Proposal

Downtown Westport Master Plan

Westport, Connecticut




Town of Westport, Connecticut | March 2013

Engineering, Planning, Landscape Architecture and Environmental Science

MILONE & MACBROOM®

Engineering, Planning
Landscape Architecture
and Environmental Science

MILONE & MACBROOM®

March 14, 2013

Downtown 2020 Committee
Finance Department Room 313, Town Hall
110 Myrtle Street
Westport, CT 06880

RE: Master Plan for Development & Implementation for Downtown Westport
Westport, Connecticut
RFP# 13-710T / MMI # 1485-13

Dear Westport 2020 Committee:

Milone & MacBroom, Inc. is pleased to submit our proposal and qualifications to provide planning and urban design services to guide and to develop the Westport Downtown Plan. In assessing our qualifications, we ask that you please consider the following:

- For over 28 years, Milone & MacBroom, Inc. has been working with municipalities, country and regional planning agencies, state government, and non-profit organizations conducting an array of community related projects throughout New England. Our firm offers a unique combination of urban planning, transportation planning, engineering, environmental science, and landscape architecture experience, all of which are encompassed within our firm. Headquartered in Cheshire, Connecticut, Milone & MacBroom, Inc. offers a Connecticut based local company and an extreme level of commitment to the Town of Westport.

- Milone & MacBroom, Inc. has an extensive portfolio of urban planning and design projects throughout the Northeast, including plans based on land use and zoning characteristics to assess land suitability analysis and model zoning language for encouraging various land uses and promoting smart growth. These projects have ranged from creating master plans for waterfront communities, creating strategies for the revitalization of older urban communities, and development of implementation strategies for making communities more pedestrian-friendly by improving connectivity, addressing parking concerns, and providing better way-finding to and from places of interest.

- Milone & MacBroom, Inc. is familiar with the Town of Westport. The firm has assisted in roadway improvements at Morningside Drive South over Muddy Brook; culvert replacement design at Willow Brook; stream improvement design at Silver Brook; preparation of the Compo Beach Flood Control Study; and a Potable Water Study & Distribution plan for the Town. As you are also aware, the firm also worked with the Westport Downtown Merchants Association (WDMA) in conducting a feasibility study to assess the existing conditions of several areas of Downtown parking and circulation in 2007. Our involvement with WDMA project provides us with a unique historical look at several of the parking and circulation concerns that will be critical to this project understanding and re-evaluation of the baseline conditions for today, and the projections of the future. Currently, the firm is not under contract with the Town for professional services on these or any other projects.

- We believe that our presentation skills and demeanor set us apart from the competition with regards to public involvement and public participation forums. The firm routinely provides public involvement services to build consensus and to obtain input from various constituencies. Our 'tool box 'of methods to engage the public in beneficial and productive interactions are based on the philosophy of organized and personable meeting facilitation and public involvement programs, as well as development of easily understandable presentation materials and digital media to support the outreach specified for the projects.

We look forward to having the opportunity to show our creativity and passion for urban planning. We believe our firm will provide the best plan. It will be a plan that will build upon the unique character that exists and guide the development and enhancements to your community for years to come.

If we can provide you with any additional information, please do not hesitate to contact us.

Sincerely,

MILONE & MACBROOM, INC.

Vincent C. McDermott, FASLA, AICP
Senior Vice President

Mark R. Arigoni, L.A.
Principal

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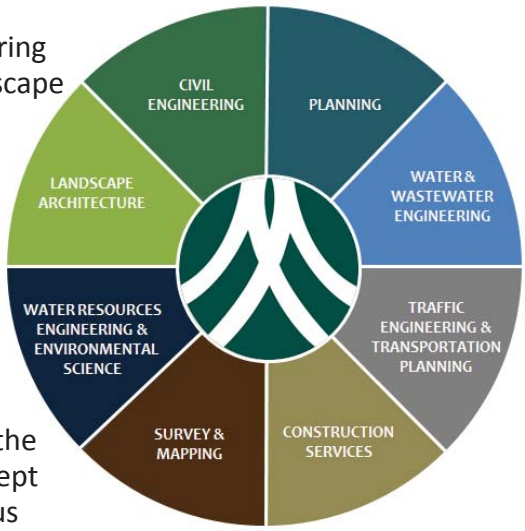
SECTION 1

Summary of Qualifications
Downtown Westport Master Plan

FIRM OVERVIEW



Milone & MacBroom, Inc. is a multidisciplinary firm founded in 1984, offering services in land use analysis, community planning and urban design; landscape architecture; civil engineering; watershed and stormwater management; environmental planning; and regulatory permitting. Our employee-owned firm supports a staff representing previous employment in government, academia, and private industry, as well as professional experience in the various design disciplines. The majority of our staff is located in our Cheshire, Connecticut office, with regional offices in Massachusetts, Vermont, Maine, and South Carolina. The firm currently employs 115 full time staff; and 13 part time staff.

Milone & MacBroom, Inc. has been in business for 28 years and is one of the largest Connecticut-based multidisciplinary consulting firms. We only accept projects in which our principals and senior personnel are experienced, thus assuring a high quality of professional services. The size of the firm enables us to provide a wide range of technical capabilities, and at the same time, allows senior personnel to be intimately involved in each project we undertake.

The firm has considerable experience working with municipalities in creating and strengthening downtown districts. Each of these assignments has included a full array of planning and development components, including demographics; housing; transportation and circulation systems; parks and open space; natural resources planning; economic development; community facilities; community design; attention to community character; and an overall future land use plan. The project team offers over 40 years each of professional experience in the public sector. and has successfully completed over 500 assignments ranging from the analysis of individual sites and neighborhood plans to municipal plans of conservation and development. This range of planning experience will be particularly important in assisting the Town of Westport.

Milone & MacBroom, Inc. is comprised of certified planners with an array of experience in land use planning, geographic information systems, zoning, housing, economic development and public outreach and stakeholder involvement. In addition to planners, the expertise of the firm's licensed engineers, landscape architects and other professional staff who work in urban planning, streetscape design, traffic planning, and flood control, will collaborate and address specific areas of concern, such as monitoring and predicting the impacts of development on traffic, local infrastructure and natural resources. Specific details about project team members are included in the Project Team section of this proposal.

Our team credentials include the following disciplines:

- Licensed Land Use Planners
- Licensed Professional Engineers
- Licensed Land Surveyors
- Licensed Landscape Architects
- Licensed Environmental Professionals
- Certified Soil Scientists
- Certified Biologists

Summary of Qualifications
Downtown Westport Master Plan

CORE SERVICES

CIVIL ENGINEERING

- Site Master Planning
- Site Planning & Design
- Feasibility Studies
- Hydrologic & Hydraulic Analysis
- Stormwater Management
- Structural Engineering & Design
- Coastal Structure Design
- Flood Mitigation
- Land Use Permitting
- LEED Accredited Design

WATER RESOURCES ENGINEERING & ENVIRONMENTAL SCIENCE

- Watershed Planning
- River Management & Restoration Planning
- Geomorphologic Based Design
- Dam Stability & Removal Design
- Sediment Transport Analysis
- Scour Analysis
- Fish Passage Design
- Natural Resource Permitting
- Tidal & Inland Wetland Restoration
- Lake & Pond Restoration
- Habitat Assessment
- Environmental Impact Statement Preparation
- Wetland Delineation & Permitting
- Site Assessment & Remediation
- Hazard Mitigation Planning

WATER & WASTEWATER ENGINEERING

- Water Supply Analysis & Planning
- Ground Water Supply & Development
- Water Treatment & Distribution Design
- Wellhead Protection
- Sewage Treatment Design
- Pump Station Design
- Sanitary Sewer Design
- Infiltration & Inflow Studies
- CSO LTCP & Mitigation
- SCADA System Design
- Hydraulic Analysis and Modeling

PLANNING

- Regional, Community & Neighborhood Planning
- School & Congressional Redistricting
- Grant Application Preparation
- Community Outreach & Participation Program Development
- Economic & Market Analysis
- Fiscal Impact Analysis
- Transit Oriented Development Planning

SURVEY & MAPPING

- Boundary, Topographic & Bathymetric Survey
- Construction Stakeout
- ALTA/ACSM Certifications
- GPS Survey / GIS Based Mapping

TRAFFIC ENGINEERING & TRANSPORTATION PLANNING

- "Green" Highway & Roadway Design
- Traffic Impact Studies
- Traffic Calming Techniques
- Bridge Design & Inspection
- Traffic Control Signal Design
- Parking Lot Design & Studies
- Pavement Management
- "Complete Streets" Design
- Corridor Management Planning
- Multi Modal Transportation Integration
- Value Engineering

LANDSCAPE ARCHITECTURE

- Master & Site Planning
- Urban Design
- Parks & Playground Design
- Bikeway & Greenway Design
- Athletic Facility & Field Design
- Streetscape Design
- Computer Visualizations

CONSTRUCTION SERVICES

- Construction Document Development
- Bidding Assistance
- Cost Estimating
- Resident Engineering
- Sediment & Erosion Control Inspections
- Project Administration Services
- Periodic Site Observation

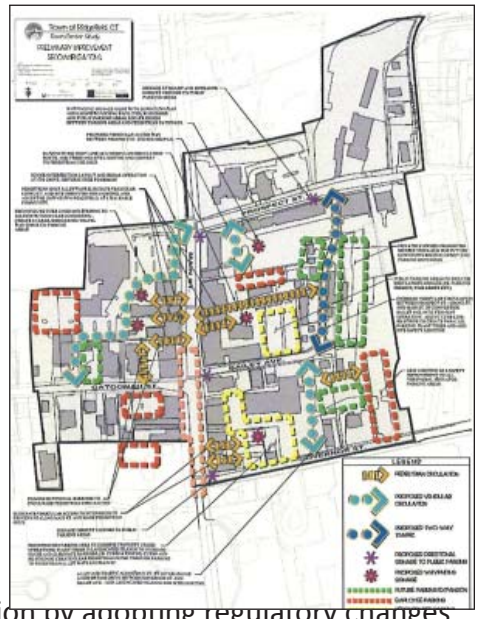
RELEVANT CAPABILTIES

Urban Planning
Milone & MacBroom, Inc. combines the expertise of our planners with engineering, environmental, and landscape architects to assist in a wide variety of community revitalization and economic development initiatives ranging from urban neighborhood revitalization projects, to the preparation of Master Plan for Development and Implementation (MPDIs) supported by committees and economic and community development groups. Most of our projects have had extensive stakeholder participation. Projects have included the following:

Summary of Qualifications
Downtown Westport Master Plan

- Torrington Downtown MDP - Torrington, Connecticut
- Village/Town Center Land Use & Economic Enhancement Plan - Marlborough, Connecticut
- Downtown West Haven Revitalization - West Haven, Connecticut
- Hartford Downtown Redevelopment Plans - Hartford, Connecticut
- Parkville-Picture It Better/Colt Gateway - Hartford, Connecticut
- Downtown Parking and Circulation Study - Ridgefield, Connecticut
- Bristol Downtown Development District - Bristol, Connecticut
- Allingtown Facilities Concept Master Plan - West Haven, Connecticut
- Middletown Downtown Redevelopment - Middletown, Connecticut
- New Britain Downtown Plan & Strategy - New Britain, Connecticut
- New Haven Neighborhood Development Plans - New Haven, Connecticut
- Storrs Town Center - Storrs, Connecticut

The Village/Town Center Land Use & Economic Enhancement Plan for Marlborough addressed residential and non-residential development opportunities at the intersection of two state highways. The goal was to maintain the village scale that would be pedestrian friendly while providing for some expansion of higher density housing and commercial activity to serve only the town's needs. The report included a detailed market analysis, buildings and site development design guidelines and implementation strategies. The town has initiated public improvements related the parking and circulation in the downtown.



Ridgefield Center Study

The Downtown Parking and Circulation Study for Ridgefield analyzed the circulation system within an established downtown through which a state highway passed. The plan identified opportunities to consolidate individual parking areas, create safe pedestrian routes, wayfinding, and overall enhancements. The plan also included recommendations for the creation of a business improvement district for the management of the downtown by the business community. The town has begun implementation by adopting regulatory changes and has initiated
infrastructure improvements.

Land Use Analysis
The project team has a considerable amount of land use analysis and regulatory experience. Completion of a land use inventory and an analysis of development patterns and trends is an essential part of creating or updating an urban master plan. Previous projects have included analysis of land use and zoning characteristics to assess municipal needs at full "build-out;" land suitability analysis; developing model zoning language to reduce the impacts of various land uses and to promote smart growth and low impact development; zoning regulation review; and complete rewrites of zoning ordinances. Recent projects have included:

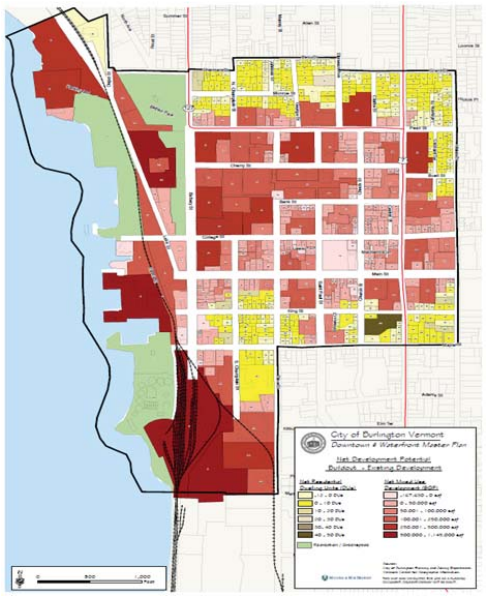
- Village Center Zoning District Regulations Design Manual - Marlborough, Connecticut
- Village Center Zoning Regulations - Avon, Connecticut
- Low Impact Development Regulations and Design Manuals - Avon/Winchester, Connecticut

- A Historic Preservation Toolkit - Essex, Connecticut
- Downtown and Waterfront Land Use Inventory and Build-Out Analysis - Burlington, Vermont

Commercial Market Studies

The project team has completed a wide range of commercial market studies for both public sector and private sector clients. Their work has included analyzing the market suitability for general retail space, a 60,000 square foot supermarket/grocery store, a 14,000 square foot pharmacy, and a 10,000 square foot full-service restaurant on a development site in Bridgeport, Connecticut; conducting the economic development analysis and strategies for the Town of Essex, Connecticut and its several constituent villages; a strategic economic assessment and development of strategies for the City of Norwich, Connecticut through the Norwich Community Development Corporation; conducting a Market Feasibility Assessment for a variety of retail office and residential uses in downtown Middletown, Connecticut.

Milone & MacBroom, Inc. has completed over 20 build-out analyses for areas ranging from village centers and corridors to the town-wide and regional scales. The firm has direct experience with both build-out and septic suitability analyses at various geographic scales, either as stand-alone projects or as some of the initial tasks in larger planning studies or site design projects. These build-out analyses have been completed for small rural towns such as Salem, Connecticut (population 4,151) to regions with over 500,000 residents, such as the South Central Region of Connecticut.



Downtown Burlington's Land Based Classification System (LBCS)

Project team members recently completed a Build-Out Analysis for the City of Burlington, Vermont as part of their Downtown and Waterfront Master Planning process. The firm conducted a Land Based Classification System (LBCS) inventory and build out analysis for Burlington's downtown and waterfront areas. The LBCS extends the notion of classifying land uses by refining traditional categories into multiple dimensions, such as activities, functions, building types, site development character, and ownership constraints. An examination of current land uses will reveal specific downtown and waterfront development patterns, densities, and other land use scenarios that can provide direction for future development and redevelopment. This inventory, combined with the build-out analysis, will help the City of Burlington identify redevelopment opportunities while retaining the scale and character of the city.

Grant Writing & Grant Applications

Despite high-profile discussions on the federal deficit and budget cuts at all levels of government, there are still billions of dollars awarded annually through various programs at the federal and state level. While most of the technical discipline branches of the firm have experience in preparing grant applications for clients, our planners are the primary preparer of grant applications. The centralization of this function allows the firm to enhance its expertise and increase the number of successful grant applications completed. Our planners have extensive experience in grant application preparation, and the group is comprised of generalists with the technical skills most appropriate for this role, including:

- Familiarity with and use of demographic data

- Use of Geographic Information System (GIS) for analysis as well as presentation
- Experience with research on a wide range of topics
- Ability to understand the inter-relationship between needs and actions as a result of community planning work
- Experience in writing clear, concise narratives

Recently, the firm completed two successful grant applications for the City of Hartford which resulted in the award of $2.7 million to the City. Our planners worked with City staff, the Greater Hartford Transit District, and the Capitol Region Council of Governments to prepare and submit a successful grant application through the Federal Transportation Administration (FTA) Bus and Bus Facilities Livability Initiative Program. The grant provides funding for pedestrian infrastructure, streetscaping, and traffic circulation improvements along Asylum Avenue and around Union Station in Downtown Hartford.

GIS Mapping

Milone & MacBroom, Inc. has led the field in the application of GIS to both planning and engineering assignments. With over a dozen years of experience in GIS applications, the firm has provided creative GIS solutions to a variety of public and private clients. Our GIS capabilities extend to applications that require data development and collection, data modeling and analysis, and cartographic design and mapping. Milone & MacBroom, Inc. utilizes GIS mapping for all planning assignments. Project team staff recently developed a Land Based Classification System (LBCS) land use inventory and build-out analysis for Burlington Vermont's Downtown and Waterfront Master Plan, which required extensive and complex GIS analysis and applications.

