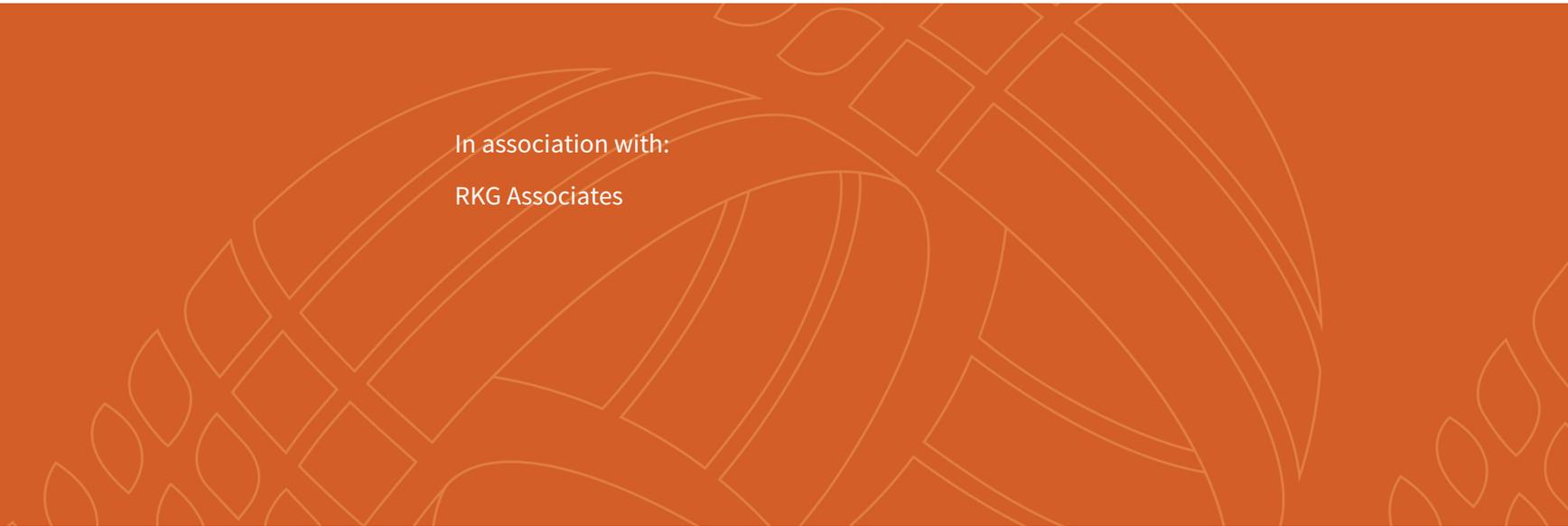


# Joint Land Use Study for Stones Ranch Military Reservation





In association with:  
RKG Associates



November 14, 2014

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

Re: Proposal for Joint Land Use Study for Stones Ranch Military Reservation

Dear Mr. Goeschel:

The Town of East Lyme, in cooperation with the Connecticut Army National Guard and the Town of Old Lyme and Lyme has embarked on an important planning process to prepare a Joint Land Use Study (JLUS) for the 2,000-acre Stones Ranch Military Reservation (SRMR), including Camp Niantic, and the surrounding communities. To accomplish this, the Town is seeking a multidisciplinary firm with a depth of demonstrated experience in land use planning, market analysis, economic development, site/civil engineering, environmental services, public outreach, and military installation management and operations to prepare a realistic Joint Land Use Plan that ensures that future public and private development around the installation is compatible with both the military mission and the needs of the surrounding towns. VHB is the planning firm to work with the Town and its partners in creating a JLUS that preserves critical assets, while unlocking the benefits and opportunities the area has to offer.

VHB is a planning, transportation, and environmental services firm with 22 offices along the east coast, including one in nearby Weathersfield, CT. Our firm brings national experience working with municipalities and military installations, as well as planning professionals who know southeastern Connecticut. Over the past 30 years, we have worked with cities and towns throughout New England on a variety of planning assignments including comprehensive plans, zoning, and economic development studies. We have also worked with dozens of military installations to identify retention strategies as well as potential reuse and redevelopment opportunities. We have provided a wide range of services including land use planning, visioning, strategic planning, environmental, survey, and infrastructure assessment to numerous military bases including Mile Lane Army Reserve Center (CT), Newport Naval Station (RI), Fort Devens (MA), South Weymouth Naval Air Station (MA), Otis Air Force Base (MA), Calverton Naval Weapons Industrial Reserve Plant (NY), Walter Reed (Washington DC) and Hampton Roads (VA).

We have assembled a dedicated and experienced team to work on this assignment. Our team will be led by Project Manager **Geoffrey Morrison-Logan**, who brings unparalleled, award-winning experience in project management, community visioning, land use planning, and public outreach and engagement. He has worked on similar assignments for the Mile Lane Army Reserve Base in Middletown, CT, and a Surplus Property Redevelopment Plan at the

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**Engineers | Scientists | Planners | Designers**



Newport Naval Air Station in Newport, RI. As Principal-in-Charge, **Ken Schwartz**, will ensure that the project receives the highest quality service in accordance with the overall project scope and schedule. Ken has worked with dozens of New England cities and towns, public agencies, institutions, and private developers, leading projects through the community process while building a shared vision and consensus. Ken has provided land use planning expertise and oversight for military base projects at Fort Devens, South Weymouth, and Calvertown. Our team also includes **Joe Wanat** as Military Installation Advisor and Transportation Task Leader. Joe is a 25-year veteran of the United States Army Reserves and has served overseas tours in Saudi Arabia, Iraq, Kuwait and Egypt. Our team also includes **RKG Associates, Inc.**, a national real estate, land use, and economic development firm with extensive military base experience. RKG is extremely familiar with the economic, land use, fiscal, and social impact analysis required for this assignment. VHB and RKG have collaborated on numerous projects throughout the country including Mile Lane Army Reserve Center, Fort Devens, and Newport Naval Air Station.

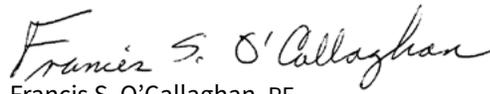
In summary, the VHB Team offers multiple benefits to the Town:

- National experience working with municipalities and military installations throughout the east coast, as well as planning professionals who know southeastern Connecticut.
- A team that has worked together before and has a proven approach to completing state-of-the-art Joint Land Use Studies.
- Personal service backed by years of experience in land use planning, market analysis, economic development, site/civil engineering, environmental services, and military installation management and operations.
- Proximity of our office and staff to the study area, as well as deep knowledge of local issues in East Lyme and surrounding communities.
- Collaborative and creative problem-solving approaches rooted in imaginative and integrated planning, real estate economics, transportation, and engineering know-how.
- Team members who have completed NCI Charrette training and have experience facilitating planning processes with the goal of building consensus in diverse communities.

VHB commits to working creatively and enthusiastically with you on this important planning initiative. We look forward to discussing our capabilities, experience, and approach to this exciting opportunity. Should you need further information or have any questions, please contact Project Manager Geoffrey Morrison-Logan at [glogan@vhb.com](mailto:glogan@vhb.com), or (617) 924-1770. Thank you for the opportunity to submit this proposal and to serve the Town of East Lyme and its partners. We can't wait to get started!

Sincerely,

  
Geoffrey Morrison-Logan, NCICS, NCICMF  
Project Manager

  
Francis S. O'Callaghan, PE  
New England Regional Manager



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## Project Approach and Scope

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### Project Approach

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#### Our Commitment

The VHB team takes pride in the work we do; we look forward to creating a successful planning process and action-oriented Plan. We make the following commitment to the Town of East Lyme:

- **We will be available:** We commit to providing you with a talented multidisciplinary team that will be available throughout the duration of the project.
- **We will be inclusive:** We will celebrate diversity and engage all sectors of the population to create a Joint Land Use Study (JLUS) that involves local elected officials, planning commissioners, local military base command staff, business leaders, chambers of commerce, homebuilders, real estate interests and affected residents. Inclusivity is a primary objective and a key component in creating a successful Plan.
- **We will collaborate:** We will work with you. Our Team is committed to working collaboratively with the Town of East Lyme (project sponsor and grantee), the CTARNG, and the Towns of Old Lyme and Lyme.
- **We will be flexible:** Things change.....we understand that! We will work with the Town of East Lyme and its designated Policy and Technical Committee to ensure that this project is on the right track throughout the planning process.

- **We will do our homework:** We have worked on successful JLUSs, military base redevelopment plans, and community planning efforts in Connecticut and throughout New England. We are familiar with the history and supporting documents regarding the JLUS planning process and understand land planning, zoning, and market conditions in Connecticut. We will use this knowledge as a springboard for the development of the Plan.

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**Military installations are often the economic engines that underpin and drive local economies.**  
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### Project Understanding

Military installations are often the economic engines that underpin and drive local economies. They provide jobs and require daily goods and services equivalent to that of a town or city. Direct expenditures of defense dollars in the form of payrolls and local procurement contracts generate secondary expenditures that help support local economies.

Military installations can affect adjacent communities in several ways—some positive (such as economic) and some negative. Negative impacts may include noise, safety concerns, vehicular traffic, smoke, dust, and other effects from training and military operations. Areas adjacent to military installations are attractive for civilian development because of their proximity to economic activities generated by the military presence. These areas may also be subject to military-related noise and accident potential and other operational activities. This potential for incompatibility is at the heart of the JLUS process, which seeks to develop collaborative solutions before they become problematic.

The 2,000-acre Stones Ranch Military Reservation (SRMR) is a multi-use tactical training site for the Connecticut National Guard. The installation is located in southeastern Connecticut within the Towns of East Lyme, Old Lyme, and Lyme. The northern boundary of the installation abuts land owned by the Yale University School of Forestry and Environmental Studies. Portions of the Nehantic State Forest help limit compatible use concerns on the northwest and northeast corners of the site.

SRMR is the only Department of Defense-supported maneuver training site in the State of Connecticut and the only maneuver training area available to the Guard within the State. The site contains the following facilities:

- Bivouac areas
- Land-navigation course
- 23-station confidence course
- Leadership reaction course
- Rappel tower
- Live-fire demolition range
- Bridge training facility
- Diesel fuel facility
- Ammunition storage facility
- Three rotary-wing landing zones
- Company-sized Tactical Training Base
- Military operations on urbanized terrain facility
- Ground maintenance facility
- 2,200-foot airstrip

The SRMR site, including Camp Niantic, is also used by a number of civic and military services including the US Coast Guard, Connecticut State Police, US Navy and Navy Seals, and the Connecticut Department of Corrections.

The Town of East Lyme, in cooperation with the Connecticut Army National Guard, and Towns of Old Lyme and Lyme is undertaking a planning process to prepare a JLUS for SRMR, including Camp Niantic, and the surrounding communities. An important goal of the Study is to ensure that future community growth and development are compatible with the training and operational mission of the installation. Dialogue between the host communities and the military serve also can result in ways to reduce the operational impacts of military installations on adjacent land.

The Connecticut Army National Guard has expressed concern over “residential encroachment” along all four boundaries of the installation, including ongoing complaints from new residential development along the eastern boundary related to training noises from military police units. In the Town of East Lyme, the area along Stones Ranch Road has seen new residential development with more expected in the future. The continued push of this subdivision will create issues for military training. Additional residential development could limit the utility of the air strip by mandating training restrictions regarding the use of rotary-wing aviation.

In the Town of Old Lyme, two parcels of 33 acres and approximately 500 acres have been approved for development along the southwestern boundary of the installation. Development on the smaller parcel was halted due to financial issues on the part of the developer. Development on the larger parcel has not yet begun, but the developer has been approved for up to 50 house lots. The Town has expressed interest in acquiring this parcel for conservation purposes.

As stated in the RFP, the JLUS has three overarching **goals**:

- Protect and ensure the continued viability of the operational and training mission of the SRMR and Camp Niantic
- Develop a workable land exchange dialogue, as determined with guidance from the Army Corps of Engineers, CTARNG, Towns of East Lyme, Old Lyme and Lyme, to consolidate parcels
- Protect the health, safety and welfare of area residents and visitors to the Towns of East Lyme, Old Lyme and Lyme

Key **objectives** of the JLUS include:

- Improve the public’s understanding of the importance, training and other operations at the SRMR and Camp Niantic
- Make recommendations for changes to both regulatory and policy frameworks regarding compatible land uses around both the SRMR and Camp Niantic based on sound market, economic and social data and analyses
- Improve local land use planning allowing CTARNG and the broader community to better manage encroachments upon each site

Recommendations from the JLUS will be used to guide local jurisdictions in the development and implementation of land use and development controls. The intent is to ensure that future public and private development around the SRMR will be compatible with both the military mission and the development needs of East Lyme, Old Lyme, and Lyme. Done successfully, it promotes a win-win situation for all participants.

## Our Philosophy

Preparation of a JLUS for SRMR will require a team that can bring national JLUS experience to the local level. The VHB Team brings both national experience working with municipalities and military installations, as well as planning and design professionals who know southeastern Connecticut.

At VHB, we view our role as facilitators of the planning process and as collaborators in decision-making.

At VHB, we view our role as facilitators of the planning process and as collaborators in decision-making. Our role fluctuates between furnishing technical and planning expertise responding directly to tasks or issues identified by the Town to serving as provocateurs, encouraging people to expand their thinking or goals. We will work closely with the Policy Committee (who will direct the planning effort) and the Technical Committee (who will provide direct assistance to the Consultant), to which we will report regularly and present our findings and concepts for review and feedback. We anticipate and look forward to all the attributes of a great client—wise direction, enthusiasm, support, a willingness to take on a challenge, to challenge us, high ambition for quality, sober reflection, a rational and timely process for decision-making, and helping us exceed project goals.

## Our Approach

Our approach focuses on involving stakeholders in an interactive planning process built around a series of on-site interviews and focused work sessions. Our intent is to work with the Town of East Lyme and its designated project manager, the Policy Committee, the Technical Committee and the public-at-large (including business and property owners) to provide an open and inclusive process. Our approach will be to strengthen our rapport with key stakeholders (including direct abutters and impacted homeowners) and prioritize and identify the mission and objectives of each. We will seek to develop an understanding of the study area—its operations, physical and social components, land use setting, regulatory context, real estate/market conditions, transportation systems, environmental challenges, parking resources, and overall development opportunities and constraints and specific infrastructure needs.

The Plan will build on project related reports and studies (zoning, Plan of Conservation and Development, proposed development projects, etc.) through a highly interactive process. In addition, by reviewing, refining, and clearly articulating the goals of the JLUS, and understanding the existing condition and current and future potential land use conflicts within the study area, the Plan will inform local and regional decision-makers as to the challenges and opportunities that will exist in moving forward. The Plan will also be grounded in current and future market and economic conditions, based on an understanding of supply and demand forces in and around the facilities, based on thorough analysis of the latest statistical data supported by interviews and discussions with local real estate brokers, appraisers, and developers.

In order to ensure project success, the VHB Team will move quickly to:

- Meet with Town of East Lyme to confirm the Work Plan, review the scope and schedule, confirm overall project goals and objectives, identify key stakeholder groups, and develop a strategy aimed at more fully understanding the study area beyond the information that we have already gathered.
- Prepare a community engagement work plan that uses a variety of innovative tools and techniques aimed at engaging the stakeholders in an open, transparent, and fun community-based planning process.
- Collect data, inventory existing conditions, and prepare GIS mapping of physical conditions. This includes land uses, market conditions, regulatory and zoning, proposed development, growth trends, capital improvements, natural resources, noise contours, military blast arcs, regulatory, environmental, transportation, and utility infrastructure systems data.
- Tour the study area and begin analysis of physical conditions.
- Conduct focus group meetings/interviews with key stakeholders.
- Conduct conflict/compatibility analysis, including identification of current and future potential conflict areas, type of conflict, impact and resolution strategies.
- Prepare draft and final documents for final approval, including a project overview to post on the project website.

VHB's methodology for completing the work is based upon proven principles that have worked on other projects. We envision a process that will foster interaction, creative planning, and a focused approach to integrating planning with military and civilian development realities. Our approach is based on the following proven principles:

- Commit resources for an interactive/collaborative process
- Focus on problem solving and issues resolution
- Anticipate issues and develop proactive responses
- Pay attention to detail
- Provide strong technical team resources and management
- Use a flexible schedule and approach to response to changing priorities
- Prepare clear, readable documents and graphics
- Provide quick document production and turnaround
- Focus on results

## Proposed Scope

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### Task 1: Project Initiation and Administration

VHB will meet with the Client to identify any necessary refinements to the JLUS Work Plan to ensure coordination with the project sponsor and committees. The following scope is based on what was presented in the Request for Proposal and is subject to further refinement. Upon award of the contract and further discussions with the Client, VHB will make refinements to the scope and finalize the work plan and budget.

#### Subtask 1.1: Work Plan Refinement

VHB will meet with the JLUS project team, including the Town of East Lyme, to review and refine, as needed, the JLUS Work Plan. VHB will present the final Work Plan to the Client and the JLUS Policy and Technical Committees for approval.

##### *Deliverables:*

- Final Work Plan

#### Subtask 1.2: Project Administration and Management

VHB will work with the CTARNG, and Towns of East Lyme, Old Lyme, and Lyme staff to provide administrative support to the JLUS Policy and Technical Committees to accomplish the following activities:

- Schedule committee and public meetings.
- Prepare meeting notices, agendas, minutes, handout materials, maps, presentations, and any other items to accomplish the study objectives.
- Provide written monthly status reports that detail work in progress, work accomplished, and funds expended. Progress reports will be provided on the 15<sup>th</sup> of the month following the reporting period for CTARNG, and Towns of East Lyme, Old Lyme, and Lyme staff review and distribution to study participants.
- Provide written work products and verbal JLUS committee briefings at the conclusion of each major phase of the study (these products are described in subsequent tasks).
- Update the Work Plan and JLUS milestone completion dates.

