

# PROPOSAL



## Proposal to Provide Consulting Services Falmouth, ME 1.21.2020

**J M Goldson**

community preservation  
+ planning

**FAVERMANN DESIGN**

16 Aberdeen Street Boston, MA 02215  
617. 247.1440



January 21, 2020

To: Nathan Poore, Town Manager  
Town of Falmouth  
271 Falmouth Road  
Falmouth, ME 04105  
207-699-5314  
[npoores@falmouthme.org](mailto:npoores@falmouthme.org)

Fr: Mark Favermann, Favermann Design  
16 Aberdeen Street  
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617-669-3541  
[favermann@gmail.com](mailto:favermann@gmail.com)

Re: A Response Proposal to Provide Consulting Services to the Town of Falmouth, ME  
To Conduct a Public Process to Develop a Town Vision and Values Statement



## INTRODUCTION

For the past four decades, Favermann Design has been involved in the process of creative envisioning that is translated into implementable design steps and achievable elements that enhance and celebrate communities. Our firm has a wide variety of experiences with cities, towns, universities, international sports events and iconic parks and institutions. Over the past several years, we have been involved in creative vision-making with over thirty communities. Many of these projects have occurred because Favermann Design has been a consultant to the Massachusetts Downtown Initiative, a program of the Massachusetts Department of Housing and Community Development (DHCD).

A major portion of our firm's work has dealt with developing a sense of civic ownership by residents and businesses as well as developing a consensus among stakeholders, government officials and administrators. To be the most responsive and thoughtful, we have developed an appealing and enticing approach to presentations of design and planning options. Additionally, our staff has established an interactive community response and reaction process. We developed this methodology while designing the 1996 Centennial Olympic Games in Atlanta and refined it formulating the international award-winning master plan for an over 100 year-old 2.7 mile linear park, The Esplanade, along the Charles River in Boston, Brookline and Cambridge, MA. <https://esplanade.org/projects-programs/esplanade-2020/>

In recent months, Favermann Design has been involved in the design and development of Best Practices guidelines retail storefronts and facades for the commercial districts in the City of Everett, MA. The design guidelines are now being integrated into the city's ordinances and building code. Our staff is illustrating the future implementation by detailed contextural renderings. We are also developing guidelines, that are best practices as well, for outdoor restaurant and café seating for the city as well as creating an aspirational city-wide public art plan. Involving all aspects of the city's diverse population, each of these design components are at once visionary and practical. Favermann Design's approach to envisioning development for a community is at once creative, sensitive, welcoming, sustainable and enhancing while underscoring a sense of unique place.

## OUR TEAM

For this project, Favermann Design is partnering with the planning firm of JM Goldson, Community Preservation + Planning. As Favermann Design's focus has been downtown and commercial development with attention to urban design details, JM Goldson has a strong portfolio demonstrating expertise in community visioning, historic preservation along with extensive work with affordable housing development. Their 21st Century approach to the facilitation of highly interactive engagement complements Favermann Design's envisioning process. Similar projects to this one by JM Goldson include Eastham SPpdf, Ipswich CDP.pdf, and Wellesley HPP.pdf. (see pages 6-9) The two firms have worked smoothly on previous projects together. The combined staffs of Favermann Design and JM Goldson will be termed the Favermann Design Team.

## OUR UNDERSTANDING

The Favermann Design Team understands the key issues and challenges of this Phase 1 of the Falmouth, Maine Vision and Values Project to be the following:

- The RFQ indicates the Comprehensive Plan adopted in 2013 has started to be implemented by the town. However, in 2016 zoning amendments were proposed to address some of the key recommendations of the plan, including increasing the share of growth in the designated growth areas and diversifying housing inventory.
- There has been opposition to recent development and those zoning amendments from 2016 were reversed in 2019.
- Furthermore, several development projects continue to receive neighborhood opposition which are in-line with the recommendations of the Comprehensive Plan.
- The Town seems to be recognizing there is a disconnect between the 2013 plan and what stakeholders want to see in the future. As such, the Town Council determined that the 2013 Comprehensive Plan should be updated and that a public process should be established to identify the Town's visions and values for the update of this plan.