Streetscape Planning & Design

The firm has provided planning, design, and construction support services for multiple streetscape improvements including city sponsored public improvement projects ranging from historic town centers to urban revitalizations. Our staff understands the issues involved in redeveloping an existing street or providing public gathering places and amenities. We look at historic elements, traffic calming, storm drainage, signage, landscaping (curbing, decorative lighting, gateway treatments), parking, and ADA access. We have successfully assisted municipal staff and committees in the refinement, development, and implementation of goals and objectives for streetscape improvements including maintenance plans and coordination for public awareness. Recent projects include:

Newington Center Streetscape

- Trumbull Street Streetscape - Hartford, Connecticut
- Park Streetscape - Hartford, Connecticut
- North Main Street Streetscape - Hartford, Connecticut
- Newington Center - Newington, Connecticut
- White Street Streetscape - Danbury, Connecticut
- Devon Streetscape Revitalization - Milford, Connecticut
- Bridge Street Streetscape - Groton, Connecticut

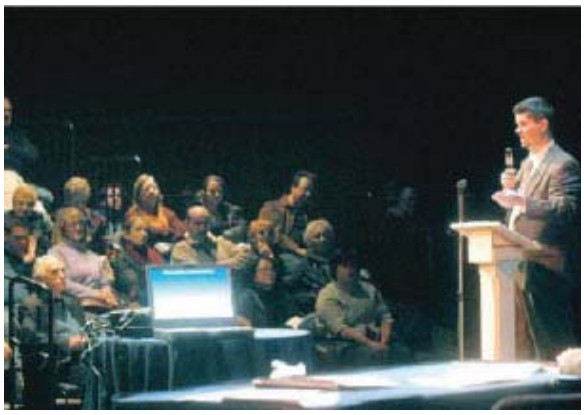
Summary of Qualifications
Downtown Westport Master Plan

• Central Downtown Revitalization - Central, South Carolina

Our project team of landscape architects, transportation engineers, and planners collaborate to ensure we maintain pedestrian and vehicular safety vision while creating livable public spaces resulting in vibrant, sustainable communities.

Traffic Planning & Studies
Our traffic engineers have assisted municiplaities with a variety of p master planning, corridor studies, parking studies, neighborhood revitalization studies, traffic and pedestrian circulation improvement studies, safety analyses, traffic demand management planning, and bicycle studies.
The firm has also provided traffic and transportation peer review services for communities, as well as privately submitted impact studies and design plans for roadway and signal improvements.

Public Awareness & Outreach
We are well aware of the importance of community consensus building for a successful comprehensive plan. Our firm's extensive and diverse work experience has provided our project team with unique insights into interacting with a variety of audiences, including downtown merchant's, neighborhood associations, planning and zoning commissions, and other elected committees and groups, in a variety of settings. MMI is experienced in obtaining input from various constituencies, and distilling gathered opinions and ideas into a cohesive work product. We pride ourselves on our ability to work effectively with public and private sector stakeholders, as well as the general public, to forge consensus and achieve the desired outcome for every assignment on which they work.



Torrington Downtown MDP Public Forum

We provide comprehensive public involvement services to build consensus and to obtain input from various constituencies. Public involvement is invited by way of publications and media relations, meeting facilitation, and the design and development of public involvement programs. We believe citizen participation is a key component to donwtown planning efforts, as ideas for improvements and revitalization activities are tailored for locations within the context of market strengths, land use regulations, environmental factors and constraints, and the presence of infrastructure. Recent projects that involved successful programs involving multiple workshops, design charrettes and marketing include the following:

- Merritt Parkway Landscape Master Plan - Fairfield County, Connecticut
- Parkville: Picture It Better Together - Hartford, Connecticut
- Farmington Canal Greenway Master Plan - New Haven, Connecticut
- Route 27 Corridor Plan - Edgecomb, Boothbay and Boothbay Harbor, Maine

- Torrington Downtown MDP - Torrington, Connecticut
- Hoosic River Downtown Revitalization - North Adams, Massachusetts

In each of these projects, the firm was responsible for assisting in the identification of stakeholders, preparing meeting announcements using our in-house marketing group, facilitating the meetings and providing meeting summaries for posting on local websites. Graphic materials were prepared for use in the projects that involved design charrettes.

Environmental Permitting

The project team has prepared environmental permit applications and associated documentation and analysis on a wide variety of projects. Permits at the local, state, and federal levels have been successfully obtained for many unique and challenging projects. Staff are well versed in regulatory requirements and State and federal policies regarding stormwater management, environmental resources, wetlands, and floodplain management, including CEPA and NEPA Environmental Impact Evaluations and Impact Statements; Flood Management Certification, Diversion, Stream Channel Encroachment Line, Tidal Wetland/Structures, Dredging, & Fill, and Diversion Permitting through the Department of Environmental Protection; federal permitting through the Army Corps of Engineers; and local land use and wetlands permitting.

The HUB, Meriden, Connecticut

Flood Control

Milone & MacBroom, Inc. has been a leader in flood control analysis and mitigation planning since the company's inception over 28 years ago. Project team members have designed many drainage and flood control projects and are well-versed in the FEMA review process, as well as projects managed and/or funded by state agencies, complying with their technical standards, administrative procedures, environmental concerns, and permit requirements.
The firm assisted the City of Meriden in developing plans for the 14-acre Hub brownfield. Demolition of the 230,000 square foot Hub building took place in spring of 2007. The area known as "The Hub" was constructed in the 1970's in a low-lying area bounded by State, Pratt, East Main, and Mill Streets in downtown Meriden, Connectcut, in the heart of the Harbor Brook flood plain. An extensive flood control study was conducted by Milone & MacBroom, Inc. in the 90's, which subsequently resulted of in a master plan for the restoration of this urban stream channel, including the creation of a park with flood storage.

Stormwater Management & Non-Point Source Pollution Control

Milone & MacBroom, Inc. has been at the forefront of stormwater management, ranging from development of regional and state-wide regulations and guidelines, to site-specific design of stormwater detention basins and treatment systems. In preparing development project plans, the firm regularly designs stormwater management systems. The firm developed a guidance document for the South Central Regional Water Authority entitled Urban Stormwater Quality Management for Public Water Supply Watersheds. This manual is used as a guide for runoff quality control in the Authority's water supply watersheds in 16 towns.

SUBCONSULTANTS

As part of our project team, we have included **Center for Research & Public Policy (CRPP)**. Established in 1979, CRPP is a national research organization working within six distinct disciplines: Market, Social, Public Policy Research, Public Opinion, Political, and Direct Democracy Research. The firm has built a solid reputation for providing objectivity, accuracy, and responsiveness offering a wide range of methods nationwide, including telephone interviews, in-person interviews, mail, web-based surveys, and focus group facilitation. CRPP offers a broad range of experience and provide important background information essential for both social and market research.

SECTION 2

PROJECT UNDERSTADING

There have been numerous studies of Downtown Westport over the past decade, all with essentially the same observations and recommendations. The *"2007 Plan of Conservation and Development"* identified the Downtown as *"the main activity center and focal point of the community".* Studies have recognized the importance of enhancing the riverfront, the desire for better pedestrian connectivity, parking issues, and the need to create greater vitality and a sense of place for "Westporters". The goals and objectives of earlier studies were broad platitudes on which there has been consensus. Yet little, if anything, has been done to make actual improvements that could change the face of the Downtown Westport.

In early 2012, the town created the Downtown 2020 Committee with a mission:

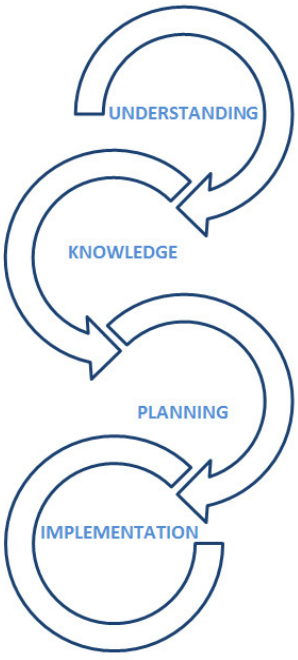
"To work towards a more vital, livable,- and pedestrian-friendly downtown and environs that offers diverse entertainment; dining; and recreational, residential, and business opportunities."

After nearly a year of discussion, the Committee adopted eight objectives and, in its November 2012 public presentation, made it clear that it is interested in implementation strategies rather than creating another dust covered report. The next step for the Committee is to retain a planning and design consultant that has the experience and resources to assist the Committee in preparing a Master Plan for Development and Implementation (MPDI) that refine its objectives and to develop a comprehensive implementation strategy prioritizing short-term and long-term actions with specific milestones.

The Committee's initiative is ripe given the fact that there are eight-to-ten private, quasi-public, and public projects in various stages of planning, regulatory approval, and implementation that could have an impact on the Downtown area. Given this, we believe it is critical that the consultant approach the project on dual tracks: one that addresses immediate actions within the Town's control that can guide the current development proposals and, second, one that creates a comprehensive strategy for implementation over time, perhaps requiring changes in the regulatory framework and financial investment through private-public partnerships.

PLANNING PROCESS

When undertaking a strategic planning effort, there will be some who may question why the study is being undertaken in the first place, and others who will have distinct opinions as to what the future of Westport should be. In order for this project to be successful, we anticipate that there will be a robust program to engage the public in the development of the plan for the Downtown and the strategies for implementation. The initial contact with the public will occur at the onset of the process as an education session for land use, other public officials, and the community of interest to explain that this effort is not simply another plan but will result in concrete strategies and recommended actions that will require implementation by both the public sector and through private/public partnerships. In addition, the public participation program will include the use of social and online media operating through the Town's website; a professionally conducted and statistically valid opinion survey; and a planning charrette to assist in the formulation of the plan.



We envision a planning and urban design process that has four distinct phases as described below:

Understanding Downtown Westport's Physical Context

The first phase of the process will be an opportunity for the consultant to review the previous plans, compile existing conditions information at a scale appropriate to the

study area, and supplement existing traffic data. Conditions within the project boundaries will be observed to identify opportunities that will contribute to the success of the Downtown, as well as issues that may need to be improved in order to achieve the goals for the Downtown. The deliverable from this effort will be a series of graphic illustrations of the existing conditions accompanied by a concise narrative. Early action improvements will be identified as part of this phase.

Downtown Westport's Place in the Market
This phase of the planning process, which will be conducted concurrently with the effort to understand the physical context of Downtown Westport, will be an analysis of the economic and market issues for the Downtown. It will include an overview of the Downtown's role in Westport and the metropolitan area; a determination of the Downtown's ability to capture a share of the demand for housing, service space, retail space, and office space; and to project alternative development scenarios for the short-term and long-term. This information will be placed in the context of the expressed desires of the residents of Westport as to their vision for the Downtown and will be further informed by a stakeholder survey and public discussion process.

Development Plan
When the existing physical and market conditions are understood, the process will move to the exploration of alternative development concepts focusing on the future character of the Downtown from an urban design perspective. Through discussions with stakeholders and the Committee, a consensus will evolve and the Development Plan will be created as the guide to the form for Downtown Westport. The plan will address land use, circulation and parking, linkages among spaces and development, and redevelopment opportunities. Short-term and long-term public improvements to infrastructure will be part of the plan. In addition, the plan will include design and development guidelines for buildings, streetscape, wayfinding, and other amenities that contribute to a successful downtown.

Implementation Strategies and Action Plan
While the Development Plan will illustrate the form and character of the Downtown, it is the implementation strategies and action plan that will be at the heart of this project. The strategies will address:

- Land use and density recommendations commensurate with the findings of the market analysis and community consensus
- Retail rejuvenation strategies identifying retail mix appropriate to the identified markets
- Infill development projects
- Rehabilitation projects including façade treatments
- Infrastructure improvements (e.g., traffic, drainage, parking) required to support recommendations
- Development regulations (in draft) to implement and facilitate the plan
- Downtown management alternatives
- Project phasing plan

SCOPE OF SERVICES

Based on our understanding of the mission and objectives of the Downtown 2020 Committee, Milone & MacBroom, Inc. will provide the following services to the Town of Westport to assist the Committee in the preparation of the Master Plan and Development Strategy for Downtown Westport.

1.0 Understanding Downtown Westport's Physical Context

Project Initiation

1.1 Participate in an initial meeting with the Downtown 2020 Committee to confirm the project objectives, review the scope of services and deliverables, refine a project schedule, and develop a program for

public involvement in the planning process. This will be an opportunity for the Committee to identify concerns that need immediate action, and discuss initial thoughts and visions for the Downtown. For the consultant team, it will give them an opportunity to "get up to speed" with the work already completed by the Committee.

1.2 Compile and review prior planning and engineering studies of the Downtown to identify their applicability to the Master Plan.

1.3 Meet with the Town's planning and engineering staff, and elected officials as appropriate to discuss the status, schedule, and nature of the private and public projects that are in various stages of planning and design that may influence, or be influenced, by the Master Plan. Where possible, obtain copies of project plans and data particularly with respect to traffic, parking, and appearance of the proposed projects. If appropriate, make initial recommendations for modifications to pending plans that would benefit the quality of the Downtown.

1.4 Prepare a base map of the project area using GIS and other maps available from the Town and other sources in the public domain. It is expected that this information will be linked to the Town's tax records with respect to occupancy and ownership.

Existing Land Use and Zoning

1.5 Conduct an initial community workshop for the purpose of introducing the project to the public, explaining the importance of strategic planning for the Downtown, and soliciting general comments about issues and opportunities for creating a vibrant Downtown.

1.6 Prepare an inventory and analysis of existing land use in the Downtown that addresses using the modified Land Based Classification Standards (LBCS) model that classifies land use by four dimensions:

Activity: The actual use of land based on its observable characteristics. That describes what actually takes place in physical or observable terms (e.g., shopping, manufacturing, vehicular movement, etc.).

Function: The economic function or type of establishment using the land.

Structure: The type of structure or building on the land. Land-use terms embody a structural or building characteristic, which suggests the utility of the space (in a building) or land (when there is no building).

Ownership: The relationship between the use and its land rights.

This task will also identify public and institutional properties, and significant assemblages of private properties. It is our understanding that the Town's GIS system is currently linked to the assessor's data. The assessor's data will serve as the "building blocks" as it contains attributes of each building including gross square footage and lot area.

1.7 Review existing zoning and development controls applicable to the Downtown and identify opportunities for changes that could enhance the quality of the Downtown.

Traffic Conditions

1.8 Undertake a reconnaissance of the Downtown to observe pedestrian patterns, points of pedestrian-vehicle conflicts, and how people function in the Downtown. An inventory of existing bicycle and pedestrian facilities in the study area will be established. Empirical data related to the volume of bikes and pedestrian in the area is not anticipated for this study.

1.9 Assemble and review prior studies of the traffic conditions in the Downtown to establish a baseline for this study and identify where additional data may be required to reflect present conditions.

1.10 Obtain additional traffic and parking data as follows:

1.10.1 **Supplemental Traffic Counts:** We have assumed five locations for weekday morning, weekday afternoon, and Saturday midday time periods. Locations will be selected strategically to update information at key locations or to fill in data gaps from prior studies

1.10.2 **Parking Occupancy/Turnover Counts:** An inventory of parking occupancy at on-street and off-street locations will be made for a Friday and Saturday from late morning through early evening.

1.10.3 **Parking Restrictions:** An inventory of current parking restrictions in the downtown will be undertaken.

1.10.4 **Other Data:** Accident data, historic traffic volume data, base mapping, and signal plans will be assembled.

1.11 Create an existing conditions traffic and parking profile by using a SYNCHRO Model calibrated to reflect current traffic conditions in the study area. Level-of-Service and queuing characteristics will be documented and areas of concern identified. The parking data will be summarized. Time of day characteristics by area and occupancy by area will be summarized. This task will result in establishing a baseline condition for use in measuring the traffic impacts from future development proposals.

1.12 Make projections in the change in traffic and parking demands over the short term (2 years). This will reflect normal growth and any approved but not built traffic and parking generators in the area. The existing conditions profiles will be updated to reflect these changes.

1.13 Identify traffic concerns related to both capacity and safety. Geometric and operational enhancements to the roadway network will be tested and the relative effectiveness of these improvements determined. At this point in the study, short-term, easily implementable improvements will be considered.

1.14 Study the parking profile to identify areas of high occupancy and areas where parking may be underutilized. Strategies to better balance parking will be developed. The will include a fresh look at parking restrictions, pricing strategies, and efficiency reviews (areas where geometric changes or combining areas could increase the supply of parking).

1.15 Evaluate deficiencies in the bicycle and pedestrian network. Connections between parking and destinations and the multi-modal aspects of non-destination users will be evaluated. Recommendations will include new pedestrian connections, accommodations at intersections, bike lanes, and pedestrian and bike amenities, etc.

Flooding, Drainage and Utilities

1.16 Review available information regarding flooding and drainage in the Downtown including the published FEMA flood studies, drainage studies prepared for the Town, drainage system mapping that may be available from the Town or CTDOT, water quality data, and similar information that may affect strategies for the Downtown.

1.17 Identify flooding concerns within the study area. This will be done through stakeholder interviews, as well as discussions with Town staff and property owners.

1.18 Compile drainage system mapping and floodplain limits and incorporate the data onto the base map. Conduct field observations to identify components not on published maps. The result of this effort will be a GIS-base drainage system map showing approximate location of visible components.

1.19 Identify potential solutions to the threefold causes of flooding for inclusions into the Development Plan.

1.20 Obtain from the Town any utility providers maps and plans of the locations of utilities within the study area. This effort will also include, where necessary, discussions with utility providers regarding plans for upgrading or relocating existing services.

Summary of Findings

1.21 Summarize the findings of the above tasks in a technical memorandum accompanied by map(s) illustrating the conditions. The memorandum will identify the opportunities for enhancing the Downtown as well as the issues that will constrain the Committee's objectives.

1.22 Identify early action items that can be undertaken by the Town and others that will have an immediate impact on the quality of the Downtown.

1.23 Meet with the Committee to discuss the findings of this task.

Task Deliverables:

- Base maps of the downtown, Technical memorandum photographs and graphic illustrations of existing conditions, opportunities, and constraints. Baseline traffic conditions for measuring development impacts. Short-term recommendations regarding traffic improvements.

2.0 Downtown Westport's Place in the Market

2.1 Analyze the economic and market conditions of the Downtown including the following components:

2.1.1 Understand the downtown's role in the Westport and Metropolitan area by assessing the overall population and household trends, household income, and employment growth using U.S. Census data as available and other established sources. The household income data will provide the basis for assessing retail demand. The employment data will relate to demand for office space, as well as residential potential.

2.1.2 Analyze the specific types of employment growth that are likely to occur including assessing the recent growth in the capital markets sector. Relevant data will be gathered from

The markets to be examined are as follows:

2.2.2 **Retail:** Explore the market for current retail space with the emphasis on determining changes in the mix of retail uses (convenience, comparison, specialty, etc.) and the pressure for conversion of retail space to service uses. A review of the potential for eating and drinking establishments will also be conducted under this component. Westport's Downtown is among the strongest town centers in Connecticut, so this analysis will be directed toward quantifying the level and mix of retail that can be supported by nearby residential neighborhoods. Features of the Downtown retail market which act as deterrents to shoppers (parking, poor aesthetics, etc.) will be described.

