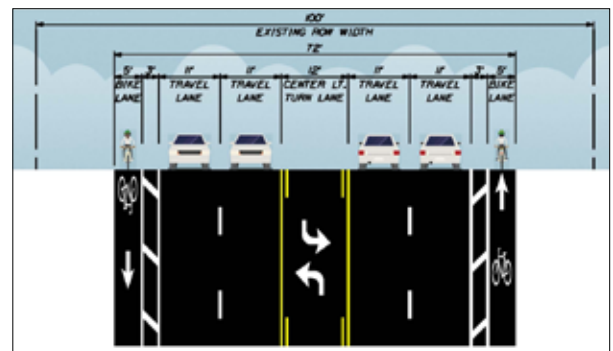


Initial Public Meeting

The Kittery Area Comprehensive Transportation System (KACTS) and the Town of Kittery retained Sebago Technics in late 2014 to conduct a neighborhood pedestrian and bicycle improvement plan. The Study Area encompassed the section of town bordered by US Route 1 (to the east), Memorial Circle (to the north), Bridge and Government Streets (to the south), and Dennett and South Eliot Roads westerly to the Maine Turnpike.

Over the course of a year, the Study Team engaged a number of key parties of interest - MaineDOT, the Kittery Planning Board, abutters, the general public, local bicycle and pedestrian advocates, and the Bicycle Coalition of Maine in a process that documented existing conditions within the Study Area and offered suggestions and recommendations for improving the pedestrian and bicycle facilities within this area of Kittery.

The Route 1 Bypass became a key focal point, largely because of the on-going construction of the new Sarah Mildred Long Bridge. Several options for transforming this corridor in the future were developed, but in conclusion the Study Team felt that the Town should develop a future development vision for this corridor, including supporting zoning, before any major investments were made to change the current transportation infrastructure conditions. In the short term, though, the Study Team is recommending that the Town coordinate with MaineDOT to change the current pavement markings north of Bridge Street to provide only one lane northbound and one lane southbound across the existing railroad underpass structure (two lanes in each direction exists presently), so that shoulders can be provided for safe bicycle travel through this existing pinch point along the existing Bypass.



Proposed Plan for Route 1 Bypass with New Bike Lanes

**Client Reference:**

Christopher DiMatteo  
Kittery Town Planner  
207.475.1323



### 3. SIMILAR PROJECTS



## Downtown Traffic & Circulation Plan

Orono, ME



The Town of Orono engaged Sebago Technics (Sebago) in late 2014 to conduct a comprehensive traffic and circulation study of their downtown with the primary objectives being twofold:

- To enhance the safe and efficient movement of all travel modes within the downtown, including vehicles, walkers, bicyclists, and transit users.
- To create safe connections for all interests within the downtown TIF District.

**Client Reference:**

Rob Yerxa  
Orono Public Works Director  
207.478.3994

The findings represented the results of a combination of new data collection by Sebago and BACTS; historical information from MaineDOT, BACTS, and the local transit providers (the Community Connector and the Black Bear Express); and input from interviews with Town staff and the local school administration. Sebago also spent time reviewing regional transportation plans and the Town's Comprehensive Plan to ensure that any suggestions put forth would be consistent with these overarching guidance documents.

**The primary findings were as follows:**

Main Street - Westwood Drive to the Bridge

- Think of Main Street as a "Complete Street" and create a Town policy endorsing this.
- Suggestions were offered for consolidating and eliminating some existing crosswalks.
- The addition of curb extensions and/or speed tables were suggested at key crosswalks to enhance pedestrian visibility and safety.
- Two alternatives were provided in the form of Concept Plans that enhance bicycle accommodations and clarify the limits of on-street parking.
- The addition of bus shelters for the Black Bear Express was suggested as a service enhancement.
- A few signage suggestions were offered for clarity of messaging, and a formalized "wayfinding" program was suggested for additional consideration.

School Campus Circulation and Municipal Complex Access

Comments were provided on the school's proposed connection of Westwood Drive to Mountain View Drive, the need for new wayfinding signage, and the internal traffic circulation within the school complex.



# Thornton Heights - Pleasantdale Improvements

South Portland, ME



Plan and Sections for Streetscape Enhancements

In the spring of 2013 Sebago Technics was engaged by the City of South Portland to prepare a Preliminary Design Report for the Thornton Heights and Pleasantdale Improvements project.