Our team feels very comfortable addressing these all of these issues and would be highly interested in eventually working on Phase 2 as well.

## SCOPE OF WORK

The Favermann Design Team understands the scope of work of this Phase I part of the Town of Falmouth's Vision and Values Project to include but not necessarily be limited to the following:

- The consultants will moderate meetings with elected and appointed officials, open public forums to generate an agreed to set of Town vision and values.
- The consultants will research and analyze existing town building and development ordinances and zoning as they apply to future project vision.
- We also understand that the process needs to foster understanding of the development process and recent proposals from private developers.
- Our team will sensitively attempt to identify the issues facing the town in regard to present day and future development plans.
- As project goals, our team will develop strategies to elicit community support and eventual community sign-offs on process, procedures and shared goals.
- Create a final report defining and illustrating the visions and values of the Town of Falmouth, ME.

## OUR PROCESS

We will start the process by immersing the participating community members—residents, stakeholders, business community members, elected and appointed officials, etc., with a presentation of images, themes and concepts related to the past history, present day and potential future of Falmouth, ME. These images underscore the notions of environmental context, sense of place and best practices policies by other communities. This presentation is carefully produced by Favermann Design's staff members to best appeal to stakeholders and to stimulate discussion from a wide variety of the town's residents, business owners and government administrators across population segments differing in gender, social-economic status, age and ethnic diversity.

The second phase of our approach is called Ideation. This is an interactive process that allows participants to express in simple and more complex ways what they describe as the essence, personality and characteristics of Falmouth, ME. Developed from descriptive questions, these words, phrases and descriptive comments are transcribed and reviewed by the group.

Once the Ideation process is completed, our urban design staff will create graphically descriptive sketches, renderings and digital models of the envisioned concepts, ideas and environments. These drawings will be shared with the community online, in the local newspapers and in other visual formats. These shared images will allow greater response, refinements and eventually ownership by the community of the purposed vision or suggested future outcome. Here, our team will make the vision a series of clear unambiguous visual statements.

Concurrently, as deemed appropriate, the Favermann Design Team will use digital platforms that allow stakeholders to express themselves through easy access of the Internet. These 21st Century tools are to be used in a sensitive manner that reflects appropriate and most responsive demographic acknowledgement. In simple terms, younger stakeholders generally are more responsive to digital platforms than older interested parties. But, this is not always the circumstance and must be sensitively reviewed for application. The digital platforms will allow discussion and insights to be expressed by stakeholders from their homes or places of business.

The documentation of the Favermann Design Team's process will be developed into a final report overseen by the Falmouth Town Manager and his staff and available digitally.

Our Team greatly looks forward to working on this strategic project. We are available to meet and discuss this project between February 3-7, 2020.

## OUR QUALIFICATIONS

The Favermann Design Team has collective expertise in all the necessary skills and techniques to achieve the necessary goals to achieve positive and results. The following are the primary individuals who will be working on this Falmouth, Maine project:

## FAVERMANN DESIGN

Founder of the firm in 1980, **Mark Favermann** will be project manager. He brings a vast amount of experience relating to urban design and strategic planning. An urban designer deeply involved in branding parts of cities, sports venues and key institutions, Mark specializes in using the tools of architecture, industrial and environmental graphic design to create distinctive visual public signatures. He is also an award-winning public artist who uses functional public art as civic design to uplift visual markers such as street furniture, gateways and identifiers. He has a working portfolio of cost-effective regional, national and international aesthetically pleasing prize-winning city details, streetscapes, sports events, institutional projects and regional programs.

Mark's work has included streetscape projects for the City of Boston, the City of Somerville, the City of Northampton, the Town of Brookline, the City of Peabody and the City of New Haven, CT. His major sports projects include creating the image, identity and look of the 1993 World University Games, the 1996 Centennial Olympic Games in Atlanta, the 1999 Ryder Cup Matches in Brookline, MA, the 2000 NCAA Final Four in Indianapolis, the 2002 Commonwealth Games, the 2003-04 Capital One Bowl in Orlando, and many other national and international championships and events. For the past 18 seasons, Favermann has been design consultant to the Boston Red Sox.