2.2.3 **Housing:** Describe the current status of housing in Downtown Housing in terms of number of units, rent levels, types of ownership, types of buildings, and desirable amenities. The purpose of this task will be to determine the extent of the captive market that adjoining housing represents to the Downtown and the potential for generating additional retail support. Housing on upper floors has previously been identified as a desirable use to help energize the district after business hours.

2.2.4 **Entertainment/Culture and Recreation:** The market or need for these uses will be explored. Demographic, employment, and tourism data will be examined to provide an indication of the potential for attracting any of these types of activities to the Downtown.

2.3 Prepare alternative long term (10-15 years) development scenarios for growth in the Downtown based on an understanding of market dynamics for the land uses. Employ matrix analysis to evaluate the relative potential for various types of uses which can successfully operate in Downtown. It will be important to look past the current mix of retail users to the next expansionary cycle in order to generate a viable mix of uses that will contribute to the vitality of the Downtown. Some emphasis on interim measures may be required in order to generate initial activity.

Note that the analysis and projections in the report will be based on assumption and information collected from official and informal sources, estimates, and reasonable analytical techniques. Attainment of forecasts cannot be warranted as they will be based on assumptions and averages which will be influenced by future events and external factors not researched within the analysis proposed.

2.4 Summarize the findings of the market reconnaissance in a technical memorandum and meet with the Committee to discuss the findings.

Task Deliverables:

- Market Reconnaissance of Downtown Westport

3.0 Stakeholder Opinion Survey

This element of the planning process will be conducted by the Center for Research and Public Policy working in collaboration with Milone & MacBroom, Inc. and the Committee. The opinion survey will be designed to solicit opinions from the community regarding existing attributes of the Downtown, issues that contributes to its success, and vision of the future of the Downtown specifically targeting the eight key Downtown objectives promulgated by Committee. This element of the plan will include the following tasks.

3.1 Participate in a meeting with the Committee to discuss the overall approach to the survey, review methodologies, and identify the desired information to be generated by the survey.

3.2 Design the survey questionnaire to meet the expressed objectives of the Committee and to elicit meaningful, concise and comparable information.

3.3 Design and implement a sample proportional to the target community's population distribution. This is likely to be done using a random digit sampling protocol.

3.4 Conduct a telephone survey of the desire community designed to ensure proper demographic distribution.

3.5 Analyze the data and provide actionable recommendations. Prepare a written report highlighting the methodology, summarizing the findings including appropriate cross tabulation tables.

3.6 Meet with the Committee to discuss the findings of the survey.

Task Deliverables:
- Final Opinion Survey Report

4.0 Development Plan

4.1 Initiate the creation of the development plan by conducting a community workshop to collaboratively formulate a development strategy supported by the existing conditions analysis, market analysis and the opinion survey. The objectives of the workshop include:

- Educating the community of interest as to the need for, and benefits for preserving and enhancing the quality of the Downtown.

- Identification and illustration of perceived opportunities and constraint. Establishing a list of priorities for targeted public and private improvement projects. Consideration of flexible design recommendations to accommodate change in the Downtown

4.2 Prepare alternative development concepts for the Downtown based on the consensus reached during the community workshop. Each alternative concept will address land use, circulation and parking, public improvements, development opportunities, rehabilitation opportunities and urban design linkages in the context of the Committee's objectives including:

- Preservation and enhancement of the character of the Downtown
- Access to the river and the development of open spaces that are interconnected through pedestrian and bicycle paths
- Streetscape improvements
- Traffic and parking improvements
- Promotion of greater nighttime activity
- Facilitate downtown living
- Stimulate growth of local business
- Enhancement of connectivity between the east and west side of the river as well as to nearby residential neighborhoods

The alternative concepts will be presented graphically with sufficient supporting detail to enable the Committee to consider and evaluate how well the concepts meet the objectives.

4.3 Prepare a palette of design treatments to be incorporated into the anticipated improvements for the Downtown including:

- Streetscape and pedestrian improvements
- Parking
- Bicycle and pedestrian systems
- Wayfinding
- Special treatments for the riverfront

4.4 Meet with the Committee to review the concepts and identify the concept, or combination of concepts that will become the Development Plan for the Downtown.

4.5 Finalize the Plan incorporating the comments from the Committee. The plan will be accompanied by a series of illustrations that will convey the image of what the Downtown can be upon implementation of the Plan.

Task Deliverables:

- Graphic Development Plan for Downtown Westport

5.0 Implementation Strategies and Action Plan

5.1 Develop strategies for the implementation of the Development Plan is part of a coordinated revitalization program. The action plan will address the following elements:

5.1.1 **Land Uses:** The distribution of uses will be based on the objectives to be met by the Action Plan, the physical constraints due to site availability and capacities, and the absorption potential indicated by the market analyses.

Recommended locations for each use, floor areas of buildings and configurations of proposed developments will be specified for the study area. In addition, proposed parking facilities will be indicated along with the recommended number and type of spaces. Traffic flow improvements will be incorporated into this section of the report.

5.1.2 **Retail Reorientation Strategy:** This will include both the physical and functional actions necessary to reorient the retail uses in the Downtown. The strategy will include the mix of stores appropriate to the identified market; improvements to access and parking; the role of architectural guidelines in establishing a visual theme for Downtown; linkages to other sections of Downtown; ways to benefit from available development techniques for attracting new businesses; and general marketing approaches.

5.1.3 **Development Projects:** Areas recommended for infill development will be delineated on the proposed mix and configuration of uses described. An illustrative site plan will be prepared for the most critical project(s).

5.1.4 **Rehabilitation Projects:** Areas where rehabilitation is appropriate will be delineated and the type of treatment recommended will be described. Façade sketches will be prepared for a limited number of selected buildings to illustrate the proposals.

5.1.5 **Financing:** The Action Plan will include preliminary opinion of costs and budgets for each

plan element. Various public and private financing sources will be identified. Instances where public subsidies are required will be highlighted and the amount and form of the subsidy will be indicated. This may include the use of tax increment financing, special assessment districts, etc. The evaluation will include an identification of Grant programs for funding some improvements.

5.1.6 **Development Regulations:** It is likely that additional and/or revised development regulations will be required to implement the Plan, particularly regarding urban design standards but also including zoning, parking requirements, and the like. Recommendations will be made on appropriate modifications to Town development regulations including consideration of the adoption of Village District regulations or a Municipal Development Plan.

5.1.7 **Downtown Management:** An administrative structure for implementing the Plan will be described. The roles of existing groups will be outlined and any recommended changes in their responsibilities will be discussed. In addition, if any new entities are needed to carry out specific aspects of the Plan, their structure, duties, budgets and relationships to existing groups will be described. The possibility of establishing a Downtown Special Services District and an Economic Development Corporation will be explored.

5.1.8 **Plan Phasing:** The schedule in which various actions will take place is a critical factor since certain projects have other actions as prerequisites (e.g. the commitment to build a new parking facility may be needed before a development can take place). Also, the market studies may indicate that a particular project cannot be absorbed for several years and, therefore, should not be pursued immediately. The identification of near term actions that are supportable by the market will be a major focus of the planning process. Moreover, phasing must be related to the availability of financing and to the need for any governmental actions which have mandated time periods for consideration.

5.1.9 **Environmental and Regulatory Implications:** Given the objective of reclaiming the river as a critical element of the Downtown, there are likely to be environmental impacts and regulatory issues associated with such an initiative. The strategy for avoiding impacts, minimizing and mitigating impacts, and the process for obtaining permits will be identified as part of the recommendations.

5.2 Prepare in draft format the document that incorporates the technical memoranda from the initial tasks, a discussion about the Plan elements and the implementation strategy. Meet with the Committee to review draft document.

5.3 Assist the Committee in presenting the Development Plan and Implementation StrategyMPDI at a public meeting and to the Planning and Zoning Commission and the Representative Town Meeting. This will include the preparation of a Powerpoint presentation and appropriate display graphics

5.4 Finalize the Development Plan and Implementation Strategy MPDI incorporating comments from the public and the Committee.

SCHEDULE & FEES

Milone & MacBroom, Inc. will initiate this assignment upon a notice to proceed and anticipates completing the project in approximately seven months thereafter following the draft schedule illustrated below. We would expect to work with the Committee in developing a more refined schedule at the outset of the project.

Milone & MacBroom, Inc. will provide the services described above for the following lump sum fees, subject to the firm's Standard Terms and Conditions.

1.0	Understanding Downtown Westport's Physical Context	$ 68,000
2.0	Downtown Westport's Place in the Market	$ 25,000
3.0	Stakeholder Opinion Survey	$ 20,000*
4.0	Development Plan	$ 42,000
5.0	Development Strategy	$ 30,000
	Total	**$185,000**

**The majority of this task will be undertaken by the Center for Research and Public Policy at an estimated fee of $18,000.*

We recommend that you establish a budget in the amount of $5,000 for direct expenses including mileage, printing, express mail, and similar out-of-pocket costs.

SECTION 3

SERVICES PROVIDED

- Landscape Architecture
- Traffic Engineering

CLIENT INFORMATION

Westport Downtown
Merchant's Association
Westport, Connecticut

DOWNTOWN WESTPORT IMPROVEMENTS
Westport, Connecticut

The Westport Downtown Merchant's Association (WDMA) has been actively investigating ways in which to improve and expand upon downtown Westport. Although the overall WDMA's vision is to continue to make downtown Westport an extremely attractive and vibrant destination for businesses and shoppers alike, they also realize the necessity to ensure that the downtown area is continually served with safe, usable, proximal and attractive parking areas. It is apparent that the success of the downtown business district has resulted in demand for more user friendly parking.

This feasibility study attempted to incorporate the primary needs of additional parking spaces with future growth, accessibility, safety, aesthetics, efficiency, public access to the waterfront, trash collection, and improvement funding options.

The goal of this feasibility study was to assess the existing conditions of several areas of the downtown and provide recommendations for parking related and circulation related improvements. The scope of this study was limited to the preparation of a master plan for improvements to the existing Parker Harding Parking Plaza, Main Street business area and streetscape, and the existing Elm Street/Avery Place Lots.

MILONE & MACBROOM®

SERVICES PROVIDED

- Civil Engineering
- Local, State & Federal Permitting
- Park Design
- Roadway Design
- Traffic Engineering
- Transportation Planning
- Utility Engineering
- Stormwater Management
- Construction Administration
- Public Outreach

CLIENT INFORMATION

Harbor Point Development

HARBOR POINT AND YALE & TOWNE SITE REDEVELOPMENT
Stamford, Connecticut

Milone & MacBroom, Inc. is providing multidisciplinary services for a 6,000,000 square foot waterfront development consisting of 4,000 residential units, retail, and office space on approximately 80 acres of a former industrial property.

Milone & MacBroom, Inc. work includes:

- Layout of buildings, parking, roads, walls and streetscapes
- Analysis of existing and projected future demands at 21 intersections in and around the site
- Design of storm sewers and stormwater management facilities
- Design of all site utilities including an extension of the sanitary sewer and water mains, as well as other on-site utilities such as telephone, cable, electric, and gas
- Design of urban parks and public spaces
- Team coordination relating to environmental remediation
- Site planning for 3 parking structures at Harbor Point and 2 parking structures for the residential facilities

Photo Source: Perkins Eastman

MILONE & MACBROOM®

SERVICES PROVIDED

- Downtown Redevelopment Plans

CLIENT INFORMATION

City of Hartford
Hartford, Connecticut

DOWNTOWN REDEVELOPMENT
Hartford, Connecticut

Milone & MacBroom, Inc.'s planning group assisted the City of Hartford with the identification of three redevelopment areas within the central business district and the northern portion of Downtown Hartford. Working with City staff and the Hartford Redevelopment Agency, a comprehensive redevelopment plan was drafted for each of the three identified areas. These plans included components addressing blight remediation, infrastructure and traffic/circulation improvements, vacant land parcel assemblage, potential transit-oriented development (TOD) opportunities, adaptive reuse of appropriate structures, creation of greenways and improved streetscape elements, and possible means of reconnecting the northern part of Downtown Hartford with the Connecticut River waterfront. Mixed-use development that ties in with adjacent new public safety and educational facilities abutting the redevelopment areas, along with increasing both the City's tax base and the amount of positive pedestrian activity in these areas, are central hallmarks of all three redevelopment plans.

SERVICES PROVIDED

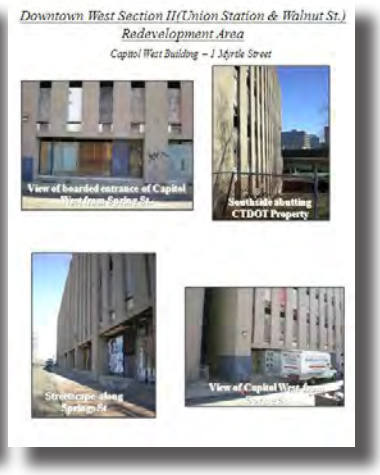
- Downtown Redevelopment Plans

CLIENT INFORMATION

Hartford Redevelopment Agency
Hartford, Connecticut

DOWNTOWN REDEVELOPMENT PLANS
Hartford, Connecticut

Three redevelopment plans under Chapter 130 of the Connecticut General Statutes were prepared for the Hartford Redevelopment Agency. Located on the fringe of Hartford's Downtown, these initiatives address long standing blighted conditions and offer strategically located opportunities for new investment. These projects are among the first in Connecticut to be adopted under new State legislation.



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SERVICES PROVIDED

- Survey
- Site & Park Design
- Hydrology & Hydraulics
- Environmental Assessment
- Permitting
- Flood Control Improvements
- Landscape Architecture
- Public Outreach

CLIENT INFORMATION

City of Meriden
Meriden, Connecticut

HUB REDEVELOPMENT
Meriden, Connecticut

Milone & MacBroom, Inc. was selected by the City of Meriden to develop plans for the 14-acre Hub brownfield. Demolition of the 230,000 square foot Hub building took place in spring of 2007. The area known as "The Hub" was constructed in the 1970's in a low-lying area bounded by State, Pratt, East Main, and Mill Streets in downtown Meriden, in the heart of the Harbor Brook flood plain. The brook was the subject of an extensive flood control study conducted by Milone & MacBroom, Inc. in the 90's, the result of which was a master plan for the restoration of this urban stream channel, including the creation of a park with flood storage.

Development of the design plans was coordinated with the necessary environmental remediation of contaminated soils beneath the site, floodplain management requirements as established by the Federal Emergency Management Agency, and the development of the City's intermodal transportation center located adjacent to the Hub property. The Hub redevelopment project incorporated the development of commercial office spaces with the design of an outdoor amphitheater; implementation of a section of the Harbor Brook trail; and many architectural park design elements such as pedestrian bridges over the river, civic plazas, and streetscape improvements.

The Hub Reuse Committee was developed by the City and consists of City staff, members of the City's Flood Control Implementation Agency, politicians, and local business leaders interested in the City's economic redevelopment. Plans were presented to this Hub Reuse Committee through a public participation process.

Once finalized, the plan will be one that balances the need for flood control and economic redevelopment and creates a downtown, centralized, open space park for the City.

SERVICES PROVIDED

- Downtown Market Study

CLIENT INFORMATION

Shelton Economic Development Corporation
Shelton, Connecticut

DOWNTOWN REVITALIZATION PROGRAM
Shelton, Connecticut

The Shelton Economic Development Corporation retained the services of Milone & MacBroom, Inc. to examine the redevelopment potential of several parcels in downtown Shelton as part of an update to a similar study completed by Milone & MacBroom, Inc. in 2006. The study discussed the market status of the light industrial, research and development, office and residential sectors, and recommended the type, size and quantity of uses to be pursued for the subject properties.

The project team also investigated an emerging multi-family housing trend, and its potential role in the overall revitalization of downtown. A fiscal impact analysis was undertaken as part of the study to estimate the potential impacts of over 500 multi-family housing units either proposed or under construction. The potential for improved transportation infrastructure and connections in the downtown area was also examined, and conceptual site plans for the subject properties were developed. The study recommended programmatic changes to the planned reuse and development of downtown based on its findings.

SERVICES PROVIDED

- Survey
- Planning Study
- Environmental
- Engineering
- Landscape Architecture
- Public Outreach

CLIENT INFORMATION

Torrington Downtown
Development Corporation
Torrington, Connecticut

TORRINGTON MDP & INFRASTRUCTURE IMPROVEMENTS
Torrington, Connecticut

In an effort to revitalize the vibrancy of its central business district, the City of Torrington created a non-profit development corporation to manage the redevelopment process. After completing an Environmental Impact Evaluation, the Torrington Development Corporation engaged Milone & MacBroom, Inc. to prepare a Municipal Development Plan (MDP) meeting the requirements of the Department of Economic and Community Development (DECD).

The planning process included preparation of a market study and developing a master plan on which the MDP document was based and the analysis of existing land use patterns, streets, utilities, and traffic conditions and formulating strategies to improve the downtown infrastructure to support expanded non-residential activity.

The firm was also engaged to complete the preliminary design of the infrastructure improvements, which includes the design of a new City street, streetscape improvements, modification to intersection, and utility improvements. In addition, there was a consolidation of existing off-street parking to improve efficiency and to provide safer access to existing buildings.

SERVICES PROVIDED

- Low Impact Development

CLIENT INFORMATION

Town of Avon
Avon, Connecticut

MUNICIPAL LAND USE EVALUATION PROJECT FOR VILLAGE CENTER & LOW IMPACT DEVELOPMENT GUIDELINES & REGULATIONS

Avon, Connecticut

Milone & MacBroom, Inc. staff members initially reviewed the Town of Avon's zoning regulations, subdivision regulations, inland wetlands and watercourses regulations, and other land use regulation documents to identify barriers to low impact development (LID) principles. As part of this review, specific areas of these regulatory documents where new or revised language could be incorporated to promote the use of LID techniques were identified.

Milone & MacBroom, Inc. staff then drafted a technical memorandum summarizing this review and analysis, providing recommendations for improvements and enhancements to the regulation documents that would foster the future use of LID techniques and principles. After all analytical tasks were completed, specific regulatory text amendments to incorporate desired LID concepts and development processes into the land use regulation documents were drafted for adoption by the Planning and Zoning Commission. At the same time, Milone & MacBroom, Inc. assisted the Town of Avon in crafting new zoning regulations for a unified, mixed use village center zone, along with appropriate and extensive design guidelines for the existing Town Center area along Route 44.