Initiated as a combined sewer separation project, the project delivery included a comprehensive process of internal stakeholder involvement, public outreach which identified opportunities to address a number of public infrastructure needs.

The scope of the project includes sewer collection system improvements, storm drains for combined sewer separation and stormwater best management practices (BMPs) to reduce infiltration and inflow (I&I) in the sanitary sewer system and to reduce combined sewer flows tributary to the Pearl Street Pump Station and several upstream Combined Sewer Overflows (CSO). In addition to the sewer and storm drainage improvements, the project includes improvements to Main Street (U.S. Route 1) in the Thornton Heights area applying Complete Streets approach balancing the corridor's mobility function with bike, pedestrian and transit improvements.

The plan includes traffic lane realignments and streetscape and lighting improvements recommended in the City's Comprehensive Plan to enhance the areas role as a community commercial center.

The project is anticipated to be constructed in phases over the next several years and will include street scale bioretention best management practices to treat runoff from Main Street. The bioretention areas are to be incorporated into specially designed esplanade and curb extension areas to treat and infiltrate runoff. The project will feature reduced impervious areas and an aesthetically pleasing green infrastructure solution to the City's stormwater separation work. Street runoff from larger storms will be conveyed and treated by a subsurface gravel wetland. The total project cost is anticipated to exceed \$13.5 Million. Phases 1 and 2 have been completed and design is currently underway for the final Phase 3.



Example strategy



**Client Reference:**

Brad Weeks  
Water Resources Engineer  
207.767.7675







### SCHEDULE OF WORK

This schedule of work outlines an anticipated sequence of tasks to develop, confirm and amend concept plans, land use recommendations and associated opinions of cost. Elements of each task have been prepared based on attendance at the mandatory pre-bid meeting on September 14th, review of the request for proposal and associated supporting documents. Initial tasks consider the collection and documentation of the Route 1 Area in terms of physical conditions and community perception. Later tasks consider the steps required to describe the design in drawings and illustrative graphics to assist the Town, stakeholders and other participants in the process towards a preferred plan with associated infrastructure improvements and land use recommendations.

Following this written schedule is a graphic timeline outlining the dates and deliverables required to complete the anticipated work tasks.

#### TASK 1.0 Kick-Off Meeting

Initial meeting with Town Staff, Community Officials and invited key stakeholders to gain a more complete understanding of the expectations for the project.

- To facilitate review and discussion existing written documents and plans as a means to fully comprehend the project's existing conditions and create preliminary insight into possible design solutions, infrastructure improvements and land use amendments.
- Requests may be made for supplemental data that is hoped to better describe the conditions of the modal infrastructure and allow for better evaluation of the area's land use.
- Prepare presentation materials consisting of plans and images will be assembled to facilitate discussion of the opportunities and constraints of the Route 1 North area.

#### TASK 2.0 Existing Conditions Analysis

Perform site reconnaissance to inventory and analyze existing aesthetics, land use patterns and assessment of transit oriented infrastructure.

- An investigative visit and photographic annotative inventory of the study area will indicate key conditions to be taken into account during the development of the concepts plans. As examples of key conditions are location of parking, curb cut locations, problematic grades or access conditions, building features, and land use. The existing landscape's characteristics, both built and natural, will also be assessed. Examples of these characteristics is signage, established design guidelines, and environmental restrictions such as wetland areas.
- An assessment of the modal elements will be performed to consider the conditions of existing transportation infrastructure, initiate traffic data collection.



## 4. SCHEDULE

- Interviews of stakeholders and accessing GIS resources will be performed to better evaluate economic and land use conditions of the study area. Market sales will also be collected and analyzed. These efforts will be part of a site utilization study to determine if and how land is being best used.
- A capacity analysis will be performed to understand the capacity range of uses for the area. This will be documented in a matrix to better describe the potential capacity relative to the existing land uses and zoning.
- A draft framework for improvements will be prepared. This will include the preparation of graphics that document the observed opportunities and constraints of the study area. These graphics will serve the development of the concept plans in terms of both the design process and presentations described in later tasks. As well, these graphics will support the development of the land use report component of the project.

### **TASK 3.0 Draft Concept Plans and Report**

Creation of conceptual design plans with associated precedent images of elements.