Previously, he has served as a consultant to Disneyworld, Universal Studios, the Boston Museum of Fine Arts and Harvard University. Mark has also taught at Boston University, Roger Williams University, and Boston Architectural College. He has published over 600 articles on all aspects of public art, architecture and design. He is Associate Editor of Boston's Arts Fuse.

He received his Bachelor of Arts from Washington & Lee University and his masters from the Graduate School of Design at Harvard University. He served on the Alumni Council at the Graduate School of Design for 6 years. Mark was a Research Fellow at the Center for Advanced Visual Studies at MIT. Additionally, he serves on the boards of cultureNow/Museum Without Walls and Boston Cyberarts.

**Jessie Wilson Wyman** is an urban designer at Favermann Design. She has had a decade long career working both for a variety municipalities and consulting firms. Previously, she served as the Director of Community Development for the Town of Reading, MA. At Reading, she developed an Economic Development Factors and Peer Community Study, a Complete Streets Policy, a Bicycle and Pedestrian Plan, a Housing Production Plan update, and an Open Space and Recreation Plan Update.

Highly skilled in rendering techniques, mapping and digital drafting, she attended Iowa State University receiving a BS in planning and sustainability and North-eastern University where she received a masters in urban design. Besides urban design components—retail, housing and landscapin, she has extensive experience in the design and specification of street furniture including gateways, kiosks, benches, bike racks, etc.

**Pedro Soto** is an urban planner with extensive experience in standard planning issues as well as out-of-the-box community creativity. He received his Masters in Regional Planning from UMass Amherst and his BS from Salem State University. His professional experience includes at UMass, Amherst, he documented and evaluated the zoning ordinances of 15 planned communities across the United States to determine the level of protection given to open space and urban forests; photographed and documented over 120, 16th century structures on Eleuthera, Bahamas as a part of a United Nations World Heritage site application; at the cities of Haverhill & Methuen Haverhill/Methuen, MA Vacant Property Specialist Finalized the design, implementation and dissemination of the vacant properties planning strategy for the Cities of Methuen and Haverhill and Worked with the owners of distressed and abandoned properties to return the units to the housing stock and active tax base; for the City of Peabody, he served as Senior City Planner 2015 – 2017 where he assisted in the implementation of the City's Master Plan, compiled and analyzed data on economic, social, and physical factors affecting land use, conferred with local authorities, civic leaders, land planning and development specialist to devise and recommend arrangement of land and physical facilities for residential, commercial, industrial, and community use; and for Beyond Walls, Inc . Lynn, MA , he was founding Associate Director/Project Lead 2016 - Nov. 2019 where he provided day-to-day execution, project controls, scheduling, cost, and contract management.

## JM GOLDING

**Anna K. Callahan**, community planner, joined JM Goldson LLC in July 2018 after completing her Master's degree in City and Regional Planning at Cornell University. Her research interests and recent projects focus on the intersection of planning, preservation, and economic development—in particular, how historic structures can be leveraged to encourage and promote economic development agendas. As a planning practitioner, Anna values comprehensive data analysis, interactive and engaging community participation, creative graphic design, and smooth project processes.

Prior to joining JM Goldson LLC, she worked with Preserve Rhode Island and the Preservation Society for Newport County to develop an annual study measuring quality-of-place in Rhode Island's thirty-nine communities. In this study, quantitative data from Rhode Island state agencies, the American Community Survey and other databases complemented a qualitative survey distributed through the APA Rhode Island e-newsletter. In her master's thesis, she discussed the development of these quality-of-place metrics based on existing literature and highlighted the critical role that historic preservation plays in cultivating a sense of place.

**Barry Fradkin**, a certified Geographic Information Systems Professional, joined JM Goldson LLC in October 2019. His background combines urban and environmental planning with spatial analytics and data visualization. Barry completed a Master's in Environmental Sciences at the University of Massachusetts Boston, and has worked in local and regional planning for over 9 years. He entered the field as a GIS Analyst at the Metropolitan Area Planning Council, where he performed data analytics, mapping, scenario modeling, and stakeholder engagement in cities and towns around Boston, followed by more than 6 years as a consultant in international planning and sustainable development.