SERVICES PROVIDED

- Revitalization Plan
- Transit Oriented Development Plan
- Public Outreach

CLIENT INFORMATION

City of New Britain
New Britain, Connecticut

DOWNTOWN REVITALIZATION PLAN AND STRATEGY
New Britain, Connecticut

Milone & MacBroom, Inc. planning division was the lead consultant for the preparation of a revitalization plan for the New Britain, CT Downtown. A key component of the plan is Transit Oriented Development (TOD) related to the New Britain to Hartford Busway. The Busway to be built along a former rail right-of-way will provide a dedicated, high-speed route between the two cities with intermediate stops. The Plan proposes a mix of uses at densities which support this innovative transit mode. As a result of the planning process, a preliminary development agreement has been executed with the Arete Development Group to act as Master Developer.

MILONE & MACBROOM®

SERVICES PROVIDED

- Transportation Planning
- Traffic Engineering

CLIENT INFORMATION

Town of Ridgefield
Ridgefield, Connecticut

RIDGEFIELD CENTER STUDY
Ridgefield, Connecticut

The Town of Ridgefield amended its Zoning Regulations in order to maintain the vibrancy of Ridgefield Center. Milone & MacBroom, Inc. was selected by the Town to conduct a study of the Main Street area to evaluate existing parking conditions, vehicular and pedestrian circulation systems, and wayfinding techniques.

The study included an update of the previous parking and traffic studies, review of existing parking conditions, traffic volumes during the peak periods of use, and pedestrian and vehicular circulation operations. This effort also included the identification of barriers and impediments to circulation including signage and wayfinding, as well as an evaluation of the newly adopted zoning code applicable to the Village District. A workshop was held with the Main Street stakeholders and the community of interest to determine perceived problems and to build consensus as to reasonable solutions.

The study recommended the conversion of narrow streets into pedestrian routes as well as the construction of new streets to create an urban grid pattern. Improvement of internal circulation within privately-owned parking lots was also recommended along with the introduction of directional and informational signage and ornamental lighting to improve evening safety.

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SERVICES PROVIDED

- Brownfield Redevelopment
- Market Study
- Complete Streets

CLIENT INFORMATION

Vanasse Hangen Brustlin, Inc. (VHB)

DOWNTOWN GATEWAYS STUDY
Middletown, Connecticut

Milone & MacBroom, Inc. was hired to assist the City of Middletown, Connecticut on a Downtown Gateways Study that included redevelopment plans for select Brownfield sites in the North End and South End sections of the downtown area. The redevelopment plans support a Market Feasibility Assessment that was also completed by Milone & MacBroom, Inc. and included techniques and concepts for integrating pedestrian and non-motorized vehicular circulation improvements in a manner consistent with “Complete Streets” policies.

SERVICES PROVIDED

- Master Planning
- Landscape Architecture

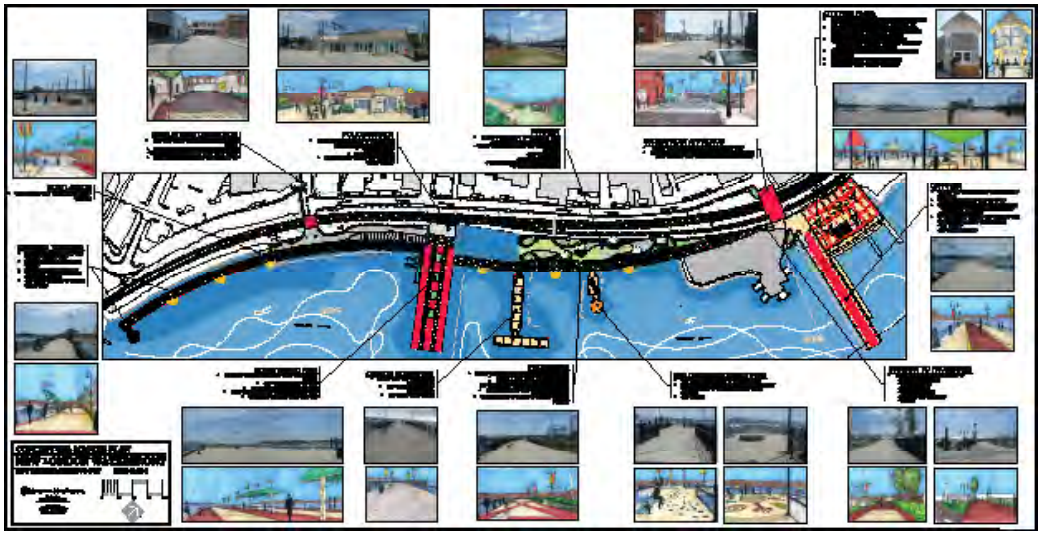
CLIENT INFORMATION

City of New London
New London, Connecticut

NEW LONDON WATERFRONT MASTER PLAN
New London, Connecticut

Milone & MacBroom, Inc. was commissioned by the City of New London to prepare a Master Plan for rejuvenation of the City Pier and associated waterfront. The original waterfront promenade attracts thousands of visitors each year; however, the linear park had become "tired" and was deemed to be lacking in vibrancy.

Milone & MacBroom, Inc.'s vision was to enliven the space with colorful surface treatments, banners, and gateway treatments at both ends of the boardwalk. A series of "before" and "after" sketches depicts the proposed techniques to recreate the space and provide new opportunities for learning, enjoyment, entertainment, eateries, and a new "sustainable" parklet.



SERVICES PROVIDED

- Planning
- Neighborhood Revitalization Zoning

CLIENT INFORMATION

Town of Vernon
Vernon, Connecticut

DOWNTOWN ROCKVILLE CONCEPTUAL PLAN
Vernon, Connecticut

As a supplement to the Vernon Plan of Conservation and Development, Milone & MacBroom, Inc. prepared a plan for Downtown Rockville. As the original downtown of Vernon, Rockville has undergone many changes over the years. The area has been designated as a Main Street Program community and the Rockville Revitalization Association (RRA) worked on various revitalization efforts. The area is also within a state designated Neighborhood Revitalization Zone (NRZ). Milone & MacBroom, Inc. assisted both the Town and the RRA in the preparation of the concept plan and proposed zoning regulation changes.

SERVICES PROVIDED

- Plan of Conservation & Development
- Market Research & Marketing Program

CLIENT INFORMATION

Cornwall Planning & Zoning Commission
Cornwall, Connecticut

VILLAGE CENTER MARKETING PROGRAM
Cornwall, Connecticut

The Cornwall Planning & Zoning Commission contracted Milone & MacBroom, Inc. to assist in implementing strategies included in the Town's latest Plan of Conservation and Development. Several strategies revolved around economic development within the Town's village centers, as the community ranked this concern as a top priority in the planning process.

Milone & MacBroom, Inc, inventoried and analyzed existing conditions in Cornwall's three village centers, through field visits, interviews with business owners, traffic analyses, and other research. The Project Team then conducted market research to estimate the types of goods and services that the market could support. This investigation relied heavily on consumer spending pattern data from the area.

The final report identified strengths, weaknesses, and opportunities in the three villages and recommended a detailed marketing program with action items ranging from infrastructure improvements and regulatory amendments to the development of a business promoting organization and a "buy local" campaign.

MILONE & MACBROOM®

SERVICES PROVIDED

- Existing Conditions Analysis
- Site Planning
- Economic and Market Analysis
- Alternative Economic Development & Enhancement Strategies
- Draft Zoning Regulations

CLIENT INFORMATION

Town of Marlborough
Marlborough, Connecticut

VILLAGE CENTER LAND USE & ECONOMIC ENHANCEMENT PLAN
Marlborough, Connecticut

A small, traditional New England community facing development pressure and planning for its first sewer line, the Town of Marlborough was concerned about its ability to control growth and re-establish the visual and physical quality of the community. The Town contracted with Milone & MacBroom, Inc. to address these concerns through a series of projects. The first project focused on 150 acres in the Town's Center and included four elements: Existing Conditions Analysis, Economic and Market Analysis, Alternative Development and Enhancement Strategies, and the preparation of a Village Land Use and Economic Enhancement Plan. Residents actively participated in the preparation of this study through design charrettes; separate meetings were held with the business community. A final public meeting enabled residents to review the recommended objectives and actions for the Village Center.

The community recognized that with the installation of public sanitary sewers comes the opportunity to create a true Village Center with housing, retail, and office uses surrounding a central green. The Village Center Land Use and Economic Enhancement Plan established several objectives to promote economic development, improve circulation, and enhance the visual quality of the Town. The study also recommended standardizing design guidelines to achieve the desired built form.

The Town subsequently hired Milone & MacBroom, Inc. to draft zoning regulations that implement the Village Center Land Use Plan. The nearly complete regulations are a hybrid of use- and form-based codes that encourage mixed-use, pedestrian-scale development. The area is divided into five Village Center sub-districts to guide development to appropriate locations based on existing transportation infrastructure and topography. The regulations also address design principals such as building scale, style, and materials, in addition to site elements such as parking, sidewalks, planting, lighting, and signage, all of which are graphically illustrated in a companion Village Center Stylebook.

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SERVICES PROVIDED

- Municipal Development Plan
- Environmental Impact Evaluation

CLIENT INFORMATION

Naugatuck Development Corporation
Naugatuck, Connecticut

DOWNTOWN REVITALIZATION
Naugatuck, Connecticut

Following the departure of its major manufacturers, Naugatuck has generally struggled with the reuse of the land on which the buildings once stood. The Borough received a proposal from a preferred developer seeking to construct a mixed-use neighborhood with multi family housing, a hotel, and retail and office space in order to create a Transit Oriented Development that connects the railroad station with the historic downtown, new development that feature new waterfront trails as part of the Naugatuck Greenway with pedestrian connections to the downtown area and the renovated railroad station. The Borough created a non-profit development corporation to facilitate the public-private partnership.

The Milone & MacBroom, Inc. project team was engaged by the Naugatuck Economic Development Corporation initially to evaluate the viability of the developer's proposal from both a physical and a fiscal perspective, and to work with the local zoning commission to prepare regulations to enable the development. Subsequent to the completion of the environmental impact evaluation, the planning team was commissioned to prepare the Municipal Development Plan (MDP) in accordance with requirements of the Connecticut Department of Economic and Community Development, as well as to prepare concept plans for linking the downtown to the Naugatuck River Greenway. The MDP was completed in 2011.

SERVICES PROVIDED

- Planning Study
- Landscape Architecture
- Public Outreach

CLIENT INFORMATION

Town of Mansfield, Connecticut / Mansfield Downtown Partnership

DOWNTOWN MANSFIELD MASTER PLAN
Mansfield, Connecticut

The Mansfield Downtown Partnership commissioned the Milone & MacBroom, Inc. project team to prepare a master plan for the commercial area of Storrs, Connecticut. The goal of this initiative was to revitalize the area into a vibrant downtown that supports a mix of residential and non-residential uses typically found in collegiate communities and in the center of traditional New England communities.

The Town's Plan of Development, prepared in the early 1970's, identified the need to have a viable and identifiable downtown. Several studies in the subsequent three decades made similar recommendations. Most recently, the Town accepted the recommendations from a recent report and decided to form a partnership consisting of representatives of the University of Connecticut, area merchants, and interested citizens to begin to implement the community objective of "creating a vibrant, exciting, mixed-use downtown center through leveraging the housing investment planned by the University."

The consultant team, consisting of Milone & MacBroom, Inc., Johnson Land Design, Harrall-Michalowski Associates, Inc., Peter Miniutti, and Norman Garrick, had been charged with analyzing the existing conditions of the downtown area, researching the market conditions, developing a target market strategy for the area, and preparing a master plan and a development strategy for its implementation.

From its first meeting, the Partnership has encouraged public participation. The consultant team conducted a workshop with the Partnership at which the public participated. Subsequently, the Partnership conducted two design charettes to encourage public participation sessions and to identify development issues.

SERVICES PROVIDED

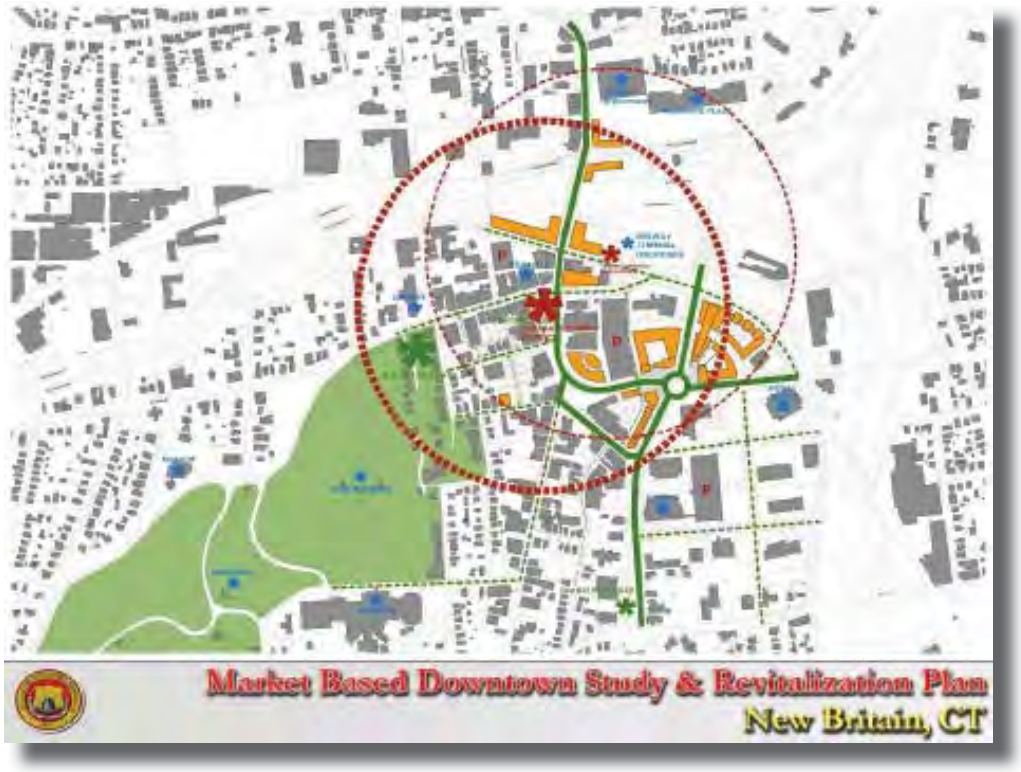
- Market Based Study
- Revitalization Plan

CLIENT INFORMATION

City of New Britain
New Britain, Connecticut

MARKET BASED DOWNTOWN STUDY AND REVITALIZATION PLAN
New Britain, Connecticut

A market based study and plan built upon the existing strengths of downtown was developed with New Britain stakeholders. Catalytic public investments that will drive new private investments were identified along with a flexible approach to the dynamic nature of markets.



SERVICES PROVIDED

- Urban Design
- Transportation Engineering
- Planning Study
- Landscape Architecture
- Public Outreach

CLIENT INFORMATION

Capitol Region Council of Governments / Parkville Revitalization Association

PARKVILLE NEIGHBORHOOD REVITALIZATION
Hartford, Connecticut

Parkville is one of Hartford's most ethnically diverse and stable mixed-use neighborhoods. It is a small, triangular-shaped, urban neighborhood that has wide busy streets and a sparseness of parks and trees. Pathways connect along their length and create edges across their width. Interstate 84 segregates Parkville from downtown Hartford and Pope Park and has allowed industry to mitigate out of Parkville to remote locations. The commercial mix includes a concentration of "mom-and-pop" scale shops, stores, restaurants, pubs, bakeries, and a bank.

Milone & MacBroom, Inc. was retained to assist Parkville to develop its vision to be an urban walking neighborhood, where residents can live, work, and play in their own neighborhood. Additionally, Parkville wishes to build on its legacy as the home of American bicycle manufacturing, and become a prototype urban bicycle-friendly neighborhood. The busway from New Britain to Hartford provided the opportunity to establish Parkville as a transportation hub for the contiguous communities, by integrating bus steps into the neighborhood.

Parkville was chosen to participate in a demonstration grant project from the Federal Highway Administration's new Transportation and Community and System Preservation (TCSP) initiative. Milone & MacBroom, Inc. was retained subsequently to design the streetscape improvements to physically revitalize the Parkville neighborhood.

SERVICES PROVIDED

- Corridor Redevelopment

CLIENT INFORMATION

Stamford Partnership
Stamford, Connecticut

CORRIDOR REDEVELOPMENT
Stamford, Connecticut

The planning division of Milone & MacBroom, Inc., working with MJB Retail Consultants, prepared a Strategy for the West Side Retail Corridors in Stamford. The study assessed the physical conditions and retail market potential of the West Side neighborhood and suggested a plan of action and strategies to move along the revitalization process for the area and provided the Neighborhood Revitalization Zone (NRZ) Planning Committee with action items to include in their plan for the area.

SERVICES PROVIDED

- Market Suitability Analysis
- GIS Analysis

CLIENT INFORMATION

Simon Konover Development Corporation

MARKET STUDY FOR PROPOSED SEAVIEW PLAZA DEVELOPMENT SITE
Bridgeport, Connecticut

Milone & MacBroom, Inc. was contracted to analyze the potential market support for retail development at the proposed Seaview Plaza development site, located at the intersection of Seaview Avenue and Stratford Avenue in Bridgeport, CT. The proposed development included 150,000 square feet of total building space with a combination of grocery, community space, pharmacy, retail, office, restaurant and service station buildings sited in a manner that integrates waterfront access and convenient shopping opportunities. The Project Team was specifically charged with analyzing the market suitability for general retail space, a 60,000 square foot supermarket/grocery store, a 14,000 square foot pharmacy and a 10,000 square foot full-service restaurant. A Local Market Area (LMA) was defined using a Geographic Information System (GIS) drive time analysis, and the subsequent analysis considered demographic-based demand, the existing competitive supply of retail space within various categories, and supply and demand changes likely to occur in the future due to proposed developments.

Data was collected from a variety of data sources and analyzed using a number of different methodological tools. Specific assessments concerning the market variables of the identified retail categories were created based upon the associated data and geographic analysis.