- A series of at least three initial alternative design solutions to enhance Route 1 North's streetscape will be created at conceptual level. These concepts may be described in plan, section or perspective. These graphics will represent an evaluation of the pros and cons of various design approaches, possible transit oriented improvements and land use recommendations. Images of built examples of will be used to better explain the various design approaches.
- A draft report will be prepared to outline potential land use recommendations. A basis of these recommendations will be a parcelization study. This study will outline those parcels susceptible to change. This type of analysis will help the Town target economic investments.
- The initial concept plans will be presented to the Route 1 Committee, business people and other stakeholders. This presentation will also include discussion of the design process that evolved from findings in earlier tasks. This meeting will allow the design team to collect the business community's perception of successful elements for the Route 1 North area as well as areas of needed improvement. Feedback offered to the design team at these meeting will be integrated into the initial concepts. These revised concepts will be prepared for presentation to the community.
- The conceptual plans and potential land use recommendations will be prepared for a public outreach meeting. The purpose of this meeting is to facilitate

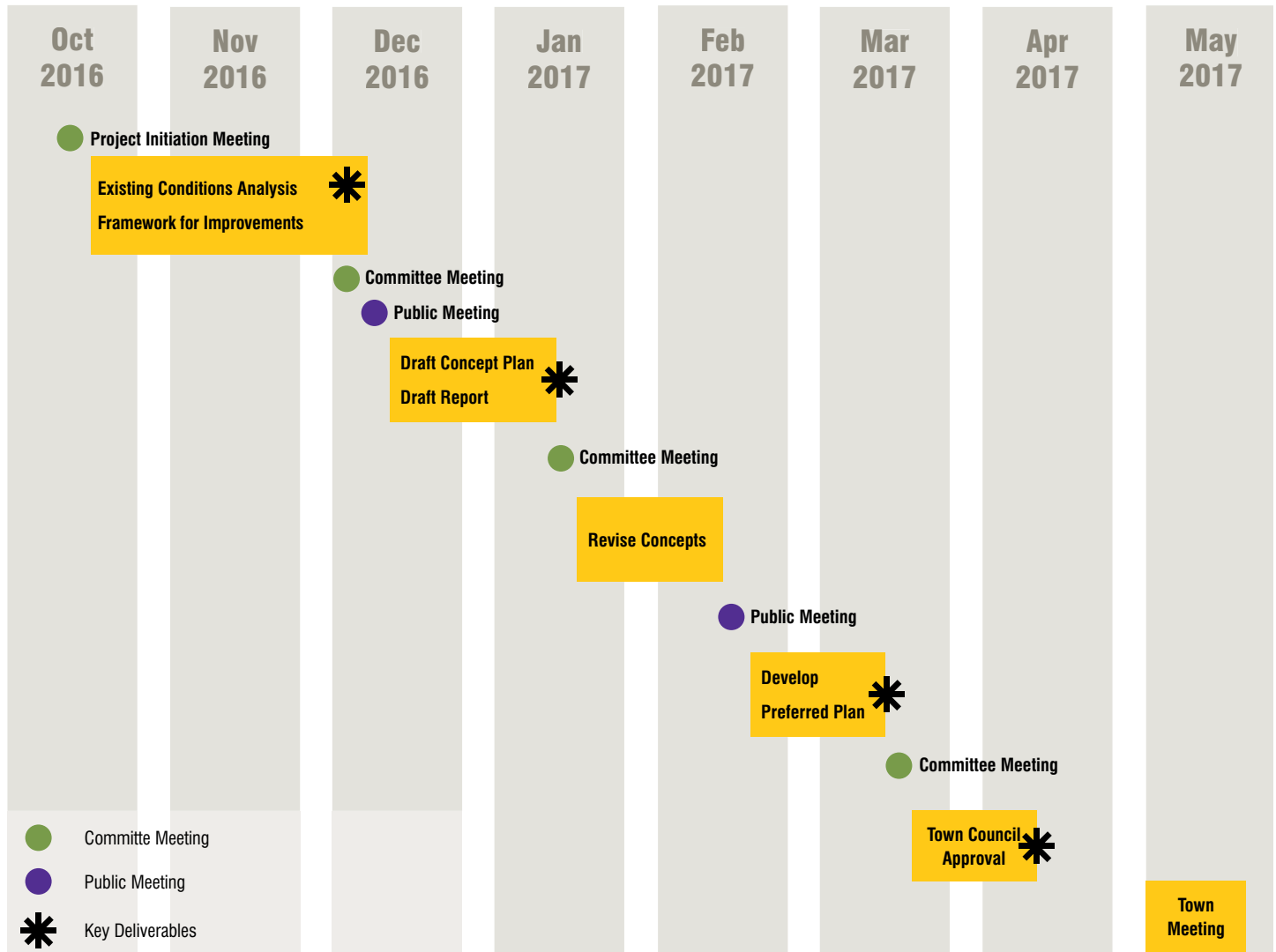
input from the public regarding their perceived benefits and drawbacks of the existing area and opinions on the proposed changes to have determination of a preferred design. Made part of the presentation is an explanation of the project's process to date so the public understands how the design alternatives evolved.

