

September 29, 2016 | RFP

Town of Falmouth

Development of Concept Plan for the Route 1 North Area





September 29, 2016

Nathan Poore
Town Manager
Town of Falmouth
271 Falmouth Road
Falmouth, Maine 04105

Re: Development of Concept Plan for the Route 1 North Area

Dear Mr. Poore:

The Town of Falmouth has embarked on an important initiative aimed at exploring opportunities to enhance its local economy and increase revenues through a variety of planning and policy efforts focused on the Route 1 North corridor. The Town of Falmouth 2013 Comprehensive Plan designated the Route 1 corridor as a Designated Growth Area, and the Town is seeking a qualified team to help develop a Concept Plan for the Route 1 North Area that not only describes a future vision for the corridor, but also describes how best to direct Town resources to support that vision. To undertake this effort, the Town needs a multidisciplinary team with a depth of experience in zoning, land use planning, market analysis, economic development, transportation, site/civil engineering and civic engagement. VHB is ready to help you through this process by facilitating creative, sustainable, and implementable solutions, and turning the Town's vision into reality.

VHB is a multidisciplinary firm with 23 offices along the east coast, including an office in South Portland. We provide planning, engineering, transportation, landscape architecture, and environmental services. Over the past 35 years, we have had the privilege of working with communities throughout New England on comprehensive plans, zoning, and economic development studies. To guide this process, we will leverage lessons learned on land use planning, visioning, strategic planning, market analysis, and environmental and infrastructure assessments for municipalities throughout the region. We have what it takes to articulate a clear, comprehensive, and sustainable vision for the Route 1 North area—a vision that identifies and prioritizes infrastructure investment, makes smart, well-informed land use and zoning decisions, and understands the importance of the environment and the need for safe user-friendly transportation.

Principal-in-Charge **Geoffrey Morrison-Logan, NCICS, NCICMF**, will make sure that the project receives the highest quality service in accordance with the overall project scope and schedule. Geoffrey, who is VHB's Director of Planning, Landscape Architect, and Urban Design, has worked with dozens of New England cities and towns, public agencies, institutions, and private developers providing community planning, housing, land use, and economic and business development, and leading projects through the community process while building a shared vision and consensus. Project Manager, **David Woodward, CLARB, PLA**, brings considerable experience to our South

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Engineers | Scientists | Planners | Designers



Portland office. David is a landscape architect and planner who specializes in leading complex multidisciplinary projects, taking them from concept to reality. As a resident of Falmouth, David cares deeply about the Town continuing to be proactive about its growth as a “smart town.” David’s practice covers both the public and private sector, which allows him to understand the balance between local government goals and what drives private-sector investment. He commutes along Route 1 regularly and has a vested interest in the efficient development of the area.

Strategic Advisor team member, **Steve Thomas, AICP**, was raised in Cumberland and Yarmouth. Steve has a strong affection to the area and maintains a residence on Littlejohn Island in Yarmouth, and travels and patronizes Route 1 businesses in Falmouth regularly on weekends. Steve is a leader in positioning real estate through land planning, market studies, environmental analysis, and infrastructure investment to attract major development to public and private real estate. He has assisted major corporations and investors in site selection for a variety of uses, including office, retail, industrial, distribution and data center, institutional, and multifamily development. That “user side” experience and market-driven perspective is invaluable in assisting communities in understanding how investors would perceive the Route 1 North corridor, as a key ingredient to having a successful plan.

Our team also includes RKG Associates, Inc. led by **Craig Seymour**, who brings diverse economic development experience, including real estate market analysis and feasibility studies, establishing performance metric systems, and economic development organizational management and capacity building.

In summary, the VHB Team offers multiple benefits to the Town.

- Experience working with municipalities throughout the east coast combined with planning professionals who know the project because they live in the Falmouth area
- A team that has worked together before and has a proven approach for conducting successful land use regulatory reviews and market/opportunity analyses
- Personal service backed by years of experience in land use planning, market analysis, real estate/economic development, site/civil engineering, and environmental services
- Proximity of our office and staff to Falmouth, as well as deep knowledge of local issues
- Collaborative and creative problem-solving approaches rooted in imaginative and integrated planning, real estate economics, transportation, and engineering know-how
- Team members who have completed NCI Charrette training and have experience facilitating planning processes with the goal of building consensus in diverse communities

VHB is committed to working creatively and enthusiastically with you on this important initiative. We look forward to discussing our capabilities, experience, and approach to this exciting opportunity. Should you need further information or have any questions, please contact Project Manager David Woodward at dwoodward@vhb.com, or 207.536.2577. Thank you for the opportunity to submit this proposal and to serve the Town of Falmouth. We can’t wait to get started!

Sincerely,
VHB

A handwritten signature in blue ink, appearing to read "Gil Paquette".

Gil Paquette
Managing Director, South Portland
gpaquette@vhb.com

A handwritten signature in black ink, appearing to read "David T. Woodward".

David T Woodward, CLARB, PLA
Project Manager
dwoodward@vhb.com

SELECTION CRITERIA	VHB RESPONSE
<p>✓ 1 Professional qualifications necessary for satisfactory performance of the required services</p>	<p>VHB has assembled a team of professionals with specific experience and skills covering all the services anticipated for this project. Principal-in-Charge Geoffrey Morrison-Logan, NCICS, NCICMF has more than 21 years of professional experience in urban design and community outreach projects. Project Manger David Woodward, CLARB, PLA, has over 30 years of experience managing multiple disciplines for a wide variety of projects, including urban street-scapes, corridor studies, public buildings and open space, and highway beautification. In addition, our team member, RKG Associates, brings a strong background in market research, economics, finance, real estate development and planning to support future land use recommendations for corridor studies. Please see Section 2—VHB Team for more information. Resumes can be found in Appendix A—Resumes.</p>
<p>✓ 2 Past performance in performing services similar in type and scope to this project in terms of cost, quality of work, complexity, and client satisfaction</p>	<p>For more than 30 years, VHB has worked in Maine. We have worked with various state agencies such as Maine DOT and PACTS and in more than 60% of the communities in the Greater Portland area, including Falmouth itself. From this experience, we understand the challenges faced by our cities and towns: tight budgets, difficult schedules, staff demands, and limited infrastructure. We have existing relationships and we get things done. More information can be found in Section 3—Relevant Experience.</p>
<p>✓ 3 Project understanding and proposed approach</p>	<p>The VHB team has a full understanding of the project goals and has developed an approach to cost effectively achieve those goals. Our knowledge is supplemented by our experience working on similar projects. We will bring the lessons learned and best practices from our relevant experience to benefit the Town of Falmouth. Please see Section 1—Approach, Scope and Schedule, for more information.</p>
<p>✓ 4 Capacity to complete the project in the required time</p>	<p>Based on our review of the RFP and understanding of the project, VHB has developed an approach and timetable that we believe is appropriate for the tasks and consistent with our ability to provide high-quality services. We have the staff resources and availability to complete the work within the proposed timetable. Our proposed schedule can be found in Section 1—Approach, Scope and Schedule.</p>
<p>✓ 5 Cost</p>	<p>VHB constantly strives to provide quality cost-effective prices. We believe our price proposal will be competitive with any high-quality proposal that encompasses the full range of project tasks. Please see Section 4—Proposed Fee for more information.</p>



Route 1 North, Falmouth

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1 Approach, Scope, and Schedule





Existing Building, Route 1 North, Falmouth

Approach, Scope, and Schedule

Philosophy and Project Approach

Effective corridor planning is about combining a compelling vision of what's possible for Route 1 North with a strong understanding of the transportation, infrastructure, and natural resource constraints that will make this corridor come to life as a livable and multimodal amenity for the Town of Falmouth. Key to this is having a foundational understanding of the development and market opportunities that will help unlock Route 1 North's development and redevelopment potential. VHB understands that the Town of Falmouth is looking to develop strategies and tools that will enable the Route 1 North "designated growth area" to evolve into a great street, one that is **connected** to the aspirations of the Town's Comprehensive Plan, is **realistic** in understanding market forces, and is **buildable** through recognizing the infrastructure opportunities and constraints.

VHB prides itself in developing vision plans and designs that involve the community, provide practical implementation steps to develop solutions, encourage business and residential development and investment by the private sector, and create a cohesive community environment utilizing a context-sensitive approach. VHB has included RKG Associates, Inc., an economic, real estate and planning firm on our team who will help assess real world economics and provide an outline from a real estate market perspective that will be an important element in the decision-making process.

The Route 1 North Concept Plan (The Plan) will be developed using a process that encourages input and collaboration from a range of stakeholders. It will include long-term strategies that guide future development within the corridor, as well as specific improvements that can be advanced in the near term. The Plan will examine existing conditions and identify opportunities and issues with the current land uses, transportation, and infrastructure conditions along Route 1 North. The Town's Comprehensive Plan has identified the Route 1 North area as part of the two designated growth areas in Falmouth. The State's Growth Management Programs dictates to municipalities that growth areas need to be identified in the Future Land Use Plan with these general guidelines:

- Designate growth areas to which the community intends to direct a minimum of 75% of growth-related capital investment
- Growth areas need to be suitable for development, but can include environmental areas which will need to be protected from negative impact to the greatest extent possible or at least as prescribed by law
- Growth areas need to be adjacent to existing densely populated areas
- Growth areas need to be limited in land area and configuration to encourage compact, efficient development patterns, including mixed-uses, and discourage development sprawl and strip development
- Promote nodes or clusters of development within the Growth area

The Route 1 North growth area currently has one predominant zoning category of Business Professional (BP) which limits the type of development allowed in the growth area. VHB believes the Town should consider allowing some residential uses and possibly clustered restaurant and neighborhood scale retail to the corridor to increase development options for properties along Route 1, decrease the sprawl of only offices and small businesses, provide and encourage greater intensity of land use, and capitalize on the existing infrastructure that is in place. Residential density bonuses could be rewarded for projects that exceed ordinance requirements for quality open space, public access to open space, and bicycle/pedestrian connectivity. The potential for some of these changes would support the Town's three basic themes for the 2020 Falmouth Vision which are:

- Commercial Hubs and Economic Development
- Conservation, Protection, and Connectivity (including protection of Norton Brook and Mill Creek Watershed specific to Route 1 North)
- Diverse Residential Opportunities

Today, the corridor is characterized as being quasi-rural in character with no particular sense of place. The current land uses are predominantly auto-oriented and range from corporate offices and small warehouse facilities to auto services. To realize the future potential of the corridor, the Plan will need to envision what the future land uses and development patterns could look like along Route 1 North supported by the market/economic assessment RKG. The Plan will also need to answer questions that address the critical infrastructure improvements needed to support the vision.

While the RFP identifies a series of technical assessments and deliverables needed to support the Plan, we believe that the planning process needs to start with developing a compelling and realistic vision for the corridor that is informed by a series of frameworks that will enable the Town and stakeholders to understand the various attributes of the Route 1 North corridor. Through identifying natural resources constraints, open space opportunities, zoning constraints, and a high level market assessment, the vision will take shape into a series of alternatives that speak to the physical and natural setting of the Route 1 North area. VHB will identify development and redevelopment opportunity sites along the corridor, and assess the visual character of the study area with an understanding and appreciation for property valuation and ownership patterns along the corridor.

We understand that this effort will need to be closely coordinated with the Complete Streets Plan that is currently underway for sections of Route 1 that run through Yarmouth, Cumberland, and Falmouth, which will establish a multi-modal approach for addressing future transportation needs. The multi-modal recommendations from that Complete Streets Plan will support the Town's desire for enhanced accessibility to the Business and Commercial growth areas to and from surrounding residential neighborhoods along Route 1 North. This, combined with our approach to understanding the physical qualities of the corridor, will provide a baseline for the creation of alternatives.