During his time as an international consultant, Barry explored topics including urban growth projections, hazard risk and resilience, poverty and socioeconomic analysis, conservation, and regional development, ranging from agricultural value chains to tourism planning. As a Senior Analyst, Barry coordinated projects that combined spatial and statistical analysis with design-based planning approaches to develop policy and infrastructure investment recommendations at local, regional, and national scales.

He has developed participatory scenario planning workshops with interdisciplinary stakeholder groups in northern Alaska, modeled land use change in Florida and Latin America, and analyzed flooding and urban heat island exposure in Europe and the Caribbean. Through these experiences, Barry has honed his skills in research and data management, and worked with a wide range of communities and decision-makers to compile relevant insights from spatial and demographic analysis, stakeholder engagement, and an understanding of local conditions and historical context.

**Jennifer M. Goldson**, a certified professional planner, formed JM Goldson community preservation + planning in 2006 to help communities create successful community visions and master plans, community preservation programs, and address affordable housing needs. Her 25+ year professional background blends affordable housing, comprehensive planning, historic preservation, open space conservation, community engagement, and implementation of the Massachusetts Community Preservation Act. Jennifer is certified by the American Institute of Certified Planners and is a member of the International Association of Facilitators.

JM Goldson provides client communities with a balanced approach to planning. JM Goldson's approach focuses on protecting community assets and enhancing housing choice in ways that are compatible with other community and regional goals. JM Goldson is known for facilitating highly-interactive public engagement and customizing services to best meet client communities' needs.

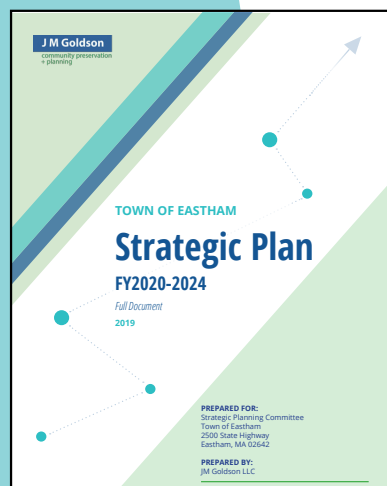
JM Goldson has a strong track record assisting communities with community visioning and master planning, community preservation, and affordable housing planning and implementation, including Community Vision Plans, Housing Production Plans, Housing Needs Assessments, Community Preservation Plans, and Affordable Housing Trust Action Plans. Jennifer is the primary author of Massachusetts Housing Partnership's (MHP) Municipal Affordable Housing Trust Guidebook, which received the 2010 Outstanding Planning Award from the Massachusetts Chapter of the American Planning Association.

JM Goldson LLC, as lead project consultant, coordinated a strategic planning process for the Town of Eastham. This plan identified local priorities that will guide and focus town actions over the next five years and provided a framework for updating the Local Comprehensive Plan.



We built on the Town's comprehensive planning efforts by synthesizing a variety of prior plans, studies, and reports relevant to local land use and physical planning. This became a foundation for engaging town officials, committees and boards, and community members throughout the strategic planning process. This nine-month process was completed in Fall 2019.

**Learn more:**  
[www.eastham-ma.gov/sites/easthamma/files/uploads/eas\\_tham\\_sp\\_supporting\\_doc\\_10.25.19.pdf](http://www.eastham-ma.gov/sites/easthamma/files/uploads/eas_tham_sp_supporting_doc_10.25.19.pdf)



**TRANSPORTATION**  
 Transportation was covered in 60% of reports, including explicitly in 1 report: 2010 Complete Streets Prioritization Plan.

**HISTORIC PRESERVATION**  
 Historic Preservation was covered in 60% of reports, including explicitly in 2 reports: 2010 Heritage Landscape Inventory and 2018 Community Preservation Plan.

**HOUSING**  
 Housing was covered in 70% of reports, including explicitly in 3 reports: 2010 Housing Production Plan, 2018 Affordable Housing Trust Program Guidelines, and 2018 Community Preservation Plan.