### **TASK 4.0 Preferred Concept Plan and Opinion of Cost**

Revise concepts into a preferred plan with associated opinion of cost.

- The land use report will include an evaluation matrix that will be a summary of the possible land use changes and associated implications to the area and its' parcels.
- The report will also include a land use diagram will be provided to demonstrate potential land use development patterns consistent with the 2013 Comprehensive Plan. A second land use diagram will be provided to demonstrate potential land use development patterns that could be achieved with regulatory recommendations outlined in the report.
- Regulatory recommendations in the report will discuss the existing TIF district and other financial incentives the Town may consider to set the stage for economic growth that meets the community's vision for the Route 1 North area.
- Based on the review and input received at the business and stakeholders meeting as well as the public presentation, the design team will produce a final concept plan. A cost estimate will be developed to inform the Town of Falmouth as to anticipated costs of the implementing the preferred concept design solution.
- A final meeting with the Route 1 Committee will confirm the documents are ready for submission to the Town's Council members for approval.

Proposed Schedule of Work: October 2016 - April 2017









The following matrix is a summary of the anticipated hours each key staff member will contribute to the project. For clarity, this matrix follows the same outline of tasks and elements provided in the schedule of work.

## 5. PERSON-HOURS

### Proposed Person Hours by Key Staff

	Principal (Planning and Land Use)	Senior Landscape Architect	Staff Planner	Principal (Transportation)	Senior Project Manager	Senior Project Engineer	Totals
<b>TASK 1.0 Kick-Off Meeting</b>							
1) Meeting with Town Staff and Route 1 North Committee	4	4	4	4	4	4	20
Subtotals	4	4	4	4	4	4	20
<b>TASK 2.0 Existing Conditions Analysis</b>							
1) Evaluation of existing plans and documents	4	8	8	4	8	6	24
2) Site Analysis	2	8	2	2	4	8	14
3) Transportation Study: Traffic Data collection and analysis	2	2	2	12	18	10	18
4) Assessment of infrastructure elements	2	4	2	4	8	8	12
5) Land Use Evaluation: Interviews and capacity analysis	10	4	4	6	0	0	20
6) Develop draft framework for improvements	6	8	12	2	4	2	28
Subtotals	20	26	20	22	38	32	88
<b>TASK 3.0 Draft Concept Plans and Report</b>							
1) Coordinate with PACTS Route 1 Complete Street Project	0	2	2	0	8	0	4
2) Develop draft concept improvement alternatives	2	36	8	2	4	0	48
2) Develop draft land use amendments recommendations report	12	4	4	16	0	0	32
3) Meeting with Town staff, Committee and stakeholders to present draft plan and report	4	4	4	4	4	4	16
4) Revise concept plans	2	16	8	0	0	0	26
5) Public Meeting to present concepts	4	4	4	4	4	4	16
Subtotals	24	66	42	10	20	8	142
<b>TASK 4.0 Preferred Plans and Opinion of Cost</b>							
1) Finalize preferred concept plan	2	12	12	1	2	1	27
2) Finalize land use recommendations report	8	2	16	1	2	1	27
3) Finalize opinion of cost	0	0	0	4	16	4	4
3) Meeting with Town staff, Committee and stakeholders to present preferred plan and report	4	4	4	4	4	4	16
4) Meeting with Town Council	4	4	4	4	4	4	16
Subtotals	14	18	32	10	24	10	74
Total Professional Hours by Key Staff	62	114	98	46	86	54	324
Total Project Fee							\$59,600

Note: A total of six meetings are expected to be attended by staff members of the design team.

Included in the matrix is the proposed fee. This fee is provided with acknowledgement that an amount was not provided in the RFP but a lump sum amount not to be exceeded is expected. This scope and fee can be adjusted to provide meaningful project work with the final funding amount determined by the Town.