We also believe that community input is critical towards developing the Plan. The Route 1 North Concept Plan will begin with engaging Town staff, the Route 1 North Committee, and other key stakeholders as well as local residents, businesses, and property owners to provide the Town with a comprehensive understanding of the groundwork that needs to be laid in determining the needs of current and future users and establishing a long-term plan that appropriately balances land use and transportation planning. VHB will engage this group through a series of workshops to evaluate and seek input into the planning process and to promote a heightened awareness of context-sensitive design issues as part of the concept plan development planning process.

With stakeholder and community input gained, a preferred vision will emerge that will enable the Town to identify the infrastructure needed to support the Plan. This will address water, sewer, and drainage capacity towards a 25-year planning horizon, as well as actions needed to advance the Plan into implementation.

Project Approach

Task 1: Project Startup

Kick-off Meeting with Staff

VHB will meet with Town staff to establish the schedule for the project. The kick-off meeting will outline the overarching expectations the Town has for the Concept Plan and establish the goals and objectives for the project. VHB will identify critical success factors and identify the data information needed for the basis which to develop the Route 1 North Concept Plan. As part of this task, VHB will:

- Attend a kick-off meeting with Town Staff to discuss goals and objectives and overarching expectations for the study, brainstorm ideas, and establish a framework schedule

- Discuss objectives, strategies to accomplish goals, actions taken, outcome/results and measures of effectiveness
- Identify project stakeholders and contact information
- Establish communication protocols
- Identify upcoming meetings and public workshops



Task 1 Deliverables:

- ✓ **Project schedule**
- ✓ **List of anticipated stakeholders (Route 1 North Committee, property owners, Town Council, etc.)**
- ✓ **Data needs list**
- ✓ **Meeting minutes from the kick-off meeting**

Task 2: Existing Conditions Analysis

VHB will review existing planning and design documents in order to understand potential opportunities and constraints for the study area and how previous studies relate to the creation of a Concept Plan for Route 1 North. Applicable documents include the Town's current Comprehensive Plan, Town assessment records, improvement plans for Route 1 South, and the Route 100 Study previously prepared for the Town.

This task includes the collection of pertinent data for the corridor. VHB will collect relevant data concerning the operational and physical characteristics of the study area. VHB will use the Town's GIS System and other publically available GIS Information Systems online. VHB will coordinate with T.Y. Lin International (TYLI) as they are developing the North of Portland Route 1 Corridor Complete Streets Plan and incorporate elements from that study that pertain to the Town of Falmouth Route 1 North corridor, including traffic data, bike, pedestrian, transit, ROW information, proposed street cross sections, parcel ownership and land use, and assessed values, etc.

VHB will conduct an existing conditions inventory, including a site visit to the corridor. VHB will tour the study area to photograph existing conditions and current development, and conduct a visual assessment of the corridor, including its visual setting, aesthetic condition, and elements of cohesiveness (or lack thereof).

The existing conditions inventory will include the following information:

- Existing land use, future land use patterns, and zoning
- Land ownership
- Building vacancy
- Utilities and drainage infrastructure inventory based on the Town's GIS database
- List of approved and proposed projects not built (to be provided by the Town)
- Transportation facilities, circulation and access (sidewalks, ROW and street widths, bicycle access, transit routes, parking areas, and amenities) to be coordinated with the TYLI team

- Existing traffic data (to be coordinated with the TYLI team); no new data collection is assumed
- Parks, public uses and open space, and historic cultural resources
- Regional building types and architectural vernacular
- View and scenic opportunities
- Topography
- Vegetative /tree cover/sensitive environmental features



Task 2 Deliverables:

- ✓ **Study area map of existing conditions**
- ✓ **Photo inventory of the corridor**
- ✓ **Issues and opportunities diagram**

Task 3: Meetings and Public Involvement

VHB will attend four (4) meetings with the Route 1 North Committee to solicit input on findings, refine concepts, and develop a preferred vision plan and recommendations. The format of these meetings will range from presentations to workshops to review the study process, review existing conditions and key project issues, and to collaborate in developing alternatives for the Route 1 North area.

In conjunction with the Committee Meetings, VHB will attend four (4) meetings with Town staff to coordinate meetings and presentations prior to meeting with the Route 1 North Committee, Town Council, and public. It is suggested that the Town invite the Town Planner from Cumberland to up to two (2) meetings for coordination purposes so as the Route 1 North Plan starts to take shape it should correspond to Cumberland's vision for their adjoining section of Route 1. It is assumed that the town meetings and committee meetings will occur back-to-back on the same day.

The meetings with the Route 1 North Committee/Town Staff will be as follows:

Meeting 1: Initial Information Gathering to discuss issues and brainstorm ideas, present existing corridor inventory and analysis findings, discuss architecture, existing land uses, future land uses, transportation, economics

Meeting 2: Present Concept Plan Alternatives to gain consensus on a preferred plan and develop and approach to the public meeting

Meeting 3: Present the Preferred Concept Plan Development to identify implementation actions and strategies

Meeting 4: Present Final Plan to confirm the actions and prepare for a final presentation to the Public

Public Meeting #1: Alternatives/Hosted by Town Council to present plan alternatives developed with Staff and Route 1 North Committee and seek Town Council input

Public Meeting # 2: Preferred Plan/Hosted by Town Council to present Preferred Plan developed with Staff and Route 1 North Committee and seek approval from Town Council



Task 3 Deliverables:

- ✓ Meeting agendas
- ✓ Presentation materials (boards, PowerPoint, etc.)
- ✓ Meeting notes from prior meetings

Task 4: Concept Plan Development

Task 4.1: Market/Economic Assessment

RKG will prepare a high level market assessment of the Route 1 North corridor to gain a basic understanding of the area and identify potential opportunity sites, including vacant or underutilized properties where future development may occur. RKG will also evaluate the types of development that could be considered and review previous studies relative to the local real estate and development market for the area. This assessment will provide a basic understanding of the corridor’s development history and factors benefiting or hindering new development or redevelopment. Based on the preliminary overview, RKG will provide initial recommendations for types of development that would be attracted to this location, increase employment and population density, and provide a mix of uses that supports the Town’s Comprehensive Plan and foreseeable future market needs. The assessment will also include identification of possible development or redevelopment sites, market feasibility of various product types, realistic expectations for development timing/absorption, and conditions that need to be in place to stimulate development.

Task 4.2: Coordination with PACTS Complete Streets Study

VHB will review and coordinate with TYLI on the Complete Streets Plan they are preparing concurrently to gather information on vehicle, pedestrian, transit, and bicycle circulation and how those elements relate to the proposed vision for the corridor and compatibility to adjacent land uses. Identification of “hot spots” or locations where traffic is of particular concern, traffic volumes, and congestion points. Incorporate recommendations resulting from the Complete Streets Study including:

- Streetscape
- Access management strategies
- Intersection improvements
- Transit improvements
- Bicycle and pedestrian network improvements

Task 4.3: Develop Corridor Vision Alternatives

Based on the constraints and opportunities identified in Task 2, VHB will analyze the conceptual land use options and potential development/redevelopment sites for the Route 1 North corridor in terms of anticipated build-out of development and future traffic and utility capacity issues. VHB will prepare up to three (3) conceptual plan alternatives (in the form of illustrative site plans) for the corridor that will illustrate:

- Future land use pattern
- Recommended densities
- Overall landscape, environmental, and aesthetic themes
- Future transportation improvements

In addition to the illustrative site plans, VHB will prepare a written summary of:

- Outline of potential zoning adjustments
- Market/economic development strategies
- Summary of the future development program achieved in each alternative

Task 4.4: Future Traffic Projections

Based on the Alternatives that are prepared in Task 4.3, VHB will use the traffic data compiled from the TYLI Complete Streets Plan as the baseline for the corridor and prepare future traffic forecasts for up to three (3) alternatives. VHB will coordinate with the Town Staff and the TYLI team to identify appropriate growth factor(s) and site-specific background traffic to develop future conditions traffic volumes. The three conceptual plan alternatives will be quantified for different land use assumptions and programs based on latest 9th Edition ITE Trip Generation Manual methodology. The estimated Project Generated trips will be distributed based on either existing traffic and/or consistent with other trip assignment patterns for transportation impact studies completed along the corridor. Synchro 9 Software will be used to conduct a level of service analysis for Existing Conditions and the three Future Conceptual Plan Alternatives Conditions. The signalized intersection of Route 1 at Johnson Road will be analyzed using Highway Capacity Manual methodology. Key unsignalized driveways (up to four locations) will also be analyzed to determine whether existing roadway infrastructure is adequate to process existing and future traffic. Conceptual level improvements for access and circulation will be identified at the four unsignalized driveway locations if necessary.

Task 4.5: Future Utility Infrastructure Projections

Based on the Alternatives that are prepared in Task 4.3, VHB will prepare up to three (3) utility demand calculations based on the conceptual plan alternatives and provide a summary of potential utility upgrades that would be necessary to accommodate the projected 25-year build-out with preliminary cost estimates for those upgrades to water, sanitary sewer, and drainage. VHB will coordinate with the appropriate utility provider (water, sanitary sewer, and drainage) to obtain the most current capacity information and use the Towns GIS system and other publically accessible GIS systems for approximate location and sizes of those infrastructure systems.



Task 4 Deliverables:

- ✓ **Executive summary for Market/Economic Assessment**
- ✓ **PDFs of Conceptual Corridor Alternative Plans and Graphics**
- ✓ **Future Traffic Projections for Alternative Plans**
- ✓ **Future Infrastructure Projections and Preliminary Costs**

Task 5: Final Concept Plan and Recommendations

Following input from the Town, Route 1 North Committee, and the public, VHB will move forward with development of a final conceptual plan for the Route 1 North study area. As part of this task, VHB will document information gained from meetings on the concept plan alternatives and advance the final concept plan. We will develop a set of recommended actions and strategies for advancing the vision for the Route 1 North corridor based on outcomes from Task 4 and Task 3 meetings. VHB will prioritize actions based on meeting input and will categorize them in terms of timeline, things that can be done quickly, things that would require funding and take longer to implement, and finally things that would require substantial investment and/or be a long-term goal. Synthesize all work products generated by the study into an executive summary report. The executive summary report will be a graphically rich document that will include:

- Overview
- Goals and Objectives
- Proposed Vision Plan and Graphics
- Executive Summary of Market Strategies
- Outline of Recommendations on Regulatory Changes (future land use, zoning, and design guidelines)
- Executive Summary of Future Traffic Projections
- Executive Summary of Future Utility Upgrades and Cost Estimate

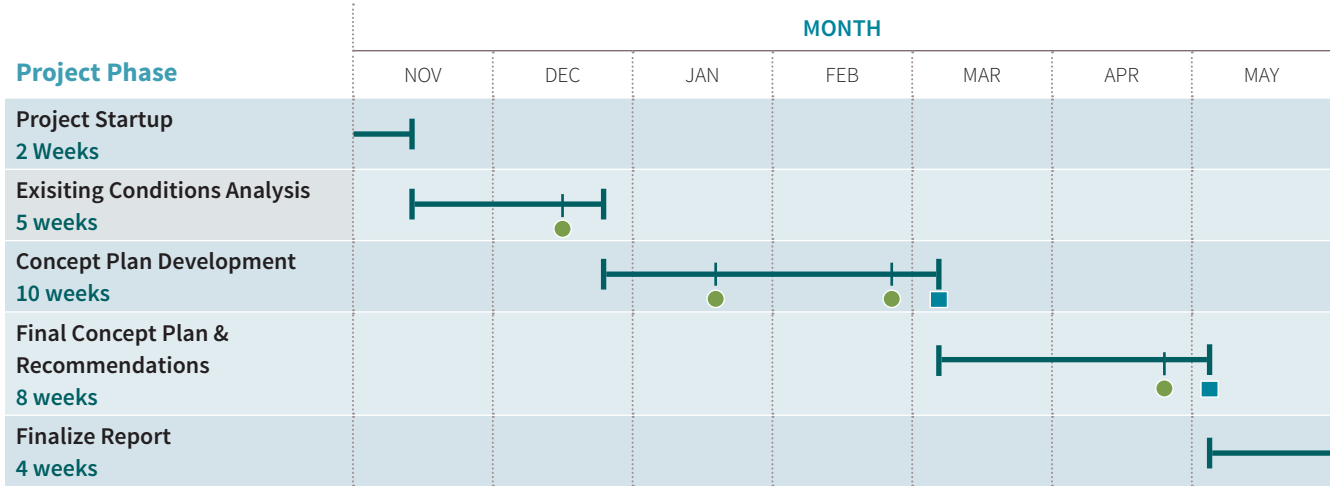


Task 5 Deliverables:

- ✓ **Final Concept Plan in PDF format**
- ✓ **Executive Summary Report in PDF format**

Schedule

The following page contains a general schedule for the project for each of the tasks based on our understanding of the project.