##### *Deliverables:*

- Meeting notices, agendas, meeting minutes, month status report
- Handout materials, maps, presentations for project meetings

#### Subtask 1.3 Project Coordination

VHB's Project Manager will serve as the single point-of-contact for the consultant team and will coordinate all communication with federal, state, and local agencies and elected officials. All information concerning the JLUS, including progress reports, meeting agendas and materials, presentations, and draft and final reports will be provided to the Client prior to

JLUS committee review and prior to public release. Upon completion of the JLUS, VHB will provide maps (including GIS shape files), data, and reports to the Client. VHB will provide hard copies and electronic copies of final deliverables as noted in this scope of services.

*Deliverables:*

- None (*Note: final deliverables for work products are described in subsequent tasks*)

## **Task 2: Stakeholder and Public Involvement**

VHB recognizes that public participation will be an integral part of the JLUS planning process.

We will work with the Client to develop an outreach plan that provides opportunities for early and continuous public involvement, ensuring that diverse viewpoints are integrated into the decision-making process. We believe that effective communication will enable participants to make informed decisions through collaborative efforts that builds mutual understanding and trust among stakeholders. VHB has a proven track record in delivering innovative, high-quality, state-of-the-art outreach tools and techniques that have resulted in consensus-driven solutions. We will work with the Client to develop a public participation process that is continuous, consisting of a series of activities and actions to both inform the public and stakeholders and to obtain input which influence decisions that affect their lives.

### **Subtask 2.1: Public Involvement Strategy**

VHB will prepare a public involvement strategy (PIS) that outlines the key outreach elements during the JLUS planning process. VHB will present the PIS to the JLUS Policy Committee for input and final approval. The PIS will include the identification of key stakeholders, specific schedule, areas of concern, and methods of communication to provide key project planning information to the following groups:

- Elected Officials
- JLUS Project Stakeholders
- General Public
- Target Groups (such as major landowners, neighborhood associations, employers, homebuilders, real estate industry, etc.)
- Media

The PIS will include a variety of communication tools to facilitate early and continuing outreach to the above groups, such as newsletters, updates to the JLUS project website, media releases/media kits, and fact sheets. VHB will maintain a contact list, throughout the study process, to mail/e-mail project information materials to interested parties.

*Deliverables:*

- Draft Public Involvement Strategy
- Final Public Involvement Strategy
- Up to four newsletters
- Up to four media releases

- Up to four project fact sheets
- Contact list
- Creation of a project website and associated updates

### **Subtask 2.2: Installation Tour**

VHB will work with the Client and CTARNG to coordinate a tour of the installation, including the outlying facilities as deemed appropriate. The purpose of the tour is for the VHB team and the JLUS Policy and Technical Committee members to gain a comprehensive understanding of the military missions, issues, and constraints imposed through incompatible development. It will also provide an opportunity for the team to meet with Guard and tenant representatives to obtain a more in-depth understanding of the function and importance of the facilities.

#### *Deliverables:*

- Aerial maps for use during the tour
- Meeting notes from the tour

### **Subtask 2.3: Briefing Packet for Public/Elected Officials**

VHB will assist with outreach to local, state, and federal public officials who represent the participating jurisdictions and will ultimately be responsible for implementing the JLUS recommendations. VHB will prepare a briefing packet for distribution to affected legislative bodies, state officials, economic development boards, and State and Federal elected officials about the purpose and goals of the JLUS planning process. VHB will also attend meetings with public/elected officials.

#### *Deliverables:*

- Draft and Final Briefing Packet
- Up to four meetings with Public/Elected officials

### **Subtask 2.4: Public Meetings**

VHB will plan for and attend four public meetings throughout the study to educate the public about the purpose of the JLUS, the JLUS planning process, JLUS recommendations, and to seek input from the public during key phases of the study. Public meetings will be held at the following key intervals.

#### *Public Meeting # 1: Project Initiation*

VHB will plan for and attend a Public Meeting (#1) before the JLUS Policy Committee at the beginning of the study to explain the JLUS project, goals and objectives. Public comments will be sought, including any conflicts with the installation or military operations, and recommendations for analysis.



VHB has extensive public outreach and community engagement experience.



VHB customizes outreach programs for each client, ensuring the process is targeted to solving problems and build consensus.

### *Public Meeting #2: Interim Findings and Preliminary Recommendations*

VHB will plan for and attend a Public Meeting (#2) to present the results of data collection and analysis, information about existing and anticipated future conflicts between community development and military operations, proposed strategies to mitigate and/or eliminate identified conflicts, and other preliminary recommendations. Public comments will be solicited with emphasis on the implementation strategies.

### *Public Meeting #3 and #4: Preliminary and Final Recommendations*

Prior to the JLUS Policy Committee and participating jurisdictions taking any formal actions, VHB will plan for and attend a Public Meeting to present the preliminary recommendation and strategies (Meeting #3), and Final JLUS report, including recommendations, and an Implementation Plan (Meeting #4).

VHB's role and responsibilities related to the public meetings include:

- Scheduling dates and times for meetings in consultation with the study sponsor and JLUS Policy Committee.
- Public notification of meetings to affected citizens, businesses, elected officials and other interested parties via the preparation of a project flyer. It is assumed the Client will be responsible for Legal Ads.
- Preparing one press releases and media kits for each public meeting that highlights the purpose and desired outcomes of each public meeting VHB will coordinate with the Client on press release distribution. It is assumed that the Client will be responsible for distribution.
- Assisting the Client in making arrangements for special accommodations to ensure compliance with the Americans with Disabilities Act and/or non-English speaking participants, as needed. It is assumed that the Client will be responsible for securing the venue and logistics associated venue coordination.
- Presenting key study findings, which may include draft reports, maps and other materials, to the public, elected officials, and other interested parties in attendance, and solicit public comments and feedback both during and after the meeting.
- Preparing agendas, handouts, presentations, maps, comment forms and other materials to effectively inform the public about the study and solicit their comments.
- Maintaining a record of all public comments received (verbal and written), including a summary or meeting minutes.



Identifying the conflicts and compatibility issues will be critical for the JLUS. The outreach process will need to engage a range of stakeholders.

### *Deliverables:*

- Draft and final agenda for each public meeting
- Draft and final handout materials and PowerPoint presentation for each public meeting
- Draft and final flyer for each public meeting
- Draft and final press release for each public meeting
- Meeting notes from each public meeting
- Documentation of public comments received during each public meeting

### Task 3: Data Collection, Inventory and Mapping

This task includes the collection of relevant data from the installation and participating jurisdictions and other entities or sources in order to conduct the analysis phase of the JLUS planning process. VHB will work with the Client to collect readily available local and state GIS information that will inform the creation of a series of maps depicting existing conditions at the military installation. It is assumed that the GIS information will be provided by the Client and /or be available from state GIS resources. The following will be created for the two military facilities and the areas that abut them.

#### Maps:

- Land Use Plan and/or zoning designation Map
- Non-Conforming Uses Map
- Proposed Development Map
- Proposed Capital Improvement Plan/projects Map
- Sensitive Biological and/or Cultural Resource Area Map
- Agriculture Suitability Factor Map
- Primary Utility Infrastructure Map for water and sewer service mains. Significant infrastructure distribution and treatment system such as sanitary sewer pump stations, wastewater treatment facilities, and water storage reservoirs will be identified on this plan with associated existing capacity information provided by the Client
- Special Resources Areas Map (i.e., aquifer recharge zones, wetlands, wellhead protection zones, etc.)
- Noise Contour Map (for Military Operations)
- Military Blast Arcs Map
- Population Forecasts Map (from participating jurisdictions associated with this study)
- VHB will compile and review military documents to map footprint for military operations, and other pertinent site features or operations that will inform the JLUS study

#### Charts and Summaries:

- VHB will compile and review local, state, and federal regulatory framework for community development
- Projected Growth Trends related to population forecasts

VHB will present collected data and mapping to the JLUS Policy and Technical Committees and public. VHB will make one round of edits to the items produced in this task and prepare a technical memorandum that summarizes the work conducted under this task.

#### *Deliverables:*

- Draft and Final Maps, Charts, and Summaries as identified above

RKG Associates will collect and analyze key demographic, economic and real estate information that will serve as the basis for the market analysis.

A concurrent effort led by RKG Associates will be to collect and analyze key demographic, economic and real estate information that will serve as the basis for the market analysis. This effort will inform the overall JLUS planning program by providing an accurate and comprehensive foundation for looking forward over the next few decades. An inventory of the existing and planned supply of real estate, including residential and commercial, in and around the facilities will be compared to the estimated demand derived from forecasts of economic activity, population and household change as well as pricing and occupancy factors for different types of land uses within the local communities as well as the larger region. RKG's specific tasks include:

- Collect and analyze Census-based demographic data at the local, regional and state level including, but not limited to population, household counts and characteristics, employment, incomes, ethnicity, migration patterns, building permit trends, etc. Both public and proprietary data sources will be utilized to create a clear picture of existing demographic and socioeconomic conditions as well as reasonably foreseeable projections.
- Interview various “players” in the real estate and economic development fields including real estate brokers, appraisers, local developers and property owners/managers, planners and others knowledgeable of the residential and commercial markets in and around East Lyme, in order to “ground-truth” the statistical analysis.
- Develop a “market assessment” technical report and accompanying slide presentation for use in the public input process, in order to provide a realistic and market-based context for the discussions of community growth and the potential impacts.

*Deliverables:*

- Draft and Final Market Analysis Technical Memorandum

#### **Task 4: Survey/Interview Key Stakeholders**

VHB will plan for and attend interviews with key stakeholders over a one day period. VHB will work with the Client to plan for these interviews, including scheduling of interviews and sending materials to all participants prior to the interview. We propose scheduling the interviews to occur back-to-back, allowing approximately one hour for each interview. VHB plans to staff for two concurrent interviews so that the interview schedule can accommodate up to a dozen interviews over the course of one day. During Task 1, VHB will confirm the stakeholders list and look to schedule a date for the interviews. The following is a preliminary list of stakeholders to be interviewed:

- Local government staff and elected officials.
- State government staff and elected officials.
- Agency/Institution management.
- Military Department personnel.
- East Lyme Town Staff
- Local Business Association/Group
- Local Residents Association/Group

Following the interviews, VHB will present summary issues and themes to the JLUS Policy and Technical Committees and subsequently to the public at the first public meeting.

*Deliverables:*

- Schedule for interviews
- Draft and final questions to be asked at the interviews
- Meeting notes from interviews, including summary of issues and “themes”
- PowerPoint presentation to the Public
- Project website updates

### Task 5: Conflict/Compatibility Analysis

VHB will conduct an analysis of current and potential encroachment-related issues which pose a likelihood of negatively affecting SRMR and Camp Niantic and/or the broader community. The following items will be identified and/or analyzed:

1. **Current Land Use Conflicts**, including identification of incompatible development area, type of conflict and associated impacts. We will work with the Client to identify potential land use conflicts and understand the status of development that surrounds the military facilities including the two parcels of 33 acres and approximately 500 acres have been approved for development along the southwestern boundary of the installation.
2. **Future Potential Land Use Conflicts**, including identification of potential future incompatible development, type of conflict and associated impacts.

VHB will work closely with RKG who will refine the market analysis developed under the previous task, and provide a market-based context for future land use development around the facility. This will include an assessment of realistic development timeframes (absorption) and likely alternative land use patterns based on zoning and market demand forecasts .

VHB will prepare a GIS-based build-out analysis will be conducted that will estimate the development potential of vacant land areas that directly abut the two Military Facilities. The analysis will estimate the capacity for additional development for parcels based on area, the market findings from RKG’s work, current land use and zoning, dimensional requirements, environmental constraints, lot shape, availability of municipal sewer, etc. The analysis will be based upon an agreed upon set of assumptions that will determine how many new residential dwelling units and/or commercial and industrial square footage can be constructed within the study area.

3. **Land Compatibility**, including identification of areas where land use is compatible, testing of sustainability and assessment of risk. We will work with the Client to identify potential land use compatibility issues, such as the adjacent Nehantic State Forest.
4. **Mobility Corridor Conflicts**, including identification of the type of conflict and impacts. An assessment of the transportation network will be undertaken to determine if mobility will be impaired between the two facilities and within the affected communities due to the land use and zoning changes being proposed for the study area. This analysis will be

.....  
 The Study Team includes Joe Wanat, who has actively served in the U.S. Army Reserves for 25 years as a Transportation Logistics Officer and holds a valid security clearance and identification credentials.  
 .....

undertaken to give the Towns, the Department of Transportation and the Stones Ranch Military Reservation insight into the impact that future development scenarios may have on the transportation system to allow them to plan for these future developments. The Study Team understands that military training bases have unique transportation needs and security concerns at ECPs (entry control points) and along the base perimeter. The Study Team includes a transportation planner who has actively served in the U.S. Army Reserves for 25 years as a Transportation Logistics Officer and holds a valid security clearance and identification credentials. He coordinates maneuver and bivouac training events for each monthly unit assembly, including live fire weapons qualification, land navigation, urban terrain operations, leadership reaction courses (LRC), and confidence courses/fitness training. This relevant military training experience, in addition to institutional knowledge of military operations, doctrine, policies, and even the many acronyms used by the military will be critically helpful to the Study Team throughout several tasks of the project, especially during outreach (Tasks 2 and 4), data collection (Task 3), and conflict analysis/resolution (Tasks 5 and 6).

The team will work with the Connecticut Department of Transportation, Town of East Lyme and the surrounding communities to determine how the projected growth would impact the transportation system and provide recommendations to minimize these impacts.

5. **Conflicts Relating to Potential On- and Off-shore Development**, such as energy production, natural gas storage, oil drilling or commercial fishing ventures (if required).  
*Note: VHB understands that the current plans and operation for the Military Facilities do not call for on-shore and off-shore energy production. As such, VHB has not included this in our scope or budget. If the need arises, VHB can provide this analysis.*
6. **Infrastructure Capacity/Constraints.** VHB will prepare an assessment of sewer and water utility services based on projected future developments and will provide recommendations based on this analysis. VHB will identify potential utility constraints and required upgrades of the existing systems. This analysis will be undertaken to give the Town of East Lyme and the Stones Ranch Military Reservation insight into the impact that future development scenarios may have on these utility systems to allow them to plan for these future developments. The team will work with the Town of East Lyme to determine how the projected growth would impact the sewer and water utility infrastructure system and provide recommendations for future upgrades or improvements.
7. **Noise Contours and Blast Arcs.** VHB will conduct a planning noise evaluation to identify areas with high noise levels and where noise sensitive land uses should not be located. The CadnaA (Computer Aided Noise Abatement) noise model will be used to develop noise contour lines on aerial maps to identify areas with high noise levels. The CadnaA model will input noise sources and terrain data to calculate sound levels in the study area. Potential mitigation measures and/or changes in noise sources will be evaluated to help provide recommendations to improve the JLUS.

VHB will prepare a series of maps that identify the conflicts and opportunities. A technical memorandum will be prepared that summarizes the findings from this Task. VHB will present the data and mapping to the JLUS Policy Committee and Technical Committees for review and comment. Following this review, VHB will present the findings to the public at Public Meeting #2.

*Deliverables:*

- Draft and final Conflict/Compatibility analysis and maps
- Meeting notes from JLUS Policy Committee and Technical Committee
- PowerPoint presentation to the Public
- Project website updates

**Task 6: Conflict Resolution Strategies**

Based on the results of Task 5, VHB and RKG will prepare a series of community and installation specific strategies to resolve the conflicts. The strategies will generally fall into the following categories:

- Land use and zoning
- Regulation (i.e. building codes)
- Transportation improvement
- Community facilities, infrastructure and services
- Intergovernmental planning coordination
- Operation patterns
- Mitigation measures

Resolution strategies will be prepared that address the following:

- Current conflict areas
- Timeline for future conflict areas
- Strategies to support compatible land uses
- Model planning tools and techniques to guide compatible development
- Model land use regulations
- Compatibility between development of regional renewable energy resources and military operations, including test and training activities.

.....  
A “tool box” of policies, regulations, and ordinances will be prepared to address existing incompatibility issues and guide future compatible development.  
.....

A “tool box” of policies, regulations, and ordinances will be prepared to address existing incompatibility issues and guide future compatible development that protect and preserve military readiness and defense capabilities while supporting continued community economic development. Implementation strategies will be prepared that identify what should be done, who is responsible and when.

Upon completion of this work, VHB will prepare a matrix that identifies strategies, actions and responsible parties. VHB and RKG will present the potential solutions to the Client, JLUS Policy Committee and Technical Committees for review and comment. Following this review, VHB will present the findings to the public at Public Meeting #3.

*Deliverables:*

- Draft and Final Conflict Resolution Strategies
- Draft and Final Planning “Tool Box”
- Meeting notes from JLUS Policy Committee and technical Committee
- PowerPoint presentation to the Public
- Project website updates

## **Task 7: Prepare Study Report**

### **Subtask 7.1: Draft Plan**

VHB will prepare a draft Joint Land Use Plan. The Plan will incorporate the findings from Task 1-6 above. The draft plan will:

- Compile resolution strategies.
- Develop short-, mid-, and long-term priorities.
- Develop an appropriate implementation strategy for JLUS recommendations. The strategy is anticipated to recommend actions for Federal, state, local, non-governmental agencies. The Consultant will identify appropriate responsible parties, timelines, estimated costs, and appropriate financing mechanisms to implement the recommendations.
- Develop a monitoring plan and recommend an organizational structure and process that promotes JLUS participants to continue working together on compatibility and viability issues beyond completion of the JLUS project.
- Develop metrics for measuring plan effectiveness.

VHB will prepare a draft for the Client and Committee’s to review. After the draft is approved for circulation, VHB will present the draft plan to the public for comment.

*Deliverables:*

- Draft Report
- PowerPoint presentation
- Project website updates

### **Subtask 7.2: Final Plan**

Based on the results of Task 7.1 VHB will prepare a Final Joint Land Use Plan. VHB will present the Final JLUS to the Policy Committee for final approval at two meetings. In addition, VHB will present the Final JLUS to participating local jurisdiction legislative bodies for formal adoption.

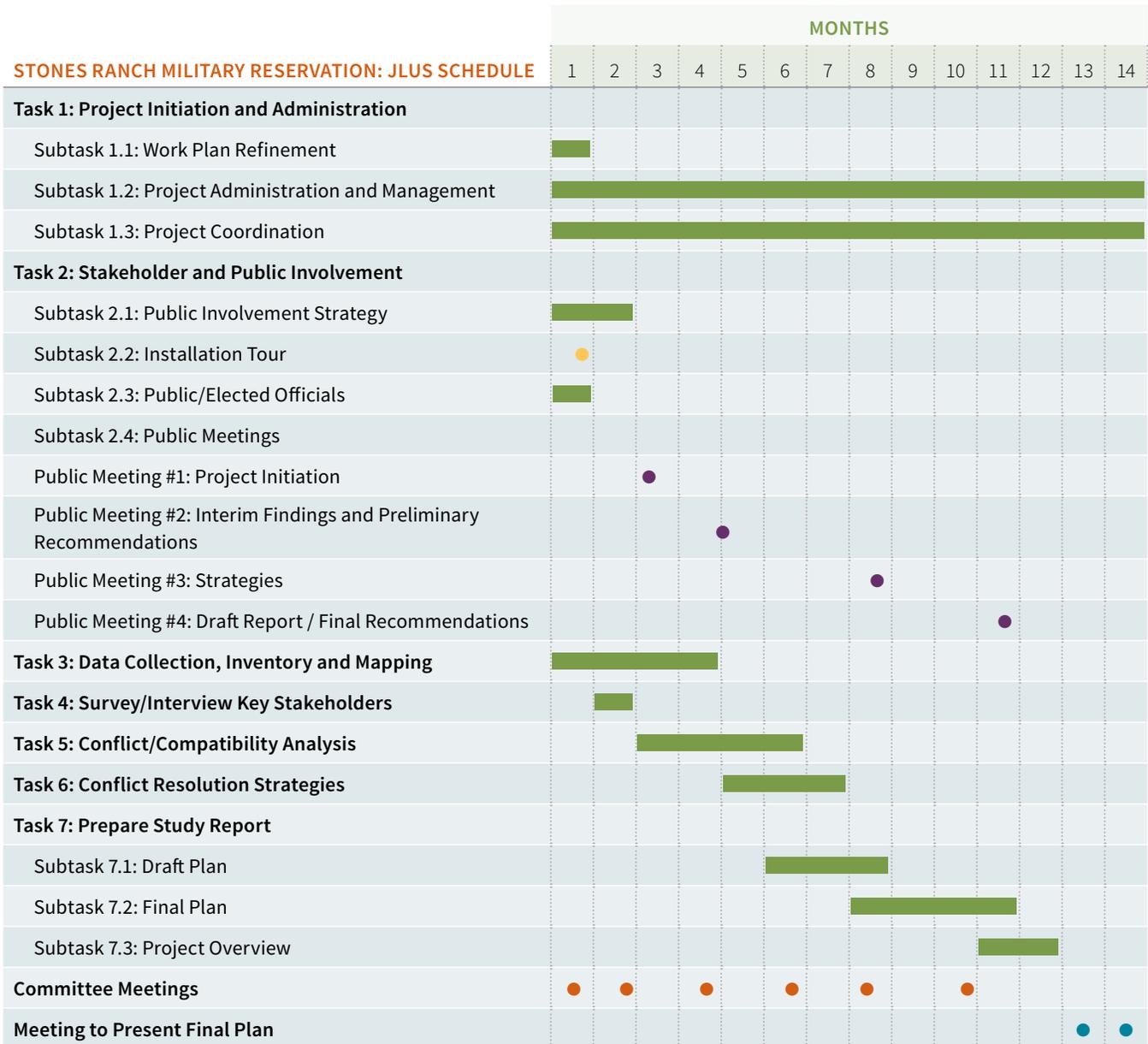
VHB will provide 20 printed copies of the final report to the Town of East Lyme staff for distribution to the study participants, as well as an electronic copy of the final report for reproduction and distribution, as needed.

### Subtask 7.3: Project Overview

As part of the final deliverable, VHB will prepare a four page project overview that will be posted on the project website and made available for public distribution. The project overview will include a summary description of the military operations, graphic display of study area and military operation footprint; identification of community organization structure and participants for both planning and implementation, a summary of compatible use issues, and JLUS recommendation highlights.

### Project Schedule

An interim JLUS report will be completed within eight (8) months of the JLUS project initiation. A final JLUS report will be completed within 15 months. The schedule assumes timely response from the Client on draft deliverables.



## Project Assumptions

VHB has made the following assumptions in the formulation of our scope and fee estimate.

- The Scope of Work included in this response is a draft. VHB will prepare a more detailed final Scope of Services for client review and approval if awarded the contract.
- VHB will rely upon information and documents provided by the Client or unrelated third parties.
- VHB shall not be responsible for failure to perform or for delays in the performance of services which arise out of causes beyond the control and/or without the fault or negligence of VHB.
- This project will be completed within 14 months of executing the contract.
- The Client will provide GIS data to VHB that will include the information needed to undertake this study, including but not limited to, parcel data, property and assessors information, shape files and other associated information needed to undertake the analyses identified in this scope of work.
- VHB assumes the following meetings. If additional meetings are required, VHB will prepare an amendment for Client review and approval.
  - One project kick-off meeting
  - Up to four public meetings
  - One day of stakeholder interviews
  - Up to Six Technical and Policy Committee Meetings (It is assumed that these meetings will occur jointly or will be scheduled back-to-back)
  - One installation tour of the Stone Ranch Military Facilities
  - Up to four meetings with Public or Elected officials.
  - Up to two meetings with local Legislative bodies to present the final JLUS
  - The client will provide access to the Military Facilities during the course of the study
- VHB will provide one draft and one final version of all deliverables. The Client will provide one set of consolidated comments to VHB to prepare final deliverables.
- The Client will be responsible for securing locations for events and meetings, including fees, provision of food, security and other requirements.
- VHB will prepare up to four newsletters, up to four media releases, and up to four project fact sheets.
- The Client will provide projected operating data regarding activities of the Guard.

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# 2

## Qualifications and Experience

### Firm Overview

The VHB Team brings national experience working with municipalities and military installations, as well as planning and design professionals who know southeastern Connecticut.

VHB employs over 1,000 planners, designers, engineers, and environmental scientists in 22 offices along the East Coast, including Wethersfield, CT. Since 1979, VHB has partnered with public- and private-sector clients to provide the best technical skills in each practice area through a seamless, integrated team approach to collaboration. Premier industry publication Engineering News-Record ranks the firm #76 of the Top 500 Design Firms nationwide, and VHB is a frequent recipient of project awards for planning, engineering, and environmental excellence.

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

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

## Connecticut Office

Located in Wethersfield and supported by offices throughout New England, VHB has worked on a wide range of planning and transportation projects across the State of Connecticut. We have maintained a Connecticut office for over 25 years, and our portfolio includes planning, engineering, environmental, and related services in New Britain, New Haven, Hartford, Bridgeport, Stratford, Fairfield, Stamford, Greenwich, Danbury, Norwalk, West Haven, and many other Connecticut towns and cities. We have also completed numerous projects for the University of Connecticut, Yale University, and other institutions, and our firm was selected by ConnDOT to administer its Transportation Enhancement Program and oversee completion of the program's projects.

## Planning Practice

VHB's planning and urban design practice has worked with numerous municipal and regional planning entities throughout New England to frame land use planning challenges and develop innovative solutions. Key to this is our in-depth understanding and experience in the public process. We will tap into our previous planning experiences to bring forth creative and innovative solutions. Our strong reputation for results-oriented planning and design has been recognized through numerous presentations at local and national conferences and the receipt of several awards from the American Planning Association. The success of the VHB team is directly attributable to the available technical resources within our organization that enables us to provide our clients with an integrated approach to solving complex problems.

## Community Outreach and Engagement

Community outreach is an essential step in articulating a vision that can achieve consensus. Using a variety of cutting-edge tools and techniques, VHB's planners are trained in facilitating large public meetings and small working groups to deliver vital information, involve stakeholders, and integrate public feedback. We employ 20 outreach specialists certified by the National Charrette Institute, and offer considerable experience in the following services:

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

VHB also plans and facilitates stakeholder outreach programs to engage municipal officials, government/agency representatives, business groups, and institutional leaders through meetings, workshops, surveys, and interviews. Some of our outreach tools are displayed on the following page.

Engagement and facilitation techniques led by our nationally certified and trained staff



Visioning/Charrettes



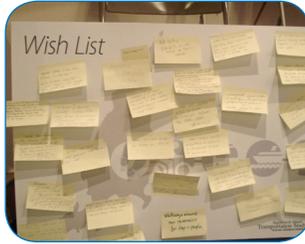
Workshop Facilitation



Breakout Groups



Public Presentations



Wish Lists



Dotmocracy Exercises



Electronic Voting



Live/Work Boards



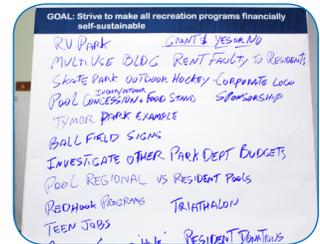
Walk-and-Talk Tours



Storefronts / Public Spaces

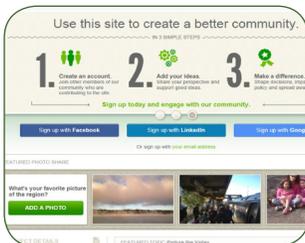


Design Studios



Audience Participation

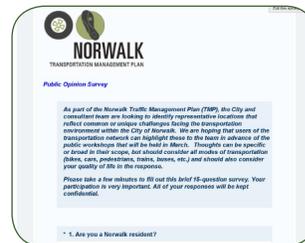
Interactive technologies including social media, online collaboration and surveys



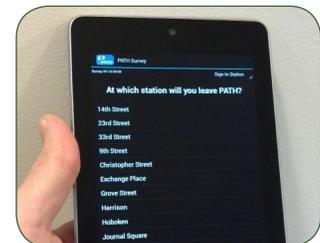
Online Collaboration



Social Media

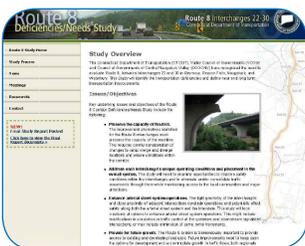


Online Surveys



Interactive Surveys

Digital and print media from websites and newsletters to e-blasts and advertising



Project Websites



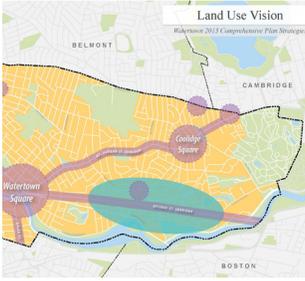
Newsletters



E-blast Campaigns



Advertising



## Land Use Planning and Analysis

VHB understands that any comprehensive planning process begins with a vision that helps both public and private interests work together to create a plan for the future based on consideration of the collective goals and desires. The plan becomes the policy guide for the community and establishes a framework for future development. From reinvigorating an underutilized downtown area, creating thriving mixed-use districts, preserving community character, providing housing choices, or developing innovative zoning regulations that allow for a variety of land uses, VHB works with municipalities to implement practical solutions that maximize community benefits.

VHB has the resources necessary to plan, design, and permit mixed-use, commercial, office, institutional, and residential developments. VHB’s multidisciplinary approach is ideally suited to the collaborative process inherent in any successful planning effort. To articulate a client’s vision, enhance value, and bring the vision to the marketplace, we focus on seeking a balance between design quality, environmental responsibility, creative engineering, and political awareness.



## Military Base Reuse/Redevelopment

VHB has worked with dozens of military installations to identify retention strategies as well as potential reuse and redevelopment opportunities. We have provided a wide range of services including land planning, visioning, strategic planning, environmental, survey, and infrastructure assessment to numerous military bases along the east coast including Mile Lane Army Reserve Center (CT), Newport Naval Station (RI), Fort Devens (MA), South Weymouth Naval Air Station (MA), Otis Air Force Base (MA), Calverton Naval Weapons Industrial Reserve Plant (NY), Walter Reed (Washington DC), and Hampton Roads (VA).



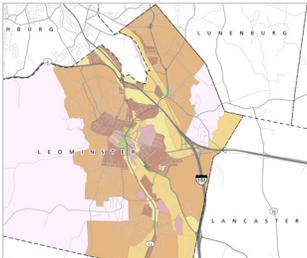
## Environmental Services

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



## Transportation Planning

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



## Zoning/Design Guideline Development

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



## Geographic Information Services and Mapping

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



## Subconsultant: RKG Associates, Inc.

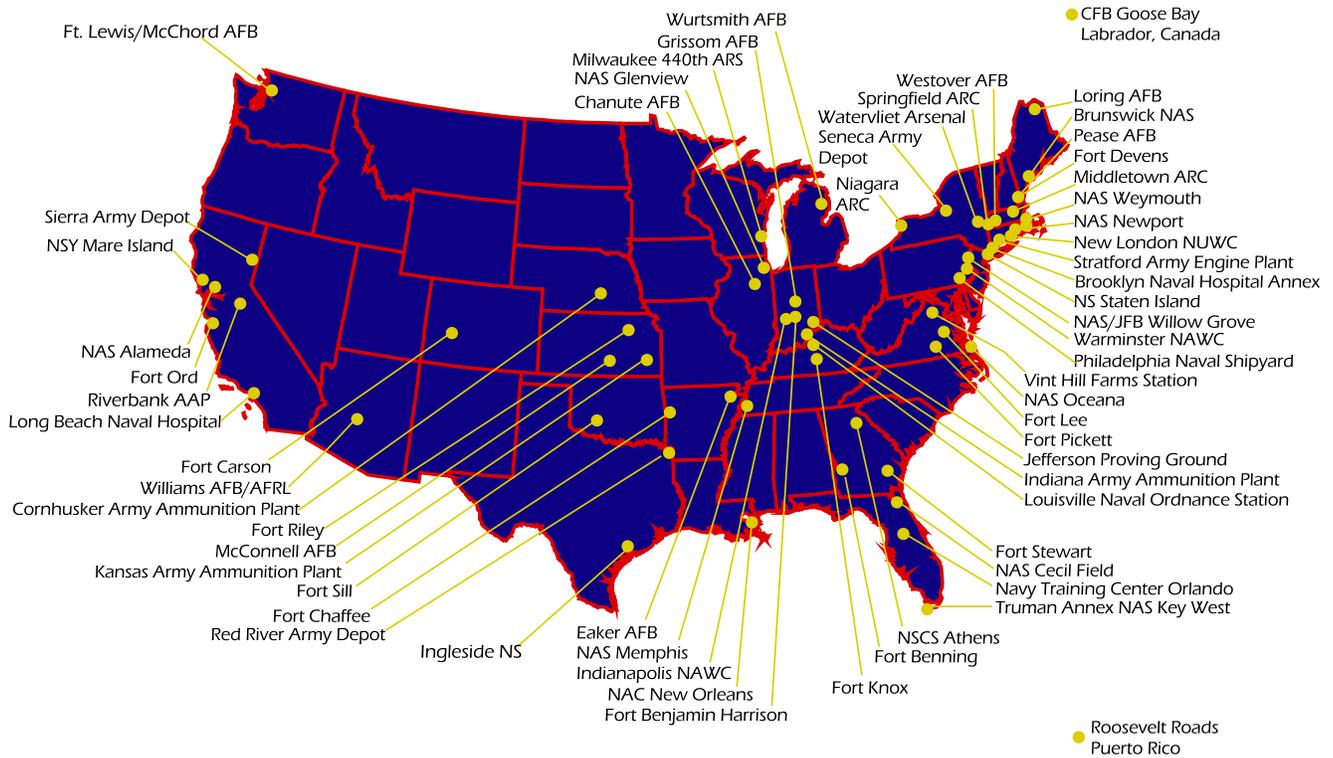
Founded in 1981, RKG Associates, Inc. (RKG) provides private, public, and institutional clients, nationwide, a comprehensive range of advisory, planning, and strategic consulting services related to real estate, land use, and economic development. Most of the assignments for which RKG staff have been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

The staff at RKG has the diversity of experience relating to military installation changes, including: base closures, realignments, mission growth and JLUS. RKG is very familiar with the types of economic, land use, fiscal, and social assessments required for these assignments and are much attuned to the community issues that result from a mission change. RKG staff have worked in over 50 military communities across the nation on planning and development projects relating to BRAC closings, realignments, mission growth and JLUS encroachment issues, many of which have involved the preparation of impact assessments and action plans as well as recommendations for dealing with social, economic, land use and growth impacts.

RKG has extensive experience over the past 25 years working with military communities. Starting with the first round of base closures and realignments in 1988, the firm has worked on over 40 assignments nationwide helping communities deal with change—closure of long-standing economic generators, realignment issues that both shrink and expand the government’s activities and footprints, as well as proactive planning to promote joint efforts to maintain and grow these critical facilities. In all of these projects, the needs of the community were carefully evaluated and combined with the needs of the marketplace to develop creative solutions for community growth and stability. RKG is also well-versed in community planning and development, having provided real estate economics, planning and fiscal impact services to hundreds of New England communities over the past 30 years.

The map below highlights RKG’s background in Military Base Redevelopment and Growth Management Planning Experience.

## RKG's Military Base Redevelopment and Growth Management Planning Experience 1990 - 2012



## Client References

VHB is proud of the quality and reliability of its planning work, and we encourage the Town to contact the following references. References for our subconsultant, RKG, are also included.

CONTACT	ADDRESS/PHONE	PROJECT
<b>VHB</b>		
<b>Tina Dolen</b> <i>Executive Director,            Aquidneck Island Planning Commission</i>	437 Broadway Newport, RI 02840 (401) 845-9299	<b>Aquidneck Island Transportation Study and Naval Station Newport Surplus Property Reuse Planning</b> Middletown, Newport, and Portsmouth, RI
<b>Ronald Wolanski, AICP</b> <i>Director of Planning &amp; Economic Development, Town of Middletown</i>	350 East Main Road Second Floor Middletown, RI 02842 (401) 849-4027	<b>Master Plan for the West Main/Coddington Development Center,</b> Middletown, RI
<b>Richard Henderson</b> <i>Executive Vice President, Real Estate MassDevelopment</i>	160 Federal Street Boston, MA 02110 (978) 784-2945	<b>Fort Devens Master Plan and Redevelopment</b> Ayer, Harvard, Lancaster, and Shirley, MA
<b>RKG</b>		
<b>Michiel Wackers</b> <i>Ass't Dir. of Planning,            City of Middletown</i>	645 DeKoven Drive Middletown, CT 06457 (860) 344-3425	<b>Mile Lane Redevelopment Plan</b> Middletown, CT
<b>Edmund Starzec</b> <i>Director, Land Entitlements            MassDevelopment</i>	160 Federal Street Boston, MA 02110 (978) 784-2945	<b>Various Land Use, Market Analysis &amp; Development Feasibility Studies</b>

## Relevant Experience

The following is a representative sample of the VHB team's relevant experience for this project. VHB has worked on similar planning projects for military bases along the east coast including projects in Connecticut, Rhode Island, Massachusetts, New York, and Virginia. The range of services include land use planning, reuse planning, public outreach, environmental, and transportation planning, among others. A few of these projects include joint efforts with RKG, including serving as a subconsultant for Mile Lane Army Reserve site in Middletown and Newport Surplus Properties. These projects and others are included on the following pages.

# SURPLUS PROPERTY REDEVELOPMENT PLAN

## PROJECT NAME AND LOCATION

Mile Lane Army Reserve Center  
Middletown, CT

## CLIENT

City of Middletown  
Local Redevelopment Authority  
645 DeKoven Drive  
Middletown, CT 06457

## RKG SERVICES

RKG Associates, with its extensive experience in reuse planning for surplus military properties that are closing due to the Base Realignment and Closure Act (BRAC), developed a comprehensive Reuse Plan and HUD Submission for this 50+ acre property.

## SITUATION

The Center, which served as a regional mustering and administrative facility for the Army Reserves, was built in the 1980s on the site of a former Nike missile base. The property includes a 15,800 square foot building, a large fenced vehicle and equipment storage yard, and over 23 acres of easements surrounding the fee land owned by the government. The site is located approximately 2 miles from the center of Middletown in a semi-rural residential neighborhood and adjacent to the new high school complex.

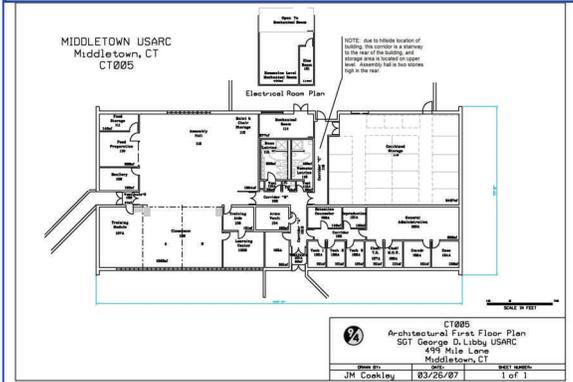
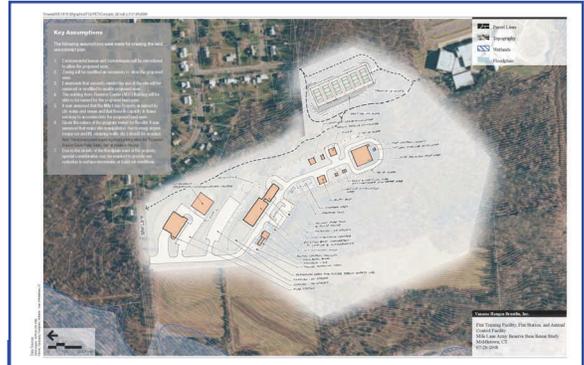
## RKG APPROACH/SOLUTION

Reuse plans must follow a detailed format specified in the BRAC regulations, including a comprehensive public input process. Various conveyance mechanisms must be evaluated, along with alternatives for the ultimate reuse of the properties. RKG analyzed the local and regional market, undertook a rigorous review of the homeless population and their needs, as required by law, completed a facilities assessment of the building and worked with a planning firm to develop conceptual alternative plans for the site.

## RESULTS

In this case, the City desired the facility for public safety training and administrative uses, and the reuse plan called for transfer by means of a public benefit conveyance supported by the U.S. Department of Justice and the Department of Homeland Security. The government is currently reviewing the City's application with transfer anticipated in 2010.

As a subconsultant, VHB provided land planning, public outreach, transportation, civil, and environmental services.



## REDEVELOPMENT PLANNING

### PROJECT NAME AND LOCATION

Reuse Plan for Surplus Properties  
Newport (RI) Naval Station

### CLIENT

Aquidneck Island Reuse Planning Authority

### RKG SERVICES

Real estate economics, market analysis, community planning, Base Closure & Realignment (BRAC) experience

### SITUATION

RKG was selected to undertake a comprehensive planning and redevelopment effort for several distinct, but interrelated properties declared surplus under the 2005 BRAC legislation. The properties included the historic former Navy Hospital, a petroleum tank farm, a retail development site and several miles of government-owned roadways.

### RKG APPROACH/SOLUTION

Over a 12 month period, with extensive public involvement, RKG and its team of planning, environmental and engineering experts, developed a realistic and implementable reuse plan for the three communities that are members of the Authority. The plan set the stage for the ultimate acquisition of the properties for economic development purposes.

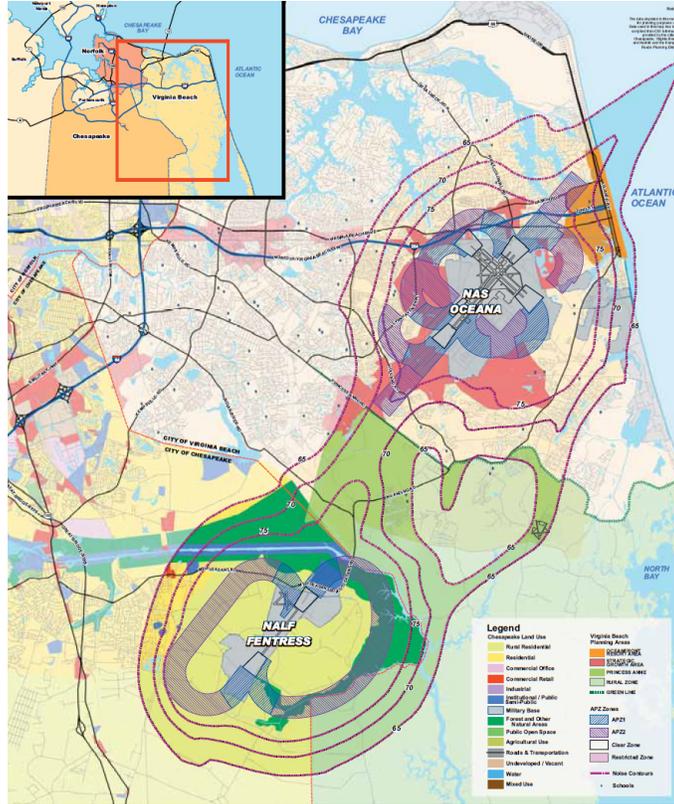
### RESULTS

The Redevelopment plan was completed in 2011 and transfer negotiations between the communities, the State of Rhode Island and the US Navy are progressing. Several of the sites are characterized with extensive environmental issues which must be resolved, as well as dealing with historic designations and access issues.

The Reuse Plan, and the accompanying analysis of potential uses by non-profits and homeless housing providers, was approved by the federal department of Housing and Urban Development. A plan for an Economic Development Conveyance is in process.

As a subconsultant, VHB provided planning, design, and public participation services for the preparation of this reuse plan.





## Hampton Roads Regional Planning District Commission, Hampton Roads Joint Land Use Study Hampton, Virginia

**Firm**

VHB

**Client**

Hampton Roads Regional Planning District Commission

**VHB Schedule**

Ongoing

The Cities of Chesapeake, Norfolk, and Virginia Beach partnered with the U.S. Navy to conduct the Hampton Roads Joint Land Use Study (JLUS). The study explores opportunities to reduce noise impacts on communities surrounding NAS Oceana, NALF Fentress, and Chambers Field, while accommodating necessary growth and maintaining regional economic sustainability. Balancing community interests with the military mission in Hampton Roads is the goal of this JLUS, with local policies recommended for jurisdiction implementation to achieve this balance.

Recommendations focus on specific policies to address land use, noise, and economic concerns of the surrounding communities. Some tools are applicable to all three jurisdictions in the study, while some are pertinent to a specific city and its constituency. The goal of these tools is to create a uniform planning policy environment around the installations to help prevent future growth incompatible to continuing military operations.

Tools recommended at both the regional and jurisdiction level are categorized into eight primary categories, including:

- Coordination/Organizational
- Communications/Information
- Sound Attenuation
- Real Estate Disclosure
- Planning and Public Policy
- Land Use Regulation
- Acquisition
- Military Operations



## Shaping the Future of the Former Fort Devens

Ayer, Harvard, Lancaster, and Shirley, Massachusetts

### Firm

VHB

### Client

MassDevelopment

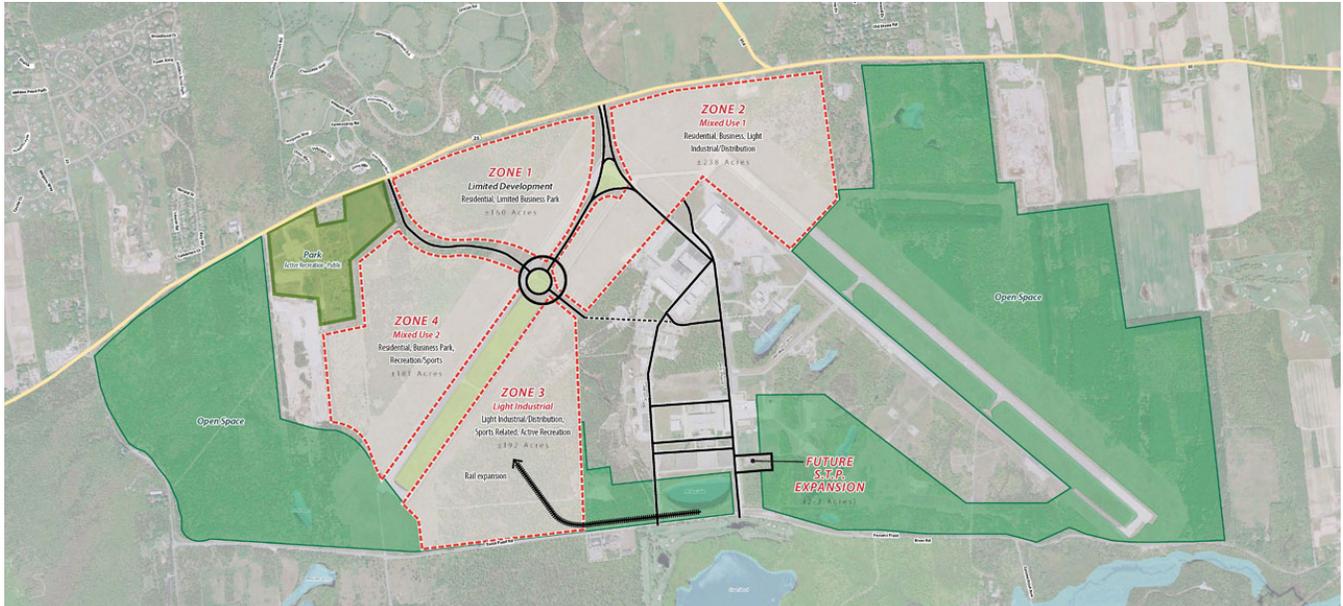
### VHB Schedule

Ongoing

VHB has been working at the former Fort Devens, a BRAC facility, for over 12 years. Our first assignment was for the Massachusetts Government Land Bank (now MassDevelopment) in which VHB led a multidisciplinary team to provide development strategy and reuse planning services for the military base.

As part of a variety of successive contracts, the VHB Team provided an Environmental Impact Statement and an Environmental Impact Report, spill use planning, stormwater services, utility planning, land use planning, real estate marketing, civil and transportation engineering, and architectural services. The VHB Team catalogued and mapped the site conditions in an integrated Geographical Information System (GIS) format. Working with and within the site constraints, the VHB Team prepared a reuse plan with three key themes of open space and recreation, innovation and technology related business development, and inter-modal transportation uses. Immediate economic development improvements occurred as a result of the reuse plan, including 650,000 s.f. of Gillette Corporation Facilities, an 85,000 s.f. manufacturing facility for Parker Nichols Aircraft Division, a 130,000 s.f. manufacturing center for CeCorr, Inc., and an 110,000 s.f. inter-modal facility for Guilford Railroad Company. PharmEco, a contract pharmaceutical R&D company, has a 200,000 s.f. office/R&D/manufacturing corporate campus. In addition, Bristol-Myers Squibb is constructing a biologics manufacturing facility at Devens.

Thousands of jobs have been created since 1995 as a result of the development to date.



## Subdivision of EPCAL Property at Calverton Riverhead, New York

### Firm

VHB

### Client

Town of Riverhead

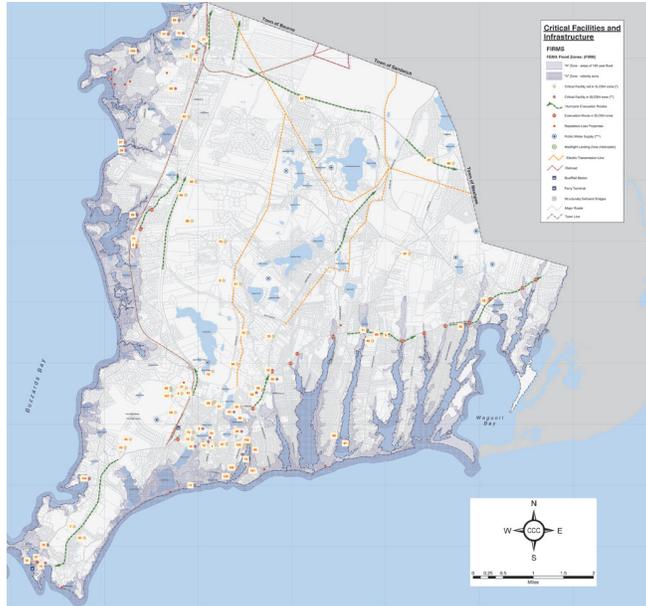
### VHB Schedule

Ongoing

The Town of Riverhead in Suffolk County, New York, retained VHB to provide land planning, environmental permitting, and civil engineering services to assist the Town Board in preparing a master plan and subdivision plan for the 2,300± acre Enterprise Park at Calverton (EPCAL), which was formerly the Naval Weapons Industrial Reserve Plant (NWIRP) operated by the Grumman Corporation. Grumman vacated the property in 1994, and it was transferred to the Town of Riverhead in 1998.

Over the years, there have been numerous unsuccessful attempts to redevelop the EPCAL property. After recent proposals were either withdrawn or otherwise eliminated from consideration, the Town decided to take a fresh look at the EPCAL property, and selected VHB to lead the effort.

The challenge for VHB involves designing a conceptual development plan that addresses the presence of endangered species on the site, as well as preserves the Core Area of the Central Pine Barrens, while also achieving economic development objectives. The conceptual development plan provides for the subdivision of the EPCAL property into 48 lots with a mix of uses (e.g., business [commercial and retail], industrial, residential, recreation, utilities), over a multi-decade horizon.



## Otis Air Force Base Due Diligence Report Falmouth, Massachusetts

### Firm

VHB

### Client

MassDevelopment

### VHB Schedule

Completed 2005

Responding to a recommendation by the Base Realignment and Closure Committee (BRACC), MassDevelopment retained VHB to assist in the preparation of a due diligence document intended to address key points of the BRACC recommendation. VHB coordinated with the base Facility Manager and key base personnel to review existing conditions documents pertaining to all operating aspects of the base and the Otis AFB Reservation. Areas reviewed included:

- Limits of contamination within the limits of the base and reservation
- Utility operating systems, including ownership and maintenance responsibilities for water treatment, sewage treatment, natural gas
- Approximate limits of resource areas
- Runway operations (ownership and maintenance responsibilities)

The Due Diligence Report identified key aspects overlooked by the BRACC, which MassDevelopment highlighted in a Closure Response Report. These items included:

- Closure of the Air Force Base would mean that some other entity within the reservation would need to assume maintenance and ownership responsibilities of the water treatment and sewage treatment facilities
- The limits of ownership within the reservation crossed over the existing runways located within the base, which meant that if the Air Force portion of the reservation be developed by private developers the existing runways would be cut to unusable lengths
- The limits of environmental contamination within the reservation were extensive and spotted the landscape, making redevelopment by private developers difficult due to the lack of large, contiguous tracts of land

VHB's Due Diligence Report and the MassDevelopment Closure Response Report resulted in the BRACC's decision to leave Otis Air Force Base open, with reassignment of military responsibilities.



## Walter Reed Medical Campus Economic Development Application

Washington, DC

### Firm

VHB

### Client

DC Office of the Deputy Mayor for Planning and Economic Development (DMPED)

### VHB Schedule

Ongoing

VHB is currently providing civil engineering support services and working on preparing the Economic Development Application (EDC) for the 67.5-acre property transaction between the District of Columbia and the US Army for the former Walter Reed Army Medical Campus (WRAMC) located in Northwest Washington, DC.

As a member of the EDC team, VHB is responsible for assessing the infrastructure and supporting the cost estimating efforts. In order to assess the infrastructure feasibility and provide the needed information to the EDC team, VHB is evaluating a significant amount of data, including infrastructure feasibility assessments performed by others to date and independent research at DCWater and District Department of the Environment (DDOE). We are also reviewing a substantial amount of information provided by the Army. Through this work, VHB is working closely with the Deputy Mayor's Office of Planning and Economic Development (DMPED) to provide information from these files as needed and determine impacts of historic information dating back to the very early years of the campus.

VHB's responsibilities also include working with other subconsultants and disciplines to assess information relative to the historical, nature, environmental conditions, and central plant components, of the campus. We are also working to compile the infrastructure, cost estimate.



## Master Plan for the West Main/Coddington Development Center Middletown, Rhode Island

### Firms

VHB  
RKG (subconsultant)

### Client

Town of Middletown

### VHB Schedule

Completed 2011

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

VHB developed the Plan with input from the community and local stakeholders. Early in the process, VHB interviewed stakeholders to gain an understanding of the study area opportunities and challenges. During this process, two public meetings were held to discuss various aspects of the project. The first public meeting focused on understanding the existing issues and opportunities and presenting the existing conditions findings. VHB then asked participants to identify their goals for the future of the study area. VHB organized the second public meeting to facilitate small group discussions where participants were asked to review and comment on three potential alternatives for the area. These alternatives explored development concepts and illustrated how transportation improvements and access management tools could be used in the future.

VHB prepared a report that outlines the public process, documents alternatives, and illustrates the preferred scenario. The report included implementation strategies and action steps that the Town can use to move various projects and subsequent planning efforts forward.

RKG worked as a subconsultant to prepare a real estate study identifying viable market reuse opportunities for the site. In addition to completing an analysis of supply and demand indicators, RKG worked closely with Town officials in soliciting their input, as well as that of the citizenry-at-large.



## Quonset Point Vision Plan North Kingstown, Rhode Island

### Firm

VHB

VHB was retained by the Rhode Island Economic Development Corporation to prepare a strategic vision to guide redevelopment of the 3,000-acre former Navy property at Quonset Point.

### Client

Rhode Island Economic  
Development Corporation

VHB's planning brought together water, air, rail, and road transportation networks, with infrastructure improvement upgrades focused access to all modes. Offshore improvements included enhanced deep water facilities suitable for the next generation of container vessels. Additional off-site rail improvements provided double-stack rail access directly to the water's edge. Roadway improvements resulted in high-quality highway access between the site and Route 4 and I-95.

### VHB Schedule

Completed 1997

The Quonset Business Park component of the site is now an attractive context for corporate offices, hotel development, and related uses in a park-like environment bounded by wetlands, natural areas, and a golf course. New roadway and other infrastructure improvements in the Commerce Park area provided a flexible framework capable of meeting the needs of users requiring large and medium size sites. Additionally, VHB enhanced public access to waterfront and natural resources based upon a system of bikeways that link areas of outstanding beauty.

The site is home to 158 companies and more than 8,200 employees



photo by Mark Flannery

## South Weymouth Naval Air Station Redevelopment

Weymouth, Abington, and Rockland, Massachusetts

### Firm

VHB

### Client

Various

### VHB Schedule

1998 (Reuse Plan)

2008 (Conservation Plan)

Ongoing (D-B project)

The former South Weymouth Naval Air Station located in Weymouth, Massachusetts, was a United States Navy airfield that was operational from 1942 to 1997. In 1997, the base was decommissioned. VHB has been contributing to the reuse and redevelopment for this site since its closure. Initially, VHB was part of the team that developed the initial Consensus Reuse Plan that balanced the economic, environmental, transportation and fiscal goals. The plan development incorporated extensive public outreach and participation. VHB also developed a cost-effective GIS database for the Station allowing quick access to information, opportunities to efficiently test various reuse options, and providing a long-term marketing tool for the Station.

In 2004, a new Master Plan was developed for the site area, called the Village Center Plan. The Village Center Plan included a compact mixed-use residential and commercial development, a new east-west Parkway to facilitate regional travel, and preserves 1,000 acres of the site as open and recreational space, including a golf course. The extensive natural areas, wetlands, and the airfield at the site provide habitat for a wide range of wildlife, including several state-listed grassland bird, turtle, and dragonfly species as well as vernal pools. VHB was then chosen to develop the Conservation Management Plan for the first phase of redevelopment.

Our most recent work includes serving as the Lead Design Engineer as part of the design-build project for the new east to west, cross-base parkway through the former Naval Air Station, which officially opened in August 2013. VHB provided roadway and bridge design, environmental planning and permitting, stormwater system design, and traffic signal design. The project improves mobility to enable development of the former Naval Air Station.



## Integrated Services for the Pease International Tradeport Portsmouth, New Hampshire

**Firm**

VHB

**Client**

Pease Development  
Authority

**VHB Schedule**

Ongoing

VHB has been continuously serving the Pease Development Authority (PDA) since 1989, just after Pease Air Force Base was designated for closure. For our first PDA contract in 1989, VHB was asked to assemble a team to prepare an update to the original Pease Development Plan in order to provide the PDA with an easily implemented, physical plan for what would become the Pease International Tradeport. VHB's Plan was developed to be used for future land use and facility siting decisions as well as for marketing to prospective tradeport tenants.

The VHB Team developed a two-phase planning process. The first phase consisted of a comprehensive data collection effort that included constraints mapping, site reconnaissance, and interviews with key individuals involved in the planning and redevelopment of Pease, a charrette encompassing PDA staff, board members, and VHB Team members, and the preparation of a consensus plan and strategy for Pease redevelopment, documentation of the plan and planning process, and definition of next steps. Phase Two addressed in detail site planning, zoning revisions, and other actions associated with implementing the preferred plan.

We also prepared the Surface Transportation Master Plan in 1991 following the closure of the base and published the Surface Transportation Master Plan Update in 2002.

# JOINT LAND USE STUDY

## PROJECT NAME AND LOCATION

Joint Land Use Study (JLUS)  
City of Wichita-Sedgwick County, Kansas

## CLIENT

Wichita-Sedgwick County Metropolitan Area Planning Department (MAPD)  
Wichita, Kansas

## RKG SERVICES

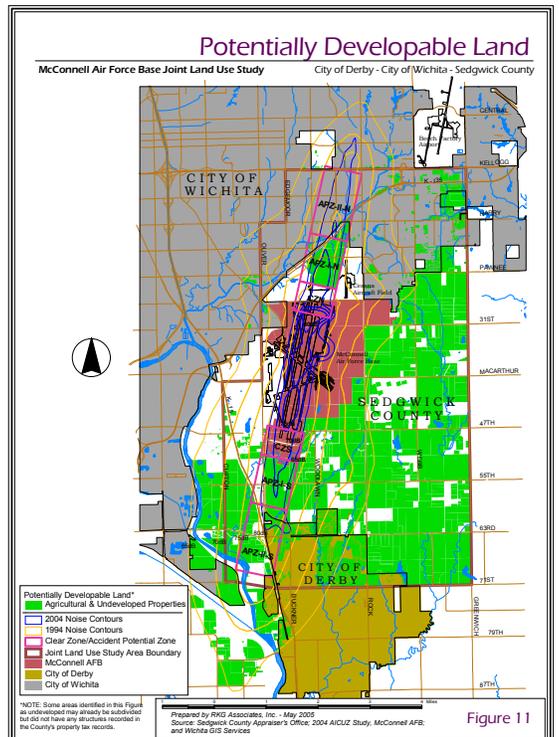
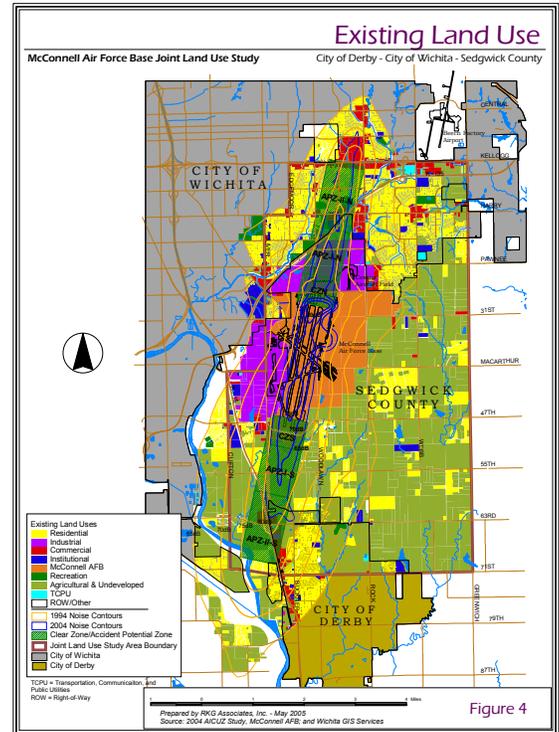
Land Use and Regulatory Analysis using Geographic Information System (GIS) technology, Market Research, Real Estate Analysis, Socio-economic Impact Analysis, and Strategic Planning

## SITUATION

Located in Sedgwick County in south-central Kansas, McConnell AFB is part of the greater Wichita metropolitan area, which is home to a number of aircraft manufacturing plants and other aircraft related industries. The City of Wichita, with a population of 334,000, abuts the Base along its northern and western perimeters. The remaining area adjoining the Base includes unincorporated portions of Sedgwick County and the small city of Derby. The portions of these three jurisdictions that adjoin the Base are experiencing increased development pressure that could threaten the long-term viability of McConnell to carry out its mission.

## RKG APPROACH/SOLUTION

RKG Associates, Inc. was retained by the MAPD to conduct a Joint Land Use Study (JLUS) that examined existing and future conflicts related to land development, as well as civilian airport operations in the vicinity of McConnell. The geospatial analysis conducted employed GIS technology to examine land development trends, population and economic growth, future development potential, infrastructure planning and flight activities. RKG also evaluated the existing regulatory requirements related to land development and aircraft operations to determine their adequacy for protecting continued operation of the Base. Ultimately, an implementation strategy was recommended by RKG that would revise existing regulations and establish a more institutionalized approach to reviewing development proposals around the Base to insure long-term compatibility with on-going mission activities.



# JOINT LAND USE STUDY LAWTON—FORT SILL, OKLAHOMA

## PROJECT NAME AND LOCATION

Joint Land Use and Regional Growth Management Plan

## CLIENT

City of Lawton, Oklahoma

## RKG SERVICES

Market and Economic Analysis with Joint Land Use Study and Regional Growth Management Plan

## SITUATION

Fort Sill, Oklahoma, is one of the military bases scheduled for expansion, under the BRAC process, as troops return from abroad. Preliminary research indicated a population influx of more than 23,000 persons, including military and civilian to a multi-community area in Southwest Oklahoma, comprised of parts of 6 counties and over a dozen municipalities. Some communities throughout the area lacked the infrastructure and other service capacities to accommodate this growth. All communities, including Lawton, lacked a co-ordinate and comprehensive land use and growth management plan.

## RKG APPROACH/SOLUTION

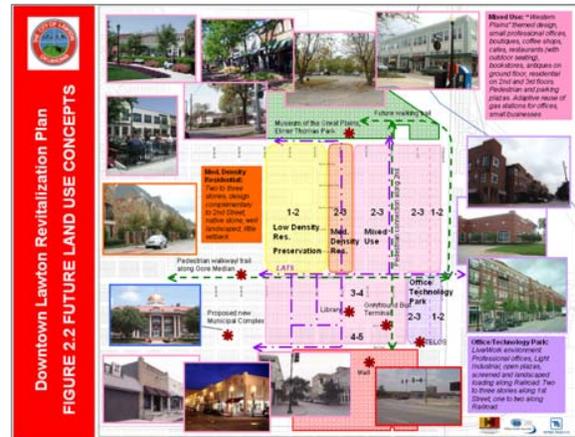
RKG Associates, Inc. worked in co-operation with a land use/urban planning firm, BRAC Coordination and Technical committees, Fort Sill personnel and members of the impacted to identify existing and future social, economic and fiscal impacts associated with the anticipated growth. This included identifying the likely market demand and supply indicators/implications for all impacted communities, as well as linking the benefits and costs of such growth to each community. RKG completed an analysis of housing, school, retail/commercial and municipal service costs associated with the projected growth and then worked with the entire team and local communities and planning agencies to reconcile the projected growth with effective land use planning and in developing a broad, regional growth management plan. Although the analysis and planning is an ongoing process, subject to annual review and update for revised information, initial impacts were estimated to be 23,000 persons, about 7,00 jobs and influx of \$4.4 billion into the local economies over a ten-year period.

## RESULTS

Growth continues in the Lawton-Fort Sill, region with components of downtown redevelopment and smart growth underway, including completion of much of the 17-block downtown redevelopment Lawton Town Center with hospitality, retail, conference and other commercial space.



Components of Growth Management Plan



Land Use Concepts for Lawton, OK



Multi-Community Study Area—Fort Sill, OK

# MILITARY BASE EXPANSION IMPACTS

## PROJECT NAME AND LOCATION

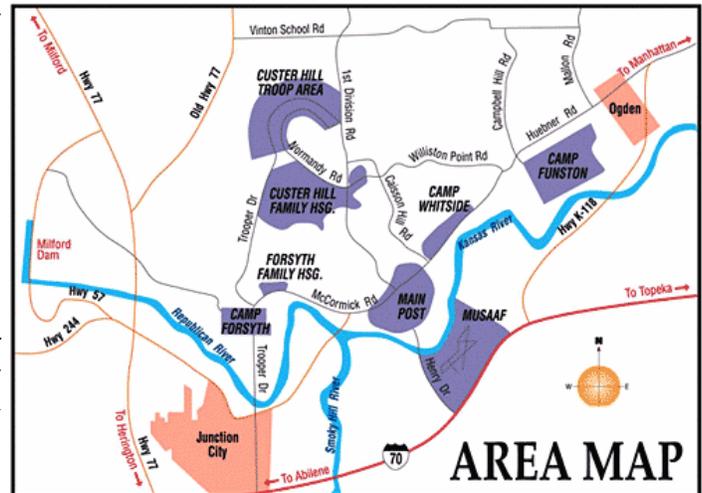
Regional Strategic Action Plan and Impact Assessment Due to the Expansion of Fort Riley, Kansas

## CLIENT

Kansas Department of Commerce  
Topeka, Kansas

## RKG SERVICES

Economic Modeling and Impact Assessment of Military Base Expansion on Regional Housing, Education, Businesses, Childcare, Community Services and Employment



Fort Riley Area Map

## SITUATION

In December 2005, the Department of the Army announced that the military population at Fort Riley would increase from about 10,660 to over 20,000. As a result of this change it was estimated that over 9,700 new military personnel and about 2,000 new civilian jobs would be located at Fort Riley. RKG Associates was retained to prepare an impact assessment of this expansion on local communities and identify alternative approaches for managing growth related impacts.

## RKG APPROACH/SOLUTION

A key element of this project involved the use of an economic model in order to quantify a range of possible demographic and economic impacts. Based on that analysis it was determined that the expansion of Fort Riley would result in a population increase of about 28 percent and an additional 24,000 jobs, including about 8,900 indirect jobs. Since few housing units would be constructed on-base, a detailed analysis of housing construction trends was completed, as well as an evaluation of growth impacts on school districts, childcare needs, key social services and fiscal implications for municipal governments. The strategic action plan is now being implemented



Old Bill

# MILITARY BASE REUSE

## PROJECT NAME AND LOCATION

Fort Devens Reuse Planning Services: Harvard, Ayer and Shirley, Massachusetts  
 Multiple assignments completed between 1993 and 1995

## CLIENT

Massachusetts Government Land Bank (now MassDevelopment), Local Boards of Selectmen

## RKG SERVICES

Market Research, Fiscal and Economic Impact Analysis, Development Feasibility, Utility Privatization

## SITUATION

In 1991, the Federal Base Realignment and Closure Commission (BRAC) recommended closing the North and Main Posts of the U.S. Army Military Reservation at Fort Devens. This massive facility occupied roughly 4,400 acres in three towns and included 7.3 million square feet of built space in 3,400 structures.

The action took place during a period of severe recession in Massachusetts, in a region that was critically dependent on the 7,000 to 8,000 military and civilian jobs that existed on the base before the closure announcement.

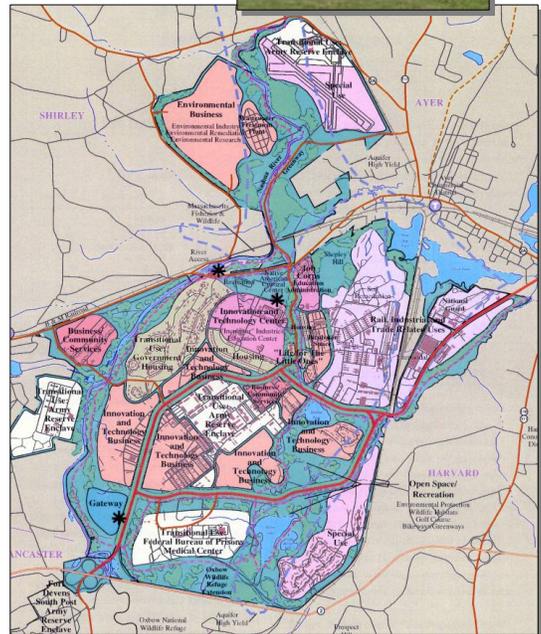
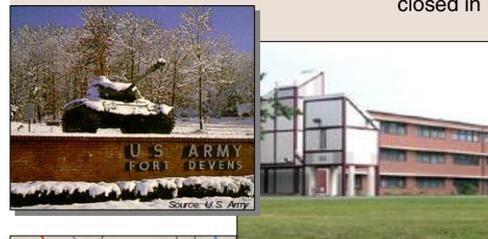
## RKG APPROACH/SOLUTION

RKG Associates, Inc. was selected as part of a multi-disciplinary team that was retained to prepare the base reuse plan. RKG Associates was the lead market research consultant, charged with forecasting demand, inventorying and evaluating the reuse potential of existing buildings, and estimating resulting employment impacts. The approved reuse plan included a mix of rail-based industrial uses, warehousing and distribution centers, a technology-based business/office park development, roughly 300 housing units, supporting recreational uses, and open space.

RKG Associates, Inc. was later retained under separate contracts to appraise the real estate and prepare a financial model that was used to negotiate the property's transfer to the civilian redevelopment authority. RKG Associates also estimated the local fiscal impacts associated with the host communities' assumption of public service costs, and later assisted the redevelopment authority in its efforts to privatize the operation and maintain the Base utility systems.

Since Fort Devens' closure in 1995, MassDevelopment at Devens has reportedly leased 5.0 million square feet of space. Major corporate tenants now include Gillette, Anheuser-Busch, and MediaNews.

5.0 Million SF of industrial and technology space has been developed or leased at Devens since the Base closed in 1995.



Devens Reuse Plan



# MILITARY BASE EXPANSION IMPACTS

## PROJECT NAME AND LOCATION

Fort Lee Growth Management Plan  
Petersburg, Virginia

## CLIENT

Crater Planning District Commission  
1964 Wakefield Street  
Petersburg, Virginia  
(804) 861-1666

## RKG SERVICES

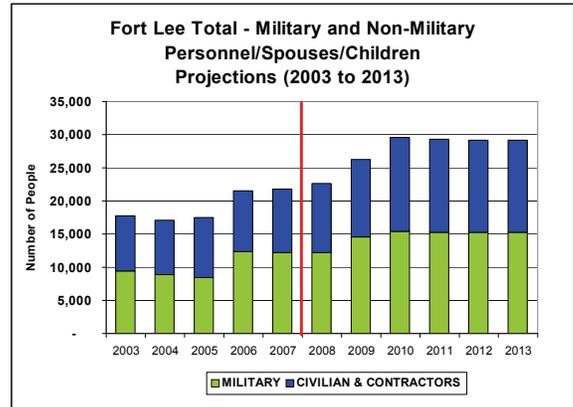
Growth Management Planning, Real Estate Market Analysis, Economic Impact Modeling, and Demographic Forecasting

## SITUATION

RKG Associates, Inc. was retained by the Crater Planning District Commission to analyze the growth-related impacts associated with the 2005 BRAC decision to make Fort Lee a Sustainment Center of Excellence. The creation of the Center of Excellence will increase the number of military personnel, students, civilian and contractor employees and dependents by 15,300 between 2007 and 2011. With a regional population of roughly 423,000, this rapid growth could have significant impacts on some of the smaller communities located close to the base. RKG analyzed impacts to regional schools, healthcare, daycare, and housing markets. In addition, Fort Lee's expansion calls for nearly \$2 billion in new military construction to create the Sustainment Center of Excellence Headquarters and Logistics University, the Defense Commissary Agency Headquarters expansion, and Air Force projects for culinary training and transportation management training.

## RKG APPROACH/SOLUTION

Utilizing a strong regional partnership of Fort Lee and community leaders, RKG prepared annual forecasts to project future demographic and economic impacts associated with Fort Lee's expansion. The planning process had strong regional cooperation and support from all impacted parties and the plan was completed in October of 2007, on time and on-budget.



# REDEVELOPMENT/REUSE

## PROJECT NAME AND LOCATION

Redevelopment Plan & HUD Submission  
 Arthur MacArthur Army Reserve Center  
 East Street, Springfield, MA

## CLIENT

City of Springfield  
 Springfield Redevelopment Authority

## RKG SERVICES

Market Analysis, Financial Planning, Public Outreach,  
 Public Benefit Conveyance screening, Master Planning,  
 BRAC Implementation

## SITUATION

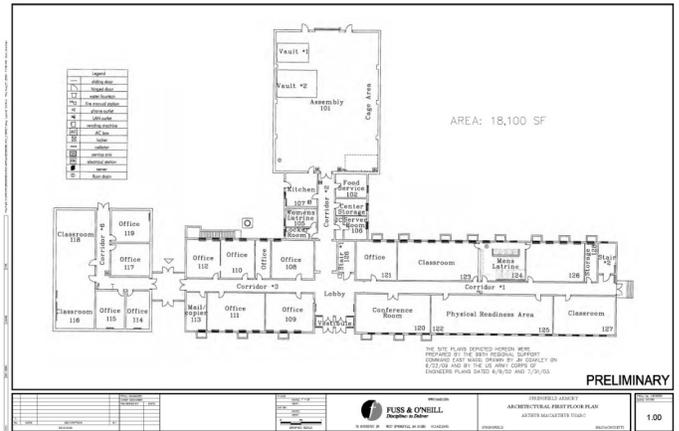
In 2005, the Base Realignment and Closure Commission (BRAC) voted to close the local Army Reserve Center located in a residential neighborhood of East Springfield. The 25,000 square foot facility on approximately 5 acres was declared surplus and the City was declared as the official Local Redevelopment Authority charged with redeveloping the property under BRAC legislation.

## RKG APPROACH/SOLUTION

RKG has worked with over forty BRAC communities that have faced the opportunity to redevelop former military property. Applying this knowledge, RKG staff developed a series of alternative uses for the facility, based on extensive public input and a detailed needs assessment of the City's agencies. In addition, an analysis of the needs of homeless service providers in the area was undertaken along with the public outreach, in order to satisfy HUD requirements. A business plan was developed to implement the master redevelopment plan that emerged from the iterative process.

## RESULTS

The alternatives analysis resulted in the identification of a need by the Springfield Police Department for additional office and training space as well as a repair and maintenance facility. The market analysis indicated that the former Army center would be too costly for private redevelopment, especially after the required environmental mitigation by the federal government. RKG then developed a Public Benefit Conveyance application on behalf of the City to acquire the property at no cost through the Department of Justice.



# 3

## Project Team

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.....  
We have assembled an experienced team with diverse backgrounds in land use planning, community outreach, economic development, and military installations.  
.....

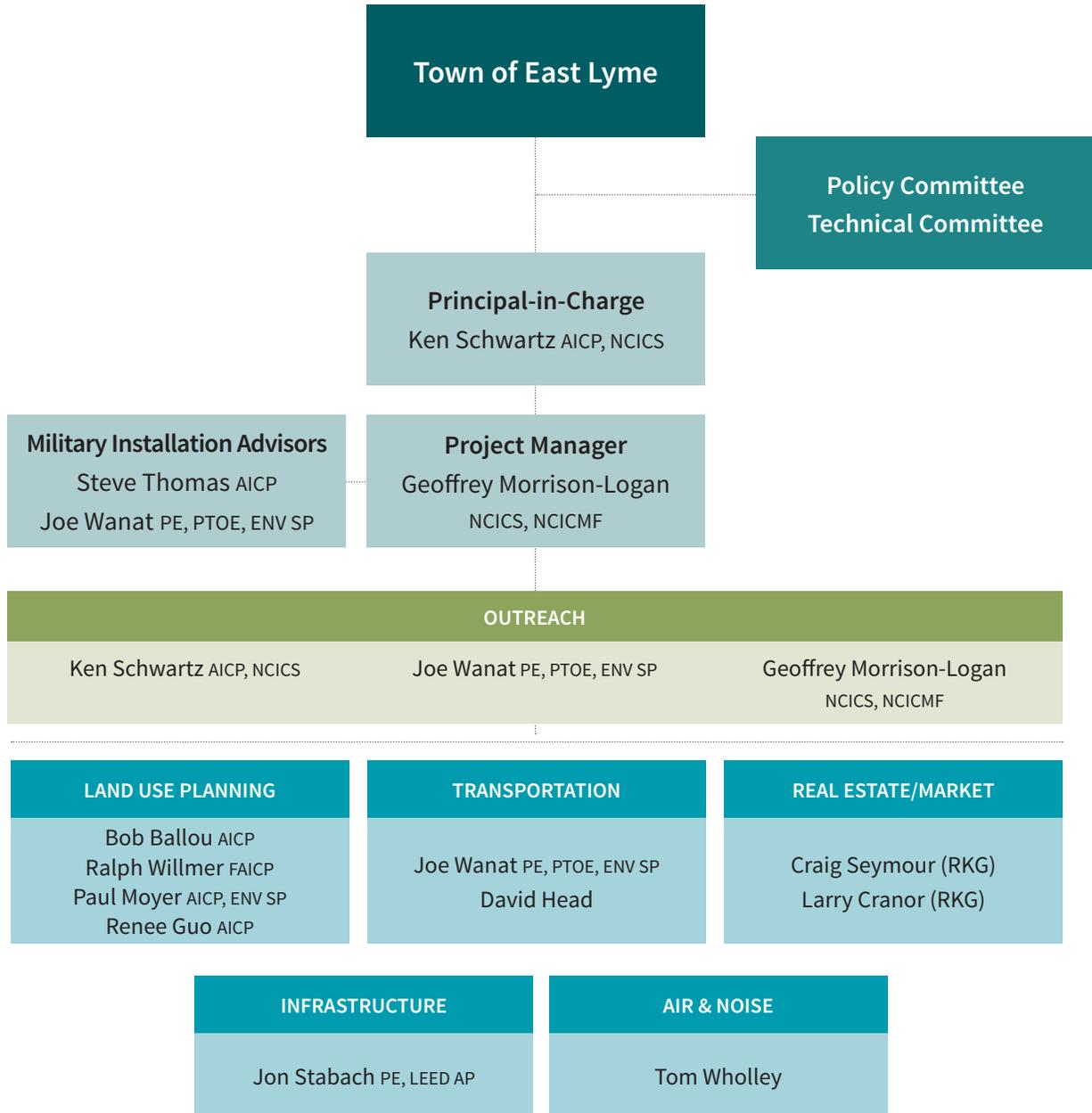
We have assembled a team rich with local and national experience in planning, public outreach, visioning, transportation planning and design, environmental services, and economic development, to prepare a JLUS for SRMR.

Our project manager for this assignment, **Geoffrey Morrison-Logan**, brings unparalleled, award-winning experience in community visioning and planning, urban design, smart growth development, and public outreach and engagement. Mr. Morrison-Logan specializes in leading projects through the community process while building a vision and consensus for large and complex redevelopment areas. His relevant experience includes providing planning, design, and public participation services for the preparation of reuse plans for the Mile Lane Army Reserve Base in Middletown, CT and Surplus Properties at NAVSTA in Newport/Portsmouth, RI. As Principal-in-Charge, **Ken Schwartz**, will ensure that the project receives the highest quality service in accordance with the overall project scope and schedule. Ken is an award-winning NCI Charrette Planner who has worked with dozens of New England cities and towns, public agencies, institutions, and private developers, leading projects through the community process while building a shared vision and consensus. Ken has provided land planning expertise and oversight for military bases reuse projects at Devens and Weymouth, MA, and Riverhead, NY. Our team includes **Joe Wanat**, as a Project Advisor and Transportation Task Leader. Joe is a 25-year veteran of the United States Army Reserves and has served overseas tours to Saudi Arabia; Baghdad, Iraq; Kuwait; and Cairo, Egypt. He has been awarded the Bronze Star Medal and two Meritorious Service Medals.

Our team also includes experienced economic development specialists **Craig Seymor and Larry Cranor** of RKG. Craig and Larry bring an extensive background of working on military base redevelopment projects nationwide.

Our team organization shown on the following page, offers a mix of skills and expertise. The professionals who will be assigned to this project bring experience from similar efforts across New England. Team resumes are provided after the organization chart.

**Project Team**



VHB has the ability to tap into our other markets and services to provide expertise in the following areas, should the need arise:  
*Environmental/Airports/Permitting/Land Development/OHM*

## Ken Schwartz, AICP

Principal-in-Charge



Ken is a Senior Vice President and Planning Practice Leader at VHB. He directs the firm’s planning, design, land use planning and analysis, and public outreach efforts throughout the east coast. He specializes in assisting clients with comprehensive planning studies, economic revitalization programs, and creating redevelopment strategies and initiatives through the visioning processes. An award-winning NCI Charrette Planner®, he has worked with dozens of cities and towns, public agencies, institutions, and private developers, to lead projects through the community process while building a shared vision and consensus.

*30 years of professional experience*

### Education

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

### Registrations

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

### Affiliations/ Memberships

American Planning Association  
 Urban Land Institute  
 Congress for the New Urbanism

### Re-Use Plan for a Former Naval Weapons Industrial Reserve Plant, Calverton, NY

Ken is providing land planning services to assist Calverton’s Town Board in preparing an updated Comprehensive Reuse Plan for the 2,900-acre property formerly known as the Naval Weapons Industrial Reserve Plant at Calverton. The plan recognizes environmental constraints and builds off of existing runway infrastructure to minimize development costs. The focus is on business research, freight distribution and specialty uses such as equestrian/polo, race car, and renewable energy generation.

### Devens Disposition Planning, Devens, MA

Ken worked with the Devens Disposition Executive Board, which was comprised of representatives of MassDevelopment and the three neighboring towns (Harvard, Ayer and Shirley), in developing a framework for making decisions regarding the future of the Devens community, located on the site of the former Fort Devens. He worked with five subcommittees to identify the key elements of their findings and translate these conclusions into a user-friendly document. The project required fitting an abundance of well-researched data and conclusions into a concise but informative document that was distributed to over 10,000 residents.

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

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

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

Ken led the public outreach process for a major transportation corridor study aimed at improving and enhancing capacity and relieving congestion throughout the three communities on Aquidneck Island. Public workshops included use of a variety of innovative outreach/participation tools including electronic voting, live/work sign-in map, and breakout groups. This project earned the 2011 Outstanding Plan Implementation Award from the American Planning Association Rhode Island Chapter.

### Bridgeport Brownfields Inventory and Documentation, Bridgeport, CT

Ken is working with the Greater Bridgeport Regional Council to prepare a web-based GIS tool to aid site selection for brownfield development along priority development corridors in the Bridgeport region. The team is conducting a comprehensive inventory that includes data collection, site profiling and screening, prioritization, and documentation for over 800 current or potential brownfield properties along priority development corridors in Bridgeport, Stratford, and Fairfield. A Regional Developers Workshop was convened on behalf of GBRC to gather input from the development community on information to be included in the inventory.

## Geoffrey Morrison-Logan, NCICS, NCICMF

Project Manager



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

*20 years of professional experience*

### Education

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

B Arch, Roger Williams University, 1993

### Registrations

National Charrette Institute Charrette Management and Facilitation™ Certificate, 2011

National Charrette Institute Charrette System™ Certificate, 2007

### Mile Lane Army Base, Middletown, CT

Geoffrey provided planning, design, and public participation services for the preparation of a reuse plan for the Mile Lane Army Reserve Base. He prepared three conceptual land use plans, one for each of the proposed potential uses.

### Redevelopment Plan for Surplus Properties at NAVSTA, Newport/Portsmouth, RI

As a subconsultant to RKG Associates, VHB provided land planning, public outreach, transportation, civil, and environmental services for the development of a plan for the reuse of five sites identified in the BRAC process for naval station (NAVSTA) in Newport. Geoffrey's role was the creation of concept plan alternatives and coordination of VHB's team of transportation, civil, and environmental specialists.

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

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

### Aquidneck Island Transportation Study, Portsmouth, Middletown & Newport, RI

Geoffrey provided land use planning and community outreach assistance for a comprehensive multimodal transportation study throughout the three communities on Aquidneck Island. The study made recommendations to the Aquidneck Island Planning Commission to preserve the existing transportation system on the island and make the most efficient use of the existing transportation facilities. Public workshops included use of a variety of innovative outreach/participation tools including electronic voting, live/work sign-in map, project buttons, and breakout groups.

### Uniroyal/Facemate Redevelopment Plan, Chicopee, MA

Geoffrey was Project Manager for a comprehensive redevelopment plan that will guide the thoughtful reuse of the Uniroyal/Facemate 64-acre site and position this community for the next generation of growth. He worked with the City and MassDevelopment to prepare a plan that will create the framework for implementing a series of strategic redevelopment initiatives that will maximize reuse of this economic development resource. The work focused on the physical conditions affecting site redevelopment, which will be integrated with market, economic, and building structural information provided by other consultants. Geoffrey prepared several conceptual alternatives that illustrate potential redevelopment scenarios.

### Route 195 Corridor Improvement and Management Plan, Tolland, CT

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

## Steve Thomas, AICP

Military Installation Advisor



Steve is a Senior Vice President and Real Estate Practice Leader at VHB. He has more than three decades of diverse private and public development experience in advising military bases, communities, corporations, private developers, institutions, and individuals in assessing the development potential and preparation of master plans for a variety of real estate assets.

*37 years of professional experience*

### Education

MS, Regional Planning,  
University of Pennsylvania, 1978

BS, Biology,  
Hobart College, 1976

### Registrations

American Institute of Certified  
Planners 1985

### Affiliations/ Memberships

American Planning Association

Urban Land Institute

National Association of  
Corporate Real Estate

Executives

### Fort Devens Army Base Reuse Plan, Ayer, MA

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

### Consensus Reuse Plan South Weymouth Naval Air Station, Weymouth, MA

Steve was Project Director for development of the base reuse plan for the South Weymouth Naval Air Station. Site constraints consisted of Superfund contamination, wetlands, lack of water/sewer infrastructure and constrained access. Beginning with a fast track market study, VHB developed a Consensus Reuse Plan that balanced economic, environmental, transportation and fiscal goals and maximizes the resources available for pro-active planning and development. The plan was approved in all three towns and has attracted a major retail investment trust a redevelopment partner.

### Driver Naval Radio Transmitting Facility, Suffolk, VA

Steve directed the environmental, utilities, transportation and building structural condition analysis as the basis for a reuse plan for the 600-acre Navy base along the Nansemond River. He also directed the BRAC strategy to assist the City of Suffolk in acquiring and transferring the base to educational (ODU) and recreational interests as part of the reuse plan. He assisted in the negotiations for the expansion of the Great Dismal Swamp National Wildlife Refuge for the U.S. Fish and Wildlife Service as well.

### Ethyl Corporation, Richmond VA

Steve was responsible for directing the master plan for a 70-acre urban headquarters including a \$70 million research and development facility, a \$15 million office building, and a \$22 million Valentine museum on the historic Tredegar Ironworks site fronting the James River. Accomplishments included successful rezoning from industrial to high-rise office use, negotiation and defense of a public use canal issue, preparing a development submission to attract a major bank headquarters to anchor a 750,000 square foot building, identified and evaluated key property acquisitions, promoted public/private development agreement concept securing \$6 million in public infrastructure commitments, and positioned corporate management for better understanding of real estate value and development strategy.

### Land Bay Delta, Loudoun County, VA

Colliers Meredith & Grew engaged VHB to help assess a confidential client's real estate assets for its site development potential in order to assist in making prudent and strategic programmatic planning decisions. VHB performed comprehensive technical due diligence. Steve managed the conceptual site planning for which VHB provided a range of development scenarios to preserve, protect, and enhance the value of the property. VHB created several development frameworks, including regulatory, environmental, security, transportation, and economic development frameworks, as a tool to help the land owner understand the implications of any decisions or proposals for the future use or investment related actions regarding property.

## Joe Wanat, PE, PTOE, ENV SP

Project Advisor; Transportation Task Leader



Joe is VHB's Rhode Island Managing Director. His primary areas of expertise include traffic engineering, design, planning, and permitting for federal, state, municipal, and institutional clients. Joe is a 25-year veteran of the United States Army Reserves and has served overseas tours to Saudi Arabia (1990), Baghdad Iraq (2004), Kuwait (2007 and 2011), and Cairo Egypt (2009). He has been awarded the Bronze Star Medal and two Meritorious Service Medals for exemplary service in a hostile fire combat zone.

*21 years of professional experience*

### Education

MS, Civil and Environmental Engineering, University of California, 1998

BS, Civil Engineering, University of Massachusetts, 1994

### Registrations

Professional Engineer (Civil), MA, 2000

Professional Traffic Operations Engineer, 2007

Envision™ Sustainability Professional (ENV SP) 2013

### Affiliations/ Memberships

American Society of Civil Engineers

Institute of Transportation Engineers, New England

Institute for Sustainable Infrastructure

**United States Army Reserve, MAJOR, Logistics, 1990**

### Aquidneck Island Transportation Corridor Study, Portsmouth, Middletown, & Newport, RI

For the Aquidneck Island Planning Commission (AICP), Joe served as the Deputy Project Manager on a comprehensive multimodal transportation study to create a master plan blueprint that will preserve the existing transportation system on the island and make the most efficient use of the existing transportation facilities, including enhanced transit service and new bicycle and pedestrian connections. Work efforts included ITS elements and a transportation sustainability/greenhouse gas analysis for key roadway, transit, and pedestrian/bicycle recommendations. For public presentations, 3D models and SYNCHRO/SIDRA/VISSIM models were developed. The Rhode Island Chapter of the American Planning Association selected the project for the annual award for Outstanding Comprehensive Planning.

### Worcester Regional Mobility Study, Worcester, MA

Joe served as VHB's Deputy Project Manager working with the Central Massachusetts Regional Planning Commission on an 18-month, study that was a comprehensive assessment of the multimodal movement of people and goods throughout the urban core of Central Massachusetts comprised of 132 square miles and 12 municipalities, including ground access improvements to Worcester Regional Airport. The study established short-, medium-, and long-term 2030 transportation recommendations for physical improvements, system management elements (such as ITS), and policy-driven strategies. The study process included outreach to a 20-member Technical Committee and a 50-member Advisory Group. An extensive Public Outreach Plan was implemented, including public informational meetings, scenario planning workshops, and small group focus sessions—all occurring at key decision points to engage the public and stakeholders and provide a forum to solicit opinions. The Massachusetts American Planning Association recognized the project with an honorable mention for Outstanding Comprehensive Planning.

### Seaport Operations Command and Control, Port of Ash Shuaiba, Kuwait

As a Captain in the ARMY Reserves, Joe served as the Chief of Operations for a forward-deployed Army Reserve Battalion from 2011 to 2012. He was responsible for the expeditious and safe upload and discharge of military equipment through the Ports of Ash Shuaiba and Kuwait Naval Base. He was charged with coordinating day-to-day operations with the Kuwait Port Authority/Harbor Master, Commercial Vessel Agents, Military Sealift Command (MSC), Navy Customs, Coast Guard Expeditionary Support, and an array of port contractors. Mr. Wanat was responsible for operational command and control of 75 personnel on the Battalion's Vessel Team, Terminal Operations, ICODES, HAZMAT, and Cargo Documentation sections. He is also serving as a Contracting Officer Representative (COR) for the port contractors. Over 30,000 pieces of mission critical cargo for Operations New Dawn and Enduring Freedom were delivered expeditiously without delay. Operations included three theater-wide ammunition supply missions totaling over 1,200 Class V containers out of Kuwait, Jordan, Qatar, and Haifa, Israel.

### On-Call Transportation Planning and Permitting Services for Massport, Boston, MA

Joe has provided a variety of transportation planning, permitting, and engineering services to Massport for Boston's Logan International Airport and Massport's maritime-related land holdings in South Boston. Assignments have included traffic operations, surface parking assessments, development reviews, seaport terminal/truck operations, and peer reviews of schemes for bicycle accommodations along truck routes including Northern Avenue.

## Bob Ballou, AICP

Land Use Planning



**Bob is a Senior Land Planner at VHB. He provides site and master planning for a broad range of public and private clients. He has written, illustrated, and implemented codes, guidelines, and policy documents addressing a broad range of issues including development standards, urban design guidelines, and aesthetic criteria.**

*40 years of professional experience*

### **Devens Disposition Planning, Devens, MA**

Bob provided concept planning and visualization for the thoughtful reuse plan for the former Fort Devens site. The final plans resulted in new corporate investment for facilities and job replacement being located at Devens, balancing economic activity and employment lost due to BRAC.

### **Quonset Point Vision Plan, North Kingstown, RI**

Bob provided concept planning for the redevelopment of the 3,000-acre former Navy property at Quonset Point. The Quonset Business Park component of the site is now an attractive context for corporate offices, hotel development, and related uses in a park-like environment bounded by wetlands, natural areas, and a golf course.

### **Legacy Farms, Hopkinton, MA**

Bob served as Land Planner for this innovative master-planned community currently proposed for the former Weston Nurseries Site in Hopkinton. While preserving 500 acres of open space, the project will provide a wide range of housing opportunities combined with several hundred thousand square feet of mixed office, retail, and commercial development on the 730-acre site. Provided land use planning and illustrations of design concepts for potential development options.

### **Plymouth Rubber Site Redevelopment Master Plan, Canton, MA**

Bob provided concept planning and visualization for the former Plymouth Rubber manufacturing site. VHB provided planning, engineering, wetland delineation, transportation, and cultural resources assessment services to create a master plan for this 40 acre site. The plan for the redevelopment of this site included 500 homes and 20,000 s.f. of shops, as well as more than two acres of parks, walking trails, a community center, and a farmer's market.

### **Uniroyal/Facemate Redevelopment Plan, Chicopee, MA**

Bob provided concept planning and visualization for a comprehensive redevelopment plan that will guide the thoughtful reuse of the Uniroyal/Facemate 64-acre site and position this community for the next generation of growth. He assisted with preparation of several conceptual alternatives that illustrate potential redevelopment scenarios.

### **City Center, South Burlington, VT**

Bob served as Urban Designer for character sketches of a new town center. Located adjacent to Burlington and the University of Vermont, the area has experienced vigorous residential and commercial growth, but lacks a central "core." The project utilizes a centrally located parcel of land, additional underutilized properties, and a new roadway project to create an opportunity for South Burlington to partner with the private sector to develop an appropriate hub for the community. VHB has been providing long-term planning and design services to the community, and this assignment will help South Burlington develop guidelines to guide private and public development within this area.

### **Grandy Village Learning Center, Norfolk Redevelopment and Housing Authority, Norfolk, VA**

Bob provided senior urban design and facilitation assistance for a four-day planning workshop to understand the redevelopment potential for a waterfront site in Norfolk, Virginia. The future scenarios created new options for housing, a new waterfront park, and new access points to the development site.

Education  
MA, Urban Studies, Loyola  
University, 1985

**BA, Landscape Architecture,  
North Carolina State  
University, 1971**

Registrations

**American Institute of  
Certified Planners 2000**

Affiliations/ Memberships

**American Institute of  
Certified Planners**

## Ralph Willmer, FAICP

Land Use/Zoning



**Ralph is a Senior Planner and Project Manager who specializes in housing, zoning, land use planning, open space, and environmental review and permitting. He has extensive experience working on zoning rewrites, community master plans, and the preparation of strategic land use, open space, and housing plans.**

*34 years of professional experience*

### Education

MA, Urban and Environmental Policy, Tufts University, 1986

BS, Resources Management, SUNY College of Environmental Science and Forestry, 1977

### Registrations

American Institute of Certified Planners (Land Use Planning) 1993

American Institute of Certified Planners, Fellow 2010

National Charrette Institute Charrette System™ Certificate 2007

### Affiliations/ Memberships

American Planning Association, Former National Board Member; Chapter President

Massachusetts Association of Consulting Planners, Chair, Citizen Planner Trainer Collaborative

### Zoning Ordinance Updates, Weymouth, MA

Ralph significantly updated and revised the Zoning Ordinance for the Town of Weymouth. Numerous recommendations for changes were made as part of the master planning process, which were implemented using funding from the Executive Order 418. The goals of the rewrite were to incorporate new land use planning and growth management tools and techniques; update the table of uses, dimensional requirements, and parking standards; remove internal inconsistencies; provide for better organization; and make it more user-friendly. Among the more significant issues to address was the creation of new village center zoning and design standards for the highway commercial district; the addition of cluster or conservation subdivision zoning; consideration of a variety of new housing options; and improvement to the development review process.

### Zoning Analysis, Northampton, MA

Ralph prepared a zoning analysis for the City to consider how best to update its zoning ordinance. The review includes improving the format and making the ordinance more “user-friendly,” incorporating new smart growth and form-based code provisions, adding graphics, correcting inconsistencies, and ensuring consistency with statutory and case law. Alternative approaches were described, highlighting positive and negative attributes of the alternatives.

### Hudson Comprehensive Master Plan, Hudson, MA

Ralph is managing the development of a comprehensive master plan for the Town of Hudson. He is working closely with Town staff and the Steering Committee to engage the Hudson community in the master planning process, including facilitating public meetings and using online communication tools to provide a hands-on experience. Ralph is also evaluating the Zoning bylaws; addressing the Town’s current and future housing challenges and producing an Affordable Housing Production Plan; improving transportation and mobility; addressing the public health and social service implications relating to land use; and assessing Town facilities. This project also includes preparation of a build-out analysis based on current zoning to determine the level of potential future residential and non-residential development on a parcel basis. The emphasis of this analysis was to predict the number of residential dwelling units and the square footage of commercial space that can occur if the underutilized mill buildings were redeveloped.

### Land Development Code, Altamonte Springs, FL

Ralph is drafting new language for the Altamonte Spring’s complex Land Development Code (LDC) in order to ensure consistency between the Comprehensive Plan and the Code. The plan included dozens of specific policy recommendations that need to be incorporated into the LDC. This includes new zoning and land use designations, Complete Streets, design guidelines, transit and transportation demand management, bicycle and pedestrian accommodation, landscaping, parking, and stormwater management. Recommendations will be made regarding the format and organization of the LDC to make it more user-friendly.

### Zoning Amendments, Barrington, RI

Ralph was the Project Manager for implementation of zoning changes that were recommended in the Town’s Comprehensive Plan. The Housing element addressed five specific housing strategies dealing with conservation subdivision development, accessory apartments, housing types, senior residential cottage-style housing, and substandard lots. The process included an extensive public outreach effort, drafting new zoning language, and development of illustrative concept plans to help the public in understanding the advantages to conservation subdivision development.

## Paul Moyer, AICP, ENV SP

Land Use Planning



Paul has 27 years of experience preparing master plans, redevelopment plans, land use plans, corridor plans, design guidelines and detailed Implementation Strategies. A certified planner with background in architecture, land use planning and environmental impact analysis, Paul has applied his talents to Federal and community-based projects through strong leadership, management and consensus building skills that have helped clients achieve their goals.

*27 years of professional experience*

### Education

BA, Urban Planning, University of Cincinnati, 1987  
Graduate Coursework, Business Administration, DeVry University

### Registrations

American Institute of Certified Planners, 1991  
Envision™ Sustainability Professional, 2013

### Affiliations/ Memberships

American Planning Association  
Urban Land Institute,

### Hampton Roads Regional Planning District Commission, Hampton Roads Joint Land Use Study, Hampton, VA

While at a previous firm, Paul served as Planning Principal for preparation of a study with the cities of Chesapeake, Norfolk, and Virginia Beach, while partnered with the US Navy, to conduct the Hampton Roads Joint Land Use Study (JLUS). The Study explored opportunities to reduce noise impacts on communities surrounding NAS Oceana, NALF Fentress, and Chambers Field, while accommodating necessary growth and maintaining regional economic sustainability.

### Massachusetts Government Land Bank and Joint Boards of Selectman, Fort Devens Reuse Plan, Fort Devens, MA

While at a previous firm, Paul served as a Planner for a community base reuse plan that included an extensive public participation process. It also included market analyses, reuse options, and implementation recommendations.

### Massachusetts Government Land Bank, Naval Air Station South Weymouth Redevelopment, South Weymouth, MA

While at a previous firm, Paul served as Project Manager for a base reuse plan for this 1,400-acre site that will provide the maximum feasible economic development and job creation for local communities.

### City of Suffolk, Driver Naval Radio Transmitting Facility Community Reuse Plan, Suffolk, VA

While at a previous firm, Paul served as Project Manager assisting the city with the federal screening process and development of a consensus base reuse plan for the 600-acre property.

### NAVFAC Atlantic, Naval Submarine Base Master Plan and APMM, New London, CT

While at a previous firm, Paul served as Project Manager who developed a master plan and automated computer planning program for this 680-acre home port to 17 attack submarines and hosts approximately 70 tenant commands.

### US Navy, NAVFAC Atlantic, Naval Station Newport Master Plan, Newport, RI

While at a previous firm, Paul served as a Planner for a master plan to direct facility improvements, renovations, and new MILCON projects over the next 10-15 years. Special consideration is being given to sustainable development principles, including adaptive reuse of existing structures and the creation of walkable centers of activity, allowing the Navy to meet their goals for LEED accreditation for all programmed and future projects at the base.

### Anacostia-Bolling AFB Joint Base Master Plan, Washington, DC

While at a previous firm, Paul served as Principal-in-Charge/Senior Planner for the lead team preparing the joint base master plan, Environmental Assessment (EA) and Transportation Management Plan (TMP). A key element of the process was coordinating with two Services, Air Force and Navy. Planning methodology involves collaborative analysis of combined strengths to shape the new joint base. The EA and TMP were prepared based for NCPC based on their submittal requirements.

## Renee Guo, AICP

Land Use Planning/GIS



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

### *5 Years of Experience*

#### **Education**

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

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

BS, Geographic Information System, Henan University, 2006

#### **Registrations**

American Institute of Certified Planners, 2014

#### **Belmont Open Space and Housing Inventory, Belmont, MA**

Renee worked with the Belmont Conservation Commission, Housing Trust, and other stakeholders to create an inventory and an evaluation ranking criteria for existing and potential open space and affordable housing lands in the community. She consolidated a wide variety of GIS information, including land use and zoning, assessor's database, natural and cultural resources, and infrastructure, to build a robust and functional inventory of existing resources and potential parcels for open space, recreation or affordable housing development. She worked in collaboration with the Town to develop a comprehensive parcel ranking system in GIS that help the Town prioritize various parcels for open space protection or affordable housing opportunities. Together, the inventory and the evaluation criteria allow the Town to strategize the acquisition, preservation, and development of land for open space or affordable housing in Belmont.

#### **Climate Smart Community – Bethlehem Sea Level Rise Vulnerability Assessment, NY**

As part of the Local Government Support effort of the New York State Climate Smart Community initiative, Renee worked with the Town of Bethlehem to evaluate the potential impacts of the foreseeable sea level rise on the town's critical infrastructures. She built a comprehensive GIS database of the town's transportation system, public health assets, emergency response services, water supply facilities, and electricity and telecommunication network. Renee developed an innovative methodology for sea level rise impact assessment based on the sea level rise projection by Scenic Hudson. She then applied the evaluation method in the GIS database to quantitatively and visually demonstrate the flooding and inundation vulnerability of the town's major infrastructures. The solid results of the study will help the town prioritize actions towards building their climate change resiliency.

#### **Better City – South Boston Waterfront Sustainable Transportation Plan, Boston, MA**

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

#### **Comprehensive Sustainable Master Plan, Greenfield, MA**

Renee was part of a diverse, integrated team that assisted the Town of Greenfield in advancing its sustainability vision by developing a Comprehensive Sustainable Master Plan. Her major role included building a comprehensive GIS database for the Town and performing GIS analysis and cartographies for various plan elements, including land use, housing, economic development, transportation, and natural, cultural, and historic resources, to help inform the implementation strategies. She assisted in executing an innovative and dynamic public engagement process consisting of stakeholder interviews, community workshops, and extensive media campaigns through a project website and interactive online communication forum MindMixer.

## Dave Head

### Transportation



**Dave is a Senior Project Engineer with VHB. His work focuses on project management with a focus on bicycle and pedestrian related projects. He has an extensive background in transportation with over 20 years of planning and engineering experience. Some of his past experience includes being the State of CT Bicycle and Pedestrian coordinator, managing the office of intermodal planning and overseeing up to forty planning studies of varying complexities. Dave is an accomplished public speaker and is able to relay technical material in a way that the general public can grasp and understand easily.**

*22 years of professional experience*

#### Education

BS, Civil Engineering,  
University of Hartford, 1992

#### **CTDOT Enhancement Program Liaison Consultant**

As part of VHB's Liaison Consultant team to support the CTDOT Local Roads Section, Dave performs a wide-range of tasks including assisting the Department in the selection of new enhancement projects, performing preliminary through final design reviews, and preliminary and final design of enhancement projects. Enhancement projects include bikeways, riverwalks, urban park redevelopment, roadway, streetscape and landscape improvements, lighthouse and historic building rehabilitation, among others. As liaison consultant, close coordination with CTDOT staff, municipalities, and other consultants is provided to expedite enhancement projects from the concept stage through to construction.

#### **Statewide Bicycle and Pedestrian Coordinator**

Prior to joining VHB, Dave was charged with implementing recommendations from the Statewide Bicycle Plan forward and communicating cyclists and pedestrians concerns to the Department. He communicated both orally and in writing with federal, state, regional, municipal, and local organizations, and as the Bike/Ped Coordinator he represented the Department to describe its role in bicycle and pedestrian initiatives to these organizations. The old bicycle map was not in a digital format, which made updating time consuming and not cost effective. To ensure that this map could be updated in a timely fashion the map was recreated in a digital format so that updates could be made by the same vendor as the tourist, motorcycle and farm maps, therefore saving money on printing costs.

#### **Connecticut Department of Transportation**

Prior to joining VHB in 2014, Dave worked for the Connecticut Department of Transportation in the Office of Policy and Strategic Planning, Intermodal Planning Unit, and provided overall transportation supervising. Tasks included Preparing multimodal transportation feasibility studies for all types of transportation.

#### **Putnam Bridge Multi-Use Trail Study, Wethersfield and Glastonbury, CT**

Prior to joining VHB, Dave worked on a feasibility study for multi-use trail connections in the Towns of Wethersfield and Glastonbury for the path being constructed across the Putnam Bridge. This path will provide the only missing crossing of the Connecticut River for non-motorized users. The anticipated design and construction cost will be in the range of 3-5 million dollars with significant environmental permitting to be anticipated.

#### **Burnside Avenue Road Diet, East Hartford, CT**

Prior to joining VHB, Dave was instrumental in the Department decision to move forward with the design and future construction of a road diet on Burnside Ave in East Hartford. He worked closely with the Office of Traffic to determine the feasibility of a road diet implementation due to several bicycle fatalities on this stretch of road within a 12-month span. He consulted on the best practices for bike lanes, parking, bus pull-outs, and pedestrian amenities. The project is a signature project in Connecticut as it is the first Road Diet, and it will be the first striped bike lanes on a state road. The project will also have an educational component associated with the project for both cyclists and drivers alike.

## CRAIG R. SEYMOUR, MANAGING PRINCIPAL

### PROFESSIONAL PROFILE

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

### EDUCATION

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

### PROFESSIONAL AFFILIATIONS

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

### LICENSES

- Real Estate Broker
- Certified General Appraiser

### PROJECT EXPERIENCE

#### Military Base Redevelopment

##### **Economic Development**

Principal consultant to local redevelopment authorities for the creation of public benefit and economic development conveyance (EDC) applications at former military facilities in Connecticut, Texas, Tennessee, New Hampshire, California, Maine, Indiana, Illinois, Washington DC and Florida. Currently working on conveyance strategies with LRA's in upstate New York and the District of Columbia.

##### **Financial Analysis**

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

significant new public recreation infrastructure.

##### **Property Disposition Strategies**

Former real estate advisor to the U.S. Navy on the transfer of Naval facilities around the country that were scheduled for closure under BRAC. Responsibilities included the analysis of numerous EDC applications relative to their economic and market potential and their conformity to Section 2903 of 32CFR Parts 90 & 91 (Title XXIX, Publ, L. 103-421).

##### **Redevelopment Plans**

Served as project manager for the development of comprehensive reuse plans at several former Air Force, Navy, Army and Reserve facilities. Currently managing Reuse Planning efforts for surplus Navy properties in Rhode Island, an Army Reserve base in upstate New York, and an Air Force research facility in Arizona.

##### **Utility Studies**

Undertook a detailed utility systems study at a former Air Force base to analyze the feasibility of privatization or conversion to municipal ownership.

##### **Airports & Aviation Projects**

###### **Airport Business Plan**

Prepared a business plan for the conveyance of remaining federal property at the former Chanute Air Force Base in Rantoul, Illinois, which included the reversion of airport land originally acquired via Public Benefit Conveyance through the Federal Aviation Administration to fee simple for economic development purposes.

###### **Socioeconomic Impacts**

Conducted the analysis of the socioeconomic impacts related to proposed runway and terminal improvements at T.F. Green Airport in Warwick, Rhode Island and Philadelphia International Airport as part of the federal Environmental Impact Statement (EIS) process.

###### **Airport Economic Analysis**

Conducted an economic development analysis for Sanford Regional Airport in Sanford, Maine, Skyhaven Airport in Rochester, NH and an airport business plan for the Lewiston-Auburn Airport in Auburn, Maine.

**Aviation Impact Analysis**

Prepared an analysis of the impact on local residential real estate property values from potential runway expansions at Solberg-Hunterdon Airport in Readington, New Jersey and at Pittsfield Airport in Pittsfield, Massachusetts. Evaluated the impact of airport noise on housing values at Peachtree-DeKalb Airport in Atlanta, Georgia.

**Statewide Aviation System Master Plan**

Prepared a comprehensive analysis of the economic impacts of all New Hampshire's public use general aviation and commercial aviation airports for the Department of Transportation's Aviation Master Plan Update.

**Airport Economic Impact Methods**

Co-authored a FAA-sponsored study for the Transportation Research Board's Airport Cooperative Research Program entitled, *Airport Economic Impact Methods and Models: A Synthesis of Airport Practice*. This study presented leading-edge analysis of the methods used to analyze the economic impact of small and large airports across the country.

**Airport Surplus Real Estate Study**

Prepared a market study and development analysis for surplus land at the Lawrence Municipal Airport, Lawrence, Massachusetts.

**Airport Master Plan**

Provided economic and market support for the airport master plan for the former Brunswick Naval Air Station in Brunswick, Maine.

**Military Airfield Closure Plan**

Prepared economic development and BRAC property disposition planning services for over fifty military installations including Pease Air Force Base (NH), Loring Air Force Base (ME), Chanhute Air Force Base (IL), Willow Grove Naval Air Station (PA), Cecil Field (FL) and others.

**Real Estate Analysis & Evaluation****Development Studies**

Working with local land planners and engineers, analyzed the market potential for an historic building located on a prime riverfront parcel near downtown Jacksonville, Florida. The architecturally unique former industrial building could serve as a

catalyst for neighborhood revitalization, provided sufficient public and private investment could be rationalized.

**Downtown Revitalization**

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

**Appraisals**

Managed the valuation process for the acquisition of several properties by a major utility as part of an environmental mitigation plan triggered by an acquisition.

**Master Planning**

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

**Economic Development and Urban Revitalization Projects****Housing Market Research**

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

**Public Financing Strategies**

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

**Regional Economic Development**

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

**Waterfront Development**

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

**Port Planning**

Prepared a master plan for the New Hampshire Port Authority's industrial wharf facility in Portsmouth.

**Transportation****Socioeconomic Impacts**

Project manager for the socioeconomic components of the Environmental Impact Statement (EIS) process for major highway projects in Maine and New Hampshire. Oversaw analysis of the potential impacts on businesses in a rural downtown of a proposed by-pass around the village center.

**Market Analysis/Development Potential**

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

**Economic & Fiscal Impact Analysis****Economic Impact Studies**

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

**Environmental Impact Studies**

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

**Fiscal Impact Studies**

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

**Transit Oriented Development**

Managed a market and development analysis for conversion of the town's public works facility into a mixed used TOD development in Andover, Massachusetts.

**Tax Increment Financing**

Managed the evaluation, assessment and financial planning related to the use of tax increment financing (TIF) for downtown revitalization for the City of Quincy, Massachusetts including development of supporting data for bond underwriting.

Provide financial and fiscal analysis relating to tax-based funding for public investments in economic development for the City of Memphis, Tennessee. Projects include the redevelopment of the Memphis Pyramid into an iconic flagship retail outlet for Bass Pro Shops, redevelopment of the Memphis Fairgrounds and the lease-purchase of Redbirds Stadium in the City's historic downtown.

Provide on-going financial analytical support to the Commonwealth of Massachusetts, Executive Office of Administration and Finance (ANF) regarding the use of Infrastructure Investment Incentive program (I-Cubed) which utilizes net new tax sales and income revenues to support public bonding.

# LAWRENCE E. CRANOR JR, SENIOR PROJECT MANAGER

## PROFESSIONAL PROFILE

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

## EDUCATION

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

## PROFESSIONAL AFFILIATIONS

- Population Association of America
- New Hampshire Main Street

## PROJECT EXPERIENCE

### Downtown Redevelopment

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

### Housing Market Research

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

### Retail Market Studies

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

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

### Cultural Facilities Analysis

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

### Neighborhood Revitalization

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

### Convention/Cultural/Recreational Facilities

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

### Analysis of Proposed Retail and other Commercial Developments

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

## Jon Stabach, PE, LEED AP

Infrastructure



Jon is a Project Manager at VHB specializing in site/civil engineering and infrastructure assessment. His design experience includes low impact development and sustainable design, site planning and layout, earthwork analysis, stormwater management design, and pump station design.

*22 years of professional experience*

### Education

BS, Civil Engineering, University of Connecticut, 1993

### Registrations

Professional Engineer (Land Development) RI 2003

LEED Accredited Professional 2004

National Charrette Institute Charrette System™ Certificate 2007

### Affiliations/ Memberships

American Society of Civil Engineers

Urban Land Institute, New England Chapter, Associate Sustaining

### Naval Station Newport Surplus Property Reuse Planning, Newport/Middletown, RI

Jon was the Senior Project Engineer for the infrastructure assessment and conceptual infrastructure plans for the alternative reuse plans developed for the four sites that were identified in the base closure and realignment (BRAC) process for the Naval Station Newport (NAVSTA Newport). The analysis included a determination of potential offsite utility improvements.

### International Yacht Restoration Center, Newport, RI

Jon was Project Manager for design and permitting of an historic restoration project. The design included low impact development (LID) techniques for stormwater management including rain gardens and a crushed shell parking area. The project was successfully permitting with the City of Newport and the Coastal Resource Management Council.

### Slatersville Mill Complex Residential Redevelopment, Smithfield, RI

As Senior Project Engineer, Jon was responsible for the design and construction administration for a submersible duplex sanitary lift station as part of engineering consultation and design services to develop the 130-year old former Slatersville Mill complex. This Brownfields project was to turn the 31-acre industrial site into an apartment complex with 228 apartments, a health club, and an extension of the town's library system.

### Phillipsdale Landing, East Providence, RI

Jon was Project Manager/Senior Project Engineer for the site design and permitting for a mixed-use historic mill complex redevelopment with 240 loft style residential units, 38,500 square feet of commercial space, and a 173-seat restaurant. The project included a combination of low impact development (LID) systems, including rain gardens, tree planters, vegetated filter strips, vegetated planters, and irrigation cisterns. A 700-foot section of the Coastal Resource Management Council's Urban Coastal Greenway pathway system was included in the design. Jon also evaluated reuse of an existing dry pit sanitary lift station.

### FM Global Corporate Offices Relocation, Johnston, RI

Jon is the Project Manager for a project to reposition the former offices of FM Global in Johnston, Rhode Island. This 330,000-square-foot office building will be renovated as a multi-tenant office building with two new main entrances, parking expansion and improvements, a new site perimeter road, and sustainability improvements to enhance stormwater quality and enhance the surrounding natural environment. Jon was responsible for overseeing the site plan permit approval process with the Town of Johnston, Narragansett Bay Commission, Providence Water Supply Board, and the Rhode Island Department of Environmental Management (RIDEM).

### Glen Manor House Master Plan and Elmhurst School Demolition, Portsmouth, RI

Jon is the Project Manager responsible for the preparation of demolition plans for the Elmhurst School that is attached to the Glen Manor House. Originally constructed in 1923, Glen Manor House is a reception facility for special functions such as weddings, corporate meetings, events, and private gatherings. The project included the preparation of the master plan for public gardens that will inhabit the area currently occupied by the school.

## Tom Wholley

Air and Noise



### Education

BS, Civil Engineering, Lowell Technological Institute (now University of Massachusetts Lowell), 1972

### Affiliations/ Memberships

American Society of Civil Engineers, Boston, Elmer A. Sperry Board of Awards, 1990

**Tom is a Senior Air and Noise Quality Engineer with four decades of experience in all aspects of mobile source emissions and noise analyses. Prior to joining VHB, Tom was the Senior Environmental Engineer for the EPA Region 1 where he was responsible for implementing EPA's air quality and noise mobile source policies and coordinating mobile source issues with the public, and local, state, and federal agencies.**

**Tom has extensive experience in the Federal Highway Administration's modeling and noise monitoring procedures, including the Traffic Noise Model. He is also familiar with the Federal Transit Administration's transit noise procedures. Mr. Wholley is currently a member of the Transportation Research Board's Committee on Transportation-Related Noise and Vibration (ADC40). His experience includes the evaluation and design of highway noise barriers and the conducting of meetings for the public participation process for public and private clients.**

*43 years of professional experience*

### MassDOT, On-Call Noise Services, MA

For the Massachusetts Department of Transportation (MassDOT), Mr. Wholley has managed the preparation of highway noise analyses for several Type I and II (addressing noise issues along existing highways) locations to determine if these areas meet MassDOT's and FHWA's noise guidelines. This work has included conducting noise monitoring, noise analyses (TNM), noise barrier design, public meetings to involve the citizens in the design process, and construction services. VHB has prepared special noise reports to assist MassDOT in responding to highway noise complaints from the public. VHB is currently assisting MassDOT in the updating of the Highway Noise Abatement Policy in responses to FHWA's 2010 Noise Policy. VHB has prepared a Noise Notebook reference document that provides a layperson's discussion of noise principles, a description of MassDOT's Type I and II noise policy, a list of common noise questions and answers, a key map for existing noise barrier locations, and an updated Type II list of the locations in the Massachusetts Noise Study.

### Noise Quality Environmental Assessments (EA) / Environmental Impact Statements (EIS)

Mr. Wholley has participated in numerous environmental assessment activities assessing noise impacts for major transportation projects as part of permitting efforts related to National Environmental Policy Act (NEPA) regulations for a diverse range of transportation projects. Many of these projects have required noise modeling efforts. A representative sample includes:

- I-93 Interchange and Transportation Center Project, Woburn, Massachusetts
- Restoration of Transit Service, Fall River and New Bedford, Massachusetts (MassDOT)
- Restoration of Transit Service, Boston to Portland, Maine (MassDOT/MBTA)
- North Point Transit Station Relocation, Boston, Massachusetts
- Green Line Extension, Medford Massachusetts (MBTA)
- I-93 Interchange and Transportation Center Project, Woburn, Massachusetts (MassDOT)
- Restoration of Transit Service, Fall River and New Bedford, Massachusetts (MassDOT)
- Spaulding Turnpike, Portsmouth, New Hampshire (NH DOT)
- I-93 Widening for 17 miles, Salem, New Hampshire (NH DOT)
- I-84 Widening for 14 miles, Waterbury, Connecticut (ConnDOT)
- West Haven Orange, Transit Improvements, West Haven, Connecticut
- Route 7, Milford, Connecticut
- I-84 Widening for 14 miles, Waterbury, Connecticut (ConnDOT)
- Evaluation of Intelligent Transportation Systems on I-95, Bridgeport, Connecticut (ConnDOT)
- Route 99 Extension, Woonsocket, Rhode Island (RIDOT)
- Route 100 By Pass, Wilmington, Vermont (VTrans)
- Extension of Transit Service, Portland to Brunswick, Maine (MaineDOT)
- Historic Jamestown Master Plan, Virginia

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## Fee

Our total fee for providing services to the Town is \$248,000, with a breakdown of tasks shown below. The estimate is based on our initial understanding of the scope and level of effort as described in the RFP. VHB would be happy to meet with you to discuss our assumptions in preparing this preliminary budget and make any necessary scope and fee adjustments to meet budgetary requirements.

TASK	FEE
1 Project Initiation and Administration	\$ 27,000
2 Stakeholder and Public Involvement	\$ 68,000
3 Data Collection, Inventory and Mapping	\$ 28,000
4 Survey/Interview Key Stakeholders	\$ 7,000
5 Conflict/Compatibility Analysis	\$ 43,000
6 Conflict Resolution Strategies	\$ 20,000
7 Prepare Study Report	\$ 45,000
Subtotal Fee	\$ 238,000
Expenses	\$ 10,000
<b>TOTAL FEE</b>	<b>\$ 248,000</b>



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