**OPEN SPACE & RECREATION**  
 Open Space & Recreation was covered in 70% of reports, including explicitly in 3 reports: 2015 Open Space and Recreation Plan, 2016 Recreation Survey Results, and 2018 Community Preservation Plan.

**ECONOMIC DEVELOPMENT**  
 Economic Development was covered in 50% of reports.

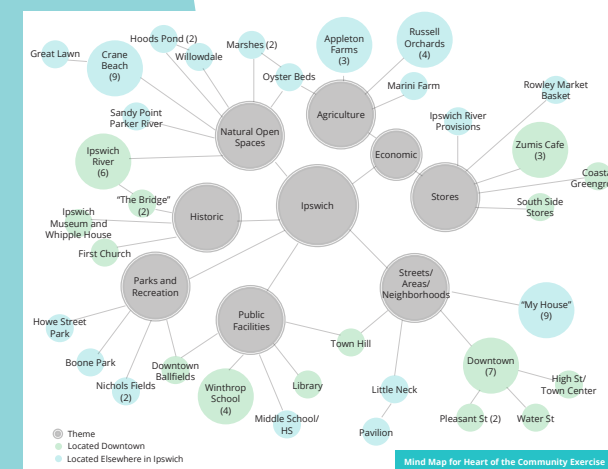
Document	T	HP	H	OSR	ED
2009 Cape Cod Regional Policy Plan					
2010 Heritage Landscape Inventory					
2010 Local Comprehensive Plan					
2015 Open Space and Recreation Plan					
2016 Housing Production Plan					
2016 Recreation Survey Results					
2017 - Article 22 Zoning Amendment					
2017 Technical Assistance Panel Report					
2018 - Article 14 Capital Improvement					
2018 Affordable Housing Trust Program Guidelines					
2018 Community Preservation Plan					
2018 Complete Streets Prioritization Plan					
2018 Eastham Vision					
2018 Strategic Planning Community Survey					

**Project Status:** Completed 2019  
**JMG Team:** Jennifer Goldson (PM); Avery Wolfe, Anna Callahan

**Project Contact:** Paul Lagg  
 Town Planner  
 plagg@eastham-ma.gov | (508) 240-5900

In 2018 the Town of Ipswich hired JM Goldson, as the lead consultant, to conduct the first phase of the Town's Community Development Plan (CDP) Update.

With a long-range horizon of 10 to 15 years, the Community Development Plan (CDP) provides a basis for decision-making about land use planning and development, housing policy, transportation investment, economic development, and capital improvement planning for public facilities and infrastructure. The Town completed their last CDP in 2003 and amended it in 2008 to emphasize sustainability and green design.



The eight-month process included project branding, a thorough analysis of existing conditions, identification of challenges and opportunities, and the facilitation of a community-wide visioning process.

JM Goldson led a comprehensive community engagement process to guide the visioning process and collect qualitative information for the needs assessment, including two public forums, interactive real-time polling, an online community-wide survey, tabling at community events, and an interactive online project website, hosted on Bang the Table. Phase I was completed in November 2019.

**Learn more:**  
[www.ipswichma.gov/326/Ipswich-Community-Development-Plan](http://www.ipswichma.gov/326/Ipswich-Community-Development-Plan)

**IPSWICH IN 2020: A VISION STATEMENT**

*From the 2013 Ipswich Community Development Plan*

**Ipswich in 2020 is a community that understands how to manage change by:**

- Protecting the Town's natural beauty, water resources, and environmental health through enhancing its "green infrastructure"
- Preserving its historic structures and sites
- Sustaining its rural heritage by supporting local farming
- Providing a wide variety of economic and housing opportunities to support social and economic diversity in the community

**In 2020, Ipswich remains a real country town, not simply a suburb or bedroom community.**

- The historic downtown core is surrounded by an ecologically diverse network of open spaces containing wildlife corridors and trails for recreation and human use.
- The Ipswich River flows throughout the summer and water quality has improved to match in the estuary that clam beds are increasingly open for harvest.
- Housing is concentrated in the downtown core, where a lively village commercial center still offers open-operational retail establishments.
- Environmentally-friendly businesses in the core and in a redeveloped Mitchell Road industrial park provide jobs for a significant proportion of local residents.
- Outside the core, fields and woods are interspersed along the roads with nodes of housing.
- Local farms survive, thanks to strong market and policy support from the community.
- Transportation alternatives to cars benefit local residents as well as visitors to Ipswich.
- The Town's successful preservation of open spaces and management of transportation makes it attractive to visitors, who admire historic sites and patronize downtown businesses in addition to enjoying beaches and other natural areas.