- Denotes meeting w/ Route 1 North Committee
- Denotes meeting w/ Town Council

2 VHB Team





Existing Building, Route 1 North, Falmouth



Founded in
1979



1,250 passionate professionals

including planners, engineers, scientists, and designers

23 offices

throughout the east coast, including South Portland, ME



70th on ENR

Top US Design Firms List

VHB Team

Firm Overview

VHB employs over 1,250 planners, designers, engineers, and environmental scientists in 23 offices along the East Coast, including South Portland, ME. Since 1979, VHB has partnered with public- and private-sector clients to provide the best technical skills in each practice area through a seamless, integrated team approach to collaboration. Premier industry publication Engineering News-Record ranks the firm #70 of the Top 500 Design Firms nationwide, and VHB is a frequent recipient of project awards for planning, engineering, and environmental excellence.

The ability to help our clients initiate and complete intricate, challenging, and important projects has given rise to an impressive portfolio of success in municipal planning and engineering, and the seamless integration of VHB's planners and designers, traffic engineers, civil engineers, landscape architects, and environmental scientists has been proven to serve municipalities well. Our combined knowledge, skills, and abilities provide clients with quality service and results that exceed expectations.

VHB's projects include advising municipal clients on topics such as land use/development, feasibility and site analysis, zoning, downtown revitalization strategies, urban/regional planning, comprehensive municipal plans, environmental analysis, natural resources planning, cultural and historical resource identification and planning, transportation and traffic planning, site/civil and infrastructure engineering, preparation of environmental impact reports and impact statements, and graphic design to communicate planning goals.

To realize our client’s vision, enhance value, and bring the vision to the marketplace, we focus on seeking a balance between design quality, environmental responsibility, creative engineering, and political awareness.

Master Planning



Effective master planning is about combining a vision of what’s possible with a practical knowledge of development trends and community needs. VHB has extensive experience with master planning and related projects for communities. VHB’s planning staff includes award-winning urban designers, planners, and landscape architects who are supported by the firm’s transportation, civil engineering, public outreach, graphic design, permitting, environmental, GIS, and survey capabilities. In recent years, VHB has prepared more than a dozen master plans, three of which have received awards from the American Planning Association and its affiliated organizations. VHB prides itself on master plans that are well written, easy to understand, and graphically rich.

VHB understands that any comprehensive master planning process begins with a vision that helps both public and stakeholder interests work together to prepare a long-term municipal land use plan, or to revitalize a property, neighborhood, or an entire community with the shared goal of future growth and economic development. From reinvigorating an underutilized downtown area, creating thriving mixed-use districts, protecting sensitive open spaces and natural resources, or developing innovative zoning regulations that allow for a variety of land uses, VHB works with municipalities to implement practical solutions that maximize community benefits.

Landscape Architecture Services



VHB landscape architects tailor our design solutions to each client’s unique program, budget, and vision. Our approach is to work closely with our clients to deliver design solutions that reinforce a community’s sense of place and identity through thoughtful design. We use VHB’s integrated services approach, drawing upon our in-house technical skills to plan and design each of our projects, resulting in high-quality, enduring solutions.

Our landscape architectural project experience is diverse, including the planning and design of parks, recreational facilities, town centers, residential communities, and institutional and corporate campuses throughout New England. Founded on the recognition that we are civic and environmental stewards for generations to come, we strive to integrate Leadership in Energy and Environmental Design (LEED®) principles of sustainability into the unique land development context of each project. Further, we implement creative planning and design solutions to help shape more livable community environments on projects of all scales.

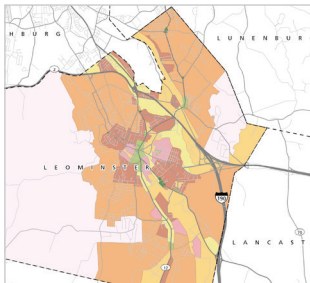
Site/Civil Engineering



VHB’s site/civil practice is focused on the planning and design of public, private, and institutional development projects, and the utility and roadway infrastructure that supports each project. Our civil engineers provide comprehensive site planning and engineering design services to assist institutional clients with a diverse mix of projects, from minor site improvements to major capital programs. We listen carefully to our clients to develop

a comprehensive understanding of each project and its context. Our clients look to us to provide specialized design expertise and cost-effective solutions on a broad range of campus facility types—including academic, student life, housing, athletics, parking, and transportation facilities. We have more than 85 LEED®-accredited professionals representing the major physical design disciplines, and we have extensive experience in the areas of low impact design and stormwater management.

Our integrated, sustainable design approach is applied to the engineering design of site features that include roadways, parking areas, walkways, stormwater management facilities, utility corridors, water features, pump stations, and other supporting site elements. We begin by undertaking a thorough site assessment noting existing conditions, opportunities, and site constraints. Our civil design responds to program and budget requirements, while seeking to integrate with existing site conditions in an environmentally responsive manner.



Zoning/Design Guideline Development

VHB has built a significant practice working with local communities throughout New England to develop zoning regulations and design guidelines for creating vibrant village centers, promoting the protection of scenic viewsheds, preserving open space in rural areas, and enabling infill and redevelopment in urban areas. A significant emphasis of our work has been helping communities manage growth and development, preserve open space and natural resource areas, encourage mixed-use, and increase the diversity of housing options.



Transportation Planning

VHB provides transportation planning services for a wide variety of private- and public-sector clients in both urban and suburban areas. Projects include identifying multimodal transportation issues associated with various types of transportation projects such as alternative modes analyses; multimodal access; congestion analyses; corridor studies; vehicular/pedestrian conflict studies; transportation impact assessments; and downtown/village parking, circulation, and access studies. VHB offers the ability to develop and combine technical modeling procedures with pragmatic transportation planning and traffic operations applications.



Geographic Information Services and Mapping

GIS provides the backbone for the display, analysis, and storage of many projects at VHB. Our GIS staff members are recognized as leaders in cartographic display, innovative spatial analysis, and comprehensive database design. GIS is used to support projects ranging from complicated highway engineering processes, detailed natural resources evaluations, and master plan buildout scenarios for municipalities, to name a few. In addition to internal support for other projects, GIS services and data have been provided directly to clients to build custom data or provide on-call mapping services. We also have extensive experience with mobile data collection and have developed detailed processes to maximize quality and efficiency.



Community Outreach and Engagement

Community outreach is an essential step in articulating a vision that can achieve consensus. Using a variety of cutting-edge tools and techniques, VHB's planners are trained in facilitating large public meetings and small working groups to deliver vital information, involve stakeholders, and integrate public feedback. We employ several outreach specialists certified by the National Charrette Institute (NCI)—a nonprofit educational institution that teaches professionals and community leaders the art and science of the NCI Charrette System™, a holistic, collaborative planning process that harnesses the talents and energies of all interested parties to create and support a feasible plan. We offer considerable experience in the following services:

- Plan, organize, and facilitate community roundtables/workshops, visioning exercises, design charrettes, and public hearings and presentations
- Develop project websites, newsletters, e-blasts, advertisements, and press releases
- Design project-specific branding and logos
- Produce and execute dotmocracy exercises, wish list boards, and other facilitation tools
- Conduct interactive participant polling using TurningPoint software and one-to-one surveys using customized Google Nexus tablet applications developed in-house
- Initiate and maintain Twitter accounts and Facebook pages
- Partner with online collaboration services such as MindMixer and CrowdBrite

VHB also plans and facilitates stakeholder outreach programs to engage municipal officials, government/agency representatives, business groups, and institutional leaders through meetings, workshops, surveys, and interviews.



Environmental Services

As environmental regulations continue to evolve, VHB helps clients evaluate environmental constraints and opportunities and determine the best strategies to move projects forward successfully. VHB offers strategic approaches to air quality and noise assessments, noise barriers, permitting, environmental assessments, water resources management, hazardous materials management, sustainability planning, environmental risk management, wetland assessments and mitigation, social and economic evaluations, historical/archaeological resource investigations, and brownfield site evaluations, including redevelopment plans. VHB is also a leader and innovator in the sustainable planning and design of environmental, transportation, and infrastructure systems, and is a charter member of the Institute for Sustainable Infrastructure.



Subconsultant Team Member

Founded in 1981, RKG Associates, Inc. provides private, public and institutional clients, nationwide, a comprehensive range of advisory, planning, and strategic consulting services related to real estate, land use and economic development. RKG is proud that most of the assignments for which it has been engaged are projects that are built... projects that happen... projects that work... projects with tangible results measured in terms of new jobs, new investments, expanded tax bases or new master plans based on strong community consensus.

RKG has successfully blended the in-house expertise of professionals who have backgrounds in market research, economics, finance, real estate development and planning. It also call upon an extensive network of other professionals to provide complementary technical expertise in such areas as architecture, engineering, land use planning, legal services, and environmental science. Whether it is a large-scale project or a smaller undertaking, RKG makes its full range of skills and disciplines available to every client.

RKG Services include:

Economic Consulting Services

Local and Regional Economic Development

- Economic Development Strategies
- Tax Base Management Strategies
- Property Disposition and Repositioning
- Target Industry Analysis and Promotional Strategies
- Commercial, Industrial and Residential Development Impact Studies
- **Economic and Fiscal Analysis of Transportation Projects**
- Highway, Airport, Transit, Intermodal and Port Related Project

Economic and Fiscal Impact Analysis

Planning Services

- Project Management/Public Process
- Open Space and Sprawl Management Strategies
- Regional Land Use Plans and Studies
- Rezoning Strategies
- Municipal Land Use and Master Plans
- Military Base Redevelopment Planning and Implementation

Real Estate Advisory Services

- Real Estate Consulting
- Market Research
- Highest and Best Use Studies
- Project Marketing/Developer Solicitation
- Real Estate Repositioning Strategies
- Development Feasibility
- Public-Private Partnerships
- Site Selection/Location Analysis
- New Construction, Land Development and Adaptive Reuse
- Brownfields Redevelopment

The VHB Team for this Project

VHB has assembled a team with long-term experience and in-depth understanding of transportation engineering, land use, zoning, market analysis and opportunity analysis—all of the essential skills to facilitate this project’s success. The VHB team will be led by Principal-in-Charge **Geoffrey Morrison-Logan, NCICS, NCICMF**, who will make sure that the project receives the attention it deserves to meet the overall project scope and schedule. Geoffrey brings unparalleled, award-winning experience in community visioning and planning, urban design, smart growth development, and public outreach and engagement. He specializes in leading projects through the community process while building a vision and consensus for large and complex redevelopment areas. Project Manager, **David Woodward, CLARB, PLA**, who works in the South Portland office, brings over 30 years of experience in landscape architecture and planning. He has extensive experience in managing complex multidisciplinary projects from concept to reality guiding the team towards implementing the vision. David is a resident of the town of Falmouth and provides a very local perspective to this project.