MILONE & MACBROOM®

SERVICES PROVIDED

- Survey
- Engineering
- Landscape Architecture
- Environmental Assessment

CLIENT INFORMATION

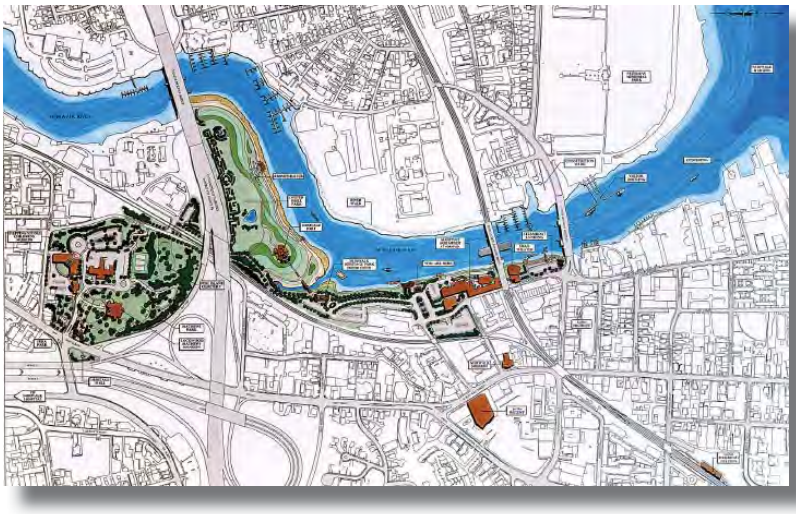
City of Norwalk
Norwalk, Connecticut

NORWALK HERITAGE PARK
Norwalk, Connecticut

The City of Norwalk retained Milone & MacBroom, Inc. as the landscape architect and engineering consultant to design the public improvements along the Norwalk River as part of the City's major waterfront redevelopment initiative. The project links the Maritime Aquarium to the Historic Lockwood Mathews Park (which is on the Register of National Historic Landmarks), the site of the City's Visitor Center.

Adjacent to a railroad corridor, the existing site is heavily industrialized. The project plans call for 1,000 linear feet of new road construction to serve a future office building site, a landscape pedestrian route along the Norwalk River, a new entrance to the Maritime Aquarium, and the gateway to the Oyster Shell Park (formerly the site of the City's landfill). Milone & MacBroom, Inc. was responsible for all site plans, surveying, and engineering documents.

In addition to design, the project included a preliminary environmental review, including a pilot soil testing program and groundwater monitoring, as well as an environmental assessment to evaluate potential environmental impacts. The project was subject to CEPA and NEPA requirements.



MILONE & MACBROOM®

RENTSCHLER FIELD STADIUM TRAFFIC CIRCULATION & PARKING IMPROVEMENTS
East Hartford, Connecticut

SERVICES PROVIDED

- Survey
- Traffic Engineering
- Permitting
- Environmental Engineering
- Landscape Architecture
- Hydraulics Analysis & Design
- Construction Administration

CLIENT INFORMATION

State of Connecticut Office of Policy and Management

Connecticut's Office of Policy and Management selected Milone & MacBroom, Inc. to evaluate feasibility, design, and oversee construction of improvements associated with the expansion of the parking facilities at Rentschler Field Stadium. The firm initially assisted with site evaluation and selection for the new parking areas. Following site selection, Milone & MacBroom, Inc.'s role included the following:

- Studied event parking, traffic, and pedestrian circulation issues.
- Developed plans to provide 6,500 additional parking spaces, as well as improve traffic circulation and pedestrian safety and ensure adequate emergency access routes. The majority of the parking was constructed on fiber-reinforced topsoil in order to take advantage of an ideal opportunity for infiltration of stormwater and to limit impervious areas and associated costs.
- Coordinated with the State, University, stadium manager, and adjacent private developer to meet the State's needs while supporting the continuation of the development efforts and minimizing impact to UConn's football program.
- Performed hydrologic and hydraulic analyses for the design of an extensive system of box culverts and for enhanced conditions during flood events and obtained State and Federal permits.
- Developed construction documents for the selected improvements that included innovative stormwater management practices and landscaping treatments in addition to roadway, illumination, and parking design and assisted in bidding the work.
- Performed construction inspection, handled change orders and payment requisitions, reviewed shop drawings and submittals, obtained materials samples, and coordinated laboratory testing.

MILONE & MACBROOM®

SERVICES PROVIDED

- Survey
- Permitting
- Hydraulic Modeling
- Wetland Delineation

CLIENT INFORMATION

City of Stamford
Stamford, Connecticut

MILL RIVER RESTORATION PERMITTING
Stamford, Connecticut

Milone & MacBroom, Inc. was contracted by the City of Stamford to develop permit applications to support a proposed dam removal, channel restoration, and linear park along this urban river corridor. The Army Corps of Engineers prepared design plans for the removal of the Main Street Dam and associated floodwalls, removal of an existing obstruction under the Pulaski Street Bridge, and the restoration of two tidal wetland areas along the river bank. In conjunction with that the City had contracted with Olin Partnership to develop conceptual design plans for a linear park between Pulaski Street and Broad Street. As part of its agreement with the Army Corps of Engineers, the City was required to obtain the necessary state permits for this project.

Milone & MacBroom, Inc. prepared Stream Channel Encroachment, and Diversion and Dam Safety permit applications for submittal to DEEP's Inland Water Resources Division. A Structures, Dredging, and Fill application was prepared and submitted to the Office of Long Island Sound Programs. As part of this effort, Milone & MacBroom, Inc. evaluated the ACOE's hydraulic modeling of the channel reach and prepared the necessary engineering report to facilitate DEEP review of the project. In addition, Milone & MacBroom, Inc. flagged the limit of state regulated wetlands along the channel, performed tide monitoring up and downstream of Pulaski Street, and obtained bathymetric survey of the channel in the vicinity of Pulaski Street to support the ACOE design efforts.

MILONE & MACBROOM®

SERVICES PROVIDED

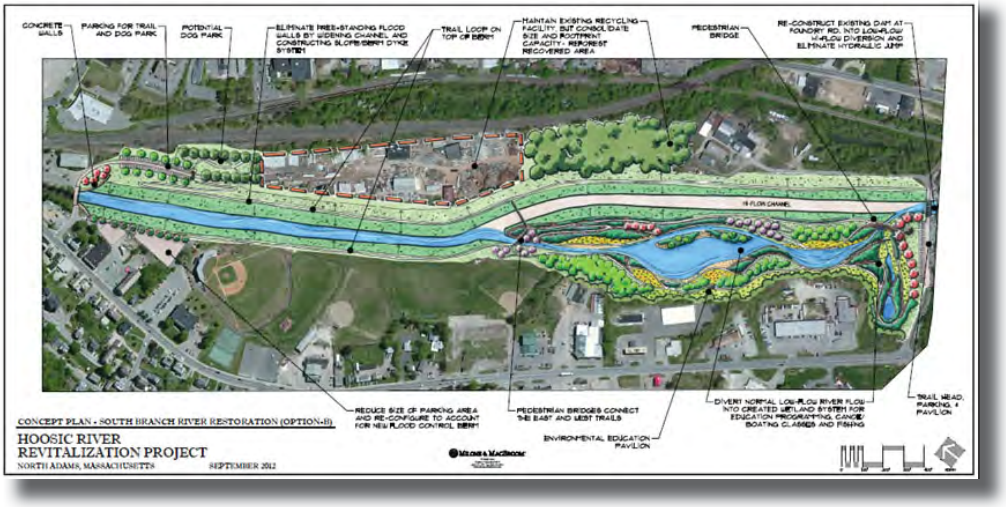
- Engineering
- Planning
- GIS Mapping
- Landscape Architecture
- Public Outreach

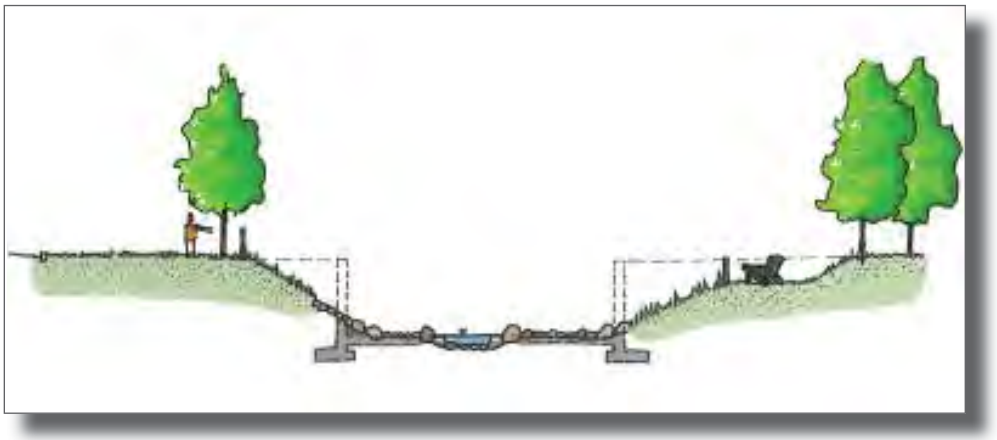
CLIENT INFORMATION

Hoosic River Revival Coalition
North Adams, Massachusetts

HOOSIC RIVER REVITALIZATION
North Adams, Massachusetts

MMI continued to provide consulting services to the Hoosic River Revival Coalition for the preparation of a detailed Option Assessment for modifications of the existing flood control system. This project followed the completion of the MMI coordinated community wide planning charrette performed in the 2010. The Options Assessment included working with the organization's sub committees, Mass DER, ACOE, the City, Mass MOCA (Museum of Contemporary Art), and the Mass College of Liberal Arts (MCLA) to explore all options to restore a public connection to the riverfront, improve water quality of the river, maintain flood control, and spur economic revitalization of the area. A detailed technical memorandum of the flood control design prarmeters was performed that included the analysis of flood flows, pre and post Tropical Storm Irene, as well as a structural assessment of the concrete flood control chutes.





SERVICES PROVIDED

- Planning

CLIENT INFORMATION

Town of Saluda
Saluda, South Carolina

DOWNTOWN REVITALIZATION STUDY
Saluda, South Carolina

The Town of Saluda retained Milone & MacBroom, Inc. to first evaluate opportunities to improve its downtown business sector. The goal was to identify improvements that the town could easily implement to revitalize its downtown area and make it more aesthetically pleasing, efficient and attractive to shoppers and pedestrians, and attractive to conduct retail business.

As monies become available, the Town desired to be in a position to have selected projects prioritized so it could quickly move into design and construction of improvements.

The downtown revitalization study area was Saluda's central business district (CBD) with the north-south Main, and east-west Church Streets being primary focus points.

The Saluda Downtown Revitalization Study prepared by Milone & MacBroom, Inc. evaluated all types of improvements, such as landscape buffering, traffic calming, reconstructing roads and sidewalks, aesthetic treatments to storefronts, and rerouting trucks.

The study was approved by the SC Department of Commerce, and the Town of Saluda town is currently implementing the Church Street revitalization, which is the first of several projects that the study prioritized that the town should undertake.

MILONE & MACBROOM®

SERVICES PROVIDED

- Drainage System Design
- Hydrologic & Hydraulic Analysis

CLIENT INFORMATION

City of New London
New London, Connecticut

NEW LONDON ON-CALL DRAINAGE IMPROVEMENTS
New London, Connecticut

Milone & MacBroom, Inc., through an on-call contract with the City of New London, has completed numerous drainage analyses in recent years. Construction documents were developed for two of these areas, which are described below:

Pequot Avenue Drainage Outfall Relocation - An existing 24-inch diameter RCP discharges from the City's drainage system through a retaining wall and below an existing pile supported privately owned structure. The City is relocating this outfall away from the building. To do this requires installing a new drainage pipe for some 300-feet within Pequot Avenue and re-routing ancillary inflow pipes. Pequot Avenue is a heavily traveled roadway, providing the City's main access to the beach and recreational attraction Ocean Beach Park making planning for the maintenance and protection of traffic extremely important. As part of the design effort, Milone & MacBroom, Inc. identified the location of the utilities and modified the proposed drainage system to prevent conflicts. The new outfall will discharge through an existing masonry retaining wall that supports the roadway, requiring structural evaluation to preserve the roadway. Since the discharge is direct to the ocean, tailwater analysis was performed to evaluate potential impacts to operation of the system from tidal surge.

Parkway South Drainage Evaluation - This system has a tributary watershed of 171-acres with a discharge pipe extending into a public beach area. The outlet is subject to clogging from beach accretion, which hinders the discharge capacity of the pipe. The final 1,000 feet of this drainage system has limited slope which, combined with the clogging of the outfall, results in street flooding from surcharge through manholes and catch basins. Given the limited options for discharging from this system, Milone & MacBroom, Inc. evaluated converting to pressure flow with watertight structures. Hydraulic limitations ultimately prevented this from being feasible and currently a small stormwater pump station is being considered.

MILONE & MACBROOM®

SERVICES PROVIDED

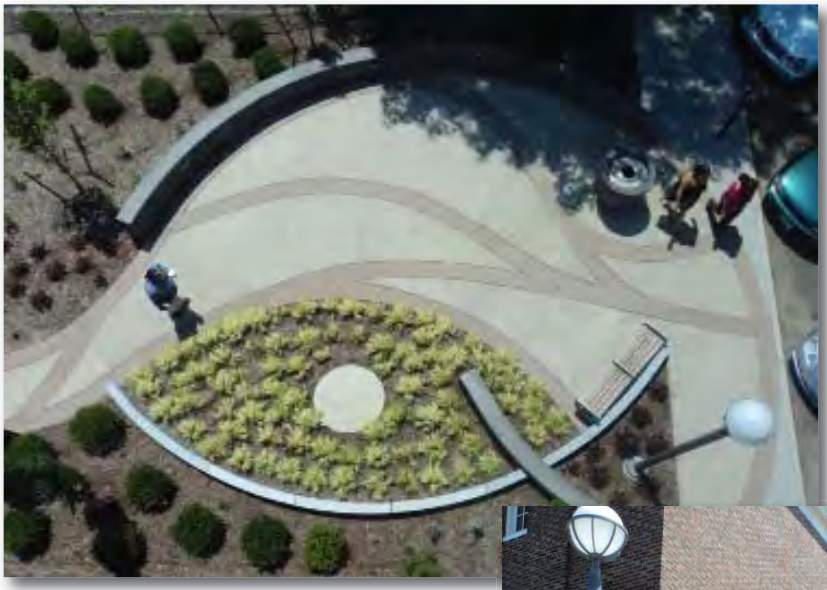
- Engineering
- Landscape Architecture
- Construction Administration

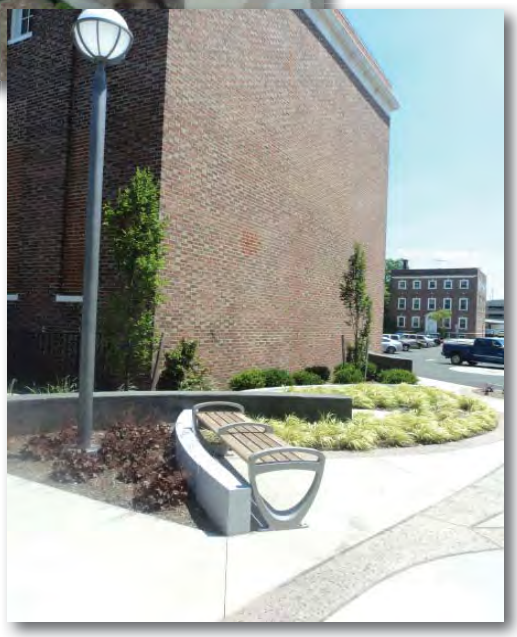
CLIENT INFORMATION

City of Waterbury
Waterbury, Connecticut

CITY HALL PARKING LOT AND DRIVEWAY DRAINAGE IMPROVEMENTS
Waterbury, Connecticut

Milone & MacBroom, Inc. provided design and construction phase services for a proposed parking lot south of City Hall and drainage improvements on the west driveway. The project included a new 40-50 space parking lot and included a one-way circulation, parking controls, signage, landscaping, lighting, and a pedestrian connection to City Hall and the Silas Bronson Library. Also included was the design of drainage improvements on the west driveway that connects Grand Street and the Silas Bronson Library.





MILONE & MACBROOM®

SERVICES PROVIDED

- Hydrologic Modeling
- Hydraulic Modeling
- Landscape Architecture
- Engineering Design
- Regulatory Permitting
- FEMA LOMR
- Ecosystem-Based Habitat Restoration
- Public Outreach & Education
- Cost Estimating

CLIENT INFORMATION

City of Meriden
Flood Control Implementation Agency
Meriden, Connecticut

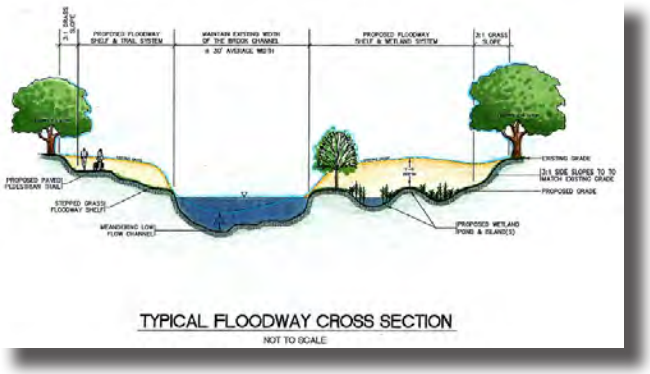
HARBOR BROOK FLOOD MITIGATION AND RESTORATION PROJECT
Meriden, Connecticut

Milone & MacBroom, Inc. was retained to assist the City in developing a flood mitigation and channel restoration plan for the Harbor Brook corridor. Implementation of the plan will remove structures from the floodplain and roadways located within the City's downtown, facilitating redevelopment opportunities. The project included evaluating channel characteristics over a three mile reach, including an inventory of bridges and structures that affect river hydraulics. A hydrologic model of the watershed was developed using HEC-1 software to predict stream flows under a variety of rainfall scenarios and a hydraulic model of the channel was developed using HEC-RAS to evaluate improvement scenarios and identify alternatives for reducing flood elevations. Design plans were developed to reflect channel and structure modifications, construction of compound channels through floodprone areas and construction of a linear river trail system that will run much of the length of the channel.

