

Proposal for Consulting Services

**Town of Hingham
Comprehensive Master Plan**

December 20, 2018

Submitted to:
Mary Savage-Dunham
Director of Community Planning
Hingham Town Hall, Second Floor
210 Central Street
Hingham, MA 02043

Submitted by:
Barrett Planning Group LLC



In association with:
Horsley Witten Group
Community Circle
Martha Lyon Landscape Architecture LLC
BETA Group



December 20, 2018

Mary Savage-Dunham
Director of Community Planning
Hingham Town Hall, Second Floor
210 Central Street
Hingham, MA 02043

Reference: Comprehensive Master Plan Proposal

Dear Ms. Savage-Dunham,

Barrett Planning Group LLC is very pleased to submit this proposal to prepare a Comprehensive Master Plan for the Town of Hingham. For this engagement, we will team with Horsley Witten Group, led by Nathan Kelly, AICP; Community Circle/Daphne Politis, AICP; Martha Lyon Landscape Architecture LLC/Martha Lyon, ASLA; and BETA Group, led by Jeff Maxtutis. Our team is comprised of seasoned professionals with considerable expertise and a history of working together.

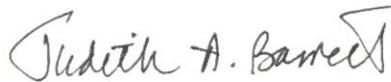
I am a planner with 30 years of experience in planning and community development. Though usually associated with zoning and affordable housing, I have a varied background with projects ranging from technical assistance and town organizational studies to major economic development initiatives, negotiating development agreements, and strategic planning. I have worked for small hamlets in Berkshire County and major cities like Boston, Pittsburgh, and Orlando. Early in my career, I served as Plymouth's community development director. Recently I returned to Plymouth for a year to help a small non-profit economic development organization build more capacity. In 2017, after many years of working for other firms, I established my own planning practice and have deeply enjoyed building on my previous accomplishments. As for my familiarity with Hingham, ten years ago I worked with the former Hingham Housing Partnership to evaluate options for organizing a municipal housing trust (which was subsequently established by Town Meeting). Thereafter, I helped the new Housing Trust secure other consulting support for a local initiative housing development. I have also lived in another coastal town on the South Shore since 1977, so I am familiar with Hingham as well as the larger region south of Boston.

During my time in New England planning, I have participated in completing 24 master plans and served as the lead for most of these projects. Daphne Politis and Nathan Kelly have comparable master plan experience. My firm and our team have the necessary resources to complete the proposed work program within the schedule described in our proposal. We will provide high-quality products of lasting value to the Town. Our goal is to help Hingham

continue to thrive as it evolves and changes over the next decade. As the organizational chart in my proposal indicates, I will serve as project manager for the Hingham Comprehensive Master Plan and in that capacity, I will coordinate the work of my team. Community Circle will lead the community engagement process and community facilities and services element. Horsley Witten Group will take primary responsibility for the sustainability, natural resources, water and energy element as well as the open space and recreation element. We will work collaboratively on land use. Transportation will be led by Jeff Maxtutis, AICP, from BETA. Martha Lyon is responsible for the cultural and historic resources element. I will direct the housing and economic development elements and the Comprehensive Master Plan implementation program. These are all roles we have performed many times in a variety of other towns.

We look forward to speaking with you in greater detail about our approach and plan of services. As principal of my firm, I have authority to bind us to a contract with the Town of Hingham. If you have any questions or need additional information, please do not hesitate to contact me at (781) 934-0073 or by email at judi@barrettplanningllc.com.

Sincerely,



Judith A. (Judi) Barrett
Principal



Table of Contents

OVERVIEW.....	1
Core Leadership Team	2
APPROACH AND SCOPE OF SERVICES	4
Getting Started/Mobilization.....	4
■ <i>Kickoff and Town tour</i>	4
■ <i>Existing plans and data</i>	4
■ <i>Work plan, project schedule, and community engagement plan</i>	5
Core Element Assessments: Inventory, Existing Conditions, Trends	5
■ <i>Economic development</i>	5
■ <i>Housing</i>	6
■ <i>Land use</i>	6
■ <i>Historic and cultural resource areas</i>	7
■ <i>Open space and recreation</i>	7
■ <i>Public services and facilities</i>	8
■ <i>Transportation and circulation</i>	9
■ <i>Sustainability, natural resources, water, and energy</i>	9
Comprehensive Master Plan.....	11
■ <i>Recommendations and Implementation Program</i>	11
■ <i>Draft plan</i>	12
■ <i>Final plan</i>	12
Community Engagement	12
Summary of Deliverables.....	14
ESTIMATED PROJECT SCHEDULE	16
PROJECT ORGANIZATION.....	17
REFERENCES	18
LINKS TO SAMPLE PLANNING PROJECTS	19
QUALIFICATIONS	20



OVERVIEW

Barrett Planning Group is pleased to submit this proposal to assist the Town of Hingham with a Comprehensive Master Plan. We bring 30 years of planning, land use, and housing policy experience to this engagement. Given the scope of work outlined in the Town's Request for Proposals (RFP), we believe our team is ideally qualified to serve you. We offer several important advantages:

- Recognized expertise in land use and zoning, community engagement, and implementation planning. Our team includes the most sought-after zoning consultants in Massachusetts.
- Hands-on experience with all aspects of comprehensive planning – both as consultants and municipal planning staff. Our background in comprehensive planning includes working knowledge of the implementation process because we have had actual plan implementation experience.
- Extensive experience with municipal planning and policy analysis, particularly in New England cities and towns.
- High comfort level working with professional staff, boards and commissions, the general public, and developers.
- Talented, customized approach to community engagement – a skill set for which our team is particularly well-known.
- Extraordinary depth of knowledge about Eastern Massachusetts market conditions and development trends.
- Planners with top-notch skills in demographic studies, economic analysis, and Geographic Information System (GIS) technology.
- We are practical, honest, and responsive consultants.
- We do not write “boilerplate” master plans.

BPG has assembled an impressive team of consultants for this engagement. We bring extensive experience and a proven record of accomplishments with municipal planning, zoning, economic development, housing, open space and resource protection, transportation planning, historic preservation, and community engagement. All of us have worked on many master plan projects and several of us have worked in communities with active waterfront development. Below is a brief overview of our core leadership team. More information about our team members and our firms can be found at the end of this proposal.



CORE LEADERSHIP TEAM



Judi Barrett, principal of **Barrett Planning Group LLC**, is a veteran planner and community development professional with 30 years of experience in state and local government and the private sector, mainly in New England. She has prepared numerous municipal comprehensive plans, neighborhood revitalization plans, zoning ordinances and bylaws, and housing plans, and she is highly respected for her work in socioeconomic and fiscal impact analysis. Judi is known nationally for her work in inclusionary zoning. As a consultant for the Massachusetts Housing Partnership (MHP) Chapter 40B Technical Assistance Program, Judi has worked with Boards of Appeal throughout the state. She is the principal author of MHP's *Chapter 40B Handbook for Zoning Boards of Appeal* (2017) and a frequent trainer of city and town boards and staff. She has led planning, zoning, economic development, and fair housing sessions at the American Planning Association National Conference for the last several years and organized land use and economic development programs from regional and statewide conferences. Her most recent master plan completion is the Littleton Master Plan (2017), and she continues to serve Littleton with implementation support. She is currently leading an update of Bridgewater's 2002 Master Plan, managing a "phase one" master plan process for the Town of Sterling, and working with Community Circle (below) on a master plan update for Derry, NH.



Horsley Witten (HW) Group is a small business, full-service planning, design, and engineering firm based in Sandwich, Massachusetts, with satellite offices in Boston, Providence, and Exeter, NH. The firm was incorporated in 1988 and consists of a professional staff of over 50 land use planners, engineers, scientists, graphics designers, and landscape architects. Nathan Kelly, AICP, Principal, has 20 years of professional experience and is well known throughout New England as an expert in sustainability, natural resource protection, and planning and zoning. As one of the main authors of the Massachusetts Smart Growth/Smart Energy Toolkit, Nathan has led planning and zoning engagements for more than 50 New England cities and towns. He provides training and technical assistance to municipal planners in a wide range of interest areas, e.g., regulating design, parking strategies, food systems planning, zoning for renewable energy, and effective community engagement. Nathan is certified in the National Charrette Institute (NCI) Charrette System™ and Charrette Management and Facilitation™ Certificate Training. Nathan and Judi Barrett worked together on master plans for Easton and Shrewsbury, MA, and they are currently finishing a housing plan for Hanson, MA.



Daphne Politis, AICP, is Principal of **Community Circle**, a certified women-owned business founded in 1994. Daphne has designed and led community education and engagement processes for over two dozen municipalities, subsequently developing implementation and action plans for most of them. Her expertise is in creating forums for meaningful conversation and for forming consensus in order to build a strong foundation for implementing desired a community's desired future. Her projects range from master planning in suburban and urban environments to downtown revitalization to institutional programming. Daphne has conducted outreach to a variety of ethnic and minority groups in a number of communities and is committed to the additional effort needed to engage "hard to reach" populations (e.g. identifying representatives of such groups, using multi-lingual materials,



holding meetings in settings where people feel comfortable, etc.). She has also conducted several workshops in English and Spanish (e.g., Methuen, Lawrence, New Bedford, and Acton) and has worked with Portuguese interpreters in other communities (Acton and Framingham). She has conducted focus groups with the Chinese and Indian community in Acton and worked closely with the Asian community in Boston's Chinatown. Daphne has a working knowledge of Spanish and is fluent in English and Greek. Daphne and Judi Barrett are currently working together on the master plan for Derry, NH and a housing study for Somerville, MA. They just completed a comprehensive zoning revision for Southbridge, MA.



Jeff Maxtutis, Senior Transportation Planner with **BETA**, has over 30 years of experience working with cities and towns, state agencies, and private clients. He has managed many traffic and transportation studies throughout his career. Jeff completed master planning projects for Milton, Fall River, Holden, Melrose, Northfield, Rockport, Salem, and Southbridge, MA; Amherst and Derry NH; Buckland and Greenwich, CT; Kittery, ME; and for several universities as well as the Golden Gate Park Master Plan in San Francisco. He has extensive knowledge of traffic calming, Safe Routes to Schools, road safety audits, and Complete Streets programs. Jeff has worked extensively with municipalities to improve pedestrian and bicycle access. He is currently working on the master plan team in Derry.

Martha Lyon Landscape Architecture, LLC is a certified woman-owned business led by Martha Lyon, ASLA. Martha offers design, historic preservation and planning services to clients throughout New England and New York State. Her firm specializes in the treatment of historic landscapes, and since its founding, has completed over 170 such projects. Included in these are work for the Emily Dickinson Homestead, (Amherst, MA), Winthrop Street Cemetery, Town Green and Lopes Square (Provincetown, MA), Maple Street Cemetery and Veterans' Memorial Park (Adams, MA), North Park (Fall River, MA), Pine Grove Cemetery, Valley Cemetery and Stark Park (Manchester, NH), and the historic Warren and Polly Hull House (Lancaster, NY). Her clients have included state and municipal governments as well as nonprofit organizations. Martha is working on the Derry, NH master plan and other projects with Community Circle as well as other members of the Hingham consulting team.

APPROACH AND SCOPE OF SERVICES

The Barrett Planning Team is excited about the opportunity to help Hingham prepare the Comprehensive Master Plan. We will work closely with the Master Plan Committee and Planning Director, and we look forward to leadership from the Planning Board and others. Ultimately, the Comprehensive Master Plan should be designed to address Hingham’s needs for at least the next decade. Toward that end, we will deliver a Comprehensive Master Plan that is supported by a credible, trusted community engagement effort. Our approach to planning encourages an inclusive process of envisioning, fact-finding, deliberation, and making informed community choices. Through this process, the community will participate in identifying policies and action strategies for each element of the Comprehensive Master Plan. More importantly, the process will define a clear vision for how the separate elements come together across Hingham’s social, economic, and ecological landscape. The future land use plan – the heart of every master plan – should represent a synthesis of the individual assessments, goals, and action strategies generated for each element of the plan. On a town-wide scale, the future land use plan will identify in a broad sense the areas of conservation, preservation, and development.

Hingham’s Request for Proposals (RFP) anticipates a year-long effort to update the 2001 Master Plan, working from the existing base of Master Plan Goals adopted in 2017. The first phase of our work is essentially reconnaissance and assessment: gathering information to understand and assess where Hingham is today in terms of its economy, infrastructure, and environmental quality, and the Town’s policies for managing growth and change, notably zoning. The second phase (which is partially parallel to the first) involves community visioning and weighing trade-offs, followed by implementation planning and completion of the Comprehensive Master Plan. With these broad outcomes in mind, Barrett Planning Group proposes a plan of services with the following components and timeline.

GETTING STARTED/MOBILIZATION

■ Kickoff and Town tour

Every master plan engagement begins with a kickoff meeting for the consultants, Town staff, and project steering committee to refine the project schedule, discuss and agree upon the major planning process components and target dates, clarify project coordination, communication, and administrative matters, and begin to identify key issues the planning process will need to address. Toward these ends, the Barrett Planning Team will prepare for and attend a kickoff meeting in Hingham, followed by a tour of the town (ideally on the same day). While Judi Barrett has worked in Hingham before and she knows the town fairly well, both professionally and as a South Shore resident, there is no substitute for the local knowledge of the planning committee and Town staff. Our entire team will want to hear from you!

■ Existing plans and data

At an early point in the process, the Barrett Planning Team will need to review existing, available plans and studies that the Town has on file and identify new or updated data that we will need from various Town departments. We will appreciate assistance from the Community Planning Department to make initial contact with Town staff and help us collect the information we need. As part of the plan review phase, the Barrett Planning Team will seek input from Town staff and

others about the status of implementing the recommendations in Hingham's previous Master Plan. In general, this mobilization task will be very important for all of our work with Hingham. As the Town's RFP makes clear, Hingham has several plans, studies, and reports that we will be able to draw from to develop the Comprehensive Master Plan. We want to build on any available planning products that can help to make our work for Hingham as efficient and productive as possible. Taking the time at this juncture to review those plans, confirm their continued relevance, and confirm the information on which they are based will help to minimize duplication of effort. It also will help us verify that what has been done in the recent past remains relevant to the Comprehensive Master Plan.

■ **Work plan, project schedule, and community engagement plan**

Barrett Planning will work with the Community Planning Department to create a detailed work plan, schedule for each major project phase and the project as a whole, and a community engagement plan. These tasks should be addressed as part of the project kickoff process. More information about our approach to community engagement can be found on page 11.

CORE ELEMENT ASSESSMENTS: INVENTORY, EXISTING CONDITIONS, TRENDS

The Core Element Assessments consist of an existing conditions inventory and basic trends analysis for each element of the master plan. Together, they make up what we call our Inventory and Existing Conditions Report, the first major deliverable we submit to the Town. It will provide a foundation for the elements of Hingham's Comprehensive Master Plan. Below is a summary of our approach to gathering and analyzing existing conditions and trends data. Although the ultimate product of this effort may be a relatively brief document, it needs to be comprehensive enough to support the eventual master plan implementation program. Steps to engage the Hingham community in this and other phases of the work plan are all addressed in the section entitled Community Engagement, below.

■ **Economic development**

Working with information from the Town, other agencies, and a variety of public and proprietary data sources, Barrett Planning will evaluate the potential for (and constraints to) economic development, considering local and regional employment base trends, available sites, surrounding land uses, and the "fit" between labor force characteristics and the employment base. We will work closely with the Community Planning Department and others to identify beneficial and practical economic enhancement strategies. This element will analyze and incorporate the following information in written, tabular, and graphics formats:

- General economic indicators such as population, comparative education levels, per capita income, existing labor market and laborshed, unemployment, tax base growth, and real estate sales trends;
- Basic and non-basic components of the economy;
- Employment base analysis: growth and change in local employment over time, industry strengths and weaknesses, and trends in Hingham compared with the surrounding region;
- Regional and state economic trends and initiatives;

- Existing land and building space available for economic development and the best-suited businesses to these properties considering compatibility with adjacent uses;
- Adequacy of existing infrastructure and potential for expansion;
- Impact of state and other public and non-profit facilities, institutions, and lands;
- Impact of local regulations and policies on various types of economic development;
- Local capacity to carry out economic development.

Primary Responsibility: Barrett Planning Group

■ **Housing**

For this element of the plan, Barrett Planning will review Hingham's current housing inventory, development characteristics, and residential development trends, and the most innovative techniques ("best practices") being used regionally and throughout the Northeast to meet the needs of a variety of households at all market levels. Ultimately, the housing element will provide the following content in written, tabular, and graphics formats:

- General housing and household trends, household and family incomes, tenure, housing age, and housing costs;
- Residential development trends under existing zoning and through the use of Chapter 40B comprehensive permits;
- Existing and future housing needs, considering the Town's housing stock and zoning requirements, along with regional demographic and development trends;
- Hingham's "age-friendly" readiness;
- Existing affordable and fair housing policies and implementation framework;
- Zoning and non-regulatory barriers and opportunities to meet housing needs, preserve neighborhood character, and achieve other master plan goals;
- Local capacity for housing planning, policy, and implementation.

Primary Responsibility: Barrett Planning Group

■ **Land use**

The Barrett Planning Team will inventory and analyze existing land uses, development and redevelopment trends, and key characteristics of the built environment in Hingham. We will supplement these assessments with aerial photographs, Geographic Information System (GIS) maps, previous land use evaluations, and the natural resource inventories assembled for the Sustainability, Natural Resources, Water and Energy element (which we will work on concurrently with the Land Use element). Using GIS and other available resources, our team will analyze Hingham's future possibilities under existing zoning and estimate how population, housing, and commercial development will affect different parts of the Town. Central to this

assessment will be our review of Hingham's zoning and other development regulations, and where opportunities exist for new development and redevelopment of established built assets. As Hingham already recognizes, redevelopment and repurposing of existing uses is as important as new development for anticipating the impact of growth and change. We will provide the following information and assessments in written, tabular, and graphics formats:

- Analysis of existing land use data (using assessor's parcel data and orthophotos) and existing land use patterns;
- Analysis of the influence of natural features, transportation systems, and other regional factors on Hingham's history of growth and change;
- Review and evaluation of Hingham's existing zoning bylaw, including an assessment of current zoning/housing reform legislation and its potential impact on the Town;
- Maps of existing conditions, making note of changes that are likely to occur due to redevelopment;
- Assessment of local planning and regulatory capacity.

Primary Responsibility: Barrett Planning, Horsley Witten Group

■ **Historic and cultural resource areas**

Historic and cultural resource areas can be thought of as a functional system that needs to be maintained as an intact whole in order to sustain the viability of any one element for the future. To understand and protect Hingham's "cultural ecosystem," we will inventory and map its historically significant areas, buildings, structures and objects, and map out the landscape that unites them. To accomplish this task, we will utilize existing, available data and records from the Town, the Massachusetts Historical Commission's MACRIS database, the State Register of Historic Places, and other available sources. We will also gather historic maps and overlay them with current maps of the Town, and work with local partners to understand the historic patterns of development that created Hingham and give it a rich sense of place.

Primary Responsibility: Martha Lyon Landscape Architecture LLC

■ **Open space and recreation**

Building on the recent data and policies generated by Hingham's Open Space and Recreation Plan update, the Barrett Planning Team will work to understand current patterns of open space and evaluate how well the Town is succeeding in protecting its natural and cultural resources. We will identify additional lands needed to protect Hingham's water supply and coordinate surface water and aquifer protection efforts with future water needs. We will define gaps in the conservation of wildlife habitats and corridors, farmland and other natural resources that may be threatened by development.

The Open Space and Recreation element will identify the recreational system that needs to be protected, enhanced, and maintained in order to provide for Hingham's current and future recreational needs. We will begin by mapping out existing parks, ball fields and other recreation

areas and working with the public to identify additional needs. We will identify potential locations for additional recreational fields and other desired facilities. We will also think about how people get to these sites – by foot, bike and car – and identify bike routes, off-road paths, hiking trails, and even sidewalk networks that residents use for recreation. Finally, we will work with residents to map out a future recreational system that connects every neighborhood, parks, ball fields and conservation areas with a network of bike paths and pedestrian routes. This element will present and analyze the following information in written, tabular, and graphics formats:

- Inventory and description of existing open space and outdoor recreation resources;
- Utilization of Hingham’s existing open space and outdoor recreation areas, e.g., analysis of data from the recreation department and other sources;
- Assessment of community and neighborhood-level open space and outdoor recreation gaps;
- Opportunities to protect additional open space and develop (or redevelop) outdoor recreation facilities.
- Local policy, program, and implementation capacity.

Primary Responsibility: Horsley Witten Group

■ **Public services and facilities**

The Barrett Planning Team will work closely with Hingham’s department heads and staff to inventory municipal and school facilities and prepare estimates of existing and future need, considering current conditions and development and demographic trends. For this element, we will review the town’s Capital Improvements Plan (CIP), conduct public facility site visits, and interview Town departments, the Advisory Committee, other Town boards, and community organizations that routinely use public buildings to assess the adequacy and effectiveness of existing programs and facilities as well as anticipated future needs. We also will review potential buildings and lands that may be used to fill these needs. This element will contain an inventory and needs assessments in written, tabular, and graphics formats in order to consider the following:

- Inventory of existing public facilities and community services provided by the Town;
- Location, land uses, and populations served by various facilities and services;
- Frequency of use (if applicable and subject to available data);
- Sustainability policies and programs currently in place in public buildings and other Town facilities;
- Use of technology throughout Town government;
- Major deficiencies in meeting current demands for services, including adequacy of meeting spaces in a variety of sizes and status of compliance with the Americans with Disabilities Act (ADA) of 1990, as amended.

Primary Responsibility: Community Circle

■ **Transportation and circulation**

Much like Land Use, the Transportation and Circulation element is intertwined with all other elements of a master plan. A well-designed, balanced transportation system is a key contributor to a community's quality of life and it has an indelible impact on the location and intensity of residential, commercial, and industrial development. The Barrett Planning Team will assess the unique strengths and weaknesses of Hingham's transportation system, including policies (where applicable) to reduce auto-dependency. We will review information available from the Town, MAPC, and MassDOT, such as trends in traffic volumes, crash data, and planned roadway, pedestrian, and bicycle improvements, and public transportation use. This element will contain existing conditions and needs assessments in written, tabular, and graphics formats in order to consider the following:

- Written assessment of existing transportation conditions including a summary of existing deficiencies and conflicts;
- Maps of roadway functional classification, transit, pedestrian and bicycle facilities, as well as existing average daily traffic volumes;
- Connections to the regional transportation system;
- Identification of parking issues.

Primary Responsibility: BETA

■ **Sustainability, natural resources, water, and energy**

Hingham's land, freshwater, and coastal environs play an essential role in maintaining clean air and water, providing for local food production, and supporting wild plant and animal communities. Fields, forests, neighborhoods, the harbor and other coastal locations, and the town center support a rich quality of life. The Barrett Planning Team will help to define how Hingham's diverse natural resources work together to create the rich landscape beloved by residents. For each type of resource, we will define both its location and extent as well as the larger pattern of connections that link these resources together into larger functional systems. Understanding and preserving these functional systems is essential to sustaining Hingham's unique landscape over the long term. Toward that end, we will inventory significant natural resource attributes and constraints within the Town and surrounding region, and evaluate policies and strategies to protect and manage them.