Strategic Advisor team member, **Steve Thomas, AICP**, was raised in Cumberland and Yarmouth. Steve has a strong affection to the area and maintains a residence on Littlejohn Island in Yarmouth, and travels and patronizes Route 1 businesses in Falmouth regularly on weekends. Steve is a leader in positioning real estate through land planning, market studies, environmental analysis, and infrastructure investment to attract major development to public and private real estate. He has assisted major corporations and investors in site selection for a variety of uses, including office, retail, industrial, distribution and data center, institutional, and multifamily development. That “user side” experience and market-driven perspective is invaluable in assisting communities in understanding how investors would perceive the Route 1 North corridor, as a key ingredient to having a successful plan.

Our team also includes experienced economic development specialists **Craig Seymor and Larry Cranor** of RKG Associates. Craig and Larry bring an extensive background of economic analysis, financial forecasting, strategic planning, feasibility analysis, real property valuation, transportation and project management on projects nationwide.

The professionals assigned to this project have deep experience in zoning, community master planning, land development and market analysis and bring experience from similar efforts across the Northeast. This successful history of collaboration and team synergy boosts project quality, reduces communication issues, and helps keep a project on schedule and within budget.

The VHB organizational chart can be found on the following page. The structure has been designed to be simple and clear while providing the Town of Falmouth with access to an integrated team of specialists. Resumes can be found in Appendix A—Resumes.



Project Team

Town of
Falmouth



Strategic Advisor
Steve Thomas, AICP



Project Manager
David Woodward,
CLARB, PLA



Principal-in-Charge
Geoffrey Morrison-Logan,
NCICS, NCICMF

VISION/PLANNING LEAD

Ken Schwartz, AICP, NCICS

VISUALIZATION/STREETSCAPE/ZONING

Evan Miller

LAND USE

Renee Guo, AICP

TRAFFIC TASK LEADER

Marty Kennedy, PE, ENV SP, NCICS

TRAFFIC

Meghan Houdlette, PE, LEED AP

INFRASTRUCTURE PLANNING

Jocelyn Mayer, ENV SP

**TRANSPORTATION AND
COMMUNITY PLANNING**

Eric Halvorsen, AICP (RKG)

**MARKET AND
ECONOMIC RESEARCH**

Lawrence Cranor, Jr. (RKG)

**PROJECT MANAGER
AND QA/QC**

Craig Seymour (RKG)

RKG: RKG Associates

Person-hour Summary

The following table is a summary of the anticipated person-hours for key staff.

TASK	PERSON-HOURS
Principal-in-Charge	13
Strategic Advisor	14
Project Manager	61
Vision/Planning Lead	3
Visualization/Streetscape/Zoning	72
Land Use	33
Infrastructure Planning	26
Traffic Task Leader	2
Traffic Engineer	29
Market and Economic Research (RKG)	23

3 Relevant Experience





Existing Professional Office, Northbrook, Route 1 North, Falmouth

Relevant Experience

VHB has a proud history of collaborating with clients to help them envision, plan, design, and enhance spaces within their cities and towns to meet the goals of citizens as well as budgets. To address our clients' dynamic needs and initiatives, VHB has continued to hone a diverse workforce that delivers personal service, value, responsiveness, and excellence. Our ability to help our clients initiate and complete intricate, challenging, and important projects has given rise to an impressive portfolio of success, demonstrated by a high percentage of VHB's clients becoming repeat customers.

Our team is ready to apply our collective knowledge to help the Town develop a creative, practical, comprehensive, and sustainable way to realize the potential of the Route 1 North Area and meet the goals and vision for the future. We have been working with New England municipalities for more than 35 years and understand the challenges faced by our cities and towns and the need to efficiently utilize available resources.

The project descriptions on the following pages illustrate our proven record of project success and our depth and knowledge in performing similar assignments.



Courtesy of Cushman Transportation Consulting, LLC

Design Services and Assistance to Implement PACTS Bicycle and Pedestrian Plan

Greater Portland Area, Maine

Client(s)

Portland Area
Comprehensive
Transportation System
(PACTS)

VHB Schedule

Started: Dec. 2013
Completed: Ongoing

Reference:

Paul Niehoff
Senior Transportation
Planner
207.774.9891
pniehoff@gpcog.org

In recent years, there has been a goal to increase the development of bicycle and pedestrian connectivity across the greater Portland area. To help facilitate these initiatives, the Portland Area Comprehensive Transportation System (PACTS) is working with VHB to advance specific projects in communities such as Portland, South Portland, and Falmouth. Using the 2009 PACTS-specific design guidelines, VHB is helping PACTS by carrying out various services funded by the Federal Highway Administration (FHWA). Tasks include general planning, design services, location-specific bicycle and pedestrian infrastructure assessments, and recommendations. Initially, VHB was selected to perform these services through an on call contract that began in 2013; we were then selected to continue this contract in 2016. Assignments during VHB's first on-call contract included the following:

Assignment 1 Enhanced Project Scoping Reviews, Greater Portland Area VHB worked closely with PACTS to determine the feasibility and completeness of project proposals submitted by local communities. As part of this effort, VHB reviewed the submittals for fatal flaws or improper assumptions that could lead to problems later in the project development process. Typical areas of concern included insufficient right-of-way, utility conflicts, environmental or cultural resource impacts, lacking traffic data, incomplete or unrealistic cost estimates, and various bicycle/pedestrian access or safety concerns. As part of this task, VHB developed an efficient review "checklist" that streamlined the process. Some of the projects that were reviewed had deficiencies that required improvement. Some examples included excessive right-of-way impacts, non-compliant multimodal designs, and significantly inadequate cost estimates. VHB followed the reviews with recommendations for project modifications which, once incorporated, eventually enabled PACTS to recommend most of the projects for funding and subsequent project development. VHB completed 11 reviews under this first contract.

Design Services and Assistance to Implement PACTS Bicycle and Pedestrian Plan

Assignment 2 Falmouth Bike/Ped Master Plan Update VHB provided assistance to the Town of Falmouth on their 2016 Bicycle and Pedestrian Master Plan. This plan replaces the 2002 Trails Master Plan and 2003 Bicycle and Pedestrian Master Plan. It provides an update on bike and pedestrian facilities that have been constructed since the last plans, and it also updates the list of improvements that should be completed. VHB assisted the Town with public outreach by actively participating in two public meetings on the new plan. The Town completed extensive surveys to gauge public opinion on a number of bike and pedestrian related topics as well as opinions about potential bike and pedestrian improvements on a street-by-street basis. VHB created separate GIS-based bike and pedestrian maps that depict the existing and proposed bike and pedestrian infrastructure. VHB also provided conceptual cost estimates for the proposed improvements. These estimates will aid in the Town's decision making process for prioritizing near-, mid-, and long-term improvements, and for programming the necessary funds. This master plan update was a Town-led initiative and VHB provided the technical support that was necessary and appropriate within the limited funding. The completed 2016 Falmouth Bike/Ped Master Plan was awarded "Plan of the Year" by the Maine Association of Planners.

Assignment 3 Portland Area On-Road Bike Network VHB worked with PACTS and the City to advance bike/ped projects that are in the planning stages in Portland. VHB developed conceptual plans for adding buffered bike lanes to Forest Avenue and Washington Avenue in Portland. These two important urban arterials experience relatively high peak hour traffic volumes so VHB evaluated available traffic data to assess whether motor vehicle lane reductions in specific areas to accommodate the proposed bike infrastructure could be supported from a congestion perspective. VHB also researched available crash data to see if the proposed modifications could have an impact on safety.

Assignment 4 General Design Services, Greater Portland Area Under this assignment, VHB provided a number special bike-related services as follows:

- VHB assisted PACTS in seeking and conducting a Bicycle/Pedestrian Road Safety Audit (RSA) along the US Route 1 corridor from Portland to Falmouth. This RSA, which was the first bike RSA in Maine, was a pilot project that has led to implementable safety improvement recommendations.
- Following the Route 1 RSA, VHB assisted PACTS by designing a buffered bike lane and modifications to the high speed Route 1/SR 88 intersection. VHB conceptual designs were subsequently incorporated into the 2016 Maine Department of Transportation (MaineDOT) resurfacing project on Route 1.
- As an additional task, VHB conducted a third-party peer review and edits of the updated PACTS bicycle/pedestrian design manual. That manual will serve as a guiding document for a variety of innovative bike accommodation techniques that will likely be used throughout the Portland region.
- Other miscellaneous tasks included informal reviews of critical intersections and locations to assist PACTS in coordinating with MaineDOT bicycle/pedestrian accommodation efforts. VHB also provided the Town of Freeport with traffic calming and bike/ped accommodation recommendations for a section of Route 125 that is being considered for re-zoning to a higher density transition zone.



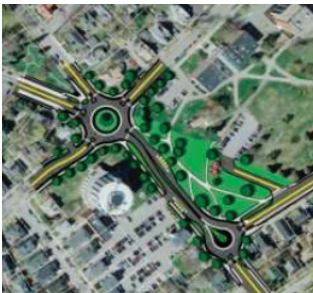
Image © Dave Cleaveland, Maine Imaging

Martin's Point Bridge

Falmouth-Portland, Maine

VHB was the lead designer on the design-build team for the Martin's Point Bridge project. The project involved designing and constructing a new 1,300 foot bridge over Casco Bay between Portland and Falmouth. The design-build team proposed a plan that embodied a balanced design, unifying cost-effective concrete bridge construction with simple, smooth, and consistent forms that allow the bridge to blend into its surroundings. VHB's design was the first multi-integral pier design in Maine and one that provides a highly attractive bridge in Casco Bay's picturesque setting. The new bridge consists of two lanes, two shoulders, a sidewalk, and a multi-use path. It also uses five lanes of six-foot-deep NEBT precast concrete beams with integral piers.

Reference: Leanne Timberlake, Project Manager, 207.624.3422, leanne.timberlake@maine.gov



PACTS Brighton Avenue Intersection Study and Plan

Portland, Maine

VHB was selected by PACTS to conduct an intersection planning study that develops a context sensitive plan to enhance motor vehicle, bus, pedestrian, and bicycle mobility at the existing six-leg intersection of Brighton Avenue, Deering Avenue, and Falmouth Street. Improvement options include consideration for safety, accessibility, aesthetics and compatibility with the University of Southern Maine Master Plan. VHB incorporated "complete streets" strategies into the project, balancing the needs of users of all ages, abilities, and modes.

Reference: Carl Eppich, Transportation Planner, PACTS Greater Portland Council of Governments, 207.774.9891, ceppich@gpcog.org



Aroostook County Transportation Project

Houlton to Fort Kent, Maine

VHB is producing a "tiered" Environmental Impact Statement to provide the basis for long-term transportation planning in the county. The large study area required a strategy of using corridor-level analysis to screen various options. In the Tier 1 process, VHB conducted macro-screening of 40 corridors and identified four complete north-south corridors for future development. Each corridor consists of linked segments, each with logical end-points. Tier 2 analysis will be conducted for each segment as funding becomes available, and will include evaluating a range of alignment alternatives within each segment. The Tier 1 corridors were evaluated in accordance with the National Environmental Policy Act, Maine Sensible Transportation Act, and Federal Highway Administration regulations and guidelines. A Draft Environmental Impact Statement (DEIS), Supplemental DEIS, Final Environmental Impact Statement (FEIS) and Record of Decision were produced. Two Tier 2 segments were advanced as a result of these initial studies.

Reference: Raymond Faucher, 207.287.4119



Route 196 Transportation Planning Study

Lewiston, Lisbon and Topsham, Maine

Through a series of public informational meetings in each community, VHB developed a long-term vision for the Route 196 corridor that focuses on enhancing safety while attempting to preserve corridor capacity. Ultimately, the plan provides the Maine DOT and each of the corridor communities with a blueprint to accommodate future growth along the corridor at a controlled and manageable pace. The long-term plan provides additional corridor capacity while also introducing a range of access management techniques and Transportation Demand Management (TDM) strategies that, if successful, can postpone or even eliminate the need to for some of the more substantial corridor widening. The plan calls for pedestrian connectivity, including upgrading sidewalks, crosswalks, and the expansion of multi-use paths, as well as the expansion of public transportation.

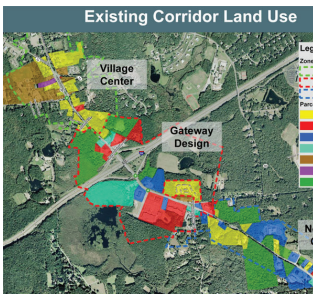
Reference: Chris Mann, 207.624.3105



Route 7/20 Corridor Access Management Plan

Lenox and Pittsfield, Massachusetts

The Berkshire Regional Planning Commission (BRPC) enlisted VHB to prepare the Route 7/20 Corridor Access Management Study, a transportation engineering and planning study. The primary goal of this study was to balance traffic, community character, and land access. VHB developed conceptual design plans and draft zoning regulations as part of this effort, which were aimed at reducing conflict along the corridor through driveway consolidation and shared access and parking between parcels. We used an innovative planning process that developed an action plan by retrofitting improvements to the corridor. The success of the study involved collaboration of key stakeholders, an understanding of local uses, knowledge of transportation conditions, a transparent planning and design framework, and a practical implementation strategy to achieve the vision.



Route 195 Corridor Improvement and Management Plan

Tolland, Connecticut

VHB worked with the Connecticut Department of Transportation (CTDOT) and the Capitol Region Council of Governments (CRCOG) to develop a Corridor Improvement and Management Plan for a 2.7-mile segment of Route 195 in the Town of Tolland. The Plan addresses three distinct areas along the corridor: village center, gateway design, and neighborhood commercial. The Plan also establishes goals, objectives, and vision for the corridor, and identifies near- and long-term improvements to the existing transportation network and strategies for managing growth consistent with the vision of the corridor.

Reference: Jennifer M. Carrier, Director of Transportation Planning, 860.522.2217, jcarrier@crcog.org



The “Wayside District” Route 20 East Corridor Plan

Marlborough, Massachusetts

The Marlborough Economic Development Corporation retained VHB to develop a corridor plan for the Route 20 East corridor (the “Wayside District”). The corridor plan goals are to enhance the urban design, future land use, and urban layout of the corridor area. The plan is intended to guide future development in a more consistent and desirable direction to enhance the character of the area. VHB’s tasks included stakeholder input efforts, creating a vision plan, and developing a draft zoning overlay for the area. The study also included coordination with MassDOT to be consistent with their long term plans for the corridor. The final plan also includes a market assessment and recommendations.

Reference: Tim Cummings, Executive Director, 508.229.2010



Aquidneck Island Transportation Corridor Study

Middletown, Newport, and Portsmouth, Rhode Island

The award-winning Aquidneck Island Transportation Study (AITS), completed by VHB in July 2011, is a comprehensive multimodal transportation master plan, the first of its kind for the Island. The project is critically important to the future economic viability and overall quality of life on the Island. The theme of the study, “On the Move...Connecting our Communities,” highlights the importance of how today’s transportation solutions need to consider more than just the automobile. The AITS approach and methodology balances land use and development patterns with transportation improvements, and emphasizes alternative transportation network opportunities such as bicycle and pedestrian routes. The Plan’s recommendations increase overall mobility, modal choice, and safety for Island residents, businesses, employees, and visitors, while decreasing traffic congestion and its negative impacts to the environment, economy, and quality of life. 2011 Rhode Island APA Outstanding Plan Implementation Award. 2012 Grow Smart Rhode Island Outstanding Smart Growth Award for Policies and Plans.

Reference: Tina Dolen, Executive Director, 401.845.9299, tina@aquidneckplanning.org



Master Plan for the West Main/Coddington Development Center

Middletown, Rhode Island

VHB prepared a Master Plan for the West Main/Coddington Development Center. The Center is located along West Main Road, a four-lane roadway that is one of the primary north-south corridors linking three communities on Aquidneck Island. VHB developed the Master Plan to provide an understanding of how key parcels that are owned by the town could be redeveloped as part of a larger mixed-use center. The study involved understanding the existing conditions of the study area, which included a review of existing zoning, transportation, urban design, and utility infrastructure. VHB’s team included a market consultant that identified the future market potential for the key sites within the study area.

Reference: Ronald Wolanski, AICP, Director of Planning and Economic Development, 401.849.4027, rwolanski@middletownri.com

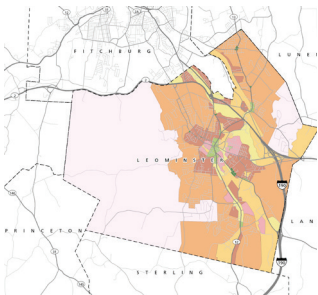


North Main Economic Development Strategy Area

Worcester, Massachusetts

The City of Worcester retained VHB to initiate the next series of planning efforts for the North Main Economic Development Strategy Area. VHB’s planning and economic development strategies will enable the City to grow the underutilized areas within the North Main Street district in a coordinated way so that its broader community of residents, businesses, local leaders, and stakeholders will be the benefactors of additional city and private investments. Working with a market consultant, VHB integrated professional services to create development strategies and evaluate them in terms of costs and benefits, advantages, disadvantages, and ability to be implemented. In addition, our planners led a strong community outreach process through a series of steering committee meetings and a day-long community charrette.

Reference: Timothy McGourthy, Director of Economic Development, 508.799.1400 x240, tmcgourthy@wrrb.org



Comprehensive Update of Leominster’s Zoning Ordinance

Leominster, Massachusetts

VHB worked with the City and other stakeholders to prepare a new zoning ordinance that is visionary, implementable, and helps improve the quality of life in the City. Updating the zoning ordinance was a multidisciplinary exercise that included planning, physical and urban design, and legal matters. VHB’s approach included these disciplines in order to ensure that the ordinance properly reflected the City’s planning vision while being a legally defensible document. Throughout the project, VHB coordinated with the City’s Zoning Working Group, which provided oversight and guidance for the project. This committee consisted of representatives of the City Council, City departments, which were directly involved in the successful execution of this project, and local business leaders.

Reference: Kate Griffin-Brooks Planning Director, 978.534.7525 kgriffin-brooks@leominster-ma.gov

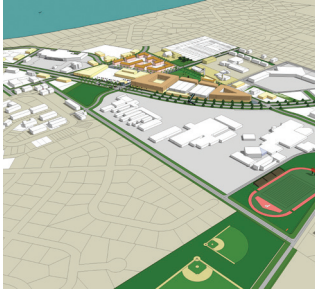


East Providence Waterfront Special Development District

East Providence, Rhode Island

To proactively promote revitalization and prevent unwanted development, the city of Providence developed the East Providence Waterfront Special Development District Plan, which replaces the port/industrial emphasis for the area recommended in previous planning efforts with a vibrant mixed-use New England village waterfront area featuring attractions for residents and visitors along previously hidden waterfront resources. To assist with finalizing the Plan, the City contracted VHB to review the Plan for additional input regarding site development standards and urban design recommendations, and to prepare a new Waterfront Development District zoning district to ensure future waterfront development is consistent with the plan’s goals.

Reference: Jeanne Boyle, Director of Planning, 401.435.7530, jboyle@cityofeastprov.com



Gulf Breeze Most Liveable City Plan

Gulf Breeze, Florida

VHB was engaged to create a master plan for the City that fashions a vision and long-term strategy for economic development. The success of the land use and community design suggested for the character districts proposed along the U.S. 98 corridor will depend on the ability to create a balanced transportation network. To do this, VHB considered the movement of vehicles, as well as other modes of transportation, including pedestrians, bicycles, and public transit, in our master planning activities. A four-day design charrette was critical to understanding the needs of the public and developing community consensus for the future development of the City. VHB used the charrette results to create a market-driven 50-year vision for the City, including specific actions for implementation.

Reference: Edwin Eddy, City Manager, 850.934.5115, eaeddy@gulfbreezefl.gov



Woodville Highway Master Plan and Corridor Study

Tallahassee, Florida

The Capital Region Transportation Planning Agency (CRTPA) selected VHB to develop the Woodville Highway Master Plan, an integrated land use and transportation plan intended to address the future mobility needs of the Woodville Highway corridor from Tallahassee to St. Marks, including the St. Marks Trail. This innovative approach to transportation planning included a significant public outreach process which provided the framework for the development of a multifaceted, long-range plan for 13 miles of highway. The plan contains policy and improvement recommendations intended to guide public expenditures and land use decisions within the corridor.

Reference: Jack Kostrzewa, Transportation Planner, 850.891.6809, jack.kostrzewa@talgov.com



High Ridge Road and Long Ridge Road Corridor Studies

Stamford, Connecticut

VHB assisted the City of Stamford in developing improvement concepts for the seven-mile High Ridge Road and Long Ridge Road corridors. This study reached across all modes of transportation and sought intermodal connections and improvements consistent with land use planning goals to increase overall mobility, modal choice, and access for pedestrians, residents, businesses, employees, and visitors while decreasing traffic congestion and its negative impacts on environment, economy, and quality of life. The study include recommendations to increase efficiency and safety for corridor users, identify access management techniques that manage vehicular circulation among adjacent land uses, strengthen land-use strategies to manage future growth and traffic, and promote multimodal and intermodal alternatives throughout the project study area. As lead consultant, VHB was responsible for data collection, land use planning, multimodal transportation planning, environmental evaluation, and community outreach. We also helped the City outline the implementation of transportation improvements related to short-, medium-, and long-term solutions along both corridors through various funding programs.

Reference: Mr. Mani Poola, PE, City Traffic Engineer, 203.977.4180, MPoola@ci.stamford.ct.us

4 Proposed fees





Existing Professional Office, Northbrook, Route 1 North, Falmouth

Proposed Fees

Our total fee including expenses for providing the services outlined in Section 1 to the Town is \$35,940, with a breakdown of tasks shown below. The estimate is based on our initial understanding of the scope and level of effort as described in the RFP. VHB would be happy to meet with you to discuss our assumptions in preparing this preliminary budget and make any necessary scope and fee adjustments to meet budgetary requirements.