Does this vision align with your understanding of Ipswich today? Place your dot on the scale below.

**Comments?**  
 Which components of this vision has the town been successful at accomplishing? Which ones still have some work to do?

**Project Status:** Completed 2019  
**JMG Team:** Anna Callahan (PM); Jennifer Goldson, Avery Wolfe, and Barry Fradkin

**Project Contact:** Ethan Parsons,  
 Planning Director  
 ethanp@ipswichma.gov | 978-356-6607

JM Goldson, on a team led by Barrett Planning Group, led the community engagement components for the Wellesley Housing Production Plan (HPP). The plan was adopted in 2018.

As stated in the HPP, despite Wellesley's exceptionally high housing costs, the limited inventory of affordable units in Wellesley is not because the town has ignored its obligations to provide affordable housing. The opposite is true. Of the 575 units on the Chapter 40B Subsidized Housing Inventory (SHI) today, most have come about because of efforts by the Wellesley Housing Authority, Wellesley Housing Development Corporation (WHDC), Town boards and commissions, and Town staff.



Community members recognized the need to create new housing, but emphasized that it should be done in areas where housing or commercial properties already exist. Density done in a smart way, with access to public transportation and shared open space was one idea.

The project team assisted the community in considering how to balance desires to preserve character and design and the significant needs for housing production locally and in the region. Through two interactive public forums, JM Goldson led the community through a visioning process for housing in Wellesley, as well as opportunities and barriers to that vision. The team helped the community and leaders think about ways to introduce modestly scaled affordable units in established neighborhoods to create a track record that illustrates how Wellesley has both protected the single-family neighborhoods and provided affordable housing choices within them.

## Wellesley Housing Production Plan

Town of Wellesley  
September 24, 2018

Consultants:

**Project Status:** Completed 2018  
**JMG Team:** Jennifer Goldson

**Project Contact:** Meghan Jop  
Executive Director of Govn't Services  
mjop@wellesleyma.gov | (781) 431 1019 ext. 2200

It's been 65 years since Winchester completed its last master plan. JM Goldson LLC, as lead consultant, is undertaking a comprehensive Master Plan update.

Winchester's population has become more diverse in recent years, with a larger Asian population, primarily Chinese-American, and Hispanic/Latino population. To encourage more people with diverse backgrounds and perspectives to participate, the project includes an interactive project website and online engagement platform, hosted through coUrbanize.

The project includes project branding, thorough analysis of existing conditions, identification of challenges and opportunities, facilitation of a community-wide visioning process, and the development of strategies and an action plan.

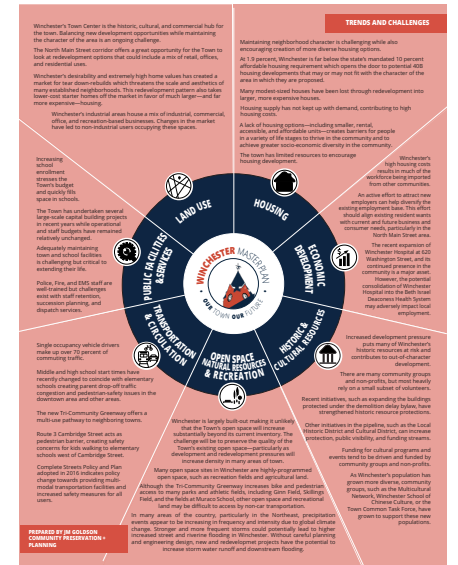
JM Goldson is also leading a robust community engagement process, including public forums, surveys, focus groups, management of the project's online coUrbanize platform, tabling and cafe events as well as other creative outreach strategies including "meeting-in-a-box" kits.