A schedule of hourly rates follows.



## 6. FEES

### HARRIMAN HOURLY RATES

Principal .....	\$ 175
<b>Architecture &amp; Interior Design</b>	
Senior Architect .....	120
Architect/Senior Interior Designer .....	105
Senior Architectural Designer .....	90
Architectural Designer/Interior Designer .....	75
<b>Urban Planning &amp; Landscape Architecture</b>	
Senior Landscape Architect/Senior Urban Designer .....	130
Senior Urban Planner .....	120
Landscape Architect/Urban Designer .....	105
Urban Planner .....	100
Landscape Designer .....	75
Assistant Urban Planner .....	70
<b>Engineering</b>	
Senior Engineer .....	130
Engineer .....	105
Senior Engineering Designer .....	90
Engineering Designer .....	75
<b>Interdepartmental Services</b>	
Senior Project Manager .....	130
Construction Administrator .....	100
QA/QC Specialist .....	100
Graphic Designer .....	95
Commissioning Agent .....	90
Administrative Support .....	60

\*Normal reimbursable expenses such as travel mileage, plan and document reproduction, postage, permits by regulatory agencies and consultants will be billed separately at a 1.1 multiplier and are not included in the lump sum fee. An estimated budget figure of \$2,300 should be carried.



Fee Schedule  
Request for Proposal- Route 1 North  
Falmouth, ME

Classification	Rate
<b><u>Engineering/Project Management</u></b>	
Principal (Transportation).....	\$ 145.00
Principal (Engineering).....	\$ 130.00
Senior Project Manager.....	\$ 115.00
Project Manager.....	\$ 100.00
Senior Project Engineer/Senior Transportation Engineer .....	\$ 95.00
Soils-Wetlands Scientist.....	\$ 90.00
Project Engineer.....	\$ 90.00
Environmental / ROW / Railroad Specialist.....	\$ 85.00
Transportation Engineer .....	\$ 80.00
Senior CAD Designer / Civil Engineer.....	\$ 75.00
CAD Technician /Field Engineer .....	\$ 70.00
Construction Inspector.....	\$ 65.00
<b><u>Surveying</u></b>	
Principal (Survey).....	\$ 110.00
Professional Land Surveyor / Survey Project Manager.....	\$ 85.00
GIS Coordinator.....	\$ 80.00
Senior Survey Technician/GIS Technician.....	\$ 70.00
Survey Technician.....	\$ 65.00
Field Crew (per member).....	\$ 65.00
Robotic/GPS Crew.....	\$ 120.00
High Definition Scanning – Office.....	\$ 160.00
High Definition Scanning – Field.....	\$ 250.00
<b><u>Landscape Architecture</u></b>	
Principal (Landscape Architecture).....	\$ 135.00
Senior Landscape Architect.....	\$ 115.00
<b><u>Administrative</u></b>	
Principal.....	\$ 115.00
Project Assistant.....	\$ 60.00
Project Accountant.....	\$ 60.00

All amounts due Sebago Technics, Inc. shall be due and payable upon presentation of an invoice. Invoiced amounts for professional time shall be billed at the hourly rates cited above for the time incurred on the project. Hourly rates may be subject to change without advance prior notice. Overtime (non-salaried personnel) shall be charged at 1.5 times hourly rate except for Survey Field Crew which shall be charged at Rate + \$20/crew member/hour. Reimbursable expenses, including administrative fees, shall be included on invoices as the expenses are incurred. Any sales, service, or use taxes levied by any governmental authority which would be deemed applicable by Sebago Technics, Inc. will be invoiced in addition to any stated fee and/or reimbursable limits.

Sebago Technics, Inc. reserves the right to suspend work or terminate this Agreement and charge 1.5% interest per month on invoiced amounts due which are more than thirty (30) days past due. All attorney fees, court costs, accrued interest and other interest and other collection costs incurred during collection procedures for delinquent accounts shall be paid to Sebago Technics, Inc.







46 Harriman Drive  
Auburn, ME 04210  
207.784.5100

123 Middle Street  
Portland, ME 04101  
207.775.0053

33 Jewell Court, Suite 101  
Portsmouth, NH 03801  
603.626.1242

170 Milk Street, Suite 5  
Boston, MA 02109-3438  
617.426.5050

[www.harriman.com](http://www.harriman.com)