TASK	FEE
1 Project Startup	\$1,800
2 Existing Conditions Analysis	\$6,185
3 Meetings and Public Involvement	\$6,745
4 Concept Plan Development	\$14,760
5 Final Concept Plan and Recommendations	\$6,070
Subtotal Fee	\$34,940
Expenses	\$1,000
TOTAL FEE	\$35,940

Team Member Hourly Rates

TASK	HOURLY RATE
Principal-in-Charge	\$150.00
Strategic Advisor	\$150.00
Project Manager	\$145.00
Vision/Planning Lead	\$145.00
Visualization/Streetscape/Zoning	\$115.00
Land Use	\$95.00
Infrastructure Planning	\$120.00
Traffic Task Leader	\$145.00
Traffic Engineer	\$115.00
Market and Economic Research (RKG)	\$150.00

A Appendix A — Resumes





Existing Corporate Office, Route 1 North, Falmouth

Appendix A — Resumes

- Geoffrey Morrison-Logan, NCICS, NCICMF | Principal-in-Charge
- David T. Woodward, CLARB, PLA | Project Manager
- Steve Thomas, AICP | Strategic Advisor
- Ken Schwartz, AICP, NCICS | Vision/Planning Lead
- Evan Miller | Visualization/Streetscape/Zoning
- Renee Guo, AICP | Land Use
- Jocelyn R. Mayer, ENV SP | Infrastructure Planning
- Marty Kennedy, PE, ENV SP, NCICS | Traffic Task Leader
- Meghan Houdlette, PE, LEED AP | Traffic
- Bethany E. Eisenberg, LEED AP | Stormwater/BMPs
- Craig Seymour (RKG) | Project Manager and QA/QC
- Lawrence Cranor, Jr. (RKG) | Market and Economic Research
- Eric Halvorsen, AICP (RKG) | Transportation and Community Planning

Geoffrey Morrison-Logan, NCICS, NCICMF

Principal-in-Charge



Geoffrey has diverse and extensive experience in the architectural and planning fields. He has managed a wide variety of planning projects for both public and private sector clients, including residential master plans, downtown plans, mixed-use development, transit-oriented development, streetscapes, and waterfronts. Much of this work has involved leading projects through the community process while building a vision and consensus for large and complex redevelopment areas.

Education

MS, Urban Development and Design, University of New South Wales, 1998

B Arch, Roger Williams University, 1993

Registrations/ Certifications

National Charrette Institute Charrette Management and Facilitation™ Certificate, 2011

National Charrette Institute Charrette System™ Certificate, 2007

Affiliations/ Memberships

Urban Land Institute (ULI)

21 years of professional experience

Worcester North Main Street Economic Strategy, Worcester, MA

Geoffrey was Project Manager for a plan to identify land use goals, redevelopment strategies and potential build-out for 12 priority sites in downtown Worcester. More than 1.5 million square feet of potential development was identified for the priority sites. Future land uses correspond to a market analysis that was undertaken, which identified themes for redevelopment: urban village, cultural/academic, and biotech/life science. In addition, the plan included recommendations for a future streetcar that will link the redevelopment sites to the train station and other major downtown destinations. The 20-month planning process included a series of focus group meetings, stakeholder interviews, and a design visioning charrette.

Route 195 Corridor Improvement and Management Plan, Tolland, CT

Geoffrey was the Land Use Planner for a corridor study of a diverse three-mile segment of Route 195, stretching from the historic Tolland Town Green to developing commercial areas. In addition to acting as the gateway to the Town of Tolland from Interstate 84, Route 195 also provides the primary access to the University of Connecticut. To accurately assess the need for transportation infrastructure and services in this corridor, a future land use development scenario was identified based on local market conditions, the zone code, and the Town's vision. Several transportation alternatives were developed for the corridor, as well as recommendations for the zone code capable of supporting development consistent with the Town's vision and character.

“Wayside Village” Route 20 East Corridor Plan, Marlboro, MA

Geoffrey was Project Manager for a project to develop a corridor plan for the Route 20 East corridor (the “Wayside District”). The plan is intended to guide future development in a more consistent and desirable direction to enhance the character of the area. VHB's tasks included stakeholder input efforts, creating a vision plan, and developing a draft zoning overlay for the area. The study also included coordination with MassDOT to be consistent with their long term plans for the corridor. The final plan also includes a market assessment and recommendations.

Master Plan for the West Main/Coddington Development Center, Middletown, RI

Geoffrey was Project Manager for development of the Master Plan for the West Main/Coddington Development Center to provide an understanding of how key parcels that are owned by the Town could be redeveloped as part of a larger mixed-use center. The study involved understanding the existing conditions of the study area, which included a review of existing zoning, transportation, urban design, and utility infrastructure. The final plan calls for this area to become a mixed-use center including retail, office, housing, and municipal uses.

David T. Woodward, CLARB, PLA

Project Manager



Education

BLA, Landscape Architecture,
University of Florida, 1985

Registrations/ Certifications

Certified Landscape Architect,
2015

Registered Landscape Architect
ME, 2016

Registered Landscape Architect
FL, 1986

Registered Landscape Architect
NC, 1996

Registered Landscape Architect
TN, 1999

Affiliations/ Memberships

International Council of
Shopping Centers (ICSC)

An experienced landscape architect/land planner, David recently joined VHB with three decades of significant project management and business development responsibilities including land planning, detailed site planning, due diligence, zoning, comprehensive plan amendments, landscape and hardscape design and construction documents for commercial, mixed-use, multi-family and single family residential, public parks, urban and suburban streetscapes, and construction observation. A team leader and effective communicator with collaborative management style, he has the ability to work on multiple projects simultaneously, coordinate different disciplines and subconsultants, and deliver on time and on budget.

31 years of professional experience

Downtown Kissimmee Streetscape Phase I and II and Wayfinding Signage Program, Kissimmee, FL

Prior to joining VHB, David prepared community workshops, established city-wide landscape palette, and prepared landscape, hardscape and irrigation construction documents for multiple city blocks, collaboration with in-house roadway team. He developed wayfinding signage package including historic neighborhood districts; collaboration with sign fabricators, pre-qualified bidders.

Royal Palm Pointe, Vero Beach, FL

Prior to joining VHB, for the City of Vero Beach, David was Project Manager and Lead Landscape Architect for \$6M half-mile linear park streetscape and 3-acre waterfront park with participatory fountain, multi-use building, walkway pier and dock. He coordinated five in-house disciplines, four subconsultants, and three city departments. This project received FL Chapter ASLA Award of Honor 2002 and FICE Engineering Excellence Award 2002.

Darden Restaurants National Landscape Standards and Guidelines, Orlando, FL

Prior to joining VHB, David worked on the development of National LA Standards for Olive Garden, Longhorn Restaurant, Red Lobster, Bahama Breeze; coordinated with Darden Brand Managers to develop overall brand theming for each restaurant type. He coordinated with brand architects and 10 in-house landscape architects to develop regional plant lists, and prepared prototypical landscape plans, maintenance guidelines for restaurant managers, construction punchlists, and specific details.

Carson-Bryan House Restoration, Kissimmee, FL

Prior to joining VHB, David was the planner and landscape architect for the historic restoration of this circa 1900 Victorian home. He conducted in-depth historical research of old photographs and historical archives at the Kissimmee Historical Society to closely replicate the landscaping to be similar to the period the Carson-Bryan House was a family home. Project won the 2011 Florida Preservation Award from the Florida Trust for Historic Preservation. The project now serves as the Kissimmee CRA's office and a museum.

Stephen W. Thomas, AICP

Strategic Advisor



Education

MS, Regional Planning,
University of Pennsylvania, 1978

BS, Biology, Hobart College,
1976

Registrations/ Certifications

American Institute of Certified
Planners, 1985

Affiliations/ Memberships

American Planning Association

Urban Land Institute (ULI),
Associate Sustaining

National Association of
Corporate Real Estate
Executives

National Association of
Installation Developers

NAIOP Commercial Real Estate
Development Association

Steve leads VHB's efforts to support private and public development, helping corporations, communities, private developers, institutions, and individuals assess the development potential and prepare master plans for a variety of real estate assets. He directs and oversees the firm's work in the corporate, industrial, hospitality, sports facilities, residential and hospitality markets. In the public sector, Steve has directed many of VHB's large-scale master planning efforts, including the master plan for the redevelopment of the 5000 acre Fort Devens, the South Weymouth Naval Air Station, the Boston Seaport District/Commonwealth Flats Development Plan, and the Massport Strategic Plan for real estate and maritime assets. His unique understanding of development strategy is well grounded in the integration of complex transportation infrastructure, mobility, environmental analysis, utilities, and complicated site and regulatory environments.

39 years of professional experience

Corporate Site Location and Investment Decisions, Various

Steve has diverse private and public development experience in advising communities, corporations, private developers, institutions, and individuals in assessing the development potential and preparation of master plans for a variety of real estate assets. He has assisted major U.S. corporations in site location decisions for Reebok International, Sun Microsystems, Capital One, Lockheed Martin, Altria/Philip Morris USA, Fidelity Investments, 3COM, Carmax, Markel Insurance, and Oracle. In the public sector, he has directed many of VHB's large scale master planning efforts, including the APA award winning master plan for the redevelopment of the 5,000 acre Fort Devens, the South Weymouth Naval Air Station, the Boston Seaport District/Commonwealth Flats Development Plan, and the Massport Strategic Plan for real estate and maritime assets.

Fort Devens Army Base Reuse Plan, Ayer, MA

Steve directed the APA award winning master planning effort for the reuse of 4,400-acre Fort Devens Army base. Major issues addressed include aquifer protection, Superfund site and landfill remediation, access and circulation, infrastructure, reuse of historic buildings, and economic and fiscal impact on the local towns. A major component of this effort is the public participation program with multiple special focus task forces and monthly community workshops to produce a consensus plan acceptable to Ayer, Harvard, Lancaster, and Shirley residents. The plans resulted in new corporate investment for facilities being located at Devens, balancing economic activity lost by the military base closure.

Lockheed Martin Corporation/Sun MicroSystems, Burlington, MA

As part of a company acquisition, Lockheed Martin acquired a 156-acre site with 400,000 square feet of outmoded aerospace RandD facilities. Steve directed the due diligence, site evaluation, and master development planning to reposition this corporate real estate asset. In coordination with Spaulding and Slye, he directed alternative development scenarios and evaluations. Site issues include jurisdictional wetlands, building demolition, hazardous materials contamination, and limited traffic capacity. Key elements included securing public support and funding for off-site and on-site roadway improvements, preparation of a planned development district regulatory framework, and marketing efforts to prospective corporations and developers.

Ken A. Schwartz, AICP, NCICS

Vision/Planning Lead



Ken is the corporate practice leader for Planning at VHB. He directs the firm’s urban planning, design, land use planning and analysis, and public outreach efforts throughout the east coast. Ken is a member of the Urban Land Institute’s National Healthy Corridors Working Group.

32 years of professional experience

Education

MA, Urban and Environmental Policy, Tufts University, 1985
 BA, Geography, Clark University, 1982

Registrations/ Certifications

American Institute of Certified Planners, 1989
 National Charrette Institute Charrette System™ Certificate, 2007

Affiliations/ Memberships

American Planning Association
 Airport Council International
 American Institute of Certified Planners
 Society of College and University Planners
 Urban Land Institute (ULI), Boston Chapter, Associate Sustaining
 Congress for the New Urbanism

North Main Economic Development Strategy, Worcester, MA

Ken served as Project Director for a strategy plan that identified land use goals, redevelopment strategies, and potential build-out for 12 downtown priority sites. More than 1.5 million square feet of potential development was identified for the priority sites. Future land uses correspond to a market analysis that was undertaken, which identified themes for redevelopment: urban village, cultural/academic, and biotech/life science. The plan also included recommendations for a streetcar that would link the redevelopment sites to the train station and other major downtown destinations. The 20-month planning process included a series of focus group meetings, stakeholder interviews, and a design visioning charrette.

Route 195 Corridor Improvement and Management Plan, Tolland, CT

For the Capital Region Council of Governments, Ken was Land Use Task Manager for a corridor study of a diverse three-mile segment of Route 195, stretching from the historic Tolland Town Green to developing commercial areas. In addition to acting as the gateway to the Town from Interstate 84, Route 195 provides the primary access to the University of Connecticut. To accurately assess the need for transportation infrastructure and services, VHB identified a future land use development scenario based on local market conditions, the zone code, and the Town’s vision. The team developed several transportation alternatives for the corridor, as well as recommendations for the zone code capable of supporting development consistent with the Town’s vision and character.

West Main/Coddington Development Center Master Plan, Middletown, RI

Ken was Project Director for development of a master plan to provide an understanding of how key parcels owned by the Town of Middletown could be redeveloped as part of a larger mixed-use center. The study involved understanding the current conditions of the study area, which included a review of existing zoning, transportation, urban design, and utility infrastructure. The final plan calls for this area to become a mixed-use center that featured retail, office, housing, and municipal uses.

Aquidneck Island Transportation Study, Middletown, Newport, and Portsmouth, RI

Ken led the public outreach process for a major transportation corridor study aimed at improving and enhancing capacity and relieving congestion throughout the three communities on Aquidneck Island. Public workshops included use of a variety of innovative outreach/participation tools, including electronic voting, “wishing walls,” live/work sign-in map, project buttons, and breakout groups. Extensive stakeholder outreach efforts helped build trust and achieve community buy-in on a number of recommended transportation improvements. This project earned the 2011 Outstanding Plan Implementation Award from the American Planning Association Rhode Island Chapter.

Evan Miller

Visualization/Streetscape/Zoning



Evan is a landscape architect with experience in commercial, mixed-use, office and institutional, healthcare, and parks and recreation design. He has worked with a variety of software programs and digital equipment, and has extensive experience with public presentations and public speaking.

11 years of professional experience

Education

MLA, Landscape Architecture,
North Carolina State University,
2005
BA, History, Gettysburg College,
2000

Affiliations/ Memberships

American Society of Landscape
Architects
Boston Society of Landscape
Architects
Urban Land Institute (ULI)
Preservation North Carolina

Heritage Park, Amesbury, MA

As Landscape Designer, Evan worked closely with the Town of Amesbury to develop a Vision Plan for a major new park on the shore of the Pow Wow River. The park has been designed to serve as the centerpiece for a mixed-use redevelopment area designed to provide new retail, restaurant, residential, and commercial opportunities. It also serves as the logical next phase in extending the completed downtown streetscape experience, also designed by VHB. A gateway pedestrian bridge has also been planned to link the site to a new River Walk, also under design by VHB, on the opposite shore. The Heritage Park Vision Plan was used as a tool in soliciting additional grants and funding towards the project's realization.

Gas Light District, Westfield, MA

Evan is working on a project to provide design services for the Gas Light District in Westfield. He provided preliminary design concepts that included hand sketches, perspectives and sections. The project includes the development of a unique identity for this historic district through the reconstruction of a network of six streets located within the Gas Light District. Improvements include urban pocket parks, streetscape design, custom gateway designs, lighting, street tree planting, and in-road specialty pavement marking the central spine of the district. VHB Landscape Architects lead the visioning and development of a distinct and memorable design pallet, and oversight of construction documents.

Route 126 Reconstruction, Framingham, MA

For the Town of Framingham, Evan provided landscape architecture services for the reconstruction of Route 126. He provided landscape visioning and graphics which were presented to town officials as a means for developing a corridor vision to be used in future projects. The graphics package included a computer rendered plan, section and perspective images that created a clear view of potential improvements.

Route 20 East Corridor Plan, Marlborough, MA

Evan served as designer and provided graphics for the Route 20 East Corridor Plan. This section of Route 20 is approximately 1.3 miles long, with varied character, dominated by "strip" commercial development. Vehicle speed tends to be high and discourages pedestrians and bicyclists, streetscape features and conditions vary, and parcel sizes and development patterns are mixed. The plan's goals were to enhance the urban design, future land use, and urban layout of the corridor area. The plan is intended to guide future development in a more consistent and desirable direction to enhance the character of the area. VHB's tasks included stakeholder input efforts, creating a vision plan, and developing a draft zoning overlay for the area. The final plan also included a market assessment and recommendations that were prepared by RKG Associates.

Renee Guo, AICP

Land Use



Renee is a Planner who specializes in land use and recreational planning, public participation, GIS analysis, graphic design, and data visualization. She has rich experience working on community master plans, public space designs, economic development strategy, and real estate developments.

7 years of professional experience

Education

MA, Urban and Environmental Policy and Planning, Tufts University, 2012

MS, Urban Geography, Sen Yat-Sen University, 2008

BS, Geographic Information System, Henan University, 2006

Registrations/ Certifications

American Institute of Certified Planners, 2014

Better City, South Boston Waterfront Sustainable Transportation Plan, Boston, MA

Renee served as a GIS Planner to develop a multimodal transportation plan for Boston's Innovation District. Sponsored by A Better City, this project looked at ways to provide sustainable solutions to congestion and mobility challenges associated with expected growth while supporting key economic development and quality of life goals. She performed GIS analyses on a variety of transportation, land use, and economic development related issues such as traffic hot spots, pedestrian volume, land use change, public transit and water transportation service, as well as residential population and employment growth projection. She also provided data consolidation and cartography support to the existing and future transportation condition analysis.

Watertown Comprehensive Master Plan, Watertown, MA

Renee assisted in the development of a new master plan for the Town of Watertown, a vibrant community located on the Charles River abutted by Boston, Cambridge, and Newton. The Master Plan involved an extensive public participation component and aimed to develop a common vision for the Town's future to improve the quality of life for its residents. Renee worked closely with the Town Planning staff to provide technical assistance and recommendations for the Master Plan by consolidating and analyzing demographic, economic development, and land use data as well as assisting with a GIS database. She also contributed to the development of plan elements such as land use strategies, open space and recreational planning, and transportation planning.

Lexington Open Space and Recreation Plan Update 2015, Lexington, MA

Renee analyzed land use patterns and demographic trends of Lexington to identify needs for open space preservation and recreation opportunities. Renee also helped design the community survey and analyzed survey results to assess public opinions regarding open space and recreation needs. She worked closely with the Conservation Commission to develop a comprehensive resource inventory of existing open space, conservation, and recreation parcels in Lexington, both in public and private ownership, to help shape the strategies and recommendations of the seven-year implementation program.

North Attleborough Master Plan Update, North Attleborough, MA

Renee assisted with a master plan update for the Town of North Attleborough to develop a long-term vision for the future, enhance economic strength of the town, and improve the quality of life for its residents. Built upon extensive public outreach process, the Master Plan includes elements on land use; natural and cultural resources; open space and recreation; services and facilities; and transportation, while it incorporates and updates recent housing and economic development plans. In addition, she also provided GIS mapping and graphic design support to facilitate the development of planning initiatives.

Jocelyn R. Mayer, ENV SP

Infrastructure Planning



Jocelyn is a site/civil designer at VHB where she is responsible for civil design, permitting, and construction coordination for land development projects. Her focus includes projects involving permitting, site design, stormwater management, utility infrastructure design and construction oversight.

5 years of professional experience

Education

BS, Civil and Environmental Engineering, Northeastern University, 2011

Registrations/ Certifications

Fundamentals of Engineering (formerly EIT) MA, 2011

Envision™ Sustainability Professional, 2013

Affiliations/ Memberships

International Council of Shopping Centers (ICSC)

NAIOP Commercial Real Estate Development Association

Lahey Hospital and Medical Center – “Stilts” Infill Project, Burlington, MA

Jocelyn is a Site Designer on the team providing site/civil engineering, transportation planning and design, and landscape architecture services on the medical center’s “Stilts” Infill project, a five-story, 163,000-gross-square-foot clinical infill project complemented by a new 300+ parking garage at the Lahey Hospital and Medical Center in Burlington. The project includes a 49,000 sf emergency department with 35 patient rooms, three trauma spaces, and a radiology suite. Jocelyn’s responsibilities have included site planning, design, local permitting, and construction design services, including underground storage tanks.

Stop and Shop Fuel Program, Northeastern United States

Jocelyn has provided site planning, design, local permitting and construction services for Stop and Shop fuel facilities throughout Connecticut, Massachusetts, Rhode Island, and New York. Her responsibilities have included site design components such as utilities, drainage, grading, and site layout. She has had a role in the development and management of program specific templates and prototypes. She also has performed construction oversight, with responsibilities that have included observing underground fuel storage tank installation and initial testing, and preparation of final punch lists.

New England Executive Park, Burlington, MA

Jocelyn is a Site Designer for the redevelopment of the Master Plan for the existing New England Executive Park in Burlington. Responsibilities included site visits to document site deficiencies, primarily focusing on ADA accessibility throughout the 60± acre site.

Oracle Office Campus, Burlington, MA

Jocelyn provided site planning, design, local permitting, and construction design services for a multi-phased corporate campus expansion of office and research and development space. Her responsibilities included preparing construction sketches, site design for “minor engineering changes,” and construction cost estimating.

Cross Street Apartments, Somerville, MA

Jocelyn is Site Designer for an ongoing 75-unit urban residential apartment complex with on-grade parking and associated landscaping, driveways and utilities. To date, Jocelyn’s responsibilities have included a feasibility study, conceptual site plans, and subdivision plans. The feasibility study includes coordination with the City of Somerville, private and public utility companies, and the project architect.

Martin F. Kennedy, PE, ENV SP, NCICS

Traffic Task Leader



Marty is a Senior Principal and Managing Director of VHB's office in Bedford, New Hampshire. He has been involved with many facets of traffic engineering and transportation planning. He specializes in the analyses of transportation impacts and the identification and evaluation of transportation improvement plans.

34 years of professional experience

Education

BS, Civil Engineering,
Northeastern University, 1983

Registrations/ Certifications

Professional Engineer NH, 1989

Professional Engineer ME, 2000

Envision™ Sustainability
Professional, 2013

Certified MaineDOT Local
Project Administrator ME, 2011

Certified NHDOT Local Public
Agency (LPA) Training – Federal
Aid

National Charrette Institute
Charrette System™ Certificate,
2007

Affiliations/ Memberships

American Society of Civil
Engineers

Institute of Transportation
Engineers

Berwick Traffic Circulation and Parking Study, Berwick, ME

Marty was Project Manager for a comprehensive study for the Town of Berwick. The study was closely aligned with the Town's vision plan and accommodated the anticipated future build-out of the area, while still complementing the Town's walkable community vision. In addition to the circulation plan, Town officials were interested in hearing any potential ideas that could address some existing parking issues in the immediate vicinity of the Town Hall.

NHDOT, I-293 Exits 6 and 7 Feasibility Study, Manchester, NH

For the New Hampshire Department of Transportation (NHDOT), Marty is managing a major feasibility study of I-293 as it passes through Manchester, New Hampshire. The study involves consideration of the widening and realignment of the mainline, the reconfiguration of Exit 6, and the relocation of Exit 7, as well as Transportation Demand Management (TDM) and Transportation System Management (TSM) measures including the assessment of alternative modes of travel. A key element in the development and evaluation of alternatives is maintaining an open and consensus-driven public outreach process. In addition to managing the study, Marty is leading the public outreach process.

Brighton Avenue/Deering Avenue Intersection Study, Portland, ME

Marty worked closely with the City of Portland and the University of Southern Maine to develop a plan to enhance mobility at an oddly configured and highly congested intersection in Portland. The purpose of the effort was to improve mobility while enhancing safety, accessibility, and aesthetics, while being consistent with the University of Southern Maine's Master Plan and long-term vision. The range of alternatives that were presented to the City through a series of public meetings incorporated the notion of "complete streets" in that any solution must consider the mobility of all users, including pedestrians, bicyclists, motorists, and transit users of all ages and abilities.

Route 1 Corridor Study, Portsmouth to Seabrook, NH

For the Rockingham Planning Commission, Marty managed a corridor study of a 12-mile segment of US Route 1, which extends from the NH/MA state line in Seabrook northward into Portsmouth. One important element of the study was to develop an access management plan for the corridor that would increase corridor mobility, preserve corridor capacity, and enhance public safety. In addition, working closely with the Rockingham Planning Commission and through the use of its traffic model, VHB examined the existing problem of traffic diversion from I-95 onto the Route 1 corridor.

Meghan Elizabeth Houdlette, PE, LEED AP

Traffic



Meghan is a Transportation Engineer in VHB's South Portland, Maine office with a broad range of transportation analysis and planning experience. A Professional Engineer and LEED Accredited Professional, her experience has been on private-sector and institutional clients in the greater Boston area with multimodal urban land development projects in the regulatory environment. Meghan's work is currently focused on projects in the State of Maine.

Education

BS, Civil Engineering, Merrimack College, 2005

12 years of professional experience

Registrations/ Certifications

Professional Engineer ME, 2016

Professional Engineer (Civil)
MA, 2010

LEED Accredited Professional,
2008

Certified MaineDOT Local
Project Administrator ME, 2015

Affiliations/ Memberships

WTS International, Maine,
Co-Chair, Communications
Committee

Central Square Rezoning Mass+Main, Cambridge, MA

Meghan provided transportation planning engineering services for redevelopment of four blocks in Cambridge's Central Square area for TwiningProperties. Meghan worked on preliminary transportation analyses to support the planning process for the redevelopment of the Central Square area which was approved in 2015.

NorthPoint Development Design and Permitting Services, Cambridge, MA

Meghan has worked on various transportation engineering tasks related to the preliminary planning of the O'Brien Highway redesign for NorthPoint. In particular, she has analyzed the pedestrian crossings on Monsignor O'Brien Highway and has estimated a trip generation for the retail portion of the proposed project. In conjunction with the Special Permit for North Point, Meghan has conducted a monitoring program for the past four years as required by the City of Cambridge for its existing residential condominium buildings. Additionally, Meghan has prepared several technical memorandums to support amendments to the special permit program for the development. In particular, Meghan has provided technical analysis to demonstrate trip generation impacts and parking needs of the project.

Massachusetts Institute of Technology East Campus, Cambridge, MA

On behalf of MITIMCo., Meghan has provided transportation planning and engineering services for the redevelopment of several parcels in Cambridge for the City of Cambridge Rezoning Process. She worked on preliminary transportation analyses to support the planning process for the redevelopment of the Kendall Square area within MIT, which was approved in April 2013. As part of this process, she supported the redevelopment of several parcels totaling 1.76 million square feet of mixed-use development in Cambridge for the City of Cambridge PUD Special Permitting Process by preparing the Transportation Impact Study (TIS).

Alexandria Center at Kendall Square, Cambridge, MA

For Alexandria Real Estate Equities Inc. (ARE), Meghan has provided transportation planning, engineering and permitting services for the redevelopment of several parcels totaling 1.8 million square feet of mixed-use development in Cambridge for the City of Cambridge Rezoning Process as well as for the PUD Special Permit, which included the preparation of a Transportation Impact Study (TIS). Additionally, she has conducted a transportation study for the State of Massachusetts Environmental Notification Form (ENF) and the Draft Environmental Impact Report (DEIR) and the Final Environmental Impact Report (FEIR).

CRAIG R. SEYMOUR, MANAGING PRINCIPAL

PROFESSIONAL PROFILE

Mr. Seymour's primary area of expertise includes economic analysis, financial forecasting, strategic planning, feasibility analysis, real property valuation, transportation and project management. He has over twenty-five years of extensive experience in economic development, the socioeconomic evaluation of major projects, business and community planning and redevelopment financing. His responsibilities include management of the firm's economic and financial oriented consulting services, including the appraisal and research functions.

EDUCATION

- AB in Economics/Civil Engineering; Brown University, Providence, Rhode Island
- Masters of Business Administration (MBA); University of New Hampshire

PROFESSIONAL AFFILIATIONS

- Affiliate Member: Appraisal Institute
- Association of Defense Communities
- National Association of REALTORS

LICENSES

- Real Estate Broker
- Certified General Appraiser

PROJECT EXPERIENCE

Real Estate Analysis & Evaluation

Development Studies

Working with local land planners and engineers, analyzed the market potential for an historic building located on a prime riverfront parcel near downtown Jacksonville, Florida. The architecturally unique former industrial building could serve as a catalyst for neighborhood revitalization, provided sufficient public and private investment could be rationalized.

Downtown Revitalization

Worked with the State of Connecticut's Department of Community and Economic Development to analyze a proposed public initiative to revitalize the downtown of a mid-size city through selective public investments and support for private developers.

Master Planning

Prepared a real estate market analysis as part of a master plan for 400 acres in southern Rhode Island. The land uses envisioned for the site include highway retail, office, industrial (flex-tech & distribution) and corporate headquarters. Residential use, specifically age-restricted housing, was also considered along with the need for community facilities and recreational uses.

Transit Oriented Development (TOD)

Managed the research and analysis of the impacts and opportunities surrounding the proposed closure of the Town of Andover (MA) public works yard located between the MBTA commuter rail station and downtown. The 15 acre site presented multiple options for sustainable mixed-use development. RKG's work focused on market demand, economic impacts and fiscal requirements.

Undertook detailed real estate supply and demand studies for MAPC for neighborhoods surrounding commuter rail stations in Beverly, Melrose and Quincy, MA. RKG evaluated the neighborhood context and site characteristics of each location and other issues that would influence development. Housing trends and household tenure characteristics were analyzed to ascertain strengths (or weaknesses) with each location. Market conditions were analyzed to understand pricing levels and supply. Future demand was estimated by age/income cohorts to identify key clusters that could be targeted for new construction.

Managed the economic and fiscal impact analysis for public financing of a new commuter rail station at the New Balance world headquarters in Brighton, MA. As part of the Commonwealth's I-Cubed financing program, future revenue streams such as sales and income taxes may be pledged to repay bonded debt for public investments. RKG prepared estimates of future revenues for each "use" of the mixed-use Boston Landing, along with associated costs in order to estimate the net revenues available to address the public infrastructure costs associated with the multi-million dollar project.

Economic Development and Urban Revitalization Projects

Housing Market Research

Advised a major national homebuilder on the market potential for high-end condominiums in downtown Providence, Rhode Island. The proposed project, a relatively new concept for the area, was highly successful in terms of market acceptability, with the units selling out faster and at higher prices than anticipated.

Public Financing Strategies

Assisted a community throughout a comprehensive redevelopment program to transform a former hospital into a large mixed-use housing development. Services included contributing to the master planning effort, analysis of financial impacts, negotiation for the acquisition and subsequent sale of the property to a preferred developer chosen through a competitive evaluation process, and analysis of the fiscal impacts of alternative development strategies.

Regional Economic Development

Developed the market feasibility and financial plan for a 300-acre high-tech business park in central Maine that is funded through a unique tax-sharing strategy between 24 communities and a newly formed development authority. Work included determination of an equitable funding formula, which included a UDAG grant and a fiscal impact analysis for the host community.

Waterfront Development

Prepared an in-depth economic feasibility analysis for the redevelopment of a 70-acre waterfront site in Key West, Florida involving a major hospitality training center, mixed-use commercial/retail development and twenty-six units of affordable housing.

Transportation

Socioeconomic Impacts

Project manager for DEIS components for expansion of Philadelphia International Airport and T.F. Green Airport in Providence, RI.

Development Impacts

Oversaw analysis of the potential impacts on businesses in downtown Skowhegan, Maine of a proposed by-pass around the village center.

Market Analysis/Development Potential

Managed the economic and market analysis components for the Trenton Intermodal Gateway Project for the National Park Service on Mount Desert Island/Bar Harbor, Maine.

Economic & Fiscal Impact Analysis

Economic Impact Studies

Prepared an analysis of the fiscal and economic impacts associated with a large multi-use development project located on the South Shore of Massachusetts. The project, which includes 730 housing units and 300,000 square feet of retail and offices space, is being developed under the new "Smart Growth" legislation (Chapter 40R), which encourages higher density, transit-oriented development.

Environmental Impact Studies

Managed the analysis of economic and social impacts associated with the EIS process for the expansion of two major east coast airports. Analyzed the impacts associated with a very large, long-term rural transportation initiative.

Fiscal Impact Studies

Provided professional peer review for a suburban community facing a major transit-oriented development. The proposed mixed-use project will eventually include over 1,000 residential units and 4.5 million square feet of retail and office space.

Military Base Redevelopment

Economic Development

Principal consultant to local redevelopment authorities for the creation of public benefit and economic development conveyance (EDC) applications at former military facilities in Connecticut, Texas, Tennessee, New Hampshire, California, Maine, Indiana, Illinois, and Florida.

Financial Analysis

Developed comprehensive business plan for the acquisition and long-term redevelopment of Cecil Field in Jacksonville, Florida. This 5,700 acre former Navy master jet base is now considered a major future employment center for aviation dependent, manufacturing and distribution industries as well as a location for significant new public recreation infrastructure.

LAWRENCE E. CRANOR JR, SENIOR PROJECT MANAGER

PROFESSIONAL PROFILE

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

EDUCATION

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

PROFESSIONAL AFFILIATIONS

- Population Association of America
- New Hampshire Main Street

PROJECT EXPERIENCE

Downtown Redevelopment

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

Housing Market Research

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

Retail Market Studies

Project Manager responsible for preparing market analyses and determining the expansion potential for national/regional/local retailers such as discount merchandisers, grocers, wholesalers, restaurants and outlet malls. These analyses include specific site/location research, customer surveys, sales forecasting and competition studies in many mar-

kets, including Rochester, New York; Merrimack, New Hampshire; Halifax, Massachusetts; and West Hartford, Connecticut.

Cultural Facilities Analysis

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

Neighborhood Revitalization

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

Convention/Cultural/Recreational Facilities

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

Analysis of Proposed Retail and other Commercial Developments

Project Manager for the preparation of economic/fiscal impact analyses of proposed Wal-Mart retail stores in Greenfield, Halifax and Quincy, Massachusetts; Ithaca, Lake Placid, Saratoga Springs, Ticonderoga and Victor, New York; Middletown, Rhode Island; and, St. Albans and St. Johnsbury, Vermont. Project Manger responsible for developing a comprehensive analysis of the expansion of the Cape Cod Mall in Hyannis, Massachusetts; and repositioning of the former Scarborough Downs in Saco, Maine.

ERIC HALVORSEN, AICP, SENIOR PROJECT ANALYST

PROFESSIONAL PROFILE

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

EDUCATION

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

PROFESSIONAL AFFILIATIONS

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

PROJECT EXPERIENCE

Community Planning

Downtown Revitalization

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

Transit Oriented Development (TOD)

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

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

Zoning

Constraints and Opportunities

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

Design Guidelines

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

Transportation Planning

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

Public Engagement

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



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