Project permits were obtained in 2012, including Diversion and 401 Water Quality Certificate from CT DEEP and Section 404 from ACOE. The permits authorize:

- Replacement or modification of 15 bridges;
- Almost three miles of channel improvements;
- Daylighting 1,700 linear feet of channel to create an urban park;
- 8.83 acres of waterway impact below ordinary high water of the channel; and
- 0.03 acres of permanent impact to federal wetlands and 0.28 acres of impact to state wetlands.

A Letter of Map Revision was received from FEMA to reflect the change in hydrology associated with the detailed hydrologic model. Subsequent LOMR's will be sought to reflect the reduction in water surface elevations as the improvements are implemented. Once implemented the plan will provide flood reduction benefits within an urban greenway along with water quality enhancements, fisheries habitat structures and improved stormwater management systems.



SERVICES PROVIDED

- Civil Engineering
- Structural Engineering
- Environmental Engineering
- Environmental Remediation

CLIENT INFORMATION

City of New Haven
New Haven, Connecticut

RIVER STREET RIVERWALK WATERFRONT LINEAR PARK
New Haven, Connecticut

The City of New Haven is undertaking redevelopment of a former industrial property on the City's waterfront. As part of this work, Milone & MacBroom, Inc. was contracted to develop plans for a waterfront linear trail. Design activities included approximately 1,400 linear feet of steel bulkhead, placement of fill behind the bulkhead, construction of a paved walk, construction of two boardwalk crossings of tidal wetlands, installation of two new stormwater outfall pipes, and construction of a car-top boat launch. This work is being conducted in accordance with the recommendations outlined in the City's Municipal Development Plan designed to revitalize the River Street Neighborhood with enhanced waterfront access.

Milone & MacBroom, Inc. continues to work with the City of New Haven and the Connecticut Department of Environmental Protection, Office of Long Island Sound Programs to achieve a design that meets the project goals of waterfront revitalization. Much of the waterfront area has been or continues to be highly industrialized. A key parcel along this area used to be a former bulk petroleum storage facility. Milone & MacBroom, Inc.'s design takes into consideration the environmental remediation plans for the site and seeks to limit the expenses that would otherwise be required for site cleanup.

SERVICES PROVIDED

- Planning & Design Manual

CLIENT INFORMATION

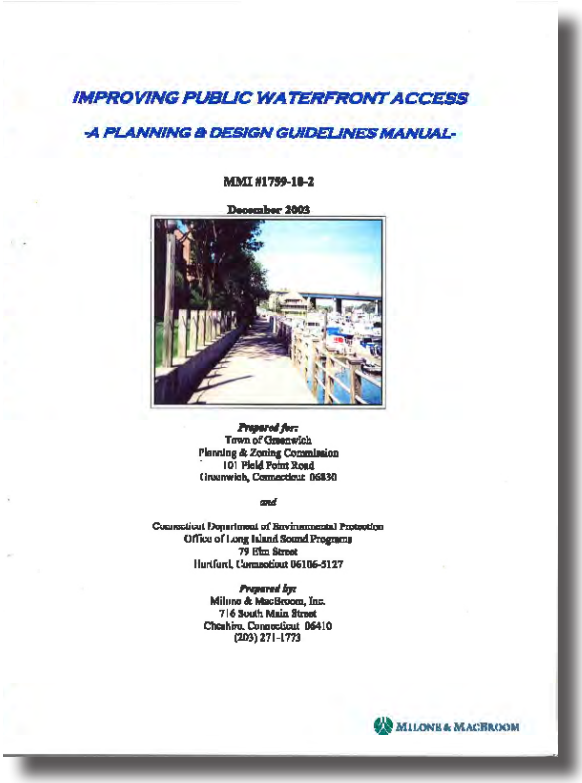
Town of Greenwich
Greenwich, Connecticut

COASTAL ACCESS ASSESSMENT
Greenwich, Connecticut

Milone & MacBroom, Inc. was contracted by the Town of Greenwich Planning and Zoning Commission, in conjunction with the CTDEEP, to develop a planning and design manual that formally presented a series of guidelines and standards for the development and enhancement of public access to the Town's waterfront. The project was funded through a grant from the CTDEEP Office of Long Island Sound Programs (OLISP).

The objective of this manual was to further refine the policies of the Connecticut Coastal Management Act and incorporate techniques to achieve environmentally sensitive public waterfront access alternatives throughout a variety of zoning districts (i.e. waterfront business & redevelopment) and land use policies. The findings of this planning study were utilized to guide the development of waterfront access not only in Greenwich, but also in other Connecticut shoreline communities.

The design manual was developed through field reconnaissance, analysis of existing data, interaction with members of the Planning and Zoning Commission and Office of Long Island Sound Programs, and the study of a series of other successful and unsuccessful existing waterfront access facilities. By evaluating the success (or failure) of techniques or policies in practice elsewhere, it is hoped that the "best" policies will be adopted for Greenwich and other shoreline communities.



This project was undertaken through a multidisciplinary approach bringing the experience of landscape architects, engineers and water resource experts together to evaluate both the physical and environmental constraints.

SERVICES PROVIDED

- Drainage System Design
- Hydrologic Analysis
- Hydraulic Analysis
- Public Outreach
- Permitting

CLIENT INFORMATION

Town of Westport
Westport, Connecticut

COMPO BEACH FLOOD CONTROL STUDY
Westport, Connecticut

The Compo Beach area is located in the southern portion of Westport, Connecticut and is surrounded by marine waters on three sides, including Long Island Sound, the Cedar Point Yacht Basin, and Greys Creek. The area has a long history of drainage problems and damage resulting from major storms, including wave surge in the area. The drainage problems result from a combination of freshwater discharge and tidal flux that inundate the storm drainage systems.

The Town of Westport retained Milone & MacBroom, Inc. to study the conditions of the 106-acre Compo Beach Watershed and to evaluate alternative actions to minimize drainage problems which currently exist in the area.

During the study phase, Milone & MacBroom, Inc. completed mapping of the drainage system, hydrologic analysis of the watershed, and hydraulic analysis of the drainage system. Milone & MacBroom, Inc. also assisted the Town with public coordination to ensure that the resident's needs were met. This study phase resulted in preparation of a report that analyzed alternatives for drainage system improvements.

Milone & MacBroom, Inc. then provided permitting and design services for a number of the improvements recommended in the drainage study, as follows:

- A new drainage system was designed and constructed along Compo Road South to intercept runoff from Compo Hill. The intent was for this drainage system to intercept the runoff from Compo Hill to minimize the volume of stormwater that reaches the low-lying sections of the drainage area. Two new storm drainage outfalls were installed, one discharging into Greys Creek, and the other discharging to Long Island Sound. This system design included structural Best Management Practices to reduce the concentration of typical stormwater contaminants such as oils and sediments.

- A stormwater pumping station was designed and constructed to facilitate evacuation of stormwater from the low-lying areas.

SERVICES PROVIDED

- Hydrologic Analysis
- Hydraulic Analysis

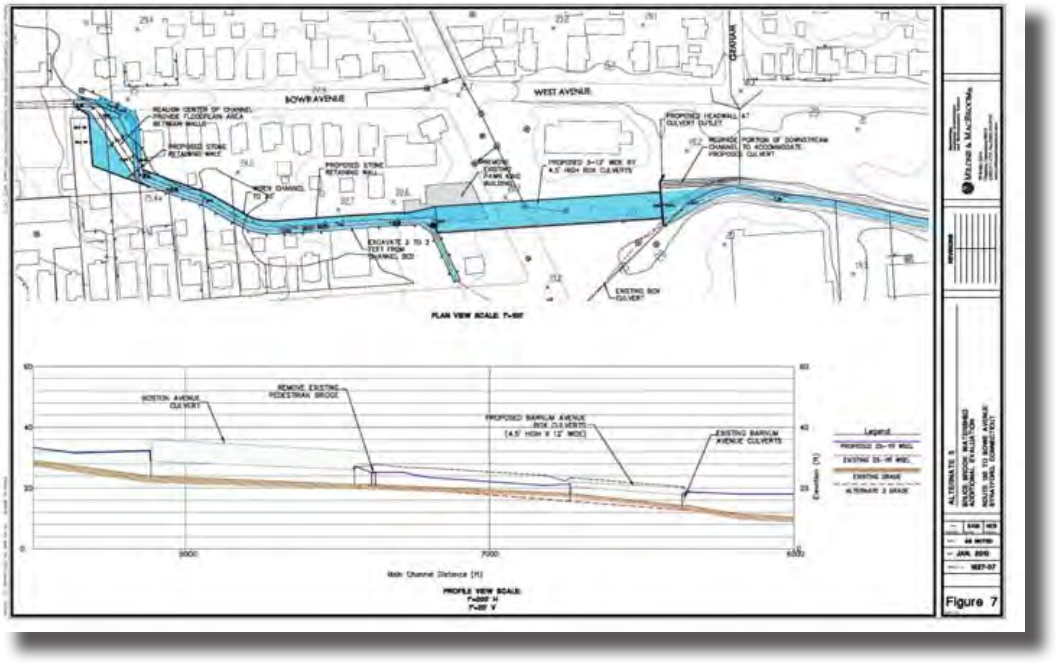
CLIENT INFORMATION

Town of Stratford
Stratford, Connecticut

EVALUATION OF BRUCE BROOK AT BARNUM AVENUE
Stratford, Connecticut

The Town of Stratford contracted Milone & MacBroom, Inc. to prepare hydrologic and hydraulic analysis of Bruce Brook in the flood prone Barnum Avenue area. The Town had previously evaluated upstream storage as a means to mitigate flooding, but this analysis focused on the specific flooding area near Barnum Avenue. The following work was completed:

- Development of a detailed HEC-HMS model of the Bruce Brook watershed;
- Development of existing conditions hydraulic model using HEC-RAS to reflect current field conditions;
- Evaluation of various hydraulic improvements including channel widening, bed lowering and culvert replacements to lower water surface elevations and reduce structure flooding;
- Conceptual design of the preferred alternative and development of a cost opinion for improvements.



SERVICES PROVIDED

- Hurricane Protection Barrier Modifications & Improvements

CLIENT INFORMATION

Harbor Point Development
Stamford, Connecticut

STAMFORD HURRICANE PROTECTION BARRIER MODIFICATIONS AND IMPROVEMENTS
Stamford, Connecticut

Milone & MacBroom, Inc. served as the civil engineer of record in preparing design plans for modifications and improvements to Stamford's Hurricane Protection Barrier along the West Branch of Stamford Harbor. Stamford's Barrier consists of a series of floodwalls and pump stations to protect some 600 acres of southern Stamford from coastal flooding. As part of the Harbor Point redevelopment projects, improvements and modifications were made to the Barrier including the following:

- Landscape improvements and plantings
- Concrete sidewalks, timber boardwalks, pedestrian bridges and railings
- Stairs for access to water and docks
- Amphitheater
- Decorative lighting
- Repair and replace concrete floodwall
- Abandonment of existing utility penetrations

Milone & MacBroom, Inc. coordinated the project design and compiled design plans to support the Section 408 Submittal to the Army Corps of Engineers requesting authorization to construct the improvements. Authorizations were secured and construction is ongoing.

MILONE & MACBROOM®

COMMUNITY PLANNING AND ECONOMIC ANALYSIS RELEVANT PROJECT EXPERIENCE SUMMARY

	Market Segmentation	Gap Analysis	Business Survey
MARKET ANALYSIS			
El Mercado Market Place - Bridgeport, CT	♦	♦	♦
Seaview Avenue Plaza Place - Bridgeport, CT	♦	♦	♦
Linwood - Prospect Development Strategy - Kansas City, MO	♦	♦	
Burnside Ave Corridor Study - East Hartford, CT	♦		
Silver Lane Corridor Study - East Hartford, CT	♦		
Downtown Market Overview - Manchester, CT		♦	
Downtown Market Segmentation Study - Manchester, CT	♦	♦	♦
Downtown Mansfield Target Market Strategies - Mansfield, CT	♦	♦	♦
Downtown Gateway Study - Middletown, CT	♦	♦	
River Road Residential - Middletown, CT		♦	
Village Center Study - Marlborough, CT	♦	♦	
Market Study - Cornwall, CT	♦	♦	
550,000 sf Shopping Plaza - New Hartford, NY	♦	♦	
Factory Outlet Mall - Niagara Falls, NY	♦	♦	
600,000 sf Shopping/200,000 sf Office - Steamtown Mall - Scranton, PA	♦		
Downtown Market Study & Revitalization Study - Shelton, CT	♦	♦	♦
Downtown Market Study & Revitalization Study - Torrington, CT	♦	♦	
Downtown Market Study & Revitalization Study - West Haven, CT	♦	♦	♦
Downtown Market Study & Revitalization Study - Willimantic, CT	♦	♦	
Market Analysis - Ellenville, NY		♦	
Downtown Marketing Analysis - Pawtucket, RI	♦	♦	♦
COMPREHENSIVE PLANS WITH ECONOMIC SECTIONS			
New Britain, CT - POCD	♦	♦	
Meriden, CT - POCD	♦	♦	
Hartford, CT - POCD	♦	♦	
Haddam, CT- POCD	♦		
Sprague, CT - POCD	♦	♦	
North Haven, CT- POCD	♦	♦	
West Haven, CT- POCD	♦	♦	
Hamden, CT- POCD	♦	♦	
East Hartford, CT - POCD	♦	♦	
Newtown, CT - POCD	♦	♦	
Salem, CT- POCD			
Milford, CT - POCD	♦	♦	
Washington, CT - POCD			
Prospect, CT - POCD	♦	♦	
FISCAL IMPACT ANALYSIS			
Town of Cheshire, CT			
Town of Easton, CT			
Village of Mamaroneck, NY			
Town of Milan, NY			
Borough of Naugatuck, CT			
City of New London, CT			
Pfizer Inc. CT			
Town of Seymour, CT			
Town of Southington, CT			
Stew Leonard's CT			
Town of East Windsor, CT			
Echo Bay Development - New Rochelle, NY			
City of Stamford TIGER Benefit Cost Analysis			
Town of Middlebury, CT			

CASE HISTORIES - MUNICIPALITIES

City of Coral Springs, FL

CRPP was selected for a multi-year contract to conduct the city's annual Resident and Business Satisfaction Surveys. The study included constituent satisfaction, reasons for selecting Coral Springs, issues of concern, degree expectations are met, measurement of satisfaction/loyalty/ advocacy, service use and ratings and met/unmet undermet needs. The survey results will contribute to the city's Baldridge Award Application.

The Business Satisfaction Survey was conducted in order to gain insight on Coral Springs services, relationships with the City, views on local issues impacting business, meeting expectations, City codes, communications, business needs, taxes and other important issues.

The Residential Satisfaction Survey, on the other hand, was designed to provide resident input on customer service satisfaction, awareness and use of City services, views on public safety, taxes, communication and education.

Lauderdale Lakes, Florida

CRPP was commissioned by Lauderdale Lakes, Florida to conduct a Community Survey among residents of the City of Lauderdale Lakes. The survey was designed to provide resident input on quality of life, service satisfaction, local issues, taxes and City communication. The research study included a comprehensive telephone survey where a total of 400 interviews were conducted among residents of the City of Lauderdale Lakes. CRPP, working together with The City of Lauderdale Lakes administration, designed the survey instrument to be used when calling Lauderdale Lakes residents. The survey instrument employed in the Community Survey included the following areas for investigation:

- Resident perceptions of quality of life
- Overall satisfaction with services and taxes
- Rating Lauderdale Lakes as a place to live
- Rating twenty different City services
- Use of and rating specific programs and facilities
- Perceptions of public safety
- Recreational needs
- Views on City communication
- Attitudes towards City support for education
- Demographics

Alexandria, Virginia

CRPP conducted a survey of 1,000 Alexandria residents among its population of 135,000. The opinion/satisfaction survey included the following areas for investigation...

- Views on quality of life in Alexandria;
- Reasons for living in Alexandria;

- Views on issues affecting Alexandria residents;
- Satisfaction with services provided by the City of Alexandria;
- Measuring the degree expectations are met;
- Awareness, use, and rating of services, programs, and facilities by Alexandria residents;
- Sources of information used to get information about City services, events and activities;
- Opinions on specific communication channels, such as the City's website and the newsletter "FYI Alexandria";
- Community involvement in City boards, commissions and council meetings;
- Current emergency preparedness practices;
- Perception of any unmet or under-met needs in the City of Alexandria; and
- Demographics.

City of Houston, Texas

The Center for Research & Public Policy was commissioned by the Houston Independent School District to determine reasons for increased school drop-out rates and to study ways to improve student retention. CRPP prepared a comprehensive study, using both qualitative and quantitative methodologies. Researchers interviewed parents, teachers, students and employers throughout the school system. The findings helped school district officials understand and begin to eliminate the barriers to retention of students. CRPP's report included a prioritized list of recommendations for a retention program that was universally adopted as policy within the school system.

Foster, Rhode Island

CRPP was commissioned by the Town of Foster to conduct a residential survey for the Foster Citizen Action Committee as the community worked together to update their Comprehensive Plan. The study was designed to provide resident input in the municipal planning effort. Surveys were distributed to 1,400 households, a total of nearly 500 were returned. The survey collected resident views on – reasons for selecting Foster as a home; perceptions of town services; views on town growth and development; opinions on maintaining rural character such as paving roads; need for additional recreational opportunities, and input on a number of environmental and other issues. Results were presented both on a composite basis and by regions with Foster.

City of Narragansett, Rhode Island

CRPP was commissioned by the City of Narragansett to conduct a two-phase demographic and population study. Dissatisfied with the population growth projections provided by the U.S. Census, city officials selected CRPP to conduct a series of focus groups to explore residents' attitudes toward personal demographics (household composition, job outlook, etc.) as well as issues such as public works, and youth intervention programs.

These focus groups were used to provide guidance to a subsequent quantitative study. In the second phase of the study, CRPP conducted over a thousand telephone interviews among city residents to explore their projected family growth. Other areas of questioning in

the study included in-migration and out-migration, economic outlook, opinions of public services such as police department, libraries, parks, recycling, and education.