JM Goldson is working in cooperation with town staff and a steering committee on all aspects of the project. This 18-month project is currently ongoing with expected completion in March 2020.

**Learn more:**  
[courbanize.com/projects/winchestermasterplan](http://courbanize.com/projects/winchestermasterplan)

**Project Status:** Ongoing  
**JMG Team:** Anna Callahan and Jenn Goldson (PMs); Barry Fradkin; Avery Wolfe

**Project Contact:** Brian Szekely, Planning Director  
bszekely@winchester.us | (781) 721-7120  
Heather von Mering, Chair, MP Steering Committee  
hvonmering@winchester.us



**To create a meaningful and effective Master Plan, the elements of the plan are not planned in a silo, but rather integrated systematically so that they consider and reinforce one another—and support the regional planning framework. The structure—and flexibility—of the planning process is critical to reaching a substantive understanding of the system as a whole.**

**VISION:**  
An aspirational view of what residents hope the community will be like in the future, at its very best. Before a meaningful plan can be created, the community needs to imagine the future it is aiming for. The vision statement (with guiding principles) sets the plan. An aspirational vision statement is shown on page 10, with goals (or key components) of the vision are shown with its corresponding theme on the following pages. Guided growth and development, sustainability and governance, community connections and public education, and multimodal and regional connections.

**CORE THEMES:**  
Four core themes emerged through the planning process based on the community's values and priorities (and the community's desire to be a leading, innovative, growing, sustainable, building, connecting, and thriving place).

**STATUTORY ELEMENTS:**  
There are several statutory elements required to be included in all Massachusetts master plans per MGL c. 41B. In addition to these items, the project team included an eighth element—sustainability—to recognize Winchester's recent commitment to climate resilience through its Climate Action Plan, Urban Sustainability Plan, and the fact that the planning process, however, all elements are covered in the substance of the plan and the report includes these elements in the plan's framework.

**GOALS:**  
Goals are conditions to aim for that help the community achieve its vision over time. Goals are often measurable. This plan includes metrics so that the town can measure its progress towards achieving the goals.

**STRATEGIES:**  
Strategies are ways that the town will work to achieve one or more of the goals. They are actionable and will involve funding, regulatory programs, and/or use of other town resources, such as staff or volunteer time.

CORE THEMES	STATUTORY ELEMENTS	VISION PILLARS	GOALS	STRATEGIES
BALANCING DEVELOPMENT & GROWTH		BALANCED GROWTH	6 GOALS	20
ENSURING SUSTAINABILITY		SUSTAINABILITY	5 GOALS	22
BUILDING COMMUNITY		COMMUNITY CONNECTIONS & PUBLIC EDUCATION	5 GOALS	17
CONNECTING PEOPLE TO PLACES		MULTIMODAL REGIONAL CONNECTIONS	4 GOALS	15



## TOWN OF WELLS

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Offices of the  
Town Manager and  
Board of Selectmen

January 16, 2020

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

Re: Wayfinder Consultant- Mark Favermann

Dear Nathan:

A short note to indicate the Town of Wells went out for proposals to undertake our Wayfinder Project and engaged Mark Favermann to do the work. He was extremely responsive and excellent to work with. He is an experienced communicator and a true designer with the subject in mind and has some great staff to do graphic and research work. Mark has a tremendous municipal portfolio and ability to creatively work with community members and staff to develop a series of visual products that have been embraced by our Wayfinder Committee as well as the Wells Board of Selectmen.

If you would like to discuss Mark and our experience with his firm, please contact me.

Regards,

A handwritten signature in blue ink, appearing to read 'Jonathan L. Carter'.

Jonathan L. Carter  
Town Manager

## REFERENCES FOR FAVERMANN DESIGN

### 1. Jonathan Carter

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### 2. Elizabeth Hahn

Director of Downtown Initiatives Program  
Department of Housing and Community Development, Commonwealth of Massachusetts  
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### 3. Joseph Began

Senior Transportation Manager  
Harvard Campus Planning and Development  
Harvard University  
Richard A. and Susan F. Smith Campus Center  
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