Since water resources are fundamental to both natural ecosystems and water supplies, we will begin by mapping out and evaluating coastal and inland water resources. In doing so, we will work as much as possible with the well thought-out, documented resources inventory in Hingham's Open Space and Recreation Plan and the in-progress Municipal Vulnerability Preparedness plan. Our review will consider, at least:

- The capacity of Hingham’s existing and proposed drinking water supplies to meet present and projected future demands, and policies and strategies for water supply protection, drought management, and water conservation;
- Policies, regulations, and programs to protect surface water and groundwater quality;
- Wastewater disposal, both capacity of public sewer areas and water quality considerations in non-sewered areas;
- Wetlands protection;
- Flood hazards;
- Special water quality and water protection issues that apply in the Areas of Critical Environmental Concern (ACEC).

Ecosystem resources will be explored using a variety of data and assessments available from the Massachusetts Geographic Information System (Mass GIS) and other sources, such as:

- Bedrock and surficial geology and soils;
- Vegetation, including native species and invasives;
- Wildlife habitat and movement corridors;
- Biodiversity and Natural Heritage Resources as defined by BioMap2, CAPS and other assessment tools.

Further, we will inventory and evaluate Hingham’s sustainability programs and policies for encouraging use of renewable energy, promoting energy efficiency and energy conservation, promoting and supporting green/innovative industries; and dealing with climate change. Some of these tasks will logically relate to the Community Services & Facilities element and will be coordinated with work on that section of the plan, but “sustainability” is a broad topic and its scope for Hingham needs to be confirmed:

- Define and clarify how Hingham’s Comprehensive Master Plan should address the three “e’s” of sustainability: the environment, economy, and social equity, and formulate policies accordingly.
- Operating costs, preventive maintenance policies and practices, asset management policies, and capital improvements plan (CIP), as applicable;
- Sustainability policies and programs currently in place in public buildings and other Town facilities;
- Integration of sustainability within various municipal strategic planning efforts, such as strategic planning in the schools and library, and use of technology across Town departments



- Integration of sustainability into local economic development planning, e.g., efforts to promote a green economy in Hingham;
- Public and private energy conservation and use of renewables; and
- Low-impact development policies.

Finally, our team will look at other related natural resource systems that are of particular importance to human health and quality of life, including:

- Farmland and food systems;
- Prevention of air, noise and light pollution, with a focus on potential mitigation measures;
- Other environmental concerns and issues.

Primary responsibility: Horsley Witten Group

COMPREHENSIVE MASTER PLAN

The Barrett Planning Team will conduct the following tasks in order to complete the Comprehensive Master Plan. Primary responsibility for each element will remain with the team members who conducted the Core Assessment tasks.

■ Recommendations and Implementation Program

Barrett Planning will review the implementation program in the last master plan and, with assistance from staff, the steering committee, and participants in our Topic Area Assessments (see below), we will identify actions already completed, actions ongoing or currently underway, and actions not taken by the Town. The goal of this process will be to:

- Determine the continued relevance of actions that have not gone forward;
- Identify barriers to the actions that remain relevant and unaddressed, and identify strategies to reduce or remove those barriers.

For each major recommendation developed in response to the needs assessment, we will identify and propose:

- Staff or boards with lead responsibility;
- A schedule or priority ranking,
- An order-of-magnitude cost estimate for actions requiring new expenditures (recurring or non-recurring), or capital investments, together with a list of local or non-local funding sources,
- Statutory requirements that need to be met in order to complete the action item.

- An evaluation plan for periodically reviewing the Comprehensive Master Plan's major recommendations and making interim changes to the Implementation Program, as appropriate, until the next Comprehensive Master Plan Update. An evaluation plan is a key ingredient for keeping a master plan "alive" – that is, a plan that does not "end up on the shelf." Master plans need to be thought of as living documents, and there needs to be a way to assess progress, accomplishments, and barriers as implementation proceeds. There also needs to be a framework for amending the Comprehensive Master Plan (prior to the next update) as circumstances arise that could not be foreseen when the plan was completed.

■ Draft plan

The Barrett Planning Team will produce a Draft Comprehensive Master Plan for local review and feedback. This two-part plan will include the vision and goals, key ideas, issues, and proposed actions in a concise, visually pleasing format – the Executive Summary – and the full plan, comprised of edited versions of the Core Element assessments, data, statistical analysis and other documentation. The Draft Comprehensive Master Plan Executive Summary will be distributed broadly online and to community organizations through email lists and other means. The complete Draft comprehensive Master Plan will be available for download from the project web page and a hard copy will be placed on file at the Town Hall and Hingham Public Library. In addition, a display board map with major recommendations will be available for inspection in a public location.

Primary Responsibility: Barrett Planning Group

■ Final plan

Following a public hearing to present the draft plan and receive comments on it, the Barrett Planning Team will produce the final Comprehensive Master Plan. The written plan will follow the format of the Draft Plan. We assume the Planning Board will conduct the public hearing given the importance of its role under G.L. c. 41, § 81D, but we have seen master plan hearings handled in a variety of ways, e.g., the Master Plan Committee or another town board or, sometimes, a citizens group. We can discuss the Town's preferences about the hearing process at the kickoff meeting or at a later phase of the project.

COMMUNITY ENGAGEMENT

In our experience, an effective public participation plan promotes collaboration, dialogue, and interaction among residents. Communities have different customs and ways of conducting the work of local government, so the public participation plan needs to be designed in partnership with those who will play a key role in promoting the Comprehensive Master Plan. Town officials and staff, local boards and committees, business leaders, conservation and recreation groups, neighborhood leaders, developers, and others will play a crucial role in building interest in the master plan process. These local organizers are essential to the success of any public participation event because their "buy-in" establishes credibility and reinforces the importance of community involvement. A process that makes information available and easily accessible, welcomes people to participate, and makes participation as "user friendly" as possible will go far to make the Comprehensive Master Plan a positive experience for everyone.

Following initial discussions with the Master Plan Committee, we will develop an outreach program to facilitate broad-based public participation from a range of stakeholders, including residents, business and property owners, local officials, Town staff, Town boards and committees, and neighborhood and community organizations. In developing the outreach program, we will draw from a toolbox of public participation techniques successfully employed in past projects. The process will be designed to ensure effective participation not only for Hingham's "activist" residents, but also for people whose concerns and needs are not always addressed adequately in conventional outreach methods, e.g., people with disabilities. In Hingham, we expect that the outreach program and engagement plan will include, but not be limited to, the following components:

- Kickoff meeting with Town staff, the Master Plan Committee, and other officials to be determined by the Town.
- Periodic meetings with the Master Plan Committee. For purposes of our proposal, we have assumed nine such meetings.
- Topic Area or Core Assessment meetings – a "focus group" style small-group meeting with a variety of stakeholders for each element of the master plan. Working with Town staff and suggestions from the Master Plan Committee, we will conduct a series of small-group meetings with community leaders and local experts in each master plan topic area. This will provide an early opportunity to work with stakeholders to identify "quick wins," long-term issues that need to be addressed, and test out some ideas for the master plan implementation program that will come at a later point in the process.
- Town-Wide Workshops. We will offer three town-wide workshop events. Each workshop will be held twice in order to offer additional opportunities for residents to attend each of the forums. Although the format of these events needs to be worked out with the Master Plan Committee, here are our thoughts about the workshop curriculum:
 - *Discovery and Visioning Workshop.* The first forum should be designed to solicit participants' thoughts and ideas regarding developing a vision for the future. Small group discussions will be facilitated where participants will be asked specific questions designed to result in identifying common values and the components of a common vision. We encourage the Town to plan creatively and inclusively for this and other events, e.g., by customizing some parallel activities for children and youth.
 - *Share Inventory Findings and Vision and Goals* (developed from input from the first forum). The second forum will be an opportunity to share the findings of the inventory and assessment of existing conditions as well as to refine the vision and confirm or modify the Master Plan goals. Here we will also begin to identify priority opportunities and challenges and provide an opportunity for participants to vet preliminary recommendations.
 - *Present the Plan.* There will be a presentation of the implementation plan and will give participants an opportunity to review the draft plan in "stations" organized around the



master plan elements and/or goals. Here they can add to the action steps, comment, question and discuss the proposed recommendations

- Short online surveys designed to keep people interested in the planning process as it moves forward, and to obtain responses quickly to some master plan ideas as they evolve.
- Informational and interactive display boards placed around town, to be determined in consultation with Town staff and the Master Plan Committee. Though not always an interactive device, display boards in a public library, the entrance to town hall, or another public gathering spot can be very effective for conveying information about a master plan process. Display boards can be used to encourage participation, too. One of our clients posted a large board in the library and invited residents to post photographs of their favorite places in the town. By the time the board was full, residents had essentially created a “story” about the community through photographs of special and ordinary places and events. We would be pleased to provide an informational display board for the Town’s use at key points in the process, e.g., prior to the town-wide workshops.
- Use of social media (consistent with Town policies, as applicable).
- Master Plan web page. We will provide content to the Town for a “Hingham Master Plan” webpage on the Town website so we can post draft documents and other products as the process moves forward. A simple Q&A handout about the Comprehensive Master Plan should be available on the web page, along with progress reports, documents and maps submitted to the Town, and a “suggestion box” tool so that residents can provide comments to staff or to the consulting team through a designated town staff member.
- Collaboration with local media.
- Occasional daytime videoconferences with Town staff to meet project coordination needs.

We would also be pleased to assist with occasional cable TV/local access channel discussions of the Comprehensive Master Plan and to conduct other types of engagement activities such as webinars if the Town or School Department can provide the necessary equipment and technical support.

Primary Responsibility: Community Circle

SUMMARY OF DELIVERABLES

Barrett Planning Group will provide the following deliverables under this engagement:

- Ten bound copies of the Comprehensive Master Plan and Executive Summary;
- Electronic copies of each document in Microsoft Word and PDF format, plus the Adobe InDesign files used to develop the report layout;
- Electronic copies of tables and data charts in Microsoft Excel;

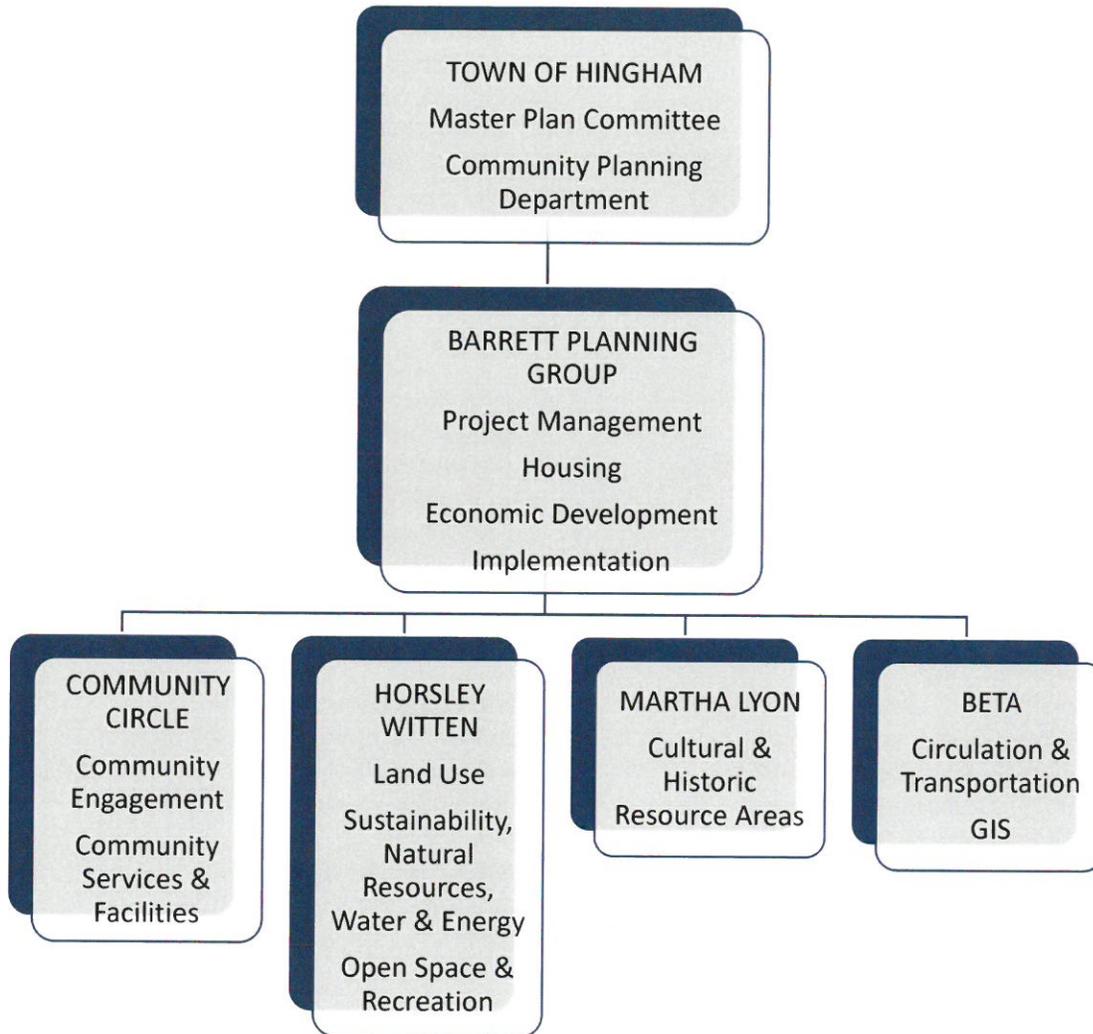


- ArcMap map packages of all maps prepared for the Comprehensive Master Plan, including the associated databases;
- All report photos and other graphics;
- All PowerPoint presentations developed for community meetings;
- PDF files of display boards and content supplied for the Master Plan web page.

ESTIMATED PROJECT SCHEDULE

TASK	MONTH											
	1	2	3	4	5	6	7	8	9	10	11	12
Mobilization												
Vision, Refined Goals												
INVENTORY OF EXISTING CONDITIONS												
Land Use & Zoning												
Economic Development												
Housing												
Transportation & Circulation												
Public Facilities & Services												
Sustainability Natural Resources, Energy & Water Resources												
Cultural Resources												
Open Space & Recreation												
ENGAGEMENT												
Major Meetings/Events												
On-line and Other												
IMPLEMENTATION PLAN												
DRAFT MASTER PLAN												
FINAL PLAN REPORT												

PROJECT ORGANIZATION



REFERENCES

Maren Toohill, AICP
Planning Coordinator
Town of Littleton

(978) 540-2425

MToohill@littletonma.org

Project: Littleton Master Plan (2017). Led by Judi Barrett, w/ Daphne Politis, Community Engagement.

Michael Zehner, AICP
Planning Director
Town of Wellesley

(978) 688-9533

mzehner@wellesleyma.gov

Project: Wellesley Housing Production Plan (2018). Led by Judi Barrett.

Rosemary Scrivens
Economic Development and Planning
Director

Town of Southbridge

(508) 764-5402

rscrivens@southbridgemass.org

Project: Comprehensive Zoning Revision (2018). Led by Judi Barrett, w/ Daphne Politis, Community Engagement

Project: Southbridge Master Plan (2014). Led by Daphne Politis, w/ Martha Lyon and Jeff Maxtutis.

Richard Fitzgerald, Chair, Planning Board
Town of Northfield

69 Main Street

Northfield, MA

(413) 498-2901

Project: Northfield Master Plan (2014). Led by Martha Lyon, w/ Daphne Politis and Jeff Maxtutis

Project: Comprehensive Zoning Revision (2016). Led by Daphne Politis, w/ Judi Barrett for Zoning.

Roland Bartl, AICP
Planning Director

Town of Acton

(978) 929-6631

rbartl@acton-ma.gov

Project: Acton 2020 Master Plan. Led by Daphne Politis; with Martha Lyon and Jeff Maxtutis.

Kristen Las, Assistant Town
Manager/Economic Development
Coordinator

Town of Shrewsbury

508-841-8508

klas@shrewsburyma.gov

Project: Shrewsbury Master Plan (2012). Led by Nathan Kelly, w/ Judi Barrett.



LINKS TO SAMPLE PLANNING PROJECTS

Littleton Master Plan

www.littletonma.org/sites/littletonma/files/uploads/littleton_mp_final_reducedsize.pdf

Westford Comprehensive Master Plan

westfordma.gov/DocumentCenter/View/2258/Westford-Comprehensive-Master-Plan-PDF

Dedham Master Plan*

www.dedham-ma.gov/Home/ShowDocument?id=1088

**Winner, APA-MA Comprehensive Plan Award*

Lincoln Comprehensive Long-Range Plan*

www.lincolntown.org/DocumentCenter/View/203/Lincoln-Comprehensive-Plan_Rev-10-14-09?bidId=

**Winner, APA-MA Comprehensive Plan Award*

Acton 2020

doc.acton-ma.gov/dsweb/Get/Document-35852/ActonCommunityPlan%20-%20Volume1.pdf

Southbridge Master Plan

www.ci.southbridge.ma.us/sites/southbridgema/files/file/file/southbridge_master_plan_volume_1.pdf

Shrewsbury Master Plan

horsleywitten.com/shrewsbury/pdf/Shrewsbury%20Master%20Plan_Mar%202016.pdf



QUALIFICATIONS



Comprehensive Master Plan Experience

Bridgewater Master Plan (2019)
Sterling Master Plan Phase I (2019)
Littleton Master Plan (2017)
Arlington Master Plan (2014)
Westford Master Plan (2009)
Lincoln Comprehensive Plan (2010)
Dedham Master Plan (2009)
Clinton Master Plan (2007)
Harvard Master Plan (2002)
Ayer Comprehensive Plan (2003)
Shirley Master Plan (2005)
Hamilton Master Plan (2004)
North Andover Master Plan (2001)
Merrimac Master Plan (2000)
West Newbury Comprehensive Plan (1999)
Attleboro Comprehensive Plan (2011)
Groton Master Plan (2013)
Hopkinton Master Plan (2007)
Princeton Master Plan (2007)
Shrewsbury Master Plan (2011)
Tewksbury Master Plan (2015; 2003)
Southborough Master Plan (2008)



In all of our comprehensive planning projects, we try to help our clients understand where they are today and chart a course for moving to the next level. Municipal planning is a process of discovery, assessment, making choices, and organizing to become the best place a community can be. We encourage both original, creative thinking and practical problem solving. As we see it, our job as planners is to help cities and towns succeed in becoming healthier, more prosperous, livable communities, and as skilled practitioners, we know the pathway forward will be different for each place. Customizing our approach to help clients find the right pathway is what we love about this work.

Contact Judi Barrett, Principal, Barrett Planning Group:
judi@barrettplanningllc.com.



SAMPLE PROJECTS

Littleton Master Plan

Arlington Master Plan

Westford Comprehensive Plan

Tewksbury Master Plan

Dedham Master Plan

Lincoln Comprehensive Plan

Brookline Housing

Production Plan

Nantucket Housing

Production Plan

Northborough Housing Plan

*Falmouth Housing Market
Study & Needs Analysis*

*Chapter 40B Handbook for
Zoning Boards of Appeal*

GrowSmart Rhode

Island/Land Use

Collaborative Strategic Plan

*Nantucket Housing Trust
Strategic Plan*

*Southbridge Comprehensive
Zoning Revision*

Beverly Inclusionary Zoning

Tewksbury Zoning Update

Littleton Inclusionary Zoning

*Bedford Great Road Zoning
Revision*

*Groton Zoning Revision for
Better Business Districts*

JUDI BARRETT

PROFESSIONAL EXPERIENCE

Barrett Planning Group LLC, 2017 – Present

Principal of an independent consulting firm that builds on 30 years of successful planning and community development experience. Comprehensive planning and zoning, housing policy, economic development planning, and fiscal and economic impact services for New England cities and towns.

Director of Municipal Services, RKG Associates, Inc., 2013 – 2017

Played a leading role in expanding RKG's practice in Massachusetts as part of a longer-term company plan to consolidate and reorganize its New England operation. Responsible for marketing, business development, project management, client relations, and leading teams of RKG staff and subcontractors. Significantly expanded the firm's housing planning and policy work. Projects ranged from municipal comprehensive plans to major zoning revisions, housing plans, economic development plans and policy studies, consensus building and conflict resolution, and training and technical assistance. Author of the Massachusetts Housing Partnership's *Chapter 40B Handbook for Zoning Boards of Appeal*.

Director of Planning, Community Opportunities Group, Inc., 1996 – 2013

Established and built a well-respected municipal planning practice for a small Boston-based firm that specializes in community development and housing. Planning group offered services in city and town comprehensive planning, housing and economic development plans, zoning, fiscal impact analysis, technical assistance, and capacity building. Also provided expert witness services for Chapter 40B comprehensive permit appeals. Won three planning awards from the Massachusetts Chapter of the American Planning Association.

Director, Community Development Fund, Exec. Office of Community Development, 1993 – 1999

Managed the Community Development Fund (CDF), the Commonwealth's largest set-aside of Community Development Block Grant (CDBG) funds for non-entitlement cities and towns. Directed annual application round, prepared application package and technical assistance materials, oversaw the review and awards process, and supervised grant compliance and grantee monitoring. Reported to Deputy Secretary of Community Development (agency is now known as Department of Housing and Community Development).

Community Development Administrator, Town of Plymouth. 1989 – 1993

Responsible for developing a comprehensive community development department offering housing, economic development, and other programs and services with CDBG and other funds. Established Plymouth's "Main Street" program (Downtown/Waterfront), wrote the special legislation that created the Tourism Fund and Visitor Services Board, and provided staff support and technical assistance to numerous boards and commissions. Contributed to the development of master plans for the Downtown/Waterfront Area, North Plymouth, and Manomet.

EDUCATION

- Harvard University, Bachelor of Liberal Arts (cum laude). Concentrations: American Civilization and Government.
- Graduate coursework in American Studies, University of Massachusetts Boston; and Economics and Community Development at Harvard University and Tufts University.

PROFESSIONAL AFFILIATIONS & SERVICE

- American Planning Association (APA)
- APA-Mass. Chapter, Chair, Housing & Community Development Committee
- Congress of New Urbanism (CNU)
- Urban Land Institute, Member, Housing and Economic Development Product Council, Boston/New England Chapter
- Instructor, APA-MA AICP Exam Preparation Course, 2008-Present. Topics: Economic Development and Public Participation/Community Engagement.
- Instructor, Citizen Planner Training Collaborative (CPTC), 2006-Present. Topics: Planning with Community Support, Creating a Master Plan, Nonconforming Uses and Structures, Vested Rights, Chapter 40B, Variances and Spot Zoning, Development Exactions
- Presenter, Neighborhood Revitalization Strategy Areas (NRSA) and Neighborhood Planning Strategies for HUD CDBG grantees.

Frequent Speaker at Statewide, Regional, and National Conferences (Recent Examples)

- ULI Housing Conference: Housing Opportunity, May 2016, Boston, Massachusetts. "Affordability in the Suburbs: From Fair Housing to Community Opposition."
- APA National Conferences 2014-2017, on Planning for Fair Housing, Connecting Community Plans, and Socioeconomic Impact Analysis.
- Congress of New Urbanism (CNU) National Conference, 2017, Seattle: Inclusionary Zoning and Form-Based Code.
- APA Northeast Region Conference, 2015, Saratoga Springs, NY: "Getting Ahead of Demographic Trends."
- APA, Massachusetts Chapter, numerous annual conferences, 1999-2015.
- Southern New England Planning Association (SNEAPA), numerous annual conferences, 2002-2017.



SAMPLE PROJECTS

*Corridor Study, Route 27 and
Rte. 138, Stoughton, MA*

*Littleton MBTA Station Area
Plan*

Holden Master Plan

*Visualizations: Renderings for
Cen-Tech Park North,
Shrewsbury MA and Auburn
Village*

*Comprehensive Economic
Development Strategy,
Worcester*

*Multifamily Design Guidelines,
Worcester*

CLAIRE SUZANNE BAYLER PROFESSIONAL EXPERIENCE

Associate Planner, Barrett Planning Group LLC

Associate planner specializing in data analysis, advanced graphics, visualizations, and general support for firm's planning portfolio.

Assistant Planner, Central Massachusetts Regional Planning Commission

2017-2018. Provided support for variety of economic development and planning projects, with major role in Holden (MA) Master Plan and renderings for several village center planning studies.

George Washington University

2012-2014. Economic Development Research Assistant. Collected and input economic impact data on large sporting events and organized data collection sessions.

EDUCATION

M.A., Clark University, 2018. International Development and Social Change, concentration in Political Economy and Social Movements.

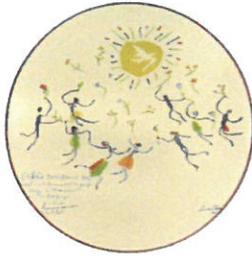
B.A., Clark University (summa cum laude), 2017. Global Environmental Studies and International Development and Social Change.

PROFESSIONAL, ACADEMIC AFFILIATIONS & SERVICE

Phi Beta Kappa (member, Lambda of Massachusetts Chapter)

American Association of Geographers

American Planning Association



The circle is an inclusive shape, one that implies fairness and invites participation ...it is the shape of a connected community...it is also used to indicate and define "place."

Community Circle

Planning, Programming & Public Participation

*Daphne Politis, AICP
Six Dover Lane
Lexington, MA 02421
Tel.: 781-862-1780
Fax: 781-240-0258
Email:daphne@community-circle.com*

Community Circle is certified as a WBE (Woman-Owned Business Enterprise) and a DBE (Disadvantaged Business Enterprise). Community Circle was formerly known as Optimal Solutions.

Planning, Community Engagement & Education: Foundation for Action

Daphne Politis, Principal of Community Circle, is a town planner, a trained facilitator, and a certified mediator with significant experience working with municipalities and institutions to identify needs, articulate priorities, and develop a resource allocation and action plan. She has designed and led community education and engagement programs in over two-dozen municipalities and conducted user needs evaluations in a variety of other settings. She has also worked on developing subsequent implementation and action plans as follow up for the majority of these.

Her expertise is in building strong foundations for action by creating forums and format for meaningful conversation and for forming consensus. Community Circle is about asking the right questions, including the right participants, and conducting the appropriate research -- all critical to the process of developing a useful and viable implementation plan.

Developing a Well Supported Action Plan

Public Meetings Visioning Sessions ... Thematic Workshops

Focus Groups... Roundtable Discussions ... Planning Charrettes

Stakeholder Interviews ... Questionnaires ... Youth Participation

Public Discourse... Consensus Building.... Community Building...

"I remember when we interviewed Ms. Politis, the reason I chose her was that she said that the essence of what we were doing was to find out the meaning of "home"...what kind of a town do our residents want Acton to be?" Lauren Rosenzweig, Selectman, Town of Acton

Community Circle

Planning, Programming & Public Participation

Creative approach to community engagement

In order for a plan to be useful, relevant and “implementable,” it must be supported and understood by those it impacts as well as those charged with seeing it through. In order for this to occur, members must participate in the formulation of the plan. Getting people’s attention and sustaining their participation has become increasingly challenging. For this reason, Community Circle believes in being creative by branding the process, attracting attention, and inviting people to participate in a variety of forums and formats. The success of any particular approach is dependent upon the context and culture of a specific community. Some examples are illustrated on the following page.

“Daphne Politis was project manager... her work included organizing and holding extensive ... work sessions; conducting many smaller meetings with ethnic, religious, political, charitable and other community groups... and finally delivering a concise and engaging project report... [She] designed an excellent and inclusive public participation process and executed it perfectly... Her commitment and willingness to work with residents and community leaders with a diverse range of interests never floundered. Her humbleness, patience, and skill to forge consensus saved a number of steering committee meetings... The final report received the unanimous endorsement of the steering committee.” Roland Bartl, Planning Director, Acton, MA

Community Education & Engagement
Develop an Outreach & Participation Plan
Define purpose and goals Review previous public participation history in community Identify Stakeholders Identify Ways of Accessing Stakeholders Target Critical Stakeholders Brand Process / Advertise Widely
Provide Wide Range of Opportunities for Input
Use innovative methods; customize to purpose, people and place Build momentum
Promote & Facilitate Community Conversation
Identify areas of consensus
Articulate Priorities, Vision, Goals
Create strong foundation for Action Plan
Develop Steps for Implementation
Continue to promote understanding and seek support
Ensure that those charged with implementation are involved

Community Circle

Planning, Programming & Public Participation

Community Engagement in Multi-lingual, Multi-cultural Communities

Daphne Politis has worked extensively in multi-cultural, multi-lingual communities including:

- Roxbury, MA
- Southbridge, MA
- Boston's Chinatown
- Blue Hill Avenue Corridor, Boston, MA
- Somerville, MA
- Methuen, MA
- Lawrence, MA
- New Bedford, MA
- Fall River, MA
- Chelsea, MA
- Quincy, MA
- Framingham, MA
- Acton, MA
- Holyoke, Massachusetts

Ms. Politis has conducted outreach to a variety of ethnic and minority groups in a number of communities and is committed to the additional effort needed to engage "hard to reach" populations (e.g. identifying representatives of such groups, using multi-lingual materials, holding meetings in settings where people feel comfortable, etc.).

She has also conducted several workshops in English and Spanish (in Methuen, Lawrence, New Bedford, and Acton) and has worked with Portuguese interpreters in a number of communities (including Acton and Framingham); she has conducted focus groups with the Chinese and Indian community living in Acton and worked closely with the Asian community in Boston's Chinatown. Ms. Politis has a working knowledge of Spanish and is fluent in Greek.

"We were seeking a person with unique abilities to connect with people of different ethnic backgrounds, a wide range of age groups, and a creative approach. Daphne fit all these characteristics... She planned a strategy that would bring the outreach process to the different groups in places where they were comfortable... We were able to provide translation for those who were non-English speaking...She was able to relate to the experience of newer immigrants...She has a unique perspective and friendly, open style that immediately put people at ease...She was able to get people to talk frankly about their experiences here in Acton, and what they would like to see happen in Acton's future. She was able to elicit Acton's core values—what we cherish about our town that we want to preserve, and what we might want to change. She was able to find both the commonalities and the differences." Lauren Rosenzweig, Selectman, Town of Acton

Additional Relevant Experience:

- National pilot research project for the Federal Transportation Authority to identify ways to improve communication methods for transportation projects in low income, environmental justice communities; (member of team)
- Evaluation of Handicap Public Transportation System, San Juan, Puerto Rico - interviewed and met with a large number of agency and user representatives, conversing in Spanish. (member of a team)

Community Circle

Planning, Programming & Public Participation

List of Sample Projects

Projects range from master planning in suburban and urban environments to downtown revitalization to institutional programming* While the focus of the each project may differ, Community Circle uses the same approach of customizing the process to the client and the place. The first step is identifying the residents and/or other stakeholders' needs, developing an understanding of existing conditions, and then determining how to reach the goals as defined by the client and the stakeholders. This implementation plan is an outline of steps for making improvements.

Master Plan: Suburban

- Milton, MA (with MLL, AJ, AECOM)
- Southbridge, MA (w/CPA)
- Northfield, MA (w/MLL)
- Amherst, NH (w/CPA)
- Town of Holden, MA (w/CPA)
- Acton, MA (with PCI)
- Reuse Plan for East Boston Camps Site, Westford, MA (w/BG)
- Somerset, MA (w/ TA)
- Tyngsborough, MA (w/ CPA)
- Canton, MA (w/ PCI)
- Lynnfield, MA (w/PCI)
- Concord, MA (w/ TA)
- Vision 20/20. Lexington, MA (w/PCI)
- Reuse Study, Devens, MA (w/ LBA)

Master Plan: Urban

- Chinatown, Boston, MA (w/TA)
- Fall River, MA (w/CPA)
- Methuen, MA (w/TA)
- Framingham, MA (w/TA)
- Outreach, Master Plan, Keene, NH (w/TA)
- Outreach, Master Plan, Portsmouth, NH (w/ TA)
- Indian Orchard, Springfield, MA (w/LBA)
- New Bedford, MA (w/ LBA)
- Lawrence, MA (w/ LBA)

Downtown Revitalization

- Charrette, Town Center, Belmont, MA
- Medfield, MA (w/CPA)
- Somerset, MA (w/TA)
- Lexington Center Collaborative, co-founder

Transportation Planning

- Outreach for State Transportation Plan (w/PCI)
- Evaluation of Handicap Transportation System, San Juan, Puerto Rico (w/PCI)
- Outreach for Holyoke Transportation Plan (w/Earthtech, Inc.)
- Planning Assistance to Rockport MBTA Station Area (w/CPA)
- Environmental Justice Research, U.S. case studies (w/ PCI)

Institutional Planning/Programming

- Outreach & Planning for DCR Roxbury Heritage State Park, Roxbury, MA
- Outreach for Smith Campus Center Harvard University, Cambridge, MA
- Outreach for Science Center Plaza, Harvard University, Cambridge, MA
- Outreach for Common Spaces Project, Harvard University, Cambridge, MA
- Somerville Public Safety Building, Somerville, MA (w/ PCI)
- Chelsea School Enrollment Projections, Chelsea, MA (w/ HMFH)
- Chelsea High School Addition. Chelsea, MA (w/ HMFH)
- Post-Occupancy Evaluation (POE) of Central Tree Middle School, Rutland, MA
- Space Program, Surgical Services, UMASS Medical Center, Worcester, MA
- Determination of Need for Free-standing Ambulatory Surgery Center, Brockton, MA
- Evaluation of MassCARE Pediatric AIDS program, Mass. Dept. of Public Health

NOTE: Some of the projects listed were completed solely by Community Circle; in other cases, Community Circle played a key role as a member of a team. Partners are listed below: TA: Taintor & Associates, Inc.; CPA: Community Preservation Associates; PCI: Planner's Collaborative, Inc.; LBA: Lozano, Baskin & Associates; BG: Bill Giezantanner; HMFH: HMFH Architects Inc., AJ: Angus Jennings; AECOM.

Horsley Witten Group, Inc. (HW)



HW is a small business, full-service planning, design, and engineering firm with offices based in Sandwich, Massachusetts. HW also runs three satellite offices in Boston, Massachusetts, Providence, Rhode Island and Exeter, New Hampshire. The firm was incorporated in 1988 and consists of a professional staff of over 50 land use planners, engineers, scientists, graphics designers, and landscape architects. HW specializes in providing consulting services in land use planning, zoning reform, public outreach and engagement, and community design. Our clients include government agencies at the federal, state, tribal, regional, county, and municipal levels, as well as private sector organizations, non-profit organizations, and individuals. Our corporate goal is to create innovative solutions to land use problems by successfully integrating our regulatory, engineering, scientific, and management skills.

Horsley Witten Group, Inc. (HW)

In Massachusetts, HW has worked closely with municipal officials since our inception in 1988 to develop Zoning Bylaw/Ordinance amendments and to implement a wide variety of planning tools at the local level. Our regulatory projects have included comprehensive and in depth changes to local codes, technical updates to local Rules and Regulations, the development of overlay districts, and many different forms of design guidelines. Our Massachusetts based clientele has included dozens of public entities. Examples of our work include:

Municipal Projects

Braintree, MA – Currently developing a complete rewrite of the Zoning Bylaw in response to the change from Town Meeting government to Town Council. Substantial changes will be made to parking requirements, allowances for multi-family housing, site plan review, drinking water protection, and non-conformity.

Walpole, MA – Complete re-write and reorganization of the Zoning Bylaw. Substantial changes were made to parking requirements, design guidelines, site plan review, groundwater protection overlay, flood plain overlay, open space subdivisions, and stormwater management.

Seekonk, MA – Complete reorganization of the Zoning Bylaw and revisions to signage, conservation subdivision design, and the Land Use Table. Development of a standalone bylaw for the development of large-scale free-standing solar arrays.

Brockton, MA – Developed successful Chapter 40R application and zoning amendments for the conversion of an existing convent into a future affordable housing community.

East Harwich, MA – Development of a regulatory framework designed to transform a strip mall intersection into a village center.

HW has drafted successful regulatory reforms and continues to provide training on the following regulatory tools and techniques:

- Accessory Dwelling Units
- Agricultural Preservation
- Chapter 40R
- Construction Details
- Design Guidelines
- Earth Removal
- Erosion Control
- Flood Plain Overlay Districts
- Form Based Codes
- Groundwater Protection
- Inclusionary Zoning
- Low Impact Development
- Mill Revitalization Districts (MRD)
- Natural Resource Protection Zoning (NRPZ)
- Roadway Design
- Site Plan Review
- Smart Parking
- Solar Energy Systems
- Surface Water Protection
- Sustainable Landscaping
- Traditional Neighborhood Development (TND)
- Transfer of Development Rights (TDR)
- Transit Oriented Development (TOD)
- Wind Power
- Zoning Map Development

Yarmouth, MA – Development of the Village Center Overlay District (VCOD) designed to transform a section of Route 28 from outdated strip malls and motels into a vibrant mixed use, commercial center.

Attleboro, MA – Numerous in-depth revisions to stormwater permitting, subdivision design, site plan review, and construction details.

Marshfield, MA – Revamped the Water Resources Protection District to provide greater clarity, up to date performance standards, and provisions that are easier for smaller businesses and simple change-of-use applications.

Athol, MA – Developed zoning provisions for site plan review, major commercial development, aquifer protection, flag lot development, and open space residential design.

Duxbury, MA – Currently working to untangle years of amendments that have created considerable confusion between different permit processes. Project will require a complete revision to the bylaw.

Pawtucket, RI – Drafted new zoning for the historic Main Street designed to remove the need for dimensional and parking variances created by development patterns well over 100 years old.

North Kingstown, RI – Drafted new ordinance language for the transformation of the Post Road commercial corridor including the first comprehensive Transfer of Development Rights program in Rhode Island. Developed sweeping reforms to landscaping, parking, groundwater protection, stormwater management, and village design standards.

Cranston, RI – Developed new form-based code for the Knightsville neighborhoods that will help to strengthen the traditional neighborhood design of several streets while reversing the strip pattern of development on others.

Exeter, RI – Created a new village district based on market research and community visioning process. TDR, design guidelines, and inclusionary zoning are included in the process.

State Projects

Massachusetts Smart Growth/Smart Energy Toolkit – Served as the lead consultant and one of the primary authors for the Commonwealth's most prominent training and capacity building vehicles. Includes 16 model bylaws as well as guidance on the technical differences on key "Zoning Decisions" (e.g., overlays, special permits, site plan review, etc.).
http://www.mass.gov/envir/smart_growth_toolkit/

Massachusetts Solar Access and Solar Rights Bylaws and Guidance – Developed model bylaw language to help municipalities regulate the installation of solar arrays at varying scales while complying with the exemptions in state law Chapter 40A Section 3.

<http://www.mass.gov/eea/energy-utilities-clean-tech/renewable-energy/solar/model-solar-zoning-documents.html>

Massachusetts Green Communities Technical Planning Assistance – Provided technical assistance to over 50 communities helping them to qualify for and implement provisions of DOER’s Green Communities program.

<http://www.mass.gov/eea/energy-utilities-clean-tech/green-communities/gc-grant-program/>

Rhode Island State Stormwater Manual – Developed a state-of-the-art state-level stormwater manual for the Rhode Island Department of Environmental Management (RIDEM) that has shifted the focus in all communities toward a more low-impact, high performance approach to stormwater management.

<http://www.dem.ri.gov/programs/benviron/water/permits/swcoord/>

Rhode Island Local LID Manual – As a companion to the more technical state stormwater manual, HW developed this guidance for municipalities to revise Zoning Ordinances with low impact development techniques. Roadway design, parking reform, landscaping, compact development and several other techniques were included.

<http://www.dem.ri.gov/programs/benviron/water/permits/ripdes/stwater/t4guide/lidplan.pdf>

Our Staff

The following key personnel will be assigned to the project. Detailed résumés are provided as an attachment to this qualifications package.



Nathan Kelly, AICP

Role: Principal-in-Charge

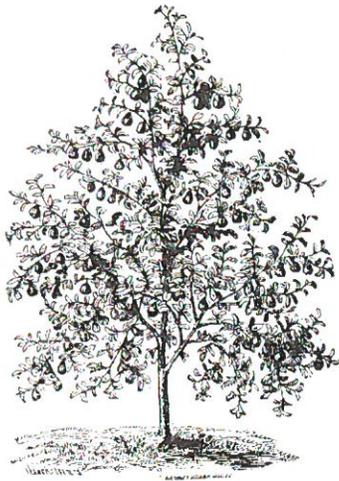
- Nearly 20 years of professional experience.
- Planning, zoning, and facilitation services to more than 50 New England municipalities.
- Village planning and /or zoning project experience in Massachusetts, Rhode Island, Connecticut, New York, Maryland, and Hawaii.
- One of the primary authors of the Massachusetts Smart Growth/Smart Energy Toolkit.
- Regular speaker at Southern New England APA Conference, the Massachusetts Citizen Planner Training Collaborative, and the Grow Smart RI Land Use Training Collaborative.
- Training to local planners in the areas of regulating design, parking strategies, food systems planning, zoning for renewable energy, and effective community engagement.
- Certified in the National Charrette Institute (NCI) Charrette System™ and Charrette Management and Facilitation™ Certificate Training.



Jeff Davis, AICP

Role: Project Manager

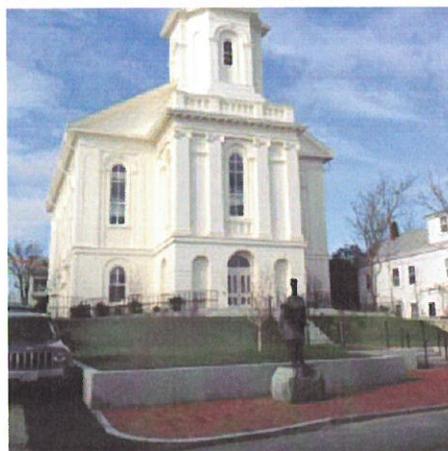
- Fifteen years of professional experience.
- Project planning work in over 30 New England municipalities.
- Technical experience with village infrastructure assessment, housing diversity, and urban design.
- Lead planning technician for Town of Groton comprehensive regulatory reform project.
- Village zoning experience for different village typologies including design guidelines.
- Project website design for all planning projects.
- Certified in the National Charrette Institute (NCI) Charrette System™ and Charrette Management and Facilitation™ Certificate Training.



Martha Lyon Landscape Architecture, LLC is a certified woman-owned business entity offering design, historic preservation and planning services to clients throughout New England and New York State. The firm specializes in the treatment of historic landscapes, and since its founding, has completed over 170 such projects. Included in these are work for the Emily Dickinson Homestead, (Amherst, Massachusetts), Winthrop Street Cemetery, Town Green and Lopes Square (Provincetown, Massachusetts), Maple Street Cemetery and Veterans' Memorial Park (Adams, Massachusetts), North Park (Fall River, Massachusetts), Pine Grove Cemetery, Valley Cemetery and Stark Park (Manchester, New Hampshire), and the historic Warren and Polly Hull House (Lancaster, New York). Clients have included state and municipal governments, as well as non-profit organizations.

Managing principal Martha H. Lyon, ASLA, holds a master's degree in landscape architecture and is registered to practice landscape architecture in the States of Massachusetts, Connecticut, Rhode Island and Maine. She has published articles and delivered lectures on historic landscapes, and has served as an adjunct professor of landscape architecture at the University of Massachusetts.

Preparing hand-drawn illustrations of design concepts, while relying on computer technology for drafting, desktop publishing, estimating and word processing, Martha Lyon Landscape Architecture, LLC provides an array of services, including research & writing, landscape assessment & planning, design, construction documentation & observation, grant & proposal writing.



313 Elm Street
Northampton, MA 01060
413-586-4178
mhl@marthalyon.com
www.marthalyon.com

All things excellent are as difficult as they are rare.

Preservation Award

Massachusetts Historical Commission for the *Joseph Simes House Restoration*, 2018

Preservation Award

Greater Portland Landmarks for the *Fort Allen Park Restoration*, 2016

Excellence in Historic Preservation Award

The Preservation League of New York State for the *Spencer Trask Memorial Restoration*, 2016

Merit Award

American Society of Landscape Architects New York Upstate Chapter for the *Spencer Trask Memorial Restoration*, 2015

Merit Award

American Public Works Association New York Chapter Capital Branch for the *Spencer Trask Memorial Restoration*, 2015

Preservation Award

The Massachusetts Historical Commission for rehabilitation of the *Provincetown Public Library*, 2012

Culture Award

The Gloucester (MA) Historical Commission for the *First Parish Burial Ground Preservation Plan*, 2009

Historic Preservation Award

The Manchester (NH) Historic Association for preservation planning and restoration of *Stark Park*, 2007

Historic Preservation Award

The Manchester (NH) Historic Association for the restoration of the *Currier Gate Environs at Valley Cemetery*, 2005

Merit Award

The American Society of Landscape Architects Boston Chapter for the *Nathaniel Thayer Estate Preservation Plan*, 2001 (Awarded to Ms. Lyon's graduate studio in Historic Preservation at the University of Massachusetts)

Merit Award

The American Society of Landscape Architects Boston Chapter for the *Eastwood Cemetery Preservation Plan*, 1999 (awarded to Ms. Lyon's graduate studio in Historic Preservation at the University of Massachusetts)

Honor Award

The American Society of Landscape Architects Upstate New York Chapter for the *Eastern Gateway Canal Regional Plan*, 1995 (with the LA group)

Outstanding Project

The American Planning Association Upstate New York Chapter for the *Eastern Gateway Canal Regional Plan*, 1995 (with the LA group)

Merit Award

The American Society of Landscape Architects Upstate New York Chapter for the *Mount Hope Cemetery Space Utilization and Landscape Improvement Plan*, 1995 (with the LA group)

First Place Award

American Society of Landscape Architects, Graduate Research Category for *Gardens of the Gullah: Domestic Landscapes of the South Carolina Sea Islands*, 1993

Warren H. Manning, *Landscape Architect and Environmental Planner*, monograph,
Library of American Landscape History, contributing researcher and author,
Pinehurst, Wilcox Park, Leonard Tufts Estate, Ambrose Swasey Plot, 2017

"Uncovering an American Story, Preserving the Vernacular Landscape of Edward
Dickinson," *Boston Society of Landscape Architects Fieldbook*, 2013

"Provincetown - Accessibility on the Green," *Massachusetts Department of
Conservation and Recreation, Terra Firm, Common Wealth: The Past and Future of
Town Commons*, 2008

"Saving the Face of Valley Cemetery," *Granite State Landscape Architects, NH Forum*,
May 2007

"Commemorative Landscapes: Burying Grounds & Cemeteries in New England,"
Maine Olmsted Alliance for Parks and Landscapes Journal, Summer 2005

"Vernacular Cemeteries and the Maple Street Cemetery of Adams, Massachusetts,"
Maine Olmsted Alliance for Parks and Landscapes Journal, Summer 2005

"The Legacy of Warren Manning," *Maine Olmsted Alliance for Parks and Landscapes
Journal*, Summer 2004

"A Plan for Renewal at Mount Hope Cemetery," *Land and History, The Newsletter of
the American Society of Landscape Architects Historic Preservation Open Committee*,
Fall 1996

"A Plan for Renewal at Mount Hope Cemetery," *Upstate Landscapes*, Winter 1996
(re-printed from *Land and History*, above)

*Department of Veterans Affairs, Saratoga National Cemetery, United States
Department of Veterans Affairs, 1996 (with the LA group)*

"Upstate Landscapes: Our Choices for Summer Visits," *Upstate Landscapes*,
Summer 1995 (editor & writer)

"Mount Hope Cemetery: A Plan to Revivify a Tarnished Treasure in Rochester,
NY," *The American Cemetery*, February 1995

"A Tulip Tree in the Hemlock Grove," *Upstate Landscapes*, Winter 1994

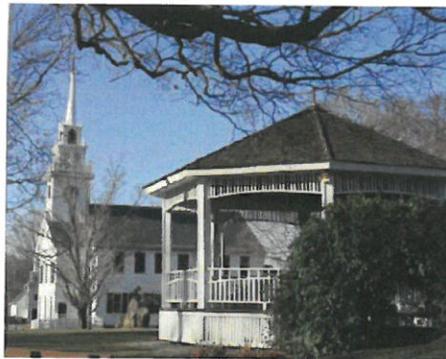
"The Voice of the Vernacular Landscape," *Upstate Landscapes*, Fall 1993

Gardens of the Gullah: Domestic Landscapes of the South Carolina Sea Islands, 1993

TOWN of MILTON
Comprehensive Master Plan
Milton, Massachusetts
2014

Established in 1662 along the southern bank of the Neponset River, Milton has, over its 350-year history, grown from a small industrial village into a modern, largely residential suburb of the neighboring City of Boston. The town housed the first paper mill in New England, first commercial railroad in America, and first commercial operation to institute the profession of floriculture. It has also been home to many prominent Boston-area citizens, including merchants and several Massachusetts governors, and many of the grand homes and estates of these individuals and families still stand. The sprawling Blue Hills Reservation, the largest protected open space in Metropolitan Boston, fills Milton's southwest corner.

In an effort to retain the town's character, while at the same time allowing for growth in housing and economic activity, Milton commissioned a twenty-year comprehensive master plan. Throughout 2014, Martha Lyon Landscape Architecture, LLC collaborated with a team of consulting planners and the people of Milton to crafting this plan. MLLA inventoried, assessed and made recommendations for preserving the town's historic, cultural, natural, open space and recreation resources. Major plan recommendations included preserving both historic and natural resources through improved stewardship of historic properties, as well as through the development of a conservation strategy for long-term protection of open space.





Northfield is the northernmost settlement in Massachusetts on the Connecticut River, and the only town that spans the river. A centuries-long home of the Native Squakeag tribe, the town was permanently established by Europeans in ca. 1713, who cultivated its alluvial soils and established a village along a two-mile long "Town Street." World renowned spiritual leader Dwight Lyman Moody was born in Northfield, and in the late 19th century founded the Northfield School for Young Ladies, as well as the Mount Hermon School for Boys (located five miles to the south, in Gill). Moody's birthplace, homestead and burial site draw thousands of visitors per year.



In 2005, the Northfield and Mount Hermon Schools (NMH) consolidated into one Gill-based facility, and all operations moved out of Northfield, vacating the campus. NMH sold the campus, raising local concern about the property's long term use. The need for a comprehensive master plan emerged ~ one that would help the town guide future growth and development, including activity in and around the former campus.

Throughout 2013, Martha Lyon Landscape Architecture, LLC and a team of consulting planners worked with the people of Northfield on a twenty-year comprehensive master plan. In addition to managing the project, MLLA inventoried, assessed and made recommendations for preserving the town's historic and cultural resources. Major plan recommendations centered on developing Northfield as a center for heritage, recreational, and agri-tourism, balancing preservation of historic and natural resources with increased economic activity.



Martha H. Lyon, ASLA, CLARB
313 Elm Street
Northampton, Massachusetts 01060
mhl@marthalyon.com
www.marthalyon.com

Design Practice & Professional Experience

Martha Lyon Landscape Architecture, LLC, design, historic preservation, planning, Northampton, Massachusetts, managing principal, 2000-present
Denig Design Associates, Inc., Northampton, Massachusetts, associate landscape architect, 1997- 2000
The LA Group, P.C., Saratoga Springs, New York, apprentice landscape architect, 1994-1997
University of Massachusetts, Department of Landscape Architecture and Regional Planning, Amherst, MA, teaching and research assistant, 1990-1993
Massachusetts Cultural Council (Massachusetts Council on the Arts and Humanities), Boston, MA, program officer, museums & historical organizations, 1982-1990



Professional Licensure

Licensed to practice landscape architecture in Massachusetts (#1298), Rhode Island (#417), Connecticut (#1035) and Maine (#4562)
Certified by the Council of Landscape Architectural Review Boards (CLARB)

Recent Honors & Awards

Preservation Award, Massachusetts Historical Commission for the *Joseph Simes House Restoration*, 2018
Preservation Award, Greater Portland Landmarks for the *Fort Allen Park Restoration*, 2016
Excellence in Historic Preservation Award, The Preservation League of New York State for the *Spencer Trask Memorial Restoration*, 2016

Recent Teaching & Lecturing

Adjunct Faculty Member & Visiting Instructor, University of Massachusetts at Amherst, Department of Landscape Architecture & Regional Planning, 1999-2014
"American Park Design and the Development of Stark Park." Presentation made to the Friends of Stark Park, 2017
"American Cemetery Design and the Bridge Street Cemetery." Presentation at Historic Northampton, 2017
"Reviving the Historic Parks of Greenwich." Presentations made to the Garden Education Center of Greenwich and Old Greenwich Garden Club, 2016
"Puddingstone Unearthed: Reclamation and Rebirth of the Dillaway Thomas House." Presentation made at the Cultural Landscapes & Heritage Values Conference, University of Massachusetts, 2015
"Keewaydin and the Making of a 30-Year Friendship." Presentation made at the Center Harbor (NH) Historical Society, 2014
"Fort Allen Park, 1890-2014." Presentation made at the 200-year celebration and dedication of Portland's (ME) Fort Allen Park, 2014
"Warren Manning and the Making of Wilcox Park." Presentation made at the Westerly Public Library, 2014

Education

Master of Landscape Architecture, University of Massachusetts Amherst, 1993 Thesis: "Gardens of the Gullah: Domestic Landscapes of the South Carolina Sea Islands"
Bachelor of Arts, Colgate University, Hamilton, NY. Concentration in art history, 1980
Studies in British art and architectural history, Mansfield College, Oxford University, England, 1978



Professional Overview

Mr. Maxtutis has more than 32 years of experience as a senior project manager and senior transportation planner responsible for transportation projects in the northeast United States and across the nation. His responsibilities have focused on producing and overseeing traffic and transportation studies ranging from small developments to large-scale projects including traffic, highway, transit, and pedestrian and bicycle and multi-modal projects.

Jeff’s technical expertise includes highway and interchange operations, electronic tolling, corridor studies, neighborhood traffic calming, special event operations, traffic modeling, transit planning and operations, bus rapid transit priority signalization, municipal master plans, complete streets, safe routes to school, and state and federal environmental reports including MEPA/NEPA.

Project Experience Prior to Joining BETA

Town of Amherst, Transportation Master Plan – Amherst, NH

- Project manager for planning and engineering services related to transportation and infrastructure for the townwide master plan project. Identified constraints and opportunities for improving safety and operations for all transportation users. Public outreach was a critical component of the Master Plan.

Community Circle, Kittery Master Plan – Kittery, ME

- Project manager for planning and engineering services related to transportation and infrastructure for the master plan project. Identified constraints and opportunities for improving mobility, services, safety, and operations. Presented goals and recommendations at public meetings. Pedestrian and bicycle facilities and complete streets are key issues. Public outreach was a critical component of the Master Plan.

Community Circle, Milton Master Plan – Milton, MA

- Project manager for planning and engineering services related to transportation and infrastructure for the master plan project. Identified constraints and opportunities for improving mobility, services, safety, and operations. Presented goals and recommendations at public meetings. Traffic calming and parking are key issues. Public outreach was a critical component of the Master Plan.

Martha Lyon Landscape Architect, Northfield Master Plan – Northfield, MA

- Project manager for planning and engineering services related to transportation and infrastructure for the master plan project. Identified constraints and opportunities for improving mobility, services, safety, and operations. Presented goals and recommendations at public meetings. One key issue involved changing jurisdiction of Main Street from MassDOT to town so parking and traffic calming measures could be implemented.

Community Preservation Associates, Southbridge Master Plan – Southbridge, MA

- Project manager for planning and engineering services related to transportation and infrastructure for the master plan project. Identified constraints and opportunities for improving mobility, services, safety, and operations. Presented goals and recommendations at public meetings.

Community Preservation Associates, Fall River Master Plan – Fall River, MA

- Project manager for planning and engineering services related to transportation and infrastructure for the master plan project. Identified constraints and opportunities for improving mobility, services, safety, and operations. Goals and recommendations presented at public meetings and endorsed by the city in the fall 2009.

Primary Discipline

Transportation

Years of Experience

- BETA: Since 2018
- Total: Since 1986

Education

- MCP, City Planning – Boston University (1989)
- BS, Resource Management/Forestry – State University of New York (1983)

Registrations

- Certified Planner #10896

Affiliations

- AICP
- APA, MA Chapter
- Arlington (MA) Transportation Advisory Committee, Co-Chairman, Vice-Chairman

NHDOT – Statewide Rest Area and Welcome Center Study

- Project manager of study of 16 state-owned rest areas and welcome centers. The focus of the project is to evaluate existing operations and management at all facilities and develop recommendations as to how many facilities should be provided, where they should be located and what services should be provided. Coordinated with NHDOT, DRED and regional planning commissions. The study included collecting new traffic and parking counts, driver surveys, benchmarking best practices of other states, physical interior and exterior inventories of all facilities, analysis of visitor counts and operations and maintenance costs, environmental constraints, truck demand model, utilities inventory, developing future visitor projections, and ADA requirements. Site summary sheets were developed for all facilities. Both statewide and individual facilities recommendations were developed. These included new or re-developed facilities, public-private partnerships and strategies to improve services and generate revenue. Recommendations were separated into short, mid, and long-term time frames. Received 2017 ACEC-NH Engineering Excellence Award.

Peirce Island Waste Water Treatment Facility Traffic Management Plan – Portsmouth, NH

- Developed a Traffic Management Plan for the reconstruction of the waste water treatment facility on Peirce Island in Portsmouth, NH. This included developing truck detour routes through sensitive historical areas in downtown Portsmouth. Developed temporary modifications to intersections to accommodate construction trucks (25,000 trips over 3 years) which included changes to corner radius, sidewalks, parking, pedestrian facilities, traffic control, and lane designations. Analysis was conducted to evaluate vehicle queuing and truck turning radius.

Community Preservation Associates, Transportation Master Plan – Holden, MA

- Project manager for planning and engineering services related to transportation and infrastructure for the town-wide master plan. Managed identification of constraints and opportunities for improving safety and operations for all transportation users.

City of Salem, Neighborhood Master Plan, North River Canal Corridor – Salem, MA

- Project manager for the transportation element of the North River Canal Neighborhood master plan. The planning study area comprises 60 acres and includes residential, industrial, commercial, and marina land uses. The focus of the transportation element was to evaluate future conditions for a variety of land use and transportation improvement alternatives. A comprehensive set of short-term and long-term recommendations were developed to accommodate the land use development plan. Key components included circulation, operations, safety, pedestrian, and traffic calming improvements. The community process was a critical element of the study, which included a two-day workshop to develop master plan alternatives.

Riverview Place LLC, Traffic Study – Salem, MA

- Project manager for a traffic impact study of 130-apartment unit development in Salem along the North River Canal. The project was developed as a transit-oriented development (TOD). Developed recommendations to improve existing conditions, mitigate project traffic, and not preclude future master plan projects. Testified as the main traffic expert witness in the Massachusetts Land Court case for the Riverview Place project on March 9, 2010.

City of Melrose, Smart Growth Initiative – Melrose, MA

- Project manager for review of 15-acre site that is planned as a master plan development on the Melrose-Malden line. Completed a peer review and recommendations of the transportation component. Oversaw the water, wastewater, and storm components.

Community Preservation Associates, Town of Rockport, MBTA Station Planning – Rockport, MA

- Project manager for planning and engineering services related to transportation and infrastructure for the MBTA station planning project. Managed identification of constraints and opportunities to improve safety and operations for all users in the vicinity of the station.

City of Cambridge, Citywide Traffic Calming Services – Cambridge, MA

- Project manager for on-call contract to regulate traffic operations on city roadways, with particular emphasis on reducing speeds and improving pedestrian safety on neighborhood streets. Provided planning and final design for construction contracts encompassing over 25 individual streets. Designed innovative features such as chicanes, raised devices, curb extensions, and median slow-points, and coordination with historic elements. Coordinated among all major city departments, and with other city infrastructure projects.



Jason R. Plourde, PE, PTP, LPA

Traffic Engineer/Transportation Planner

Professional Overview

Mr. Plourde has over 22 years of experience in the permitting of land development and planning projects. His expertise includes preparation of traffic studies involving transportation planning and traffic engineering expertise for site access, off-site roadway improvements, traffic calming measures, access management, and complete streets design projects.

Jason has extensive knowledge in the procedures and politics of permitting throughout New England for land developments, planning studies, transportation improvements, parking evaluations, and municipal peer reviews. He is experienced in evaluating and developing design measures to improve safety, accessibility, and mobility for motorists, pedestrians, and cyclists. Jason is effective in providing representation before governmental agencies, as well as for neighborhood groups and Land Court testimony.

Traffic Studies

Stoneham Crossing – Stoneham, MA

- Provided traffic engineering services for a 298-unit apartment community.
- These services included conducting traffic counts, evaluating crash history, projecting future traffic volumes, analyzing intersection operations, determining project traffic impacts, assessing site access, recommending measures to improve multi-modal mobility and connectivity, and coordinating with MassDOT, DCR, MEPA, MAPC, MassRIDES, FHWA, and local officials.

Residences and Shops at Wakefield Station – Wakefield, MA

- Provided traffic engineering services for a transit oriented development (mix of residential and commercial uses) near an MBTA Commuter Rail Station.
- These services included conducting field inventories, assessing existing and future vehicular and pedestrian site access and internal circulation, determining parking demands, and coordinating with local officials to help create a vibrant, livable community by maximizing access to public transportation.

Manomet Transfer Station – Plymouth, MA

- Provided traffic engineering services for the consolidation of three transfer stations and the redesign of an existing transfer station to optimize the current layout and traffic flow.
- These services included evaluating on-site and off-site vehicular operations at the existing transfer stations, projecting the anticipated vehicular operations with a new waste management program implemented, and recommending measures to maximize internal traffic queuing and optimize waste handling operations.

Heavy Commercial Vehicle Exclusion Study – Westfield, MA

- Prepared an evaluation to address existing safety, accessibility, and pavement concerns related to heavy vehicles traversing the predominantly residential Notre Dame Street neighborhood between Routes 10/202 and Union Street.
- These services included assessing existing roadway conditions and traffic volumes to determine if a heavy commercial vehicle exclusion zone is justified in accordance with The Massachusetts Amendments to the MUTCD and the Standard Municipal Traffic Code Section 10A-9.



Primary Discipline

Transportation

Years of Experience

- BETA: Since 2017
- Total: Since 1996

Education

- BS, Civil Engineering – Florida Institute of Technology (1995)

Registrations

- Professional Engineer: ME (13057), MA (49397), NH (12065), RI (9719)
- Professional Transportation Planner (347)
- New Hampshire Local Public Agency Certified
- Maine Local Project Administration Certified

Professional Affiliations

- ITE
- NH Planners Association
- Plan NH
- Bike-Walk Alliance of NH
- National Complete Streets Coalition
- ICSC
- Milford, NH:
 - Zoning Board of Adjustment (Vice Chair)
 - Traffic Safety Advisory Committee (Chair)
 - Economic Development Advisory Council

Planning Studies

Westford Academy – Westford, MA

- Due to concerns raised by Westford Academy and DPW officials, congestion occurs within the Westford Academy property that cause unsafe conditions for students, parents, teachers, and buses.
- Responsibilities included conducting observations during school arrival and dismissal time periods to validate operational and safety concerns.
- Developed an organized traffic circulation plan and on-site recommendations to improve vehicular and pedestrian safety by minimizing vehicular and pedestrian conflicts, increasing safety for students and teachers walking within the Westford Academy property, redesigning staff and student parking areas, and separating bus and parent vehicle interaction and circulation.

Town-Wide Transportation Evaluations – Randolph, MA

- Prepared a holistic evaluation of existing conditions along the High Street and Route 24 corridors in an effort to develop measures to improve safety and efficiency, reduce vehicle speeds with traffic calming measures, and discourage cut-through traffic along residential roadways.

Mr. Plourde’s planning-related projects prior to joining BETA include the following:

Main Street Corridor Study – Fitchburg, MA

- Prepared a comprehensive Corridor Study along Main Street to improve safety and connectivity for travelers, customers, visitors, and business owners by enhancing the integration and connectivity of the transportation system.
- A fully integrated and connected transportation system is important for maintaining the quality of life, as well as a vibrant economy.

Ocean Boulevard Parking Study – Rye, NH

- Evaluated the current parking demands of the Ocean Boulevard area by identifying areas of operational and safety concern, balancing the parking needs of residents and visitors, developing parking recommendations, and producing a financial analysis for the recommended alternatives.
- The results of the Parking Study provided a parking management plan to service the residents, employees, and patrons who live in, work in, and visit the Ocean Boulevard area.

Route 125 Corridor Study – Rochester, NH

- Conducted traffic engineering and transportation planning services in preparing a comprehensive Corridor Study for a section of Route 125 between Norway Plains Road and Cross Road.
- The goal was to develop a holistic conceptual plan for roadway, traffic, and multi-modal improvements in addressing existing deficiencies and accommodate newly proposed developments, new zoning changes, and a recently designated Economic Revitalization District.

The “X” Intersection Redesign – Springfield, MA

- The “X” intersection is the primary gateway to one of the nation’s largest urban parks, and serves local and regional transportation interests, but offers limited pedestrian and bicycle connections.
- Prepared a planning study and improvement concepts to include intersections, roadways, streetscapes, and non-motorized modes of transportation in accordance with Massachusetts GreenDOT Policy Initiative to reduce GHG emissions, promote healthy transportation alternatives, and support Smart Growth development with a Complete Streets approach.

Belchertown Public School Campus – Belchertown, MA

- Evaluated existing conditions for internal circulation within the Belchertown public school campus. The campus included Chestnut Hill Community School, Swift River Elementary School, and Belchertown High School.
- Developed recommendations to pavement markings, signage, and new roadway construction/connections to improve mobility and safety for students, teachers, and parents.

Publications

Traffic Engineering: The Times They Are a-Changin’ (New England Real Estate Journal, August 2015):

- In the traffic engineering world, a societal change has been building as we are becoming less reliant on automobile travel, and more open-minded to different modes of transportation.
- This article helps us understand why the focus on multi-modal mobility is important and how it could impact land development projects.



Peter Dadarria

GIS Specialist

Professional Overview

Mr. Dadarria serves as a GIS specialist for BETA with over nine years of relevant work experience. His functions include setting up field inspection programs using GIS technology and field tools (laptops, tablets, GPS), responsible for maintain asset management databases utilizing ArcGIS and Microsoft Access, and conducting spatial analysis for various engineering projects. Peter also has background in field survey where he has assisted on various utility inspections, prepared GIS planning maps, and performed GPS surveys for development projects. Peter's experience includes:

- Pavement Management (Inspection & Analysis)
- GIS infrastructure mapping
- Pavement Forecast Modeling & CIP Development
- Base Plan Design using ArcGIS and AutoCAD
- Sign Inspection, Inventory, Retroreflectivity Testing
- Mapping of Cemetery headstones and integration of existing data sources
- ADA Ramp Inspection and Inventory
- Training BETA Staff and DPW Staff on Asset Management

Geographic Information Systems

Pavement Management

- Oversee pavement management projects for roughly 100 communities throughout New England
- Manage Field data collection and coordinate QAQC efforts
- Assisted in development of database design and data Integration into various software products
- Development of thematic maps, including cost benefit value, capital planning and roadway history
- Development of multi-year capital improvement plans and RSR Forecast Modeling
- Conduct RSR analysis for pavement re-inspection clients
- Provide database and field inspection training
- Upload and maintain data to the web utilizing PeopleGIS platform

Plow Route Mapping

- Developed plow routes maps and reports for several communities across New England
- Optimized plow route network in Fairfield, Connecticut by analyzing plow route size, roadway width, and distance to location, salting capacity and truck size

ADA Ramp and Sidewalk Inventory

- Assisted in the development of database design
- Collected ramp and sidewalk data utilizing ArcGIS and orthoimagery
- Maintained and analyzed data utilizing ArcGIS/Microsoft Access for over 10 communities across New England
- Generated series of GIS maps related to ramp/sidewalk condition, material and construction tracking
- Developed ADA Section 504 Transition Plan for the City of Taunton regarding ramp and sidewalk compliance
- Plan is updated on an annual basis to track repaired infrastructure and spending of available funds



Primary Discipline

GIS/Asset Management

Years of Experience

- BETA: Since 2011
- Total: Since 2009

Education

- BS, Geography with Concentration in Geographic Information Technology, Syracuse University (2009)
- MA, in Geography with an Emphasis in GIS and Spatial Analysis University at Albany (2010)

Computer Knowledge

- ArcGIS Suite v.9®10®
- Trimble® GPS software
- People GIS
- Microsoft Access Suite including Access, Excel, Powerpoint, Publisher and Word