City of West Orange, New Jersey

The City of West Orange contracted CRPP to conduct a survey designed to project the use of a new pool the city was considering building. The city already had one pool, and the survey was designed to account for the possible decline in use of the first pool with the construction of the second. The survey focused on certain neighborhoods geographically linked to the pools and forecast the likelihood of citizens becoming members of the new facility. Based on CRPP projections, the City of West Orange found there was more than enough support and decided to go forward with plans to build the new pool.

Coconino County (Flagstaff, AZ)

Recently, CRPP was awarded a contract to conduct survey analysis for Flagstaff - Coconino County, Arizona. CRPP was selected in a national selection process. CRPP will provide the County's Community Development Commission with full-scale analysis and reporting regarding Flagstaff's Doney Park, Timberline, Fernwood Area Plan of Development and Utilization.

Aberdeen, New Jersey

CRPP conducted opinion research during a municipalization referendum campaign. The research helped narrow and focus issues important to the residents of Aberdeen, New Jersey. Through the research, MWW and JCP&L built an issue advocacy campaign to suppose its positions related to electric utility services. CRPP projected 85 percent opposed to municipalization; the election results were 86 percent against municipalization.

City of Austin (TX) (II)

CRPP completed Customer Satisfaction Surveys among businesses in Austin, Texas on behalf of the City of Austin - Austin Energy. The research was designed to help measure current satisfaction with services provided by Austin Energy. The research will help guide Austin Energy as it maintains positive satisfaction levels and works to improve ratings among business customers. This research study included a survey among 300 randomly selected businesses throughout Austin, Texas. All facets of the Austin Customer Satisfaction Survey Research were completed by CRPP's researchers and senior staff. These aspects included: survey design, sample design, pre-test, computer programming, fielding, coding, data entry, validation and logic checks, computer analysis, analysis, report writing and presentations.

Holyoke Gas & Electric – Study of Public Support

Holyoke Gas & Electric Department selected CRPP to conduct public opinion polling among its residential customers to gauge awareness and support regarding the acquisition of a local hydroelectric dam. In addition, CRPP measured awareness, perception and satisfaction with Holyoke service and personnel. In order to provide statistically reliable and

representative recommendations and observations, the study consisted of 400 random sample telephone surveys.

City of New York - Harlem on the Hudson

The City of New York selected CRPP to measure the skill stock and education levels of Harlem residents to document the business climate for firms moving to a conceptual Harlem on the Hudson project. The survey of more than 1,000 interviews of low-income residents included a detailed investigation of skills, education and mobility.

City of Austin - Austin Energy (TX) (I)

The Center for Research and Public Policy has presented the final written report to a *Residential Survey on Deregulation* conducted among adult residents of Austin, Texas; the study was conducted on behalf of Austin Energy. The study was designed to measure awareness and knowledge of and support for deregulation. The independent research was designed to provide electric customers with input on deregulation in general and specifically in Austin, Texas. CRPP completed 401 interviews, in a quantitative research design, with Austin electricity customers. Interviews were conducted among residents of Austin, proportional to population contribution. CRPP utilizes a "super random digit sample" which derives a working telephone sample of both listed and unlisted telephone numbers; this method of sample selection eliminates any bias toward only listed phone numbers. Additionally, the process allows randomization of numbers that equalizes the probability of telephone households being included in the sampling frame. Areas for investigation within the telephone survey included:

- Awareness of deregulation
- Knowledge of deregulation specifics
- Support/opposition for policy positions
- Views on reliability of energy
- Awareness of energy issues in California
- Sources for information, and
- Demographics.

Tioga County, New York

The Tioga County Department of Economic Development and Planning commissioned CRPP, to evaluate resident input on different housing issues affecting the region. CRPP, designed a Survey Instrument to be distributed by mail to 4,000 Tioga residents. A total of 830 surveys were returned. The Housing Survey included the following areas for investigation: Quality of life; factors considered when selecting a home; views on current and future current housing needs; and, views on facility recreations needs.

Pinehurst, NC

The Center for Research & Public Policy (CRPP) recently presented the results of a Community Planning Survey conducted among residents of Pinehurst, North Carolina. The survey was designed to provide resident input on quality of life, transportation, village and residential development, community facilities, utility issues, open space, fiscal and other

issues affecting the Village of Pinehurst. The research study included a comprehensive telephone survey. Interviews were conducted among residents of Pinehurst by phone. CRPP, working together with Pinehurst officials, designed the survey instrument to be used when calling residents of Pinehurst. The survey instrument employed in the Community Planning Survey included the following areas for investigation:

- Views of quality of life in Pinehurst
- Perception of local roads and transportation facilities
- Views on village and residential development
- Perception of Pinehurst's need for community facilities
- Utility issues
- Perception of open space
- Fiscal issues
- Views on other issues affecting Pinehurst
- Demographics

MEAM Communications/Energy Services Group

CRPP was selected by eleven members of the Massachusetts Municipal Electric Utility organization - MEAM Communications/Energy Services Group, to conduct opinion research regarding customer satisfaction, deregulation, new service/product development, and related issues. CRPP is in the process of conducting a total of 4,500 interviews with customers from each Massachusetts town. Participating MEAM members include: Braintree Electric Light Department, Chicopee Electric Light Department, Danvers Electric Division, Groton Electric Light Department, Holden Municipal Light Department, Holyoke Gas & Electric, Littleton Electric Light Department, Middleborough Gas & Electric, North Attleborough Electric Department, and Shrewsbury Light & Cable.

Connecticut Conference of Municipalities

CRPP has provided the Connecticut Conference of Municipalities (CCM) five research studies to support their legislative efforts. CRPP conducted Statewide Issue Studies for CCM. The Study provided guidance to CCM regarding the impact of various taxes paid by Connecticut residents on their respective standards of living and the Connecticut economy overall. CRPP conduced telephone interviews with 400 residents statewide proportional to population contribution.

CRPP was selected by CCM to conduct a comprehensive Study among members of the Connecticut Assembly. The Study combined two methodologies: 1. Twelve in-depth interviews with select Members of the Assembly which provide valuable qualitative information 2. A comprehensive telephone survey among all Legislators. The results included questions pertaining to, but not limited to, primary strengths and weaknesses of CCM, effectiveness of lobbying efforts, top issues facing Connecticut and demographics. The results of this research project will be used to drive communication efforts geared at educating the diverse constituencies of CCM, as well as, a measurement of legislator satisfaction with CCM's lobbying initiatives and organization.

Town of Southbury, Connecticut

The Town of Southbury, Connecticut hired CRPP to conduct a *Shopper Survey*. CRPP utilized a "super random digit" sampling procedure, which derives a working telephone sample of both listed and unlisted telephone numbers. This method of sample selection eliminates any bias toward only listed telephone numbers. Additionally, this process allows randomization of numbers, which equalizes the probability of qualified respondents being included in the sampling frame. The survey was designed to provide resident input on quality of life, availability of goods and services locally, and unmet community shopping needs. A total of 401 surveys were completed in order to investigate the following areas:

- Views on quality of life
- Reasons for living in Southbury
- Views on shopping in Southbury
- Views on the Town's business needs
- Spending percentages at Southbury businesses;
- Views on meeting other community needs
- Identifying market for businesses
- Demographics

Town of Marlborough, Connecticut

CRPP was commissioned by the Town of Marlborough, Connecticut to conduct an comprehensive mail survey to provide resident input on quality of life, local issues, town services, satisfaction with community services, views on economic development, town facilities and taxes. *Community Surveys* were mailed by City personnel to 2745 households within Marlborough. CRPP, working together with Town of Marlborough officials, designed the survey instrument to be used and successfully gathered feedback in the following areas:

- Views on quality of life in Marlborough
- Reasons for living in Marlborough
- Views on issues affecting Marlborough residents
- Satisfaction with services provided by the Town of Marlborough
- Views on service and facility expansion/renovation
- Importance of various conceptual Town initiatives
- Views on economic development and local taxes
- Opinions on specific community needs
- Willingness to pay more in taxes for specific enhanced services
- Current perceptions of local taxes
- Views on spending levels for various services
- Demographics

Town of Ellington

A Community Survey was conducted by CRPP on behalf on the Town of Ellington in order to provide resident input on quality of life, local natural resources and open space, farms and agriculture, community character and development. The research study included a comprehensive telephone survey with a completion of 400 interviews. CRPP, working together with both Town of Ellington and Planimetrics officials, designed the survey

instrument to be used when calling Town of Ellington residents. The survey instrument employed in the Community Survey included the following areas for investigation:

- Reasons for living in Ellington
- Overall quality of life in Ellington
- Issues of concern
- Views on protecting natural resources
- Views on open space
- Perceptions of residential development
- Business need
- Support for development in Ellington
- Priorities for enhancing or establishing community facilities
- Views on the airport and streets
- Demographics

Town of Westport

A Community Survey designed by CRPP, the Town of Westport and Planimetrics officials, was used to provide resident input on quality of life, local natural resources and open space, development, facilities, and area transportation. With a total of 400 telephone interviews being completed the Town of Westport was able to gather data on the following areas of interest.

- Reasons for living in Westport
- Overall quality of life in Westport
- Issues or problems of concern
- Views on protecting natural resources
- Views on open space
- Perceptions of residential development
- Business need
- Support for development in Westport
- Interest in new/enhanced community facilities
- Views on transportation/mobility issues
- Demographics

City of Meriden – Planning

The City of Meriden, located in Connecticut, hired CRPP to collect public views and opinions on current planning efforts. City officials and planners used provided input as an additional source of information to help guide decisions. CRPP conducted a Community Survey that was comprised of 400 telephone interviews utilized to investigate the following areas:

- Overall quality of life living in Meriden
- Reasons for selecting or remaining in Meriden
- Views on City safety
- Preferences for open space
- Satisfaction with availability of goods and services
- Goods and service needs
- The market for new restaurants
- Support for various types of new housing

- Rating education in Meriden
- Recreation needs
- Demographics

City of Hartford, Connecticut

The City of Hartford contracted CRPP to conduct an evaluation of a program conceived and run by the private South Arsenal Neighborhood Development Corporation (SAND). The program, which linked job training and placement opportunities with housing developments, was funded by the city. CRPP's evaluation focused on the program's allocation of funds and attainment of goals. CRPP recommended, and the city concurred, that the program be no longer funded by the City.

In another study commissioned by the City of Hartford, CRPP conducted an evaluation of the Employment Resources Development Agency to evaluate the effectiveness of ERDA's training and employment programs. The study was in effect a market evaluation, determining what the needs of residents of the region serviced by ERDA were so that the agency could better meet them.

City of New Haven, Connecticut

Working with the New Haven Chamber of Commerce, CRPP designed and conducted a survey that explored the relationship between the City of New Haven and its surrounding suburbs. The city sought ways to reverse the current trends of businesses leaving the city's downtown area and of suburban residents choosing to shop and attend events in other places. The survey measured residents' perceptions about transportation, safety, social problems, ease of access, parking, and quality of roads and buildings in the downtown New Haven area.

Town of Tolland, Connecticut

Recently, CRPP conducted a comprehensive Community Survey on behalf of the Town of Tolland. Study results will serve as a foundation for decisions made regarding future planning and development when combined with the work of Planning consultants. CRPP conducted a total of four hundred completed telephone interviews using a survey instrument designed with the active input of Tolland officials.

Town of New Milford, Connecticut

Recently, CRPP conduct a town-wide survey for the Town of New Milford Parks and Recreational regarding a proposed municipal pool project. CRPP research will used to assist the Town with its decision concerning the project's feasibility. CRPP provided research regarding: General awareness of pool project; Measure historical pool use (respondent & family); Measure general support and opposition to pool project; Record reasons for support and opposition; Preferences for funding a new pool (taxes, user fees, combination); Measure market for pool membership at various rates (based on respondents background single, family, couple, senior); Assess interest in pool features, activities, programs, and; Perception of the proposed pool site.

Town of Enfield, Connecticut

The Planning and Zoning Commission of the Town of Enfield selected The Center for Research & Public Policy to conduct a Community Attitude Survey among town residents. Results will be used to guide officials as they update the Town's Plan of Conservation and Development. The comprehensive mail survey includes questions related to, but not limited to, town development issues. Areas for investigation included: Reasons residents decided on Enfield; Opinions on Town of Enfield development; Ratings of Town services; Interest in public recreational facilities; Views on growth and development; Perceptions of traffic congestion problems; Support for new housing development; Likes and dislikes about living in Enfield; and Demographics.

City of Danbury, Connecticut

The Center for Research & Public Policy conducted a Community Attitudes and Values Survey for the City of Danbury, Connecticut. The survey served as a major component of the City's Plan of Conservation and Development. CRPP's reports and recommendations assisted the town committees in establishing citizen priorities based on statistically reliable information. The survey included questions regarding: recreational facilities, opinions on types of future development, perceptions of current and future community needs.

Town of Fairfield, Connecticut

A Fairfield Representative Town Committee selected CRPP to conduct two in-depth demographic studies. One study was conducted among the community as a whole, while the other study was conducted among residents who had purchased homes in Fairfield within the past four years. The purpose of the study was to provide the town government with an understanding of the specific characteristics of its population in regard to age, family size, length of residency, home ownership and existing and future school usage. Additional information on occupations, income, prior residences, housing, and home values were also included to provide additional information to aid town representatives in policy-making decisions. Over two thousand telephone interviews were conducted during the two demographic studies.

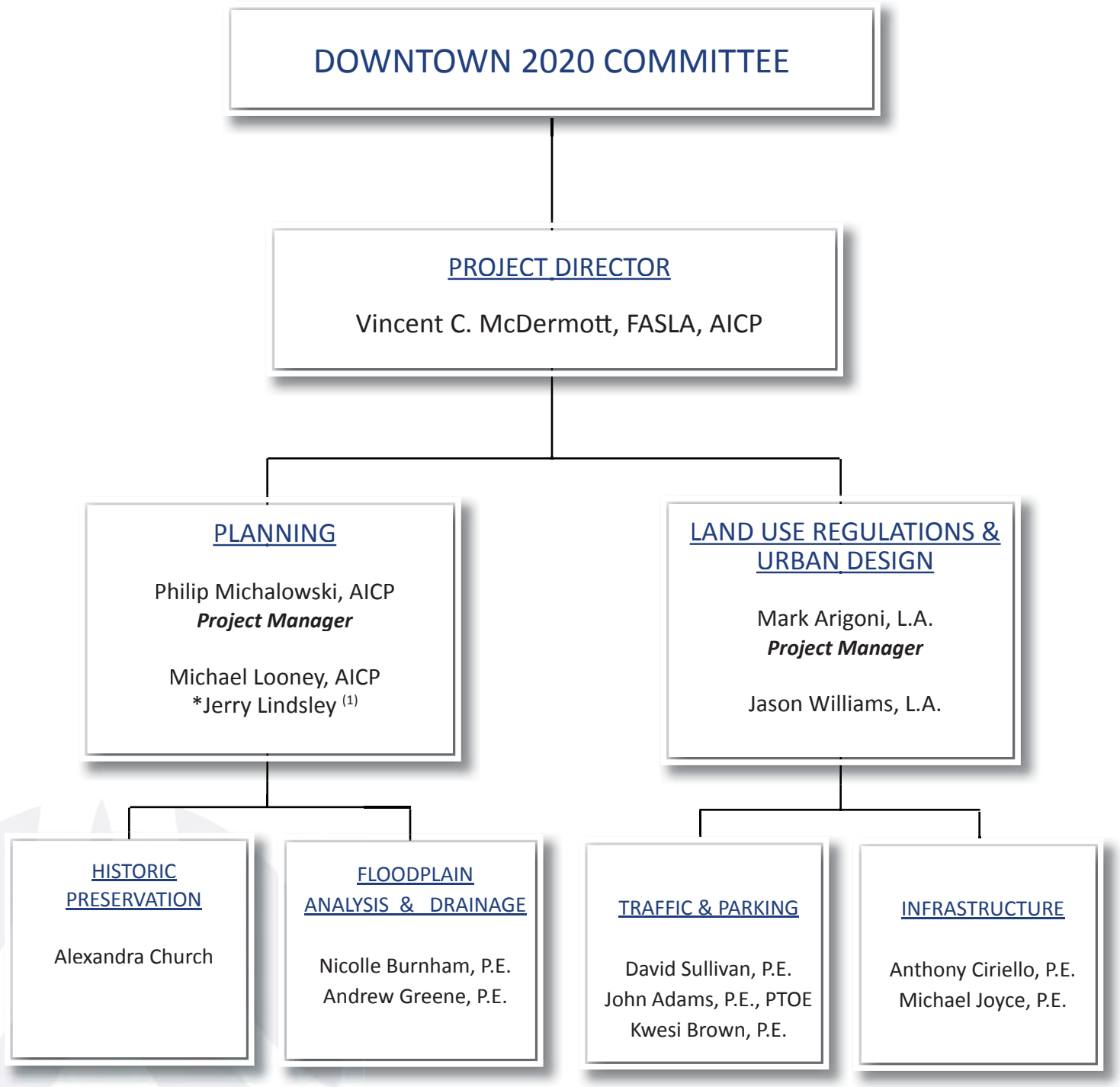
Town of Guilford, Connecticut

CRPP was selected by the Town of Guilford to conduct a comprehensive town wide opinion poll. The study included questions pertaining to, but not limited to, quality of life, protecting important resources, economic development, and expectations of Guilford residents. The results of this research project will be used to drive communication efforts geared at educating the diverse constituencies in Guilford, as well as a measurement of resident satisfaction with current Guilford regulations and public services. CRPP conducted a random sample telephone survey with a total of 502 completed surveys. Respondents qualified to participate if they resided in Guilford, were over 18 years of age, and a head of the household. The research collected customer opinions and views in the following areas: Quality of Life; Protecting Important Resources; Encouraging Housing Diversity; Economic Development; Transportation Facilities; Community Facilities; Recreation Facilities; General Government, and; Resident Expectations.

SECTION 4

Organization Chart

Downtown Westport Master Plan



*SUBCONSULTANTS

(1) The Center for Research & Public Policy (CRPP)

MILONE & MACBROOM

Project Team Summary

Downtown Westport Master Plan

Mr. Vincent McDermott, FASLA, AICP will serve as the Project Director for this assignment. Mr. McDermott began his career as the staff planner for the Litchfield Hills Regional Planning Agency, has over 40 years of experience in the areas of master planning and landscape architecture, with an emphasis on environmental protection and land use management controls. Most notably is his involvement on the successful planning and design of over 50 miles of bikeway / greenway projects completed by the firm, as well as serving as Project Director of the award-winning Merritt Parkway Landscape Master Plan for the Connecticut Department of Transportation. Mr. McDermott has worked on Municipal Development Plan for State Pier and Ft. Trumbull in New London, Killingly Industrial Park, and Woodruff Hill Industrial Park in Oxford. He has directed the award-winning redevelopment plan for the Parkville neighborhood in Hartford and has contributed to the recognition and advancement of landscape architecture through his extensive service on the Connecticut Board of Landscape Architects and his leadership and involvement as President of the Council of Landscape Architecture Registration Board.

Mr. Philip Michalowski, AICP, will serve as Project Manager for this assignment. Mr. Michalowski has over 40 years of experience in public, private, and municipal planning and economic development projects including urban planning; marketability and feasibility studies; structuring of project financing; technical assistance in community development for cities; municipal management studies; and municipal revitalization programs. He has conducted and supervised numerous real estate market analyses and urban revitalization strategic planning assignments.

Mr. Michael Looney, AICP, is a Senior Planner with over a decade of planning and development experience in both the public and private sectors. His combination of strong analytical skills and the ability to present detailed analysis in a direct and understandable manner have proven to be a vital asset to our comprehensive approaches to planning and development. Mr. Looney is actively involved in all planning and development consulting tasks and capacities for the firm, as well as provides project management services for an array of work assignments. He will assist Mr. McDermott and Mr. Michalowski with the planning portion of this assignment.

Mr. Mark R. Arigoni, L.A. is the firm's lead landscape architect and offers a diverse background in urban redevelopment and downtown revitalization projects. For the past 15 years, he has been responsible for the design, project coordination, preparation of plans, cost estimates, and construction documents for many successful projects throughout New England. He recently served as the project manager for two major urban development projects, including the Parkville neighborhood in Hartford and the HUB in Meriden. He has also assisted with the Downtown Merchants Association and is familiar with the town of Westport. Mr. Arigoni will be assisting with land use regulations and design for this assignment. He will be assisted by **Jason Williams, L.A.** Mr. Williams is a Landscape Architect involved in conceptual site design and master planning, site layout, grading, and planning. He is a professional illustrator with project experience that includes site development, streetscape improvements, and park and recreational facilities in urban settings.

Ms. Nicolle E. Burnham, P.E. has 12 years of experience in water and wastewater related projects and stormwater management planning. She has recently assisted the municipalities of Berlin, Orange, and Norwich in complying with the NPDES Phase II requirements for stormwater management. Ms. Burnham serves as a technical advisor for many of the firm's site development projects that embrace low impact development practices.

Key Staff Summary

Downtown Westport Master Plan

Ms. Alexandra Church is a Planner with experience in planning at the municipal level and private economic development includes open space and farmland protection, food systems economics, rural economic development, and historic preservation. She provides analysis, technical advice and reports and will be assisting with the historic preservation part of this assignment.

Mr. Anthony Ciriello, P.E. is the Manager of the Transportion Engineering group and primarily involved in the in infrastructure projects for the firm. He is familiar with State and Federally-funded designs guidelines and has been involved with numerous projects involving downtown traffic studies and corridor planning. Mr. Ciriello will be involved in the infrastructure part of the assignment and will be assisted by **Mr. Michael Joyce, P.E.** Mr. Joyce is a Civil/Transportation Engineer involved in project management, design, and regulatory permitting for a wide variety of municipal traffic studies and signal improvements, culvert replacement, and drainage improvements projects.

Mr. David Sullivan, P.E. is a Senior Transportation Engineer and is involved in a supervisory capacity of corridor studies, transportation planning studies, and numerous traffic impact studies for a variety of projects. He has also been responsible for data collection, analysis for site development, and report preparation. Mr. Sullivan would be assisting with traffic and parking analysis for this assignment.

Mr. John Adams, P.E. has over 19 years of engineering experience that includes traffic signal design and coordination; design of signal system communications architecture; and traffic impact safety and planning studies. Mr. Adams also has experience in roadway design, drainage improvements, and landfill closure plans. He would be assisting with traffic and parking analysis for this assignment.

Mr. Kwesi Brown, P.E., PTOE has over ten years of experience in traffic engineering and studies, transportation planning, and access management. He has worked extensively with GIS, Synchro, SimTraffi c, HCS, RODEL, SIDRA, VISSIM, TSDWIN, TRANSYT-7F, SOAP, and PASSER and is responsible for traffic impact studies and corridor planning studies for the firm. He would be assisting with traffic and parking analysis for this assignment.

Project Assignment
Project Director

Years of Experience

With This Firm:	25
With Other Firms:	18

Education
B.S., Plant Science
University of Connecticut
Storrs, CT
M.L.A., Landscape Architecture
University of Massachusetts
Amherst, MA

Continuing Education
Rutgers University
New Brunswick, NJ
University of Wisconsin
Madison, WI
Harvard University
Cambridge, MA

License/Certification
Landscape Architect
Connecticut
Massachusetts
New York
New Jersey
Rhode Island
South Carolina
Maine
North Carolina
New Hampshire
Virginia
Council of Landscape Architectural Registration Boards
Certified Planner, American Institute of Certified Planners

VINCENT C. McDERMOTT, FASLA, AICP
Senior Vice President

Mr. McDermott has over 40 years of experience with planning, engineering, and land development firms, as well as with governmental and academic institutions. As Senior Vice President of Milone & MacBroom's Landscape Architecture and Planning Department, he is responsible for technical oversight on such projects as streetscape improvements, land use planning, parks and recreational facilities, bikeways and greenways, community and master planning, and site development for commercial and residential facilities. Mr. McDermott is routinely involved in community development and public outreach programs.

Mr. McDermott has contributed to the recognition and advancement of landscape architecture through his extensive service on the Connecticut Board of Landscape Architects and his leadership and involvement as President of the Council of Landscape Architecture Registration Board. He was elected a Fellow of the American Society of Landscape Architects in 1997.

Mr. McDermott has served as Project Director/Project Manager on the following assignments:

Downtown Torrington Preliminary Design Improvements
Torrington, Connecticut
Project Manager responsible for Phase I infrastructure improvements which focused on new pedestrian and vehicular circulation systems and aesthetic improvements to the streetscape. Managed site design, including roadway overlay and full-depth reconstruction, sidewalk and parking improvements, storm drainage improvements, signing and pavement marking design, utility coordination and quantity take-off.

Ridgefield Center Study
Ridgefield, Connecticut
Project Director to conduct a study of the Main Street area to evaluate existing parking conditions, vehicular and pedestrian circulation systems, and wayfinding techniques.

Downtown Mansfield Master Plan
Mansfield, Connecticut
Developed a master plan for the Mansfield downtown area to include a mix of residential and non-residential uses typically found in collegiate communities. An analysis was completed of existing conditions of the downtown areas, researching the market conditions, developing a target market strategy for the area, and developing the master plan.

Fairfield Hills Development
Newtown, Connecticut
Reuse development of a state-owned former medical institution located on approximately 185 acres. The proposed plan calls for a mixed-use of commercial, retail, residential, and open space.

Professional Affiliations

Connecticut Board of Landscape Architects 1980 to Present, Chairman
National Council of Landscape Architecture Registration Boards 1995-1996, President
American Society of Landscape Architects, Fellow
American Planning Association
Woodbury-Bethlehem Youth Soccer – 1987 to 1989 President
Connecticut Junior Soccer Association – 1991 to 1992 Treasurer
Flanders Nature Center, Woodbury, CT – 1981 to 1990, Director
Connecticut Recreation and Park Association
Pomperaug River Watershed Coalition, Director
Greater New Haven Chamber of Commerce, Director
American Sports Builder's Association

VINCENT C. McDERMOTT, FASLA, AICP (Continued)

Parkville Neighborhood Streetscape Improvements
Hartford, Connecticut
Principal-in-Charge responsible for a study to revitalize the Parkville neighborhood to accommodate the expectations of the City of Hartford and the Revitalization Association. The project included: promoting multi-modal connections to the future busway via bicycle transit and improved sidewalks; economic revitalization through streetscape and roadway improvements; realignment of the travel lanes of Park Street to permit bicycle lanes; better defined on-street parking; wider sidewalks, defined crosswalks to promote pedestrian safety; pedestrian lighting; and introduction of shade trees, street furniture, and signage.

Norwalk Heritage Park
Norwalk, Connecticut
Environmental concerns involving ground water quality, sediment quality, and potential impacts to coastal waters required an extensive study coincident with conceptual and preliminary design of this waterfront linear park and roadway. As part of this fast-track ISTEA project, numerous environmental permits were avoided by designing this project around regulated and sensitive resources. A Certificate of Permission and a Flood Management Compliance Certificate were issued by CT DEEP.

Farmington Canal Greenway
New Haven, Connecticut
Master planning, design, and construction support services for approximately three miles of greenway extending from the original turning basin of the Farmington Canal at New Haven Harbor to the Hamden town line. The route passes through downtown New Haven and a section of Yale University in a below grade railroad cut and tunnel as well as Science park and the Newhallville residential neighborhood.

Stratford Transit Centered Design Feasibility
Stratford, Connecticut
As a consultant to The Cecil Group, assisted with the transportation and traffic planning, utility coordination, and land use planning to determine the potential for Transit Oriented Development within a ½ mile radius of the MTA Metro-North Train Station

Downtown Circulation and Ferry Access Improvement Study
Nantucket, Massachusetts
Project Director overseeing the study for circulation system and access flow improvements related to all traffic models between ferry terminals and the downtown destinations.

Coltsville Heritage Park
Hartford, Connecticut
Provided landscape architecture services to create a park-like environment that embraces the past, while celebrating the future. The site design consists of treatments, including gateway treatments, walking paths, sculpture gardens, landscaping (trees, shrubs, and lawn), specialty surface finishes and textures, and architectural lighting.

Project Assignment
Project Manager - Planning, Land Use & Fiscal Impact

Years of Experience

With This Firm:	25
With Other Firms:	22

Education
St. Michael's College, VT

M.P.A., Public Administration
University of Pittsburgh, PA

License/Certification
Certified Planner, American Institute of Certified Planners (AICP)

Professional Affiliations/ Publications
Member, American Planning Association
Member, The Connecticut Community Development Association
Member, The Urban Land Institute and the Connecticut Economic Development Association
President, Garde Arts Center New London
Fairfield County Market Profile for the Urban Land Institute's ULI Market Profiles: 1998
Open Space Conservation Subdivision; Municipal Advisor: 2004

PHILIP MICHALOWSKI, AICP
Principal

Mr. Michalowski serves as the project director for public, private, and municipal planning and economic development projects, marketability and feasibility studies, structuring of project financing, technical assistance in community development for cities, municipal management studies and municipal revitalization programs. His professional activities have spanned over forty years and have included working with federal, state, regional and municipal units of government, neighborhood organizations, community associations, non-profit organizations and the private development and financing sectors.

Mr. Michalowski's assignments have included plans of conservation and development; zoning regulations; pre-development feasibility analysis for large waterfront mixed-use developments; tax increment financing feasibility studies; preparation of marketability and fiscal impact studies; geodemographic studies; consultation in establishing and marketing planned business parks and mixed-use projects; utilization studies of obsolete industrial plants; transit oriented development; downtown studies; and development options for large tracts of land.

He has supervised project planning and implementation of significant relocation programs in support of the Swiss Bank project in Stamford, Connecticut and Pfizer in New London, Connecticut. Similar services have been provided for major projects in other municipalities. In addition, a substantial amount of Mr. Michalowski's practice has been concerned with the planning and implementation of revitalization programs in several states.

Additionally, Mr. Michalowski has served on numerous national, state and regional task forces. He has lectured on community and economic development at Connecticut College, the Rhode Island Graduate School of Planning and at many seminars and workshops. He is a trustee of the Garde Arts Center in New London, Connecticut.

The following project descriptions are a sampling of Mr. Michalowski's experience:

Update for the Ridgefield Center Study
Ridgefield, Connecticut
This study included an update of the previous parking and traffic studies. Existing land and building use, traffic conditions, parking usage and pedestrian movements were analyzed. This effort also included the identification of barriers and impediments to circulation including signage and wayfinding, as well as an evaluation of the newly adopted zoning code applicable to the Village District. This analysis in combination with input received at a community workshop resulted in a detailed plan with recommendations for improvements to the vehicular circulation system, parking supply and management, and pedestrian facilities.

Downtown Revitalization Plan and Implementation Strategies
West Haven, Connecticut
Assisted the City of West Haven to prepare a Revitalization Plan for its Downtown area. This assignment included a comprehensive assessment of market support for retail, office, residential and entertainment uses and a building by building analysis

of existing conditions. The Downtown Revitalization Plan recommends a vision and operating principles for the future of Downtown and details implementation strategies which focus on: the use of land and buildings; needed parking and infrastructure improvements; retail upgrading; marketing and promotion; development and rehabilitation projects; regulatory changes; implementation schedule; and financing and management of the revitalization process.

Downtown Mansfield Master Plan
Mansfield, Connecticut
Tasks began with an assessment of market segments and retail opportunities and included preparation of a master plan for the commercial area of Storrs, Connecticut. The goal of this initiative was to revitalize the area into a vibrant downtown that supports a mix of residential and non-residential uses typically found in collegiate communities and in the center of traditional New England communities.

City of Hartford Redevelopment Plans
Hartford, Connecticut
Assisted Hartford Redevelopment Agency to draft comprehensive redevelopment plans for three Downtown areas and amendments for the Parkville MDP and the North Meadows Industrial Project. These plans included components addressing blight remediation, infrastructure and traffic/circulation improvements, vacant land parcel assemblage, potential transit-oriented development (TOD) opportunities, adaptive reuse of appropriate structures, creation of greenways and improved streetscape elements, and possible means of reconnecting the northern part of Downtown Hartford with the Connecticut River waterfront.

Town Center and Economic Enhancement Plan
Marlborough, Connecticut
This four phase Village Center study encompassed approximately 150 acres and was centered on several major intersections as well as vacant industrial parcels. Efforts included preparation of an Existing Conditions Analysis, Economic and Market Analysis, Alternative Development and Enhancement Strategies, and the preparation of a Village Land Use and Economic Enhancement Plan. Residents of the Town had several opportunities to participate in the preparation of this study through design charettes. Separate meetings were held with the business community and a final public committee participation meeting was held to review the recommended objectives and actions for the Village Center. The study also addressed standardizing Town guidelines including such design principles as building scale, style and materials as well as site elements such as parking, sidewalks, planting, lighting and signage.

Shelton Market Study & Programmatic Recommendations
Shelton, Connecticut
Project Manager for the study that evaluated the trends and patterns affecting Downtown Shelton as transitions from an industrial base to a more mixed-land use environment. The study examined demographic trends, economic data, market sector sales and lease information, and current investment patterns and strategies. Alternative site development plans were prepared to illustrate and quantify development potential and the fiscal impact of each scenario was calculated to guide decisions on development incentives. Recommendations were made as to additional areas of focus that will help better connect Canal Street with the balance of Downtown Shelton.

Market Study for Proposed Seaview Plaza Development Site
Bridgeport, Connecticut
As Project Manager, analyzed the potential market support for retail development at the proposed Seaview Plaza development site, located at the intersection of Seaview Avenue and Stratford Avenue in Bridgeport, CT. The proposed development included 150,000 square feet of total building space with a combination of grocery, community space, pharmacy, retail, office, restaurant and service station buildings sited in a manner that integrates waterfront access and convenient shopping opportunities. Specifically charged with analyzing the market suitability for general retail space, a 60,000 square foot supermarket/grocery store, a 14,000 square foot pharmacy and a 10,000 square foot full-service restaurant. Data was collected from a variety of data sources and analyzed using a number of different methodological tools. Specific assessments concerning the market variables of the identified retail categories were created based upon the associated data and geographic analysis.

Project Assignment
Project Manager - Urban Design, Connectivity & Waterfront

Years of Experience
With This Firm: 15
With Other Firms: 1

Education
B.S., Landscape Architecture
University of Connecticut
Storrs, Connecticut

Continuing Education
Illumination Training Course
Lumec, Inc.
Montreal, Canada
Stormwater Management Alternatives
University of Connecticut
Haddam, CT
River Restoration Symposium
University of Massachusetts
Amherst, MA
Golf Course & Residential Design
Harvard University
Graduate School of Design
Cambridge, MA

License/Certification
Landscape Architect
Connecticut
Maine
Massachusetts

Computer Capabilities
AutoCAD Civil 3D 2011
Adobe Creative Suite

MARK R. ARIGONI, L.A, PRINCIPAL
Project Manager

Mr. Arigoni is a Principal of Milone & MacBroom, Inc. and a member of the Board of Directors. He is responsible for the project development and management of design, coordination, specifications, cost estimates, construction documents, and permit applications for all types of site development projects. Project assignments have included the design of greenways, streetscapes, both passive and active parks, environmental restorations, recreational facilities, athletic facilities, urban redevelopment and revitalizations, commercial site developments, conventional and open space residential subdivision, and golf course development. These projects have included several environmental restoration components such as brownfield redevelopment design, dam removal design, dam bypass channel design, and river restoration/fish passage improvement design.

Highlights of Mr. Arigoni's project experience follows:

Parker Harding Plaza Redevelopment Feasibility Study
Westport, Connecticut
Feasibility study to assess the existing conditions of several areas of the downtown and provide recommendations for parking related and circulation related improvements.

Downtown Parking and Circulation Improvements
Westport, Connecticut
Project Manager involved in a feasibility study to assess the existing conditions of several areas of the downtown and to provide recommendations for parking and circulation related improvements. The areas of study include the Parker Harding Plaza area, Main Street business area and streetscape, and the existing Elm Street/ Avery Place Lots.

Torrington Downtown MDP
Torrington, Connecticut
Project Landscape Architect involved in the preparation of a Municipal Development Plan for the downtown area. The project included analysis of existing land use patterns, street, utilities, and traffic conditions and the formulation of strategies to improve the downtown area.

Downtown Mansfield Master Plan
Mansfield, Connecticut
Developed a master plan for the Mansfield downtown area to include a mix of residential and non-residential uses typically found in collegiate communities. An analysis was completed of existing conditions of the downtown areas, researching the market conditions, developing a target market strategy for the area, and developing the master plan.

Ridgefield Center Study Update
Ridgefield, Connecