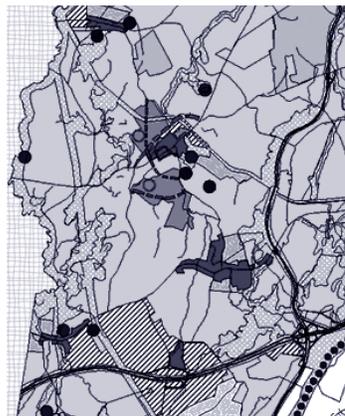


BEJ Planning

JOINT LAND USE STUDY (JLUS)
STONE RANCH MILITARY RESERVATION, CONNECTICUT

EAST LYME, CONNECTICUT
NOVEMBER 14, 2014



PLANNING
URBAN DESIGN
ENVIRONMENTAL
ANALYSIS
REAL ESTATE
CONSULTING
TRANSPORTATION
PLANNING

November 14, 2014

Gary A. Goeschel II, Director of Planning
Town of East Lyme
108 Pennsylvania Avenue
PO Box 519
Niantic, CT 06375

Re: Town of East Lyme, Joint Land Use Study (JLUS)

Dear Mr. Goeschel:

BFJ Planning (BFJ) is pleased to submit this proposal to assist the Town of East Lyme to prepare a Joint Land Use Study (JLUS) for Stones Ranch Military Reservation (SRMR), including Camp Niantic, and the surrounding communities. Our team of highly qualified and experienced professionals includes community planners, land use planners, urban designers, and economic development experts.

BFJ Planning has extensive experience with zoning and planning projects throughout Connecticut. Our work includes a comprehensive update of Bridgeport's zoning code; a zoning code update for Monroe; Village District advisory services for Norwalk; development of a neighborhood plan for Cos Cob in Greenwich, a downtown vision plan in Glastonbury; and preparation of a transit oriented development (TOD) district zone in Stratford.

For this project, I would act as Principal-in-Charge, with assistance from Susan Favate, AICP, PP, who were serve as project manager, and Simon Kates, AICP, LEED AP, as project planner. I have led more than 20 planning and zoning projects in Connecticut, and am quite familiar with the study area, as I have a residence in Madison. Ms. Favate has worked on several of BFJ's recent projects in the state, including the Stamford Master Plan, the East Hartford Plan of Conservation and Development update, the New Canaan downtown market study and the Cos Cob neighborhood plan. Mr. Kates has a background in sustainability planning and has recently worked on post-Hurricane Sandy resilience planning through New York State's NY Rising program, the Main Street Design Study for Trumbull, and zoning text amendments for the Village of Tarrytown, NY.

Our team will also include Georges Jacquemart, PE, AICP, for transportation issues, Paul Buckhurst, ARIBA, for urban design issues, Isabel Aguirre Martinez to lead mapping and graphics and Peter Furst, AICP of our affiliate Urbanomics for demographic forecasting and data analysis. In addition, joining our team to lead public and stakeholder outreach is Fitzgerald & Halliday, Inc. (FHI), a Connecticut-based, woman-owned business (WBE) with substantial experience in community engagement. Our core team of myself, Ms. Favate and Mr. Kates will be involved in all phases of work.

We have an office in Stamford, which provides us the ability to be "on-call" and attend meetings as needed. Our team greatly looks forward to this opportunity to work with you. If you need additional information or clarification, please do not hesitate to contact me by phone at 212.353.7476 or via email at f.fish@bfjplanning.com.

Sincerely,



Frank Fish, FAICP
Principal

CHARLOTTE
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NEW YORK CITY
PITTSBURGH
STAMFORD

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Proposal for Consultant Services

JOINT LAND USE STUDY (JLUS)

STONES RANCH MILITARY RESERVATION, CT

November 14, 2014

Frank Fish, FAICP

Principal

f.fish@bfjplanning.com

212.353.7476

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1.0 Project Scope and Approach

PROJECT UNDERSTANDING

The Town of East Lyme, Connecticut, is seeking a qualified planning consulting firm to prepare a Joint Land Use Study (JLUS) for the Stones Ranch Military Reservation (SRMR), as asset for the Connecticut Army National Guard (CTARNG). The JLUS is funded by a grant from the Department of Defense Office of Economic Adjustment as a strategy to support the long-term sustainability and operability of SRMR.

The objective of the JLUS is to conduct a thorough study of land use conflict and compatibility between the SRMR and the surrounding areas based on public input, feedback from a broad range of stakeholders and data collection and analysis. The JLUS will culminate in a series of recommended conflict resolution strategies that can be reviewed for implementation by participating jurisdictions. These land use strategies will benefit both CTARNG and the surrounding residential and commercial neighborhoods by carefully planning for consistent land use development that mitigates current land use conflicts and prevents future incompatible uses.

The BFJ Planning team is uniquely qualified to conduct the JLUS on behalf of the Town of East Lyme, with proven expertise in planning and related fields; a record of establishing clear, implementable recommendations and strategies; and a strong commitment to public and stakeholder outreach. Our work is distinguished by a high degree of senior staff participation in the technical work of each project, and exceptional capabilities in graphic design (including GIS) and presentation.

BFJ has substantial knowledge of planning and land use issues in Connecticut. On behalf of the Town of Greenwich, we recently completed the Cos Cob Neighborhood Plan, a project which incorporated a high degree of involvement from both the public and civic leaders, and which was completed and adopted in less than 18 months. Other comparable work in the State includes the Reservoir Avenue Neighborhood Revitalization Zone (NRZ) plan and draft Village Zoning text for the Black Rock neighborhood, both in Bridgeport; a design study of Lower Main Street in Trumbull; a downtown market study in New Canaan; and a shared vision plan for the town center of Glastonbury. Additional recent planning efforts in Connecticut include the East Hartford Plan of Conservation and Development, the Stamford Master Plan, ongoing design advisory services for the City of Norwalk and the Plan of Conservation and Development and follow-up zoning revisions in both Monroe and Bridgeport.

Public engagement for this project will be directed by FHI Planning, a Connecticut-based woman owned business (WBE) that is a renowned specialist in community-based planning, community engagement, public relations, and information technology. Developing a public involvement strategy for the JLUS should not take a “one size fits all” approach. Capturing community values and views that are representative of all stakeholders—while ensuring that this input is truly meaningful to the development of the study’s recommendations—requires the use of a diverse toolbox of outreach strategies and an understanding of the key issues. Employing a dynamic and interactive public outreach strategy will build a solid foundation to ensure that the JLUS remains relevant in planning and development decisions in years to come.

1.0 Project Scope and Approach

Our affiliate Urbanomics, who will be joining us in this effort, has worked closely with us in previous land use studies, providing demographic analysis and population projections. Urbanomics is a firm of economists and demographers with extensive experience in the field of urban planning and demographic analysis. Urbanomics brings to this effort nearly 30 years of experience in preparing long range demographic and economic forecasts, economic and fiscal impact analyses for local governments, property market studies and financial feasibility assessments for developers, housing and economic development strategies for county master plans, and an array of computer mapping, data base manipulation and econometric skills.

BFJ has designated Susan Favate, Associate Principal, as the primary point of contact for this project. Ms. Favate will coordinate all coordination with Federal, state and local agencies and elected officials and will provide all progress reports, meeting agendas and materials, presentations, and draft and final reports to the Town of East Lyme prior to JLUS committee review and public release.

BFJ's project management policy includes regular contact by telephone, email and facsimile. We keep the client informed of the work progress, sending drawings, draft memos and/or preliminary findings prior to formal client meetings. All project-related telephone conversations and intra-team communications are documented. Team members' work is carefully scheduled and monitored through regular internal communication and reviews, and all work reflects a significant level of senior staff involvement. At the project start-up meeting, administrative and procedural measures will be discussed and agreed upon with the client. The success of our approach is demonstrated by BFJ's timely, on-budget delivery.

SCOPE OF WORK

Task 1—Overall Project Initiation and Administration

Subtask 1.1 Work Plan Refinement

Subtask 1.2 Administration and Management

Subtask 1.3 Project Coordination

BFJ has extensive experience managing large-scale planning projects that require careful administration and ongoing coordination among multiple interested parties and stakeholders. At the outset of this project, we will meet with the project sponsor to review and refine the JLUS Work Plan as needed. Upon approval of the project sponsor, the final Work Plan will be presented to the JLUS Policy and Technical Committees to ensure that all critical stakeholders are in agreement.

Throughout the course of the project, BFJ will complete administrative and managerial tasks as stipulated in the RFP document, including scheduling committee and public meetings, preparing meeting materials, providing written monthly status reports, and providing written and verbal presentations to the JLUS Policy and Technical Committees after each major phase of the project.

All contract issues will be dealt with by the BFJ Principal, Frank Fish. He will be assisted in contract management by Susan Favate, Associate Principal and project manager for this project.

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Task 2 – Stakeholder and Public Involvement

Subtask 2.1 Public Involvement Strategy

Subtask 2.2 Installation Tour

Subtask 2.3 Public/Elected Officials

Subtask 2.4 Public Meetings

Public engagement for this project will be directed by FHI Planning, a Connecticut-based woman owned business (WBE) that is a renowned specialist in community-based planning, community engagement, public relations, and information technology. FHI will develop a public engagement strategy that highlights our team’s methodology for communicating with and soliciting feedback from elected officials, members of the public, the media, and all other stakeholders that will be impacted by this project.

The BFJ Planning Team is committed to a planning process based on meaningful citizen input guided collaboratively by professional planners. Our experience has shown that early and consistent involvement of the community will enrich the study process and the content of the final JLUS. Developing a well-crafted and tailored community participation strategy is particularly important for this project due to the broad range of stakeholders and complex interaction of multiple land uses.

In addition, FHI will develop, host, maintain and update a stand-alone project website that can also be linked to the participating jurisdictions’ website(s). This site will be at the heart of the electronic toolbox for the JLUS Planning Process. We envision the website as an interactive tool that allows us to expand the reach of our outreach efforts, engage a variety of demographic and age groups and encourage participation from those who may not be willing or able to participate in public meetings.

To be most effective, our public outreach strategy will not take a “one size fits all” approach. For example, while websites and social media are especially effective in reaching the “under 30” population, many others may have limited access or knowledge of these technologies. For those stakeholders, more traditional means of outreach, such as posters or newspaper announcements, may be needed. We will work with the JLUS Policy Committee to identify groups or organizations (e.g., churches, community centers, advocacy groups) who can be partners in disseminating information about the JLUS process. Including organizations that are already active in the community not only increases the effectiveness of public outreach, but helps achieve community buy-in from the outset of the project. In addition, we have found that “piggybacking” on community events can substantially raise the visibility of a planning project and its level of public participation. For example, if an organization has a regular meeting attended by neighborhood residents, making a presentation at that meeting may be more effective than hosting a standalone event. A presence at an already-planned event – a festival, farmer’s market, street fair or sporting event – can dramatically raise project visibility, often at minimal cost.

Early in the process, BFJ and FHI will attend a tour of the Stones Ranch Installation to learn about critical issues and constraints facing the military site due to incompatible development. Our team will engage with public and elected officials throughout the JLUS planning process

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to ensure that officials remain up to date on the objectives of this project. In our scope of work, we have budgeted for four in-person meetings with elected officials, as well as additional time for communications via email and phone.

Public meetings are critical to the JLUS planning process. We propose to hold three public meetings at key intervals identified in the RFP document. The first public meeting would be held early in the process to provide an opportunity for our team to present the objectives of the JLUS and solicit feedback from the public to better understand the perspective of the community. The second public meeting would be held approximately midway through the project. At this time, our team would present interim findings based on data collection, stakeholder interviews, preliminary analysis and feedback at the prior public meeting. This meeting also presents an opportunity to discuss preliminary recommendations in the context of our interim findings. The third and final public meeting would be held after the JLUS Plan has been approved by the JLUS Policy Committees. The objective of this meeting is to communicate the framework of the JLUS Plan to the public as it would be adopted by participating local jurisdictions.

Task 3 – Data Collection, Inventory and Mapping

BFJ, with our affiliate Urbanomics, has expertise in compiling and analyzing quantitative and spatial data. We will work with all participating jurisdictions and relevant stakeholders to compile existing data in order to generate demographic analyses and populations forecasts for participating jurisdictions. We will also analyze existing spatial data and create new maps using ArcGIS to assist in studying the impact of the JLUS Plan in the context of existing conditions and population projections. Peter Furst, Planner at Urbanomics, will take the lead on data collection and analysis. Isabel Aguirre-Martinez, an architect and planner who specializes in creating informational graphics using ArcGIS, will take the lead in creating GIS layers and conducting spatial analysis.

Task 4 – Survey/Interview Key Stakeholders

BFJ and FHI both have a long history of working closely with municipal and state government agencies and officials, in Connecticut and beyond. We understand that involving local municipalities, state and federal agencies throughout the planning process is critical to the developing plans that can be adopted by participating jurisdictions and legislative bodies. Part of the public engagement process for the JLUS Plan will involve interviews with staff and elected officials from participating jurisdictions, staff and elected officials from Connecticut state government, Agency/Institution management and Military Department personnel. BFJ will work with FHI to compile the results from this series of interviews, which will contribute to our findings and will help to guide the recommendations of the JLUS Plan. Findings from the interviews will also be presented to the JLUS Policy and Technical Committees, at public meetings and published on the JLUS project website.

Task 5 – Conflict/Compatibility Analysis

The BFJ team will gather all data collected during the JLUS Planning Process in order to conduct a land use study of the Stones Ranch Military Reservation and surrounding residential and open space areas. The objective of this study will be to understand the nature of existing conditions and conflicts and to identify areas of potential future conflict, taking

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into account projected population growth and land use changes. Frank Fish, BFJ principal and zoning expert, will oversee issues of land use and zoning. Georges Jacquemart, BFJ principal and transportation engineer, will assess the impact of potential land use changes on transportation patterns. Paul Buckhurst, BFJ Principal and urban designer, will study the impact of land use changes on characteristics of the landscape and built form of the area.

The Conflict/Compatibility Analysis will draw from the data analysis and land use mapping studies from Task 3, review of existing community plans, site visits, stakeholder interviews and public feedback. These data sources will help the BFJ team to identify areas of current land use conflict and potential future areas of conflict based on population projections and anticipated development patterns. Findings of this analysis will be presented as data and maps to the JLUS Policy and Technical Committees and to the public for additional feedback before being posted to the JLUS project website.

Task 6 – Conflict Resolution Strategies

Taking into account the findings of the Conflict/Compatibility Analysis, BFJ will develop a series of recommendations to resolve land use conflicts facing the Stones Ranch Military Reservation and surrounding residential and open space areas. These recommendations will take into account existing conflict areas and will include an anticipated timeline for future land use conflicts to come into play. BFJ will propose land use planning tools and techniques to help guide compatible development and mitigate future land use conflicts by identifying potential regulations at the local, state and federal levels. BFJ Planning has an expertise in growth management strategies, especially in zoning techniques relating to conservation (cluster) development, transfer of development rights (TDR) and sustainability and resiliency guidelines for zoning codes. We are also specifically familiar with Connecticut planning practices given our 40 year history of practice in the state of Connecticut.

The recommended Conflict Resolution Strategies will be cross-jurisdictional to respond to the objectives of the broad range of stakeholders impacted by the JLUS, including the participating jurisdictions, CTARNG, and state and federal agencies. This collection of potential tools and techniques will be presented to the JLUS Policy and Technical Committees for review and comment before being presented at a public meeting for additional feedback.

Task 7 – Prepare Study Report

Subtask 7.1 Draft Plan

Subtask 7.2 Final Plan

Subtask 7.3 Project Overview

The Draft JLUS Plan will be developed based on public outreach, data collection and mapping, stakeholder interviews, conflict analysis and preliminary recommendations developed during the conflict resolution task. The Draft JLUS Plan will be presented at the second public meeting for public comment.

Based on public comment and ongoing research, the Final JLUS Plan will be developed over the course of the second half of the JLUS Planning Process. The previous tasks of the JLUS Planning Process—Public outreach, data collection and mapping, stakeholder interviews,

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Conflict Compatibility Analysis, and development of Conflict Resolution Strategies, and development of the Draft Plan—are all part of an iterative process that builds to the development of the final plan. These previous tasks overlap and therefore each helps to inform the findings of the others. The BFJ team will incorporate comments from the JLUS Policy and Technical Committees, participating jurisdictions, and the public throughout each task and upon completion of each task deliverable. This ongoing review, along with comments on the Draft Plan, contribute to compilation of the Final Plan. Prior to presenting the Final JLUS Plan at the third public event, BFJ will deliver the plan for review by the JLUS Policy and Technical Committees and will present to the plan to participating jurisdictions. Feedback from participating jurisdictions will be especially critical at this point to ensure that the JLUS Plan is developed in a way that can be implemented by local legislative bodies.

Upon concurrence with the completion of the JLUS Plan, BFJ will create a Project Overview document for public distribution to provide a highly graphic executive level summary that describes the JLUS Planning Process, overview of military operations at Stones Ranch and highlights of recommendations from the JLUS Plan.

2.0 Schedule

The schedule can be found on the following page.

3.0 Team Experience

BFJ Planning (BFJ) is a consulting firm providing professional expertise in planning and related fields since its establishment in 1980. BFJ provides the following services for public, private, and non-profit clients throughout the country and overseas:

- Planning
- Urban design
- Environmental analysis
- Real estate consulting
- Transportation planning

This range of services enables BFJ to bring a project from the initial feasibility stage, through planning and approvals, to site design and implementation.

Principals and staff provide expertise in many areas, which is highly beneficial for complex development projects that require informed, innovative thinking from different professional points of view. This inclusive approach ensures that BFJ's planning and design recommendations are realistic and achievable within project constraints.

BFJ's expertise includes developer negotiations, impact mitigation, and government programs. The firm also has extensive experience with consensus building and the public participation process, conducting public meetings, workshops, and other community liaison programs aimed at public participation and review. These programs allow the firm to provide innovative solutions that fulfill the needs of clients and communities. BFJ has successfully completed more than 1,000 projects in the U.S., East Asia, Europe, and South America.

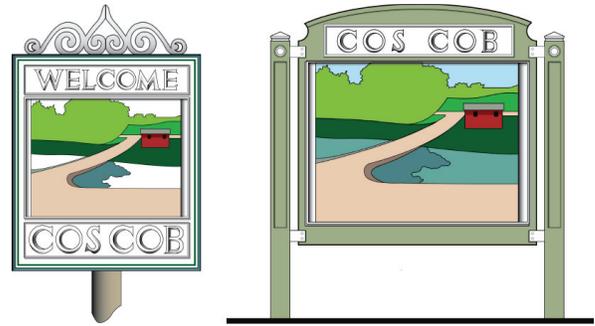
BFJ is supported by its affiliate, Urbanomics. Since 1984, Urbanomics has provided public- and private-sector clients with an array of economic development planning studies, market studies, tax policy analyses, program evaluations, and economic and demographic forecasts.

The following pages illustrate our relevant experience.

Neighborhood Plan for Cos Cob

Greenwich, Connecticut

The Town of Greenwich, Connecticut retained BFJ Planning to create a neighborhood plan for Cos Cob, one of several communities within Greenwich that developed as a distinct community. The planning process included working closely with the public to ensure that the new plan reflects the goals of the residents and the Town. Substantial attention was dedicated to existing urban design conditions and the plan presents a variety of strategies to improve the character of the "Hub" and the Route 1 corridor in order to promote a more attractive and pedestrian-friendly environment. One primary strategy focuses on placing new development closer to the corridor frontage, while providing parking and services to the rear. Another encourages a "park once and walk" strategy by connecting civic uses to commercial uses through a network of sidewalks and public spaces, including a proposed redesign of Mill Pond Park. All strategies would be supported through sound regulatory practices, including village-district zoning, design guidelines and appropriate development incentives.



CONCEPT FOR GATEWAY SIGNAGE



A: Aerial
Aerial of Route 1 in Cos Cob from approximately Cross Lane in the west to a point just west of Nassau Place to the east.



B: Urban Form
In Cos Cob, the general urban form along the Route 1 corridor is characterized by long blocks that run east-west. This typically results in numerous curb cuts and places greater design emphasis on the frontage along the corridor.



C: Figure Ground
This image shows building footprints and pavement overlaid on the blocks. From this diagram, it is possible to see the spatial relationship between buildings and the corridor roadway.

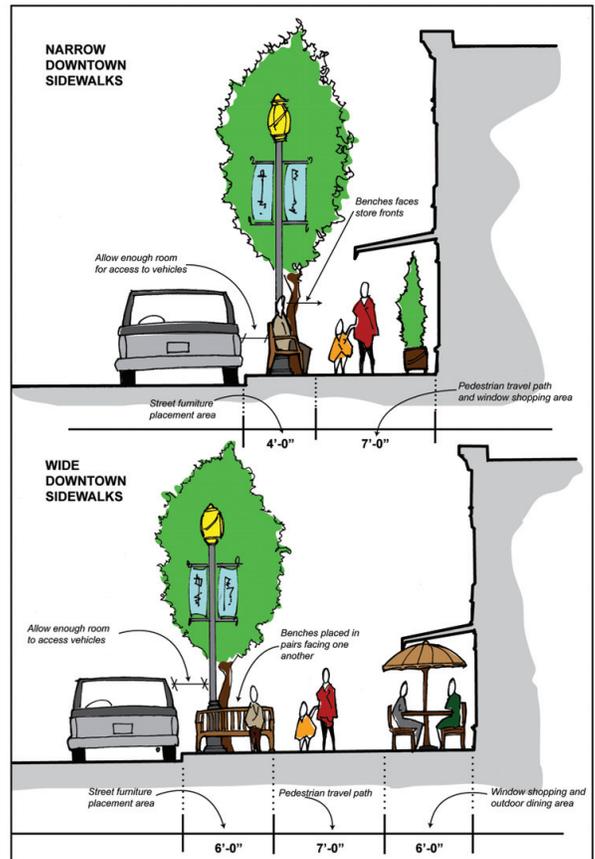


D: Setbacks and Parking
This image identifies areas along the corridor where parking is provided to the rear of buildings (shown in orange) and where parking is provided directly in front of buildings along the roadway (shown in yellow).



E: Frontages
This image shows where stronger pedestrian-oriented frontages occur along the corridor (shown by the yellow line). Frontages that could be improved (shown by the red line) occur mostly in newer developments where buildings are set far back from the roadway and sidewalks along the corridor.

STRONG FRONTAGE
WEAK FRONTAGE
GREEN FRONTAGE



NARROW DOWNTOWN SIDEWALKS

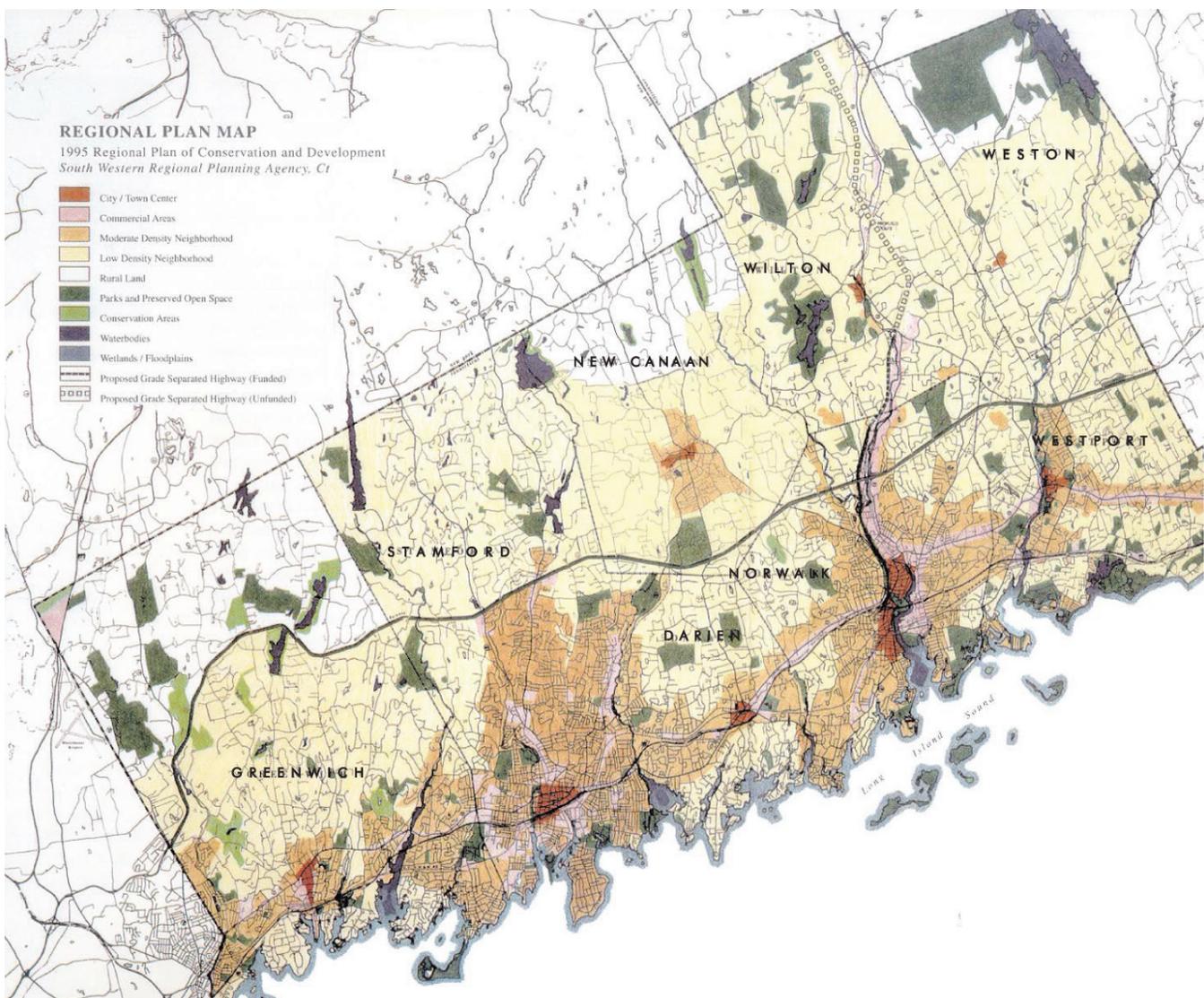
WIDE DOWNTOWN SIDEWALKS

Regional Plan of Conservation and Development

Southwestern Region,
Connecticut

The South Western Regional Planning Agency (SWRPA) encompasses an eight-town area in Fairfield County, Connecticut. In 1995 SWRPA retained BFJ Planning (BFJ) to prepare its third Regional Plan of Conservation and Development, which included detailed analyses of housing, land use, open space, transportation, demographics, and economic development issues facing the region. To help create better continuity between local and regional land use planning and mapping efforts, BFJ also developed an innovative set of land use designations that incorporate both land use and development intensity into the Plan map.

As part of the plan process, BFJ led two interactive public workshops, the first focusing on general principles for the Plan, and the second presenting a series of development and conservation issues for discussion. These workshops helped SWRPA develop support and consensus for the Plan among the eight towns and their residents. SWRPA's Executive Committee, made up of representatives from all towns, has adopted the final Plan and is a key reference document for local, regional, and state planning actions affecting the area. The Plan won the American Society of Consulting Planners award in 1997 for Sustainable Planning and the Connecticut Chapter of the American Planning Association's 1997 Outstanding Regional Planning Program Award.



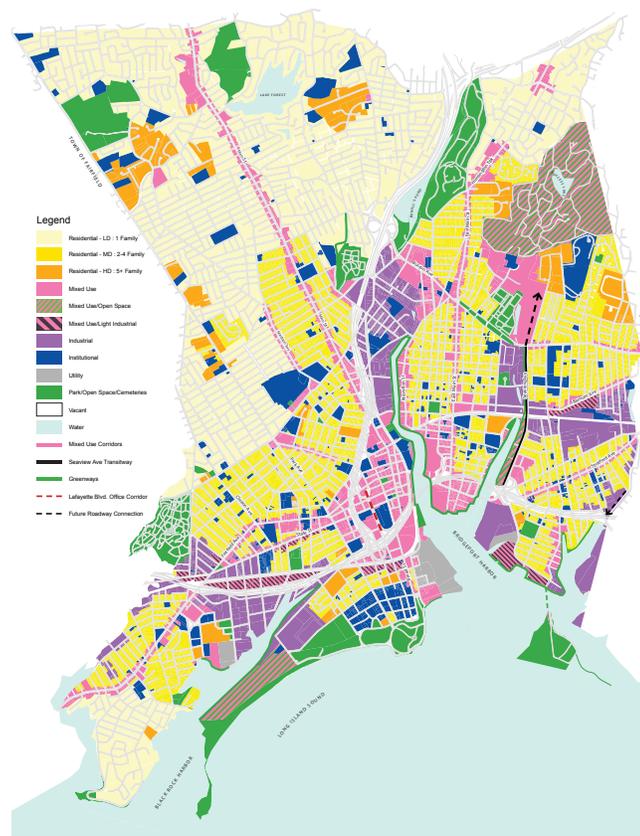
Bridgeport Master Plan and Zoning Code

Bridgeport, Connecticut

The City of Bridgeport (population 135,676) retained BFJ Planning (BFJ) to update all its major planning and zoning documents. The comprehensive project created a once-in-a generation roadmap for future development and redevelopment in an urban center poised for significant economic growth. The BFJ team prepared the City's Comprehensive Economic Development Strategy (CEDs), a Master Plan of Conservation and Development, Zoning Regulations Update, Downtown Plan with new zoning and urban design requirements, a diagnosis of the city's provision of development services, and three infrastructure plans, including a Stormwater Management Manual.

During the project, BFJ also provided development application assistance to the Planning and Zoning Commission and the Zoning Board of Appeals. The BFJ team coordinated with a separate consulting team that prepared a housing study, and with the Neighborhood Revitalization Zone committees. The project began under one mayoral administration and was continued under a successor. The project was grounded in real public participation through frequent public sessions, committee work, and a dedicated website with email capability. The proposed Zoning and Subdivision Regulations are a hybrid of traditional use-based development controls and form-based ones. The city's residential areas remain governed by standard use and bulk regulating tables, albeit modernized. The downtown is the city's economic engine, oriented around access to commuter rail, ferry, and bus service, and two major Connecticut highways. The proposed zoning for the downtown is form-based, with a strong emphasis on the urban design contributions of new development. The new districts are seamlessly inserted into the standard code, and supported with a design manual.

The Plan received a Certificate of Appreciation from the State of Connecticut American Planning Association Chapter.

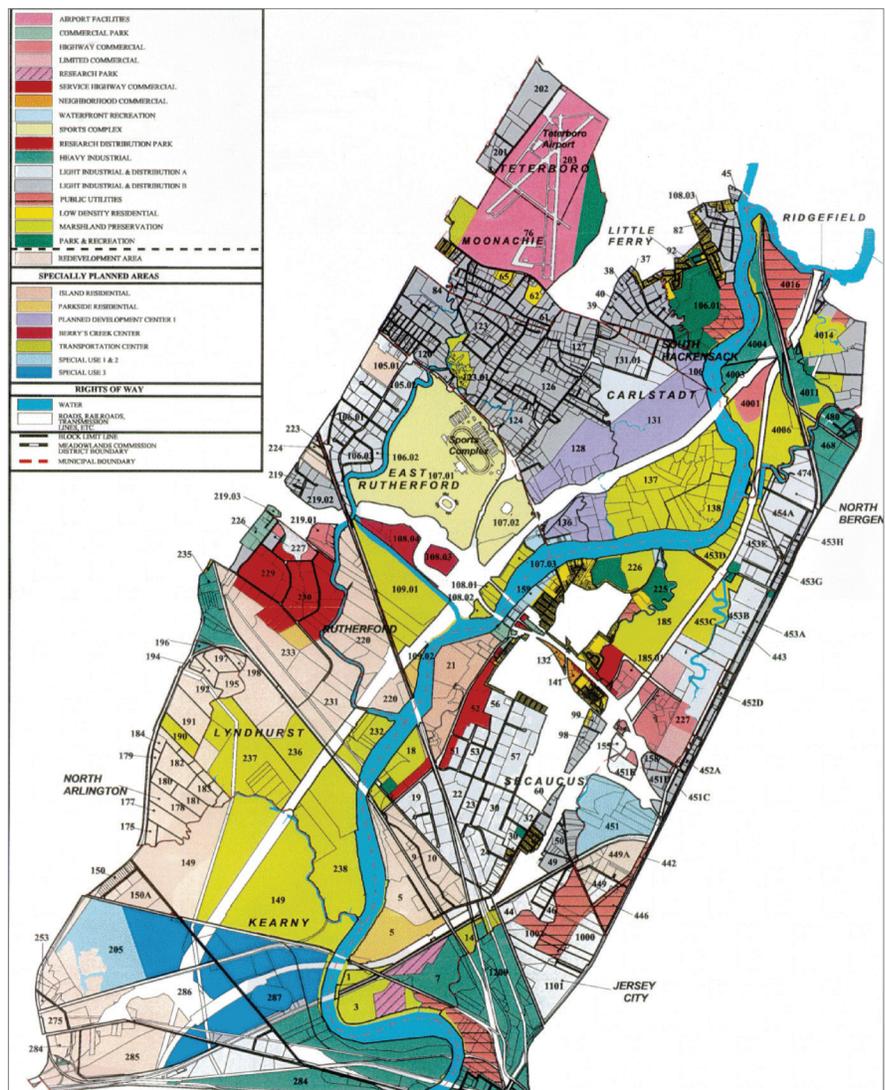


Zoning Code Revisions

Hackensack Meadowlands,
New Jersey

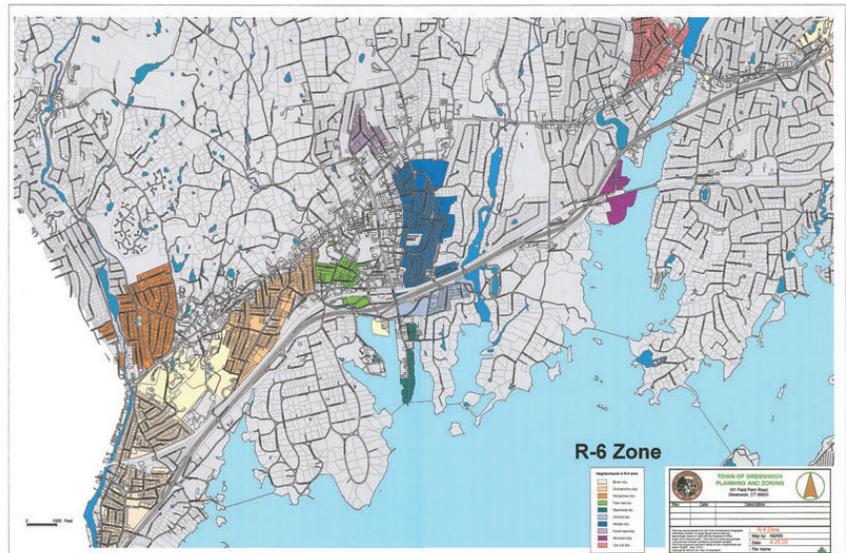
The Hackensack Meadowlands Development Commission (HMDC) is a regional authority with planning and zoning jurisdiction over a 17-municipality area in northern New Jersey. HMDC retained BFJ to revise and update their zoning code as a follow-up to the Special Area Management Plan (SAMP) developed in cooperation with state and federal governments. Work tasks involved new zoning code organization, the development of area and bulk schedules, and the creation of a new zoning map. New zoning techniques were incorporated into the code, including transfer of development rights, wetland mitigation banking, and detailed site plan and performance standards.

Related revisions also included an analysis of the motor freight industry and incorporation of state coastal zone management regulations into the HMDC zoning code. The motor freight analysis led to proposed changes in definitions, zoning requirements, and the permitting process, in order to support trend toward greater automation in the industry. The coastal zone management project resulted in the delegation of permitting authority over coastal development by the New Jersey Department of Environmental Protection to HMDC.



R-6 Zoning Advisory Greenwich, Connecticut

BFJ planning (BFJ) has assisted the planning staff in its study of the R-6 zone in the Town of Greenwich. This zone includes most of the older, well-established neighborhoods of the Town, developed historically along the post road (U.S. Route 1) and the New Haven line of the Metro-North Railroad. New construction that has been out of scale or context with historic development patterns led to a re-evaluation of area and bulk standards, as well as the creation of new standards such as total impervious coverage.



Hartford Riverfront Master Plan

Hartford, Connecticut

BFJ Planning (BFJ) created the master plan for the 6.6-mile Connecticut River waterfront in Hartford. The client was Riverfront Recapture, Inc., a not-for-profit corporation funded by leading private corporations in the Hartford metropolitan area.

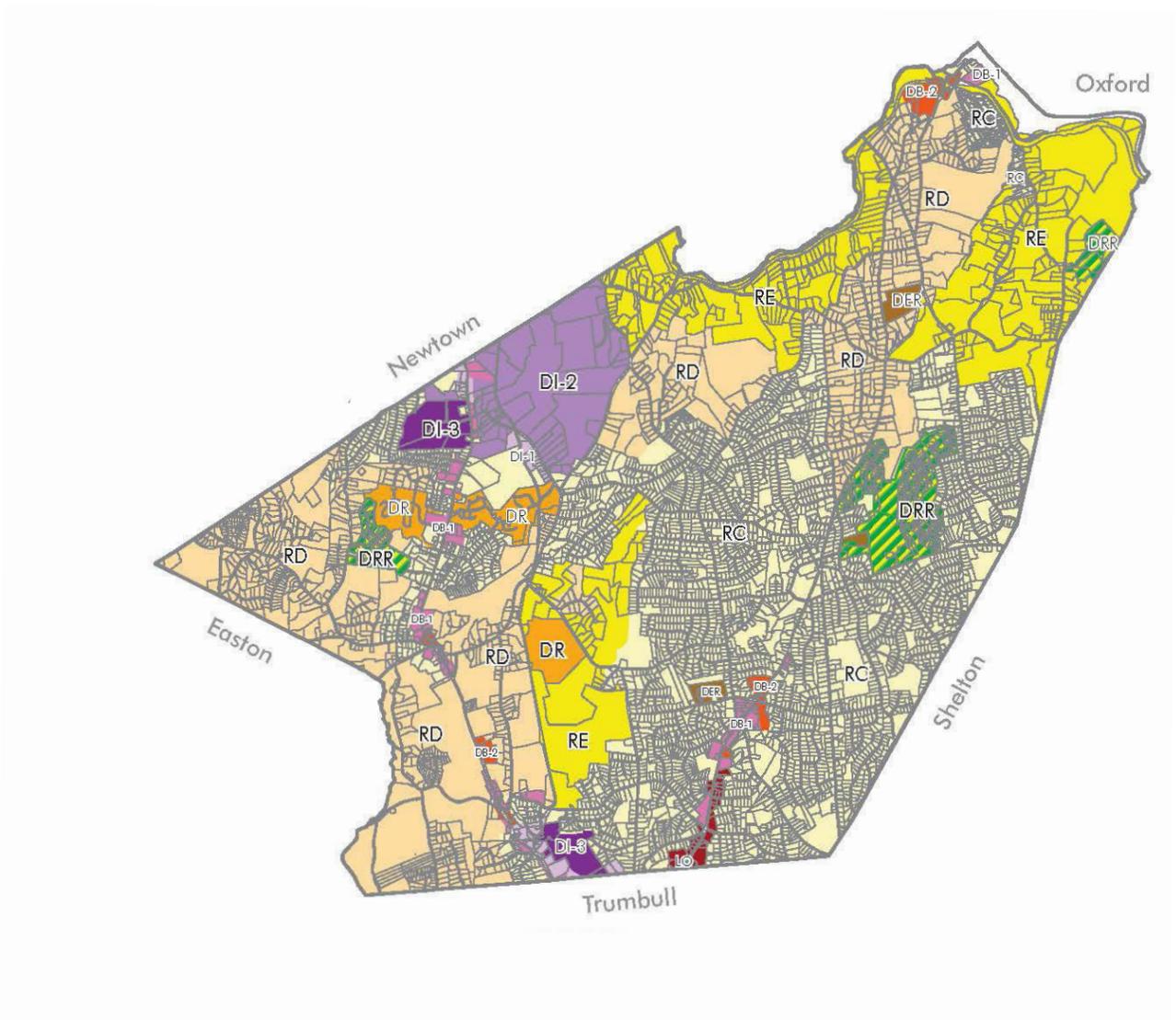
BFJ's work included physical, economic, and design analysis as well as a major public transportation and communications package. The final plan included the creation of a riverfront park with strong links to adjacent downtown as well as residential and commercial areas along the river. Proposed facilities included a riverfront amphitheater, riverboat dock and pedestrian walkway. Implementation included design and construction of a riverfront park as well as reconstruction of the interstate highway system in downtown Hartford. The lowering of I-91's southbound lanes allowed the creation of the riverfront plaza presented in the plan.



Monroe Zoning Code Update

Monroe, Connecticut

BFJ Planning has been hired by the Town of Monroe, Connecticut to fully update its zoning code and subdivision regulations. This project involves a complete reorganization and re-write of the Town's existing code, including updating of permitted uses within the Town's zoning districts, modernization of the special exception permit process, the introduction of a new site plan review process, and an update of supplemental regulations such as landscaping, parking and signage. As part of this project BFJ is working closely with the Town's Planning and Zoning Commission to actively engage the public in discussion of the proposed changes, including public workshops and public hearings on adoption of the proposed revisions.

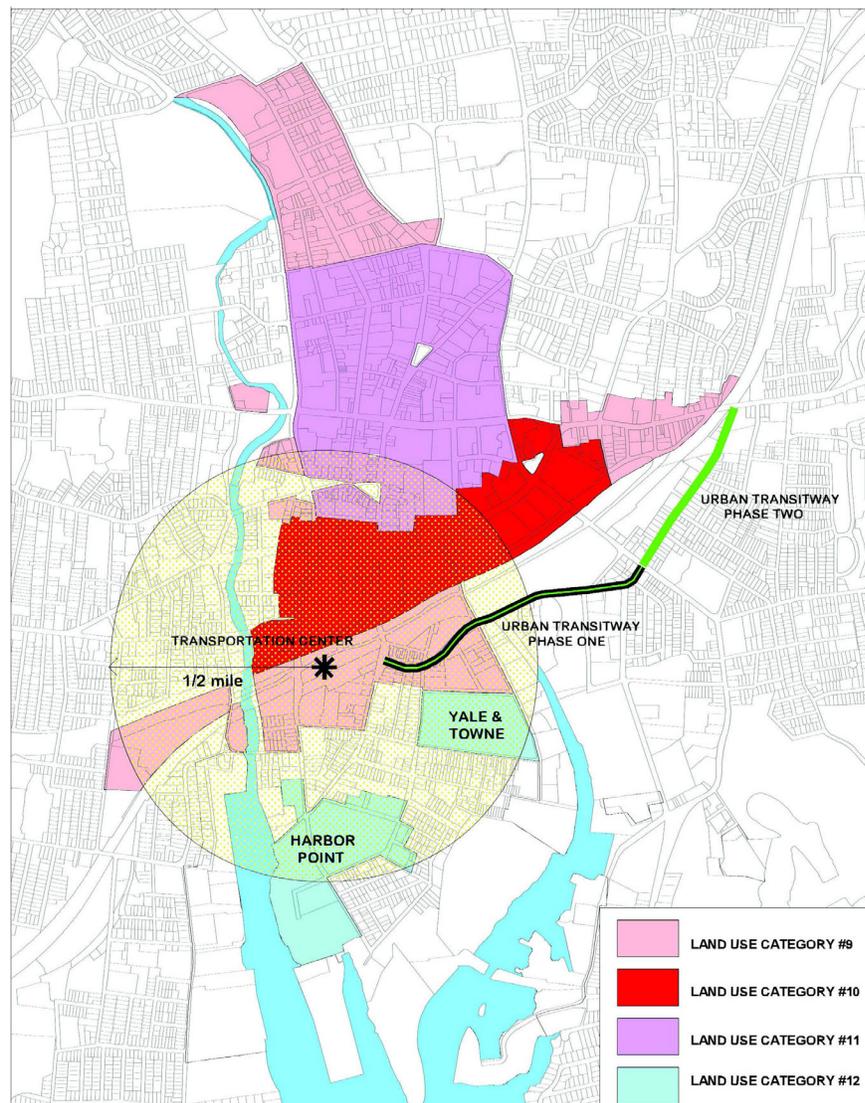


Stamford Master Plan

Stamford, Connecticut

In 2012, the City of Stamford engaged BFJ Planning to update the City's 2002 Master Plan. A comprehensive update of the 2002 Plan is needed to respond to the significant level of development activity and demographic changes of the last decade and to expand and refine policies, particularly as applied to the Downtown, the Stamford Transportation Center and adjoining neighborhoods. Stamford is in the midst of a building boom unparalleled in its history. With a vibrant Downtown, lively mixed-use development in the South End, expanded transit oriented development around its train station, a diversity of residential neighborhoods, an expanded Mill River Park and 13 miles of waterfront, Stamford has become Fairfield County's go-to destination for new businesses, residents and visitors.

Stamford is now at a critical juncture in its history. Decisions that are made over the next 10 years will be crucial in determining the City's future. The 2012 Master Plan will serve as the principal tool in guiding the City's growth and development patterns, providing both a vision of the future and a means by which citizens and government can be guided to act together in responding effectively to the challenge of providing a better quality of life for Stamford.



Stratford Waterfront Plan Stratford, Connecticut

As part of the Stratford Plan of Conservation and Development (POCD) update, the Town of Stratford Planning Commission asked BFJ Planning (BFJ) to provide assistance with its 2003 Waterfront Plan. As part of this planning process, BFJ held two public workshops.

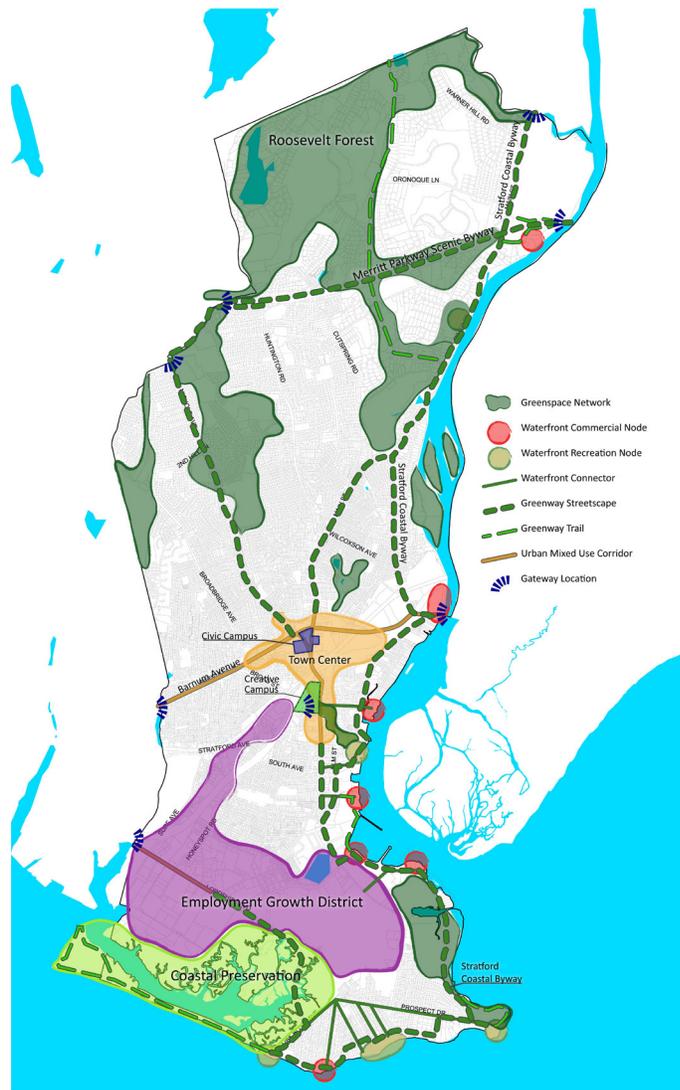
Based on these public workshops, recommendations included a public greenway, establishing a maintenance plan for publicly owned waterfront property, and increasing recreational opportunities along the waterfront. Key features of the plan included the design of a gateway to connect the proposed waterfront greenway to Main Street; and development of separate bicycle and pedestrian paths that were planned alongside the Housatonic River. Phase One of the plan has been fully implemented.



Greater Bridgeport Regional Transit-Oriented Development Pilot Program

Bridgeport and Stratford, Connecticut

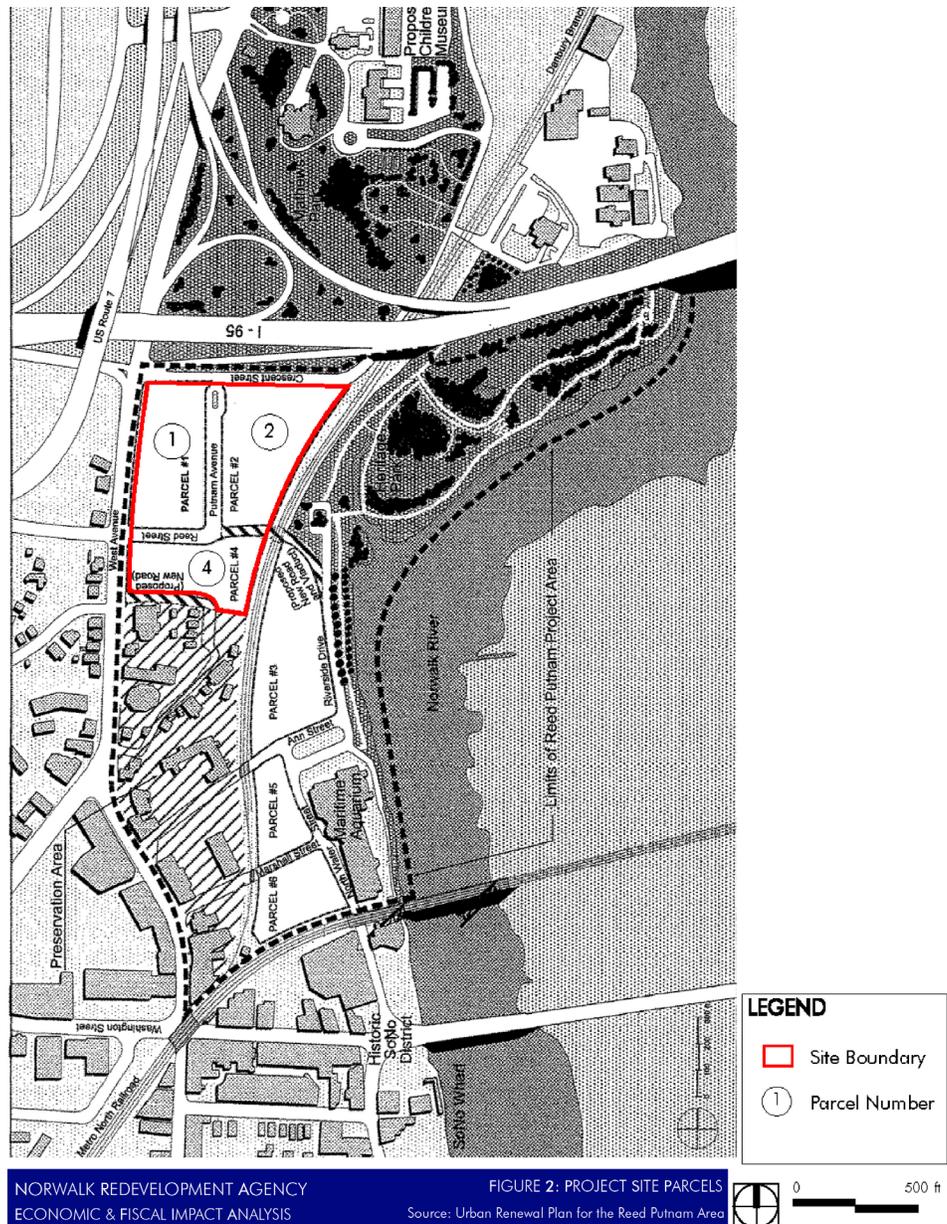
BFJ Planning is part of a consultant team looking at strategies and actions to link the regional commuter rail stations in Bridgeport and Stratford with their respective neighborhoods and municipal centers. In Stratford, BFJ will make recommendations for zoning revisions or amendments to facilitate mixed-use development that capitalizes on proximity to the Metro-North rail station, and will also look at opportunities to improve pedestrian connections, address brownfield properties and promote greater economic activity. In Bridgeport, BFJ's focus will be on the East Bridgeport-Seaview Avenue Development Corridor, where it will advise on road improvement alternatives and opportunities for redevelopment of vacant or underutilized sites. The study, led by Greater Bridgeport Transit, the Greater Bridgeport Regional Council in cooperation with the City of Bridgeport and the Town of Stratford, is part of a larger Federal Transit Administration Connecticut TOD Pilot Program intended to leverage public transit to create livable and sustainable communities.



Norwalk 95/7 Sites
Economic and Fiscal Impacts
 Norwalk, Connecticut

Contact:
 Susan Sweitzer
 Norwalk Redevelopment Agency
 Norwalk City Hall
 PO Box 5125
 125 East Avenue
 Norwalk, CT 06856
 203.854.7810

Urbanomics prepared comparative economic and fiscal impacts assessments of redevelopment proposals for the former 95/7 sites in Norwalk, CT for the Norwalk Redevelopment Agency. The proposals included the previously approved mixed-use development including office, retail, restaurant and residential space as well as a newly proposed plan for a luxury mall. Using IMPLAN modeling software, impacts were determined for both a two-year phased construction process as well as operations at full build-out.



BUCKLAND AREA STUDY PROJECT MANAGEMENT

South Windsor/Manchester, Connecticut



PROJECT OVERVIEW

As a public involvement specialist, Fitzgerald & Halliday, Inc. (FHI) was responsible for managing a comprehensive agency and community outreach process that was critical to the success of the *Buckland Area Transportation Planning Study*. The study, initiated by the Connecticut Department of Transportation, Federal Highway Administration, and Capitol Region Council of Governments, was conducted in response to traffic congestion in the Buckland Hills area located on the South Windsor/Manchester, Connecticut area. The study assessed the existing transportation system and developed near and long-term transportation improvement concepts to accommodate both existing and future travel demands.

The outreach process used by FHI guided the study team through the identification and refinement of proposed improvement alternatives. FHI used many approaches to engage agencies and the community, including an advisory committee, a technical working group, and numerous stakeholder and public meetings.

KEY TASKS

- > Community Outreach
- > Land Use
- > Stakeholder Coordination
- > Website Design/Production/Maintenance

CLIENT

Connecticut Department of
Transportation
Melanie Zimyeski
Transportation Planner 2
2800 Berlin Turnpike
Newington, CT 06131
melanie.zimyeski@ct.gov
860-594-2144

DURATION

2006 - 2009





GROTON-NEW LONDON AIRPORT

Groton, New London, Connecticut



PROJECT OVERVIEW

Fitzgerald & Halliday, Inc. (FHI) teamed with a consulting firm to prepare a Master Plan Update for the Groton-New London Airport (GON). The Federal Aviation Administration (FAA) requires regular updates of all airport master plans in order to reevaluate airfield design and assess future needs. The Study for GON will update aircraft activity statistics and airfield and landside requirements, develop alternatives for future layout, and assess anticipated environmental impacts. The Study is funded by a grant from the FAA and Connecticut Department of Transportation (ConnDOT).

The purpose of the airport master plan update is to provide the airport administrators with guidelines for future airport improvement and development that would meet aviation demand, community acceptance, environmental compatibility and coordinate with other modes of local, state and national transportation. The master plan will define the type and extent of development activities necessary for the airport to meet projected aviation demand. The planning covers a 20-year period through the year 2028. FHI's role was environmental and land use planning and documentation as well as the development and maintenance of an interactive project website.

KEY TASKS

- > Environmental Planning
- > Land Use
- > Coastal Resource Studies

CLIENT

Connecticut Department of
Transportation
David Head
Transportation Supervisor
2800 Berlin Turnpike
Newington, Connecticut 06131
860-594-2149
david.head@ct.gov

DURATION

2007 - 2012



Fitzgerald & Halliday, Inc.
Innovative Planning - Better Communities

NEWHALL NEIGHBORHOOD PROJECT PUBLIC INVOLVEMENT COORDINATION

Hamden, Connecticut



PROJECT OVERVIEW

Fitzgerald & Halliday, Inc. (FHI) was selected by the Connecticut Department of Energy and Environmental Protection (DEEP) to develop and manage public involvement program for the Newhall Neighborhood in Hamden. The DEEP is the lead agency in resolving issues arising from the discovery of contamination in the Newhall neighborhood. Over 300 homes, businesses, churches, public parks and a school were built over a landfill. At a cost of over \$50 million, the Newhall project is the largest remediation project in the State of Connecticut.

As public relations coordinator, FHI led outreach and education efforts through all phases of the project - from initial soil and groundwater testing and development of Remedial Action Plans through the removal of contaminated waste fill and property restoration. FHI was responsible for developing presentations, fact sheets and organizing informational sessions that communicated complex scientific information into language that could be understood by the general public, including the production of a DVD explaining how neighborhood cleanup will occur and how the health of people living in the area will be protected.

KEY TASKS

- > Public Education
- > Community Outreach
- > Meeting Facilitation
- > Civic Engagement Strategy

CLIENT

Ray Frigon
Connecticut Department of Energy
and Environmental Protection (DEEP)
79 Elm Street
Hartford, Connecticut 06106
860-916-3984
raymond.frigon@ct.gov

DURATION

2003 - on-going

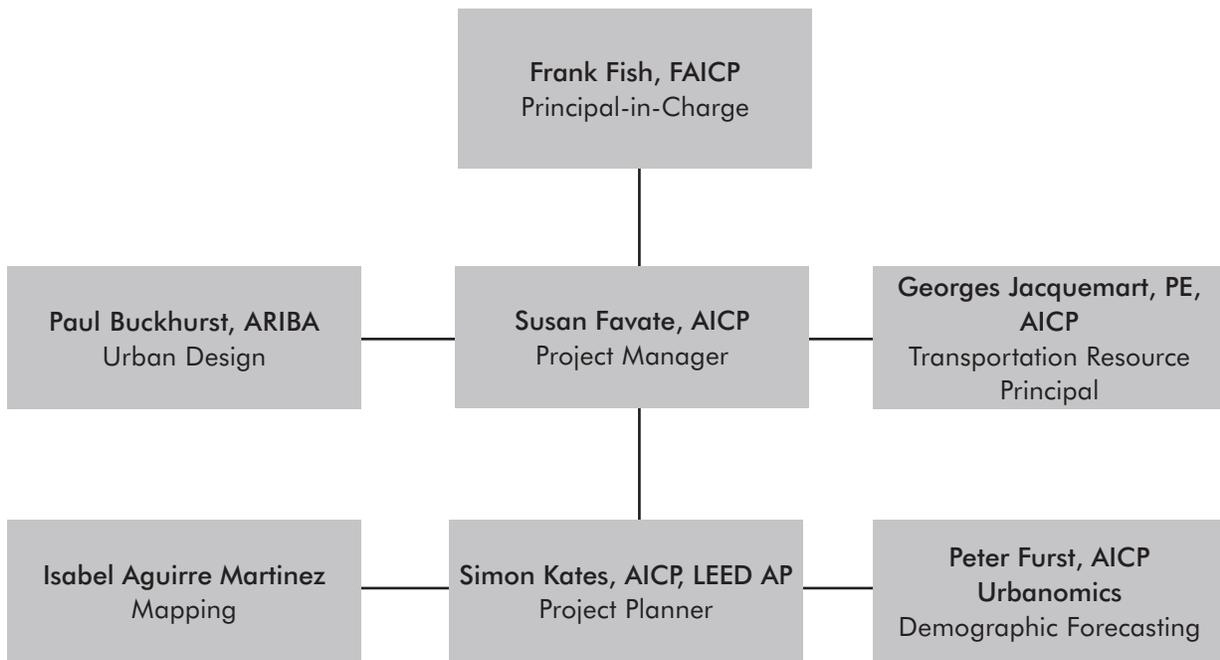


4.0 Team Resumes

Staffing Organizational Chart

TOWN OF EAST LYME

BFJ Planning



Subconsultants

Christopher J. Smith
Shipman and Goodwin
Legal Advisor, Growth
Management, Zoning
Techniques

Carol Gould
Jill Barrett
Daniel Hagemen
Fitzgerald and Halliday, Inc.
Public Outreach

Frank S. Fish, FAICP

Principal

Role: Principal-in-charge

Frank Fish is an urban planner with experience in both public and private sectors. A major focus of his work has been in comprehensive planning, development advisory services, land use controls, zoning approvals and implementation techniques, neighborhood studies, and real estate feasibility in municipalities throughout Connecticut.

Mr. Fish previously worked as a senior planner and project manager of Llewelyn-Davies Associates, and as a project manager for the New York State Urban Development Corporation's Southern Regional Office.

Education

Master of Science, Planning, Pratt Institute
 Bachelor of Arts, Political Science, Boston College
 Associate of Arts, Classics, St. Thomas Seminary

Memberships

Mr. Fish is a Fellow of the American Institute of Certified Planners and serves on the Board of the American Society of Consulting Planners. He has served as a Past President of the New York Metropolitan Chapter of the American Planning Association, and is a member of the Connecticut Chapter.

Teaching and Professional Development

New York University, Robert Wagner School of Public Service, Adjunct Professor of Planning

Project Experience**Hartford Riverfront***Hartford, Connecticut*

Master Plan and implementation of a riverfront park linking to the downtown, and residential and commercial areas.

Town of Greenwich:**Cos Cob Neighborhood Plan***Greenwich, Connecticut*

Preparation of a neighborhood plan for a waterfront community within Greenwich, examining a range of issues and incorporating input from public workshops and an online survey. Recommended strategies include establishment of a Village District, several targeted zoning changes to strengthen local businesses and potential improvements to Route 1 to enhance its pedestrian-friendliness and aesthetics.

Bloomfield Plan of Development*Bloomfield, Connecticut*

Updated plan of development, focused on preserving the Town's quality of life and improving the Town's economic base. Demographic trends, land use and zoning, housing and community facilities, transportation, and the environment were analyzed.

Bridgeport Master Plan*Bridgeport, Connecticut*

Update of the City's major land use policy planning documents. This comprehensive planning project will provide a roadmap for future development and redevelopment in an urban center that is poised for significant economic growth.

Canton Plan of Conservation and Development*Canton, Connecticut*

Plan of conservation and development. The plan, based heavily on a town survey and workshops, comprises a series of goals, policies and recommendations. It includes a Future Land Use Plan with land use and density strategies for the next decade.

Danbury Downtown Revitalization Plan*Danbury, Connecticut*

Revitalization strategy for the Town's Central Business District. The plan addressed aesthetic, roadway, and circulation problems; made design suggestions; and provided a phasing schedule for improvements.

East Main Street Retail Plan*Bridgeport, Connecticut*

Neighborhood and real estate plan for the East Main Street corridor.

Frank S. Fish, FAICP

Principal

Role: Principal-in-charge

Project Experience (continued)**Fairfield Station Development***Fairfield, Connecticut*

Economic impact study of a proposed mixed-use development. A resulting report reviewed the impacts of construction and operation, and analyzed the direct fiscal impacts on the Town.

Ginsberg Development Corporation (GDC)*Connecticut*

Fiscal Impact Analysis for town home developments by GDC Connecticut in Litchfield, Farmington, Cromwell and Hartford.

Hartford Neighborhood Revitalization Zones (NRZs)*Hartford, Connecticut*

Three strategic plans for separate NRZs, each addressing long- and short-term priorities to enable local revitalization.

Market and Real Estate Feasibility Studies*Hartford, Norwalk, New Haven, Madison, Greenwich, and Waterford, Connecticut*

Market and real estate feasibility studies for private, public, and non-profit groups throughout the State.

Middletown Plan of Conservation and Development*Middletown, Connecticut*

Plan of Conservation and Development, including an update of land use, housing, economic development, open space, and natural resource issues. The Plan's central theme was Growth Management.

Norden Park*Norwalk, Connecticut*

Creation of a planned development zone to allow for mixed-use developments in an industrial-zoned area. The process included writing text for the new zoning district.

Park Street Revitalization Plan*Hartford, Connecticut*

Market analysis and revitalization plan for the City's retail corridor. The Plan's recommendations emphasized specific land use and development policies for key parcels and vacant lots along this corridor.

Regional Plan of Development*Southwestern Region, Connecticut*

Regional plan of conservation and development including detailed analyses of housing, land use, open space, transportation, demographics, and economic development issues facing the region.

Retail Project Analysis**Lower East Side Development Corp.***Bridgeport, Connecticut*

Community Needs Assessment report for the Lower East Side neighborhood that evaluated existing housing stock, population demographics, and the retail market for the area.

Stratford Plan of Conservation and Development*Stratford, Connecticut*

Update of the Town's 2003 Plan. The process involved five workshops, preparation of a waterfront report for the Town, and four technical memoranda on the remaining topics.

Waterbury Community Profiles*Waterbury, Connecticut*

Development of neighborhood profiles for Waterbury's Department of City Planning.

Waterbury Plan of Conservation and Development*Waterbury, Connecticut*

Preparation of the Plan's Community Assessment Report, which involved analysis of demographic trends, land use and zoning, housing, economic development, traffic and transportation, utilities, community facilities, environment, and historic and cultural resources.

Susan Favate, AICP, PP

Associate Principal
Role: Project Manager

Susan Favate has more than eight years of experience in land use and environmental planning for both public- and private-sector clients. Her areas of focus include zoning; comprehensive planning; site plan reviews; community visioning; environmental analysis; and real estate, market and housing studies. Prior to joining BFJ, Ms. Favate spent five years as a writer and editor for Dow Jones Newswires.

Education

Master of Urban Planning, New York University, Robert F. Wagner Graduate School of Public Service
Bachelor of Arts in Journalism and Mass Communication, University of North Carolina at Chapel Hill

Memberships

Ms. Favate is a member of the New York Metro and New Jersey Chapters of the American Planning Association (APA). She is also a member of the planning board in the Borough of Chatham, NJ, and serves on the Borough's affordable housing committee.

Awards

Public Service Scholar, Robert Wagner Graduate School of Public Service, New York University
Robert F. Wagner School of Public Service: Dean Howard Newman Capstone Team Award, "Sing Sing Historic Prison Museum: Assessment of Economic Impacts and Planning Framework"

Selected Experience

**Village of Mamaroneck:
Planning Advisory Services**
Mamaroneck, New York

Ongoing planning services, such as site plan reviews including SEQR, traffic and transportation, neighborhood context and site layout, as well as zoning code amendments, planning studies and environmental reviews on behalf of the Planning Board. Also includes an update to the Village's 1986 Master Plan and an update to its Local Waterfront Revitalization Program (LWRP).

Update to the City's 1996 Master Plan, intended to guide Bridgeport as it forges a new identity through revitalization. This comprehensive planning project incorporated a Comprehensive Economic Development Strategy, downtown plan, stormwater management studies and a series of neighborhood profiles, as well as significant public outreach. These documents provide a road map for future development and redevelopment and lay the groundwork for future planning efforts based on community engagement.

Rockland County Comprehensive Plan
Rockland County, New York

Development of a long-term Comprehensive Plan for a suburban and semi-rural county, to address a range of land use, environmental, infrastructure and transportation issues. The Plan provides general recommendations on future land use policies to implement those strategies, address key matters under direct County jurisdiction and identify potential land use conflicts among municipalities.

City of Newburgh: Local Waterfront Revitalization Program

Newburgh, New York
Preparation of an updated LWRP for the City to incorporate major redevelopment projects. Key issues include public waterfront access, consistency of land uses between private parcels and public elements, improved urban design and expansion of pedestrian links between the waterfront and upland areas.

City of Bridgeport: Land Use Policies Update
Bridgeport, Connecticut

**Village of Briarcliff Manor:
Master Plan**

Briarcliff Manor, New York
Update to the Village's 1988 Master Plan. Major issues included preserv-

Susan Favate, AICP, PP

Associate Principal
Role: Project Manager

Project Experience (continued)

ing open space throughout Briarcliff Manor, managing future growth along key corridors, promoting development that would maintain existing character and strengthening the central business district.

Village of Port Chester:**Local Waterfront Revitalization Program**

Port Chester, New York

Update of the Village's LWRP, a plan for the future development and redevelopment of the Byram River and Long Island Sound waterfront. The Plan includes extensive graphics and mapping, an analysis of existing conditions and environmental constraints and a harbor management plan.

Town/Village of Harrison: Comprehensive Plan Update

Harrison, New York

Update of the draft Comprehensive Plan to incorporate additional analysis of the downtown and Platinum Mile area, a 4.5-mile stretch of corporate parks along I-287. Key zoning recommendations included changes to expand the allowable uses in the office corridor and to protect the character of Harrison's two-family district.

Inner Morris & Essex Strategic Corridor Project

Township of Orange and City of East Orange, New Jersey

Planning assistance to the municipalities of Orange and East Orange in connecting four rail stations to neighborhood revitalization, local economic development strategies and regional prosperity. The project culminated in a collaboration between the two communities in identifying their common issues and opportunities, and laid the groundwork for the creation of a multi-jurisdictional coalition to advance transit-oriented and equitable development priorities in the region.

Town of Greenwich: Cos Cob Neighborhood Plan

Greenwich, Connecticut

Preparation of a neighborhood plan for a waterfront community within Greenwich, examining a range of issues and incorporating input from public workshops and an online survey. Recommended strategies include establishment of a Village District, several targeted zoning changes to strengthen local businesses and potential improvements to Route 1 to enhance its pedestrian-friendliness and aesthetics.

Town of East Hartford: Plan of Conservation and Development

East Hartford, Connecticut

Update to the Town's 2003 Plan of Conservation and Development, with a special emphasis on three study areas: Founders Plaza along the Connecticut River waterfront, Rentschler Field and Silver Lane and Goodwin College/South Main Street. The focus was to maximize economic development potential of these areas and to connect them to East Hartford's central business district. Other issues included neighborhood preservation, promotion of mixed-use development and encouragement of market-rate housing.

Village of Rye Brook: Comprehensive Plan

Rye Brook, New York

Preparation of the Village's first-ever comprehensive plan, building on significant prior planning efforts and a robust public outreach process. The plan examined a range of issues, with a special focus on the existing commercial area, exploring the potential to transform this area from an auto-oriented suburban shopping area to a traditional Village Center. Recommendations also included suggested improvements to Village parks and the creation of interconnected passive open spaces.

Simon Kates, AICP, LEED AP
Planner
Role: Project Manager

Mr. Kates has a background in architecture, urban planning, and energy finance. Prior to joining BFJ, he worked with Energy Programs Consortium and the Pratt Center for Community Development on the creation and management of energy efficiency incentive programs. He gained experience in building design, construction administration, and business development at architecture firms in Boston, Miami, San Francisco, and New York. Mr. Kates has conducted research on the impact of waterfront industrial regulations on adjacent residential communities and the financial feasibility of green building retrofits on existing industrial buildings.

Education

Master of Science City and Regional Planning, Pratt Institute
Master of Architecture, University of Oregon
Bachelor of Arts Art History, Architectural Studies, Tufts University

Skills

AutoCad, ArcGIS, Revit, Illustrator, Photoshop, InDesign, SketchUp, SPSS, Sefaira

Experience

NY Rising Community Reconstruction Zone Plans

New York

Project Planner on the NYRCR Program for the Governor's Office of Storm Recovery. Provided management and technical planning assistance to three communities in Staten Island and Nassau County to develop a list of projects backed by CDBG-DR funding for implementation in areas that were hit hardest by Sandy and Irene. The NYRCR Plans evaluated the risks to critical community assets, assessed each community's needs and opportunities, and developed specific implementation projects to rebuild from Sandy and Irene, but also protect these critical assets from future storms and extreme weather events.

Village of Tarrytown Historic Commons District Amendments

Village of Tarrytown, New York

Developed amendments to the Village of Tarrytown Historic Commons District zoning regulations to preserve the visual integrity and viewsheds of the HC District landscape. Assisted in preparing an Environmental Assessment Form pursuant to the State Environmental Quality Review Act analyzing the proposed amendments to the Village Zoning Code, Zoning Map, and Comprehensive Plan. Prepared a Negative Declaration for the project in support of a finding of no significant adverse environmental impact.

Greater JFK Industrial Business Improvement District

Queens, New York

Project manager of the consultant team working with the New York City Economic Development Corporation to establish an industrial business improvement district in the off-airport cargo district adjacent to JFK Airport. Worked with a planning committee composed of property owners, business owners, and residents to establish the Greater JFK IBID to support the off-airport air cargo district and enhance the quality of life and recognition of the diverse experiences of all who work, visit, and live within the district.

GSG Energy Finance*

Brooklyn, New York

Established a new energy finance division at GSG Financial. Developed the strategic plan for expansion in renewable energy and energy efficiency markets, created financial models for asset leases, and managed the business development process for establishing new partnerships with municipal programs, utilities, and contractors.

DC Sustainable Energy Utility*

New York, New York

Project manager for analysis to support the development of energy efficiency incentive programs in Washington, DC. Produced reports and created ArcGIS maps on demographic, building, and financial data for the DC Sustainable Energy Utility.

* Designates work completed prior to joining BFJ Planning

Georges Jacquemart, PE, AICP

Resource Principal
Role: Transportation

Georges Jacquemart is a principal of BFJ and directs the firm's transportation work. Mr. Jacquemart has extensive experience in managing and undertaking traffic impact and circulation studies as well as projects related to transit planning, parking, and bicycle and pedestrian circulation. He worked on assignments for a variety of clients in North and South America, Europe, Asia and Africa.

Prior to becoming a principal of BFJ, Mr. Jacquemart was the principal of Jacquemart Associates, Inc., a New York-based transportation planning and traffic engineering firm. He had previously been Associate Vice President and Regional Manager of PRC Voorhees (Alan M. Voorhees & Associates).

Education

Master of Science, Urban Planning, Stanford University
Post Graduate Courses, Systems Analysis, Federal Polytechnic School of Lausanne, Switzerland
Civil Engineering Diploma, Transportation, Federal Polytechnic School of Lausanne, Switzerland

Memberships

Mr. Jacquemart is a licensed civil and traffic engineer in California, and a licensed engineer in New York, New Jersey, and Luxembourg. He is a member of the American Institute of Certified Planners and the Transportation Research Board.

Teaching and Professional Development

Pratt Institute; Adjunct Professor of Transportation Planning (1986-current)
New York University, Robert Wagner School of Public Service; Adjunct Professor of Transportation Planning (2002-2008)
Princeton University Woodrow Wilson School of Public and International Affairs; Guest Speaker
Columbia University School of Architecture, Planning and Preservation; Guest Speaker
University of Sao Paulo; Guest Speaker

Publications

"NCHRP Synthesis 264: Modern Roundabout Practice in the United States," National Cooperative Highway Research Program, Transportation Research Board, National Research Council, Washington, 1998.
Co-author. *Roundabouts: An Informational Guide*. Federal Highway Administration, June 2000.
"Chapter 8: Roundabouts," *Toolbox on Intersection Safety and Design*. Institute of Transportation Engineers and FHWA, September 2004.
"Alternative Approaches to Estimating Internal Traffic Capture of Mixed-Use Projects," *ITE Journal*, November 2011 Institute of Transportation Engineers.
"Determining the Ideal Location for Pedestrian Crossings at Signalized Intersections," *ITE Journal*, September 2012, Institute of Transportation Engineers.

Project Experience

Southampton Master Plan
Village of Southampton, New York
Traffic calming strategies to reduce the amount of through traffic using local, residential roads as short-cuts. Improvements were made in the traffic circulation and parking during summer months.

Airport Access Project
New York, New York
Evaluation of the Automated Guideway Transit (AGT) system proposed by the Port Authority of New York and New

Jersey to connect nearby airports to a terminal on East 59th Street.

Bloomfield Station Area Development
Bloomfield, New Jersey
Traffic circulation plan and impact study and consulting for the development of the parking plan. A new garage was proposed to serve the retail customers, the commuters and some of the residents. The development plan and traffic study were approved by the Township.

CDTA Park & Ride

Georges Jacquemart, PE, AICP

Resource Principal
Role: Transportation

Project Experience (continued)**and Express Bus Study**

Albany, New York

Undertook comprehensive surveys of all P&R users, recommended improvements to the P&R system and for the express buses serving the P&R lots.

Clifton Park and Halfmoon Exit 9 Land Use and Transportation Study

Saratoga County, New York

Land use and transportation study for the Exit 9 area. The purpose of this study was to determine how best to integrate land use and transportation cohesively in the area.

Downtown Saratoga Springs Transportation Study

Saratoga Springs, New York

Transportation and parking improvement plan for downtown Saratoga Springs, and evaluating and refining the City's form-based zoning.

Hanoi Master Plan

Hanoi, Vietnam

New plan for the existing Capital City and surrounding region, involving an area of over 3,000 square kilometers. The master plan will include proposals for future urban development, transportation and other land uses for the year 2030, with a Vision Plan for 2050. Recommendations included the extension of new transit systems planned for the former Hanoi area, as well as new transit lines serving the future satellite towns.

I-84/Route 312**Transportation Improvement District**

Town of Southeast, New York

Baseline traffic study to support the formation of a Transportation Improvement District for an area subject to substantial development pressures. Significant roadway improvements were needed to accommodate this growth.

IKEA Traffic Study Review

New Rochelle, New York

Analysis of the DEIS for the proposed IKEA store, which included potential traffic impacts, damage to community character, and air quality and noise levels. Major flaws in the traffic impact analysis were discovered.

Long Island Rail Road Transportation Hub Study

Long Island, New York

Study to develop concept plans for five LIRR hub stations, with a goal of increasing suburban mobility.

MTA Bridges & Tunnels Survey Metropolitan Transportation Authority

New York, New York

Development of a system-wide origin-destination survey of all system users, using the results for toll revenue distribution among the various transit operators in the region.

Manchester Center Parking and Circulation Study

Manchester, Vermont

Analysis of the town's traffic and parking problems due to the town's significant growth as a visitor and retail outlet center. Recommendations included off-site parking and a park-and-walk system.

Metro-North Railroad Melrose Station Revitalization Study

Bronx, New York

Study of current and future utilization, capacity, deficiencies and constraints of the Station, as well as development of station improvement alternatives.

Modern Roundabout Consulting

Worldwide

Numerous roundabout feasibility studies including the conceptual design of the roundabout and its critical geometrical elements, and the analysis of its performance in terms of delays, queuing, and safety.

Paul Buckhurst, ARIBA

Resource Principal
Role: Urban Design

Mr. Buckhurst, a founding principal of BFJ Planning (BFJ), has more than 40 years of experience in urban planning and architectural design. He has worked on a variety of urban development and design projects ranging from urban revitalization programs to large scale redevelopment projects. His clients include municipal governments, public authorities and agencies, civic and neighborhood organizations, and private developers.

Mr. Buckhurst directs the firm's urban design and site planning assignments. His experience over the past decade includes work on downtown revitalization plans, streetscape proposals, and site-layout studies for public and private clients within the United States as well as large-scale master plan assignments in Asia, South America and in the Mid-East.

Education

Diploma in Town Planning, Regent Street Polytechnic, London, UK
Master of Architecture (Urban Design), Harvard University
Diploma in Architecture, Canterbury School of Architecture, UK

Memberships

Mr. Buckhurst is an Associate Member of the Royal Institute of British Architects.

Teaching and Professional Development

Princeton University, Woodrow Wilson School of Public and International Affairs; visiting Professor, 1985-2006
Columbia University School of Architecture, Planning and Preservation; Adjunct Professor 1982-1990
Pratt Institute; Assistant Professor of Planning, 1973-1982
New York University, Robert Wagner School; Adjunct Professor, 1994-2004

Project Experience**Master Plans****Stonehill Village Center**

Beaver Creek, Ohio

Master plan for the 1,300-acre Stonehill Village new community. Ongoing projects involve the development of the Village Center area, which will function as the social and commercial center for new residents.

Gyrodyne Property

Smithtown and Brookhaven, New York

Alternate mixed-use concept plans for the 320-acre property, responding to existing market conditions and potential zoning revisions.

Taif Technical Oasis

Taif, Saudi Arabia

Master planning for a new city to be developed new Taif, Saudi Arabia. The land use program includes a major science and technology park, a university campus and housing to accommodate approximately 400,000 residents.

Jinan New Town Expansion

Jinan, China

Master plan to establish a new residen-

tial district and commercial center in the southern district. A network of linear parks, roads, and transit routes link this new center with the existing city.

Hanoi Capital Master Plan

Hanoi, Vietnam

The Master Plan for Hanoi, prepared on behalf of the office of the Prime Minister, included proposals for the historic urban area and the development of five new satellite cities. A proposed green corridor will preserve the important agricultural areas and numerous craft villages that surround the city.

Ha Tay Ngoc Liep New City Master Plan

Ha Tay, Vietnam

Master planning studies for the proposed New City of Ngoc Liep-Dong Truc, planned to accommodate more than 250,000 new residents. The Plan was prepared in close cooperation with a special Task Force appointed by the Ha Tay People's Committee.

Minsk City Expansion Plan

Minsk, Belarus

The master plan involves proposals for

Paul Buckhurst, ARIBA

Resource Principal
Role: Urban Design

Project Experience (continued)

the redevelopment of an abandoned 750 acre airport site located adjacent to downtown Minsk. Proposed uses include major retail, hotel and cultural uses including re-use of historic buildings as an aviation museum.

Al Fateh New City

Cairo, Egypt

A proposed new community is planned for a 5000 acre site located on the east side of Cairo. The plan features a network of linear parks that connect the six residential districts that are proposed for the new mixed-use development.

Downtown & Neighborhood Revitalization

Pennval Road Green Technology Park

Town of Woodbridge, New Jersey

Preparation of a master plan and development design guidelines for a 120-acre site to be developed as a research/light industrial park.

Westport Downtown Plan

Westport, Connecticut

Preparation of three alternatives using guiding principles to retain the New England character of the downtown, enhance riverfront use and access, and provide greater connectivity among amenities.

Queensboro Bridge Area

197-a Plan

Community Board 8

New York, New York

The plan puts forth a unified, comprehensive, and workable proposal that will improve and regenerate the underutilized waterfront and open spaces surrounding the Queensboro Bridge.

Downtown Millburn Master Plan

Millburn, New Jersey

Master plan for the downtown area of Millburn. BFJ's work included analyses of land uses, traffic flow, parking, and streetscape design.

Site Development & Design

Wellesley Island

St. Lawrence River, New York

Master plan for a 1,200-acre property on the eastern portion of the Island. The site included a number of single-family houses, a marina, and two golf courses.

South Pond Farm

Pittsfield, Massachusetts

Detailed site plan for a proposed housing development on a 55-acre site. The site plan included 82 condominium units.

Brooklyn Navy Yard

Brooklyn, New York

Preparation of a comprehensive site planning study for the redevelopment of the 300-acre historic shipbuilding yard that is currently one of the City's most active industrial parks.

Ashburton Avenue

Urban Renewal, Master Plan, and Draft Generic Environmental Impact Statement

Yonkers, New York

Master Plan focusing on improving a residential development that includes the city's oldest public housing complex which is slated for demolition and reconstruction under a \$20M HOPE VI award. Suggestions for implementation measures included phasing, financial planning, review of potential environmental impacts, urban renewal and zoning changes.

Chacara Piqueri

Sao Paulo, Brazil

Organized and conducted a series of design workshops coordinating the work of local architects, landscape designers, and engineers. Prepared detailed design controls for each development parcel, providing guidelines for building location, landscaping and architectural design.

Isabel Aguirre Martinez

Urban Designer/Planner

Role: Mapping

Isabel Aguirre has experience in architecture, urban design and community planning. She possesses advanced analytic, design and spacial visual representation skills. Ms. Aguirre has worked on a variety of projects and research that explore design, urban, and social aspects of communities in the United States, Mexico, Denmark and Japan.

Education

Master of Science City and Regional Planning, Pratt Institute
Bachelor in Architecture, Universidad Anahuac

Skills

Adobe Creative Suite, ArcGIS, AutoCad, Google Sketch Up, and Microsoft Office

Experience**Reservoir Avenue Neighborhood Revitalization Zone**

Bridgeport, Connecticut

Working with the City of Bridgeport and neighborhood residents, businesses owners and community stakeholders to develop a strategic plan for the Reservoir Avenue neighborhood revitalization zone (NRZ). The NRZ planning process is a collaborative effort between the City, BFJ and the neighborhood to determine priorities and needs and develop an actionable plan to improve physical infrastructure and quality of life in the Reservoir Avenue neighborhood.

Stamford Master Plan

Stamford, Connecticut

Update of the Downtown Master Plan Some of the tasks include: community outreach, understanding of priority issues at the downtown area, manage workshops to establish goals and objectives, urban transitway, downtown parking standard, and Historic preservation.

Westchester Pavilion

White Plains, New York

Preparation of SEQR Expanded Environmental Assessment Form for the rezoning of the Westchester Pavilion site.

Norrebro Civic Center*

The site assigned for the design of the Civic Center is the vertex of Mimersgade and Norrebrogade streets in Nørrebro. The currently vacant lot is located in an ethnically diverse and socially dynamic neighborhood. Surrounded by parks, a metro station, and situated

on major bicycle and bus routes, the site is consequently a focus of social interaction. The design utilizes topographical separation to protect the users from vehicle traffic that surrounds the site. The exhibition area is a shelter that allows natural light and trees go through. Above, trees provide a shaded terrace.

Green Infrastructure DEP Grant*

The roof in a newly renovated building in Williamsburg would hold an intensive green roof. The space must maximize water capture, combining detention and delay runoff strategies as well as provide the community with a recreational outdoor space. In order to further support the new ecosystem, the client requested the design of tree pits as a green corridor along the sidewalk.

Centro Fox Exhibition Area*

The design of this permanent exhibition area fits in a long, narrow (80 x 8 m) existing addition in the new Centro Fox, a prominent convention center in Guanajuato, México. In his ongoing engagement with education in Mexico, former president Vicente Fox, worked to develop a didactic experience for children. The 650 square meters contains five different rooms for 200 simultaneous visitors. The long, wagon-like area incorporates the (existing auditorium and entrance as the starting point of the visit. From there, circulation through the wagon becomes the thread that leads to the exhibition rooms. In order to control groups within the area, two-way ramps direct visitors to different spaces following a sequence.

* Designates work completed prior to joining BFJ Planning.

Peter Furst

Planner

Role: Demographic Forecasting

Mr. Furst is a Planner with Urbanomics specializing in geospatial depiction of data. Coming from a legal background, he recently acquired his Masters of Science in urban planning with a focus on economic development and land use planning from the Pratt Institute's Program for Sustainable Planning and Development.

Education	City and Regional Planning Masters of Science, Pratt Institute U.S. Law and Methodologies Certificate, New York University History Bachelors of Arts, Lewis and Clark College	
Skills	Microsoft Office Suite 2010, ArcGIS 10, Adobe CS5 Illustrator, Adobe CS5 Photoshop, Adobe CS5 InDesign, Map preparation, Graphics and Powerpoint presentation, SPSS, ArcGIS Business Analyst	
Memberships	American Planning Association	
Experience	<p>Demographic Study of the Jersey City Public Schools Forecasted enrollment by grade for the school district's 38 schools over a five year projection period. Mapped existing attendance zones and recommended zone changes to improve management of future enrollment growth on facility capacity.</p> <p>Clarion University of Pennsylvania Clarion, Pennsylvania For the purposes of improving quality of life and diversifying the economy surrounding the university, evaluated demographic and economic conditions of area workers engaged in creative occupations. Also Assessed community characteristics desirable by workers in creative class occupations such as accessibility to cities, quality of public schools, housing stock characteristics, and presence of arts organizations and businesses.</p> <p>Westchester Pavilion Market Analysis Urstadt Biddle Properties <i>White Plains, New York</i> Evaluated supply and demand for the redevelopment of Westchester Pavilion, an enclosed shopping center in downtown White Plains, into a proposed 961,000 square foot mixed-use complex. Surveyed and geospatially analyzed downtown building uses, business</p>	<p>concentrations, and retail vacancies. Identified population, labor, and housing trends as well as demand for proposed businesses establishments.</p> <p>Paratransit Customer Population Forecast Study: New York City Metropolitan Transportation Authority <i>New York, New York</i> Collected demographic and transit ridership data and ran ordinary least-squares regression forecast models for the purposes of addressing MTA's long-term paratransit budgeting and operation needs. Provided research, tables, and graphs to substantiate forecasts.</p> <p>Islip Pines: Review of DEIS Socioeconomics and Retail Market Analysis <i>Town of Islip, New York</i> Analyzed market demand and local impacts of a proposed 135-acre mixed-use complex.</p> <p>Brooklyn Tech Triangle: Economic Impacts of the Tech and Creative Sectors <i>Downtown Brooklyn Partnership, Brooklyn, New York</i> Analyzed office real estate and employment trends of tech and creative industries in Downtown Brooklyn.</p>



CAROL GOULD, AICP

SENIOR PROJECT MANAGER | ASSOCIATE

OVERVIEW

Carol Gould is key Senior Project Manager at Fitzgerald & Halliday Inc. (FHI). Her 20 years' experience at FHI has been focused in the area of community planning including livable communities, transportation/land use connections, zoning, public involvement, parking, and access management. Carol specializes in integrated planning for land use in transportation corridor studies. She has applied her planning and technical skills to a wide variety of projects throughout her career including numerous village/neighborhood plans, corridor studies, smart growth planning projects, municipal plans of development, access management studies, parking studies, downtown planning studies, and community impact assessments for environmental documentation. Carol has also provided expert testimony for municipalities, citizen groups, and developers on the interpretation and application of land use regulations vis-à-vis development proposals to local planning and zoning commissions.

TRANSPORTATION AND LAND USE CONNECTIONS

Carol has been working on corridor and downtown/village center studies for the past ten plus years with an integrated approach to planning for land use in concert with the transportation system and vice versa. She has managed numerous studies that resulted in detailed implementation programs for both enhancements to the transportation system and managing the future form and character of land development. Carol has developed a variety of contemporary land use concept plans as well as parking and access management plans for corridors, villages, and neighborhoods in Connecticut including in Brookfield, Litchfield, Bolton, and Ridgefield. She has carried this successful philosophy to projects in such states as New York, New Jersey, and Maryland.

LAND USE REGULATION

Carol has expertise in developing land use regulations to achieve planning objectives such as design guidelines for town center development in 2014, her model parking regulations in 2003, model access management regulations in 2002, and model bicycle and pedestrian access regulations in 2000. She presented the first workshop of its kind on zoning for access management to the 5th Annual Access Management Conference in 2002 and subsequent TRB annual conference in 2004.

PROJECT EXPERIENCE

BOSTON POST ROAD CORRIDOR PLAN | CLINTON, WESTBROOK, AND OLD SAYBROOK, CT | ONGOING

Carol is serving as the Land Use Task Leader for this multidisciplinary corridor study in the Lower Connecticut River Valley along Route 1 in the towns of Clinton, Westbrook and Old Saybrook. Working for the Lower Connecticut River Valley Council of Governments (RiverCOG), FHI is developing a

EDUCATION

- B.A. Environmental Studies, 1975 (minor in Urban Geography)
- Connecticut Zoning Enforcement Official Certification, 1986
- MDSHA Indirect and Cumulative Effects (NEPA-ICE) Training, 2007
- Streets as Places Training, 2007

PROFESSIONAL AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association (APA)
- Connecticut Chapter of the American Planning Association
- WTS member
- Connecticut Association of Zoning Enforcement officials

YEARS EXPERIENCE

- 20 Years with firm
- 32 Years in industry

PUBLICATIONS/PRESENTATIONS OF NOTE

- APA Zoning Practice; Zoning for Complete Streets, 2013
- Hybrid Form-Based Zoning: Training Session conducted; The Last Green Valley, 2011
- Zoning for Access Management; National Access Management Conference and TRB



comprehensive plan to address current and long-range intermodal travel and community quality of life issues along this unique coastal route. For this project, Carol evaluated future development potential, assessed related coastal natural resource development constraints, and subsequently developed a preferred future land use scenario. She is also playing a key role in a planning charette that will engage stakeholders across the corridor in creating strategies to achieve their corridor-wide vision. Additionally, she is leading the land use component for the creation of concept plans for three critical focus areas within this 12 mile corridor. Based on public and stakeholder input, field data, existing plans, and innovative design options that are acceptable to stakeholders, the plan will serve as a conceptual plan for future design and construction of improvements or projects within the corridor. All improvements will be designed to preserve the delicate environment and small town character and help move the corridor communities towards their long- term vision. Carol will be developing recommendations for land use management and regulatory and policy tools that can be used to implement the desired improvements.

BROOKFIELD INCENTIVE HOUSING ZONE DESIGN GUIDELINES | CT | 2014

Carol served as Project Manager in crafting a set of comprehensive design guidelines for the Incentive Housing Zone for the Town of Brookfield, CT. The Incentive Housing Zone is also the community's Town Center District where there is a vision for creating a town center destination with a vibrant sense of place. Carol led the development of a manual that was made part of the zoning regulations to guide private development for the form and character desired for the area. This work was a follow-up assignment based on Ms. Gould previous work in developing a Four Corners-Town Center District Revitalization Plan.

NAUGATUCK PLAN OF CONSERVATION AND DEVELOPMENT UPDATE | NAUGATUCK, CT | 2012

Carol served as Project Manager in updating the Plan of Conservation and Development for the Borough of Naugatuck, Connecticut. She also led the public outreach effort, conducted the land use and open space analyses, and crafted the Future Land Use Plan with map. For this project, Carol took a strategic direction in preparing the plan. FHI focused on community trends that have occurred over the past decade, and then carefully articulated the Borough's strengths, weaknesses, opportunities and threats; a SWOT assessment. In doing this SWOT and putting this in the context of the Borough's vision for the future, FHI laid foundation for policies and strategies to take the community in the direction it wants to go over the coming ten years.

BOUND BROOK URBAN DESIGN PLAN | BOUND BROOK, NEW JERSEY | 2012

Carol led the evaluation of zoning for parking as part of FHI's work with a local planning firm in developing an implementation plan for Bound Brook's Urban Design Plan. Located on a New Jersey Transit Rail Commuter line, the downtown area has an overlay district that employs TOD planning principles. With this in mind, Carol provided direction for the Borough of Bound Brook relative to adjusting the municipal zoning to better direct development design that includes parking well scaled to the reduced demand associated with in turn supportive of its placemaking objectives. She offered a range of tools and sample language that the Borough can utilize in making those regulatory changes. As part of these efforts, she analyzed the current code and also developed draft regulations for facilitating shared parking, off-site parking, green parking lot design, accessibility to parking, and other parking options in addition to a reduction of the minimum parking requirements for the downtown.

DOWNTOWN PARKING STUDY | DARIEN, CT | 2006-2007

Carol worked with the Town of Darien, Connecticut, to evaluate parking supply and demand, specifically with regard to increasing development pressures. Darien recently experienced business growth and infill development in the downtown that does not meet the current basic parking requirements. As a key project task, Carol analyzed the Town's zoning regulations and approval process to evaluate the development approval process today and how parking supply and demand have been impacted by recent development approvals. She led the project team, conducting a parking occupancy survey and interviewing key stakeholders regarding parking issues. She recommended a creative zoning solution to Darien's parking challenges. Additionally, her FHI team provided a qualitative assessment of parking oversight procedures currently in place. She presented the findings of this study at the 2007 Southern New England American Planning Association Conference.



JILL BARRETT

SENIOR PROJECT MANAGER

OVERVIEW

Ms. Barrett has over 30 years of experience in community organizing, public open space advocacy, public involvement program development, and project management. The breadth of Ms. Barrett's experience includes: spearheading an urban greening organization; leading community efforts to preserve open space through land acquisition, park planning and recreational development; managing public education and participation activities for large-scale remediation projects; developing public outreach programs for every mode of transportation and contributing to numerous urban improvement activities, including the development of a corridor plan for her Hartford neighborhood.

OUTREACH STRATEGY AND PROGRAM DEVELOPMENT

Ms. Barrett's training as a community organizer and planner, coupled with her longstanding civic volunteer activities, brings a unique combination to the transportation and environmental planning fields. She is expert at identifying community issues and key stakeholders and bringing diverse people and groups together to form consensus. She has a deep understanding of how communities can work with or against public projects depending on the timing and extent of public involvement.

COMMUNICATION AND FACILITATION

Ms. Barrett understands how to develop a public relations strategy for projects. She is skilled at identifying community contacts and utilizing non-traditional communication networks to inform and involve the public in projects, including populations that are traditionally underserved. Ms. Barrett has expertise in developing relations with media organizations, including the press, radio, and television. She has developed websites, newsletters, flyers, fact sheets and meeting handouts for dozens of projects. Ms. Barrett has extensive experience with planning and facilitating public meetings, conducting focus groups, organizing workshops, making public presentations, building and working with effective committees and moderating hearings.

TRANSPORTATION AND ENVIRONMENTAL PLANNING

Ms. Barrett has managed public outreach for large scale projects such as the State of Connecticut's largest brownfields cleanup project (2003 to present) where an entire neighborhood was built over former landfill and New York State's \$70 million Lake Champlain Bridge Project (where a five-year planning process had to be collapsed into three months when the bridge's sudden closure resulted in an 85-mile land detour). She has also managed small scale projects such as facilitating three workshops with residents and businesses to create a vision for Putnam CT's downtown and preparing for and moderating a public hearing for a controversial proposal at Sikorsky Airport in Stratford, CT. A number of Ms. Barrett's projects have been high profile in the media, requiring sensitivity and responsiveness. Her environmental projects have focused on public communication, education and outreach on brownfields risk and cleanup, stormwater and wastewater management topics. Ms. Barrett's transportation experience includes numerous projects in the area of airports, freight, rail, intermodal centers, bridges, traffic calming and corridor planning.

EDUCATION

- B.A. Sociology, Merrimack College, 1971
- M.S.W. Social Work (Community Organizing), Merrimack College, 1973
- Certificate of Training for Nonprofit Administrators, Hartford Graduate Center, 1982
- M.R.P. Regional Planning (Environmental Concentration), University of Massachusetts, 2001

PROFESSIONAL AFFILIATIONS

- American Planning Association, Connecticut Chapter (CCAPA)
- Connecticut Institute of Transportation Engineers (CTITE)
- Member, TRB Public Involvement Committee

YEARS EXPERIENCE

- 14 Years with firm
- 35 Years in industry



PROJECT EXPERIENCE

NEWHALL REMEDIATION PROJECT | HAMDEN, CT | 2003-PRESENT

Since 2003 Ms. Barrett has served as the CT Department of Environmental Protection's Public Relations Coordinator for the state's largest superfund cleanup project. Some 300 properties, mostly homes but also churches, a few businesses, public parks and schools, were built over former landfills created to fill in wetlands that were considered a health hazard in the early 1900's. Ms. Barrett has seen the project through initial community meetings, environmental investigations of the site and development of a cleanup plan to the initiation of removal of the first truckloads of fill in 2010. She was responsible for summarizing complex technical documents into language laypeople could understand, developing a website, facilitating meetings, advising the CT Department of Environmental Protection on outreach strategy, developing a video explaining the cleanup and producing periodic newsletters and construction update bulletins. Cleanup of residential properties has been completed. Town-owned parks and school remediation is expected to be done by 2017.

TWEED AIRPORT PART 150 NOISE COMPATIBILITY STUDY | NEW HAVEN | 2010-PRESENT

Perhaps the most consistent complaint airport managers receive from the public is about noise. In 2010 Tweed Airport embarked on a voluntary Noise Compatibility Study. Fitzgerald & Halliday, Inc. was hired to integrate public participation into the study. A key objective of FHI's approach was education – explaining how noise impacts on areas surrounding airports are assessed and what can be realistically done to reduce it. Multiple tools were used to communicate with the public including the formation of a Technical Advisory Committee, a Community Advisory Committee comprised of airport neighbors, public meetings, newsletters, press releases and a website. Numerous two-way community conversations about noise have led to greater understanding between the airport and its neighbors. After the study was completed, FHI was hired to provide public communication and coordination for initial implementation of study recommendations.

NORTH CENTRAL STATE AIRPORT ENVIRONMENTAL ASSESSMENT/ SMITHFIELD, RI / 2010-2011

FHI provided public outreach services to the Rhode Island Airport Commission for an Environmental Assessment that evaluated five projects that were identified in a 2009 Airport Master Plan. These projects included hangar development, relocation of the fuel tanks, development of a snow removal storage building and construction of a new access road and rehabilitation of a taxiway. FHI worked with a Local Advisory Group formed to provide input to the team developing the Environmental Assessment, publishing project bulletins and coordination of a public information meeting to receive public comment. Members of the Local Advisory Group, which included airport pilots and manager, town planners, economic development representatives and an airport neighbor, raised concerns about the proposed relocation of the fuel tanks. As a result, the study team did additional study on alternative locations that concluded the original location proposed for the fuel tanks was most suitable. While the supplemental study did not change the plan for the fuel tank location, it did respond to local concerns and promoted understanding of the reasons for the preferred relocation site.

LAKE CHAMPLAIN BRIDGE | VERMONT AND NEW YORK | 2009-2012

When transportation officials from New York and Vermont initiated a planning process to determine what to do about a beloved but deteriorating 1929 bridge spanning the lake between the two states, they knew they needed to heavily engage the public in a dialogue about the lake crossing. What they did not know was the bridge would need to be closed three months later, stranding local communities, with few options for getting across the lake. Closing the bridge resulted in an 85-mile land detour over rural roads. Ms. Barrett was an integral part of the outreach team of planners, engineers and officials who, with significant and compelling public input, quickly arrived at a decision to build a new bridge at its existing location. Local hardship to residents and businesses, unrelenting media attention locally and nationally and a project team that worked 24/7 resulted in extraordinary collaboration. Public outreach and communication tools included: an engaged Public Advisory Committee, several public meetings, frequent e-blasts to a stakeholder list of nearly 2,000, a design charrette, a website that was updated daily with progress reports and photographs on all aspects of the project – bridge demolition, selection of a new bridge design, construction of a new temporary ferry facilities and the new bridge which opened in November 2011. Through public outreach, remarkable and prompt consensus on a new design was reached.



DANIEL HAGEMAN, NHCWS, PSS

PROJECT MANAGER

OVERVIEW

Mr. Hageman is a Project Manager with over 21 years of professional experience in the environmental field related to a broad range of projects including infrastructure improvements, utility projects, transportation rehabilitation and construction, site development, dredging activities, airport improvements, and conservation projects. His responsibilities include project management, field investigations and document preparation as well as QA/QC of deliverables. His technical areas of expertise include environmental planning and permitting, wetland investigations, wildlife habitat assessment, conservation planning, vernal pool assessments, plant and animal monitoring and surveys, forest fragmentation analyses, and biological assessments for threatened and endangered species. He has been involved in a broad array of public participation in planning efforts including public information meetings and hearings, project charrettes, advisory committee meetings, and stakeholder meetings. This experience includes extensive regulatory agency coordination and interface with engineers in order to avoid, minimize, and mitigate project impacts using best management practices and low impact development methods, and mitigation design. The preparation of compensatory mitigation plans and construction specifications for wetland and wildlife mitigation are integral to this work.

PROJECT EXPERIENCE

ENVIRONMENTAL ASSESSMENT FOR MASTER PLAN IMPROVEMENTS AT STONES RANCH MILITARY RESERVATION (SRMR) | EAST LYME, CONNECTICUT | 2005

Mr. Hageman prepared an Environmental Assessment (EA) document for this project in accordance with the National Environmental Policy Act (NEPA). He served as environmental scientist and wetland scientist for preparation of an environmental assessment for this important military project. Project responsibilities included extensive documentation of existing conditions including vegetation, wildlife, wetland and upland habitats, interior species habitat, listed species, and delineation of federal and state wetlands on portions of this 2,000-acre site. The EA contained an extensive alternatives and impact analysis component in support of Master Plan activities such as construction of several new structures, roadways and related facilities. Potential effects on both listed and non-listed wildlife species on SRMR were assessed, as well as substantial wetland impacts, land use implications, traffic circulation, operational requirements, noise and air quality impacts.

REGIONAL TRAINING INSTITUTE, CAMP NIAN TIC | EAST LYME, CONNECTICUT | 2005

Served as Environmental Permit Specialist for the design of a Regional Training Institute on the Connecticut Military Department Camp Niantic campus. Project responsibilities included preparation of both a Connecticut Department of Environmental Protection Diversion Permit and Wastewater Discharge Permit. These permits were required for the proposed geothermal HVAC system for this facility. Mr. Hageman worked closely with site engineers and specialized HVAC engineers during the preparation of these permit applications.

EDUCATION

- B.S. in Natural Resource Management and Engineering, University of Connecticut, 1993

CERTIFICATIONS

- New Hampshire Certified Wetland Scientist No. 275, 2010
- OSHA 40-Hour HAZWOPER
- TWIC Security Card Holder

PROFESSIONAL AFFILIATIONS

- Society of Soil Scientists of Southern New England
- Society of Wetland Scientists
- Society of American Military Engineers

TRAINING

- Amtrak Safety Trained
- Metro-North Safety Trained

YEARS EXPERIENCE

- 4 Year with firm
- 21 Years in industry



**STONES RANCH MILITARY RESERVATION PHASE I AND II ROADWAY RECONSTRUCTION | EAST LYME, CONNECTICUT | 2001**

Served as professional soil scientist and permit specialist for wetland permitting of this roadway reconstruction project. Project responsibilities included preparation of a USACE Section 404 Permit Application, a State of Conn. Inland Wetland and Watercourses Permit Application, and a Conn. NPDES General Stormwater Permit Application for a road reconstruction project on this Army National Guard complex. Tasks included wetland delineation and documentation, wetland functions and values assessment, application preparation, agency coordination and site visits, and preparation of a Stormwater Pollution Control Plan for the project.

EAST HAVEN RIFLE RANGE (EHRR) MASTER PLAN AND ENVIRONMENTAL ASSESSMENT | EAST HAVEN, CONNECTICUT | 2007

Served as environmental scientist and wetland scientist for preparation of an environmental assessment for this important military project. Project responsibilities included extensive documentation of existing conditions including vegetation, wildlife, wetland and upland habitats, cultural resources, and delineation of federal and state wetlands on this 250 acres site. The EA contained an extensive alternatives and impact analysis component in support of Master Plan activities such as construction of several new shooting ranges and related facilities. Potential effects on both listed and non-listed wildlife species on EHRR were assessed, as well as substantial wetland impacts, traffic circulation, land use implications, operational requirements, noise and air quality impacts.

REUSE PLAN AND ENVIRONMENTAL ASSESSMENT (EA), | CUTLER, MAINE | 2000

Served as senior environmental planner for the preparation of this reuse plan and environmental assessment for this excessed U.S. Navy site, Naval Computer and Telecommunications Area Master Stations Atlantic Detachment (NCTAMS LANT DET). Project responsibilities included preparation of a Reuse Plan, which consisted of a detailed market analysis for three reuse alternatives developed through an extensive public participation program with oversight by a regional advisory committee. Mr. Hageman also prepared an EA for the U.S. Navy for transfer and reuse of the parcel. The EA contained a detailed analysis of infrastructure improvements associated with each of three alternatives, land use implications, cost associated with these capital improvements, assessment of operation and maintenance (O&M) costs, staffing requirements, and an economic analysis to assess potential impacts and benefits of the reuse options.

TOWN OF EAST LYME WELL NO. 5 CTDEEP DIVERSION PERMIT APPLICATION, | EAST LYME, CONNECTICUT | 2006

Served as environmental permit specialist for this important water system improvement project. The Town of East Lyme undertook a project to increase production of potable water from existing Well No. 5 along the Pattagansett River. The Town experiences potable water deficits each summer due to the influx of tourists in this coastal vacation town. Mr. Hageman prepared the full diversion permit application, working closely with groundwater hydrologists, engineers, and fisheries specialists. As part of his work, Mr. Hageman conducted vegetation and wildlife surveys within the project area. Project responsibilities also included wetland delineation and an extensive function and values assessment. Impacts to wetland vegetation and wildlife were important issues as well as impacts to anadromous fisheries and other aquatic species due to drawdown in the cone of depression. Permit applications were completed in 2006 and submitted to the CTDEEP.

FOREST MANAGEMENT PLAN, STONES RANCH MILITARY RESERVATION | EAST LYME, CONNECTICUT | 2005

Served as environmental scientist for preparation of a forest management plan for this Connecticut Military Department facility. Project responsibilities included conducting a comprehensive inventory of forest and woodland areas within the 2,000+ acre Stones Ranch Military Reservation (SRMR). The Forest Management Plan included an inventory map and timber harvest estimate for the entire SRMR site, as well as incorporation of other natural resource management initiatives set forth in the Integrated Natural Resource Management Plan (INRMP) for SRMR. The INRMP included management initiatives for invasive species, wildlife, wetlands, and other resources. The Forest Management Plan recommended the use of multiple Best Management Practices during logging activities to minimize the spread of existing invasive species populations, and reduce erosion and sedimentation due to logging vehicles.



Christopher J. Smith

Partner

P (860) 251-5606 / F (860) 251-5318
 csmith@goodwin.com

Christopher Smith has an extensive legal practice administering zoning, planning and wetlands matters before municipal land use agencies. He is experienced in litigating land use, environmental matters, exclusionary zoning and wetlands claims, and has argued numerous matters before the Connecticut Supreme Court and the Appellate Court. Specifically, Chris has participated in over 250 land use appeals in the Connecticut courts. Chris represents real estate developers, lenders, businesses, manufacturers, neighborhood associations and municipalities in land use matters. His practice includes due diligence, land use application preparation, filing and processing, and all associated court-related proceedings. Chris has written *amicus curiae* briefs submitted to the Connecticut Supreme Court on behalf of the American Planning Association, Connecticut Chapter; Connecticut Association of Zoning Enforcement Officers; the Connecticut Bar Association, Planning and Zoning Section; and the Home Builders Association of Connecticut.

Chris also served as a law clerk to the Honorable Antoinette L. Dupont, Judge of the Connecticut Appellate Court.

EDUCATION

- University of Connecticut School of Law J.D., 1983
- Providence College B.A., 1980, *cum laude*

BAR ADMISSIONS

- Connecticut

COURT ADMISSIONS

- U.S. District Court, District of CT

DISTINCTIONS

- BV Peer Review Rated, [Martindale-Hubbell](#)
- [Chambers USA](#), America's Leading Lawyers: Environment (2007-2009) and Real Estate (2010-2014)



PRACTICE AREAS

- Environmental and Land Use
- Environmental Counseling
- Real Estate, Environmental and Land Use
- Real Estate, Environmental and Land Use Litigation



- Listed as a Connecticut [Super Lawyer®](#): *Land Use/Zoning* (2006-2014)
- Special Master, Connecticut Superior Court
- James W. Cooper Fellow, Connecticut Bar Association

PROFESSIONAL AFFILIATIONS

- American Bar Association: Urban, State and Local Government Law Section; Energy and Environmental Law Section; Natural Resources Section
- Connecticut Bar Association: Chair, Planning and Zoning Section, Executive Committee (1997-2000); Conservation and Environmental Quality Section; Administrative Law Section
- Bridgeport Bar Association: Chair, Land Use and Environmental Section (1995-1996)
- New Haven County Bar Association
- American Planning Association, Connecticut Chapter: Executive Committee

COMMUNITY INVOLVEMENT

- Connecticut Chapter of the American Planning Association, Executive Committee (2000-2012)
- Connecticut General Assembly's Blue Ribbon Commission on Property Tax Burdens and Smart Growth Incentives (2002-2003)
- Connecticut General Assembly's Blue Ribbon Commission to Study Affordable Housing (1999-2000)
- Connecticut General Assembly's Inland Wetlands Task Force (1995-1996)
- State of Connecticut Ethics Commission (2001-2004)
- State of Connecticut Southwest Corridor Action Council (1996-2000)
- Town of North Branford: Member and Chair, Conservation and Inland Wetlands and Watercourses Agency (1991-2003)
- Town of North Branford: Town Council; Zoning Board of Appeals; Economic Development Commission (1983-1991)
- Phare Programme: Educator on US Land Use Matters - Republic of Slovakia (1995-1996)

5.0 Fee Schedule

The fee schedule can be found on the following page.

Joint Land Use Study for Stones Ranch Military Reservation, CT

Proposed Timetable

Staff Members	BFJ Planning												Urbanomics		FHI Planning				Legal Council	Total Fee per Task			
	Frank Fish		Susan Favate		Georges Jacquemart		Paul Buckhurst		Simon Kates		Isabel Aguirre		Peter Furst		Carol Gould		Dan Hageman		Jill Barrett		Chris Smith		
Rate	\$220		\$175		\$220		\$220		\$110		\$85		\$100		\$154.50		\$143.43		\$143.43		\$300		
Tasks	Hours	Fee per Task	Hours	Fee per Task	Hours	Fee per Task	Hours	Fee per Task	Hours	Fee per Task	Hours	Fee per Task	Hours	Fee per Task	Hours	Fee per Task	Hours	Fee per Task	Hours	Fee per Task			
Task 1: Overall Project Initiation and Administration																							
Subtask 1.1: Workplan Refinement	4	\$880	4	\$700	\$0	\$0	4	\$440	\$0	\$0	\$0	\$0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			\$31,708.00		
Subtask 1.2: Administration and Management	26	\$5,720	80	\$14,000	\$0	\$0	40	\$4,400	\$0	\$0	\$0	\$0	4	\$618.00	\$0.00	\$0.00	\$0.00	\$0.00			\$24,738		
Subtask 1.3: Project Coordination	0	\$0	0	\$0	\$0	\$0	45	\$4,950	\$0	\$0	\$0	\$0	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			\$4,950		
Task 2: Stakeholder and Public Involvement																							
Subtask 2.1: Public Involvement Strategy	4	\$880	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	18	\$2,781.00	18	\$2,581.74	16	\$2,294.88			\$8,538		
Subtask 2.2: Installation Tour	6	\$1,320	6	\$1,050	\$0	\$0	6	\$660	\$0	\$0	\$0	\$0	6	\$927.00	6	\$860.58	0	\$0.00			\$4,818		
Subtask 2.3: Public/Elected Officials	24	\$5,280	24	\$4,200	\$0	\$0	24	\$2,640	\$0	\$0	\$0	\$0	18	\$2,781.00	18	\$2,581.74	\$0.00	\$0.00			\$17,483		
Subtask 2.4: Public Meetings	18	\$3,960	18	\$3,150	\$0	\$0	18	\$1,980	\$0	\$0	\$0	\$0	36	\$5,562.00	36	\$5,163.48	36	\$5,163.48			\$24,979		
Task 3: Data Collection, Inventory and Mapping																							
	10	\$2,200	20	\$3,500	\$0	\$0	30	\$3,300	60	\$5,100	40	\$4,000	8	\$1,236.00	8	\$1,147.44	8	\$1,147.44			\$21,631		
Task 4: Survey/Interview Key Stakeholders																							
	10	\$2,200	40	\$7,000	\$0	\$0	30	\$3,300	10	\$850	0	\$0	8	\$1,236.00	8	\$1,147.44	8	\$1,147.44			\$16,881		
Task 5: Conflict/Compatibility Analysis																							
	20	\$4,400	30	\$5,250	10	\$2,200	10	\$2,200	20	\$2,200	10	\$850	0	\$0	8	\$1,236.00	8	\$1,147.44	8	\$1,147.44			\$20,631
Task 6: Conflict Resolution Strategies																							
	20	\$4,400	40	\$7,000	10	\$2,200	10	\$2,200	40	\$4,400	20	\$1,700	0	\$0	20	\$3,090.00	20	\$2,868.60	20	\$2,868.60			\$30,727
Task 7: Prepare Study Report																							
Subtask 7.1: Draft Plan	10	\$2,200	60	\$10,500	\$0	\$0	60	\$6,600	30	\$2,550	\$0	\$0	10	\$1,545.00	10	\$1,434.30	10	\$1,434.30			\$26,264		
Subtask 7.2: Final Plan	22	\$4,840	20	\$3,500	\$0	\$0	20	\$2,200	20	\$1,700	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			\$12,240		
Subtask 7.3: Project Overview		\$0	4	\$700	\$0	\$0	12	\$1,320	12	\$1,020	\$0	\$0	\$0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00			\$3,040		

Legal Council Contingency \$7,500 \$7,500

Total Project Fee \$226,438.34

6.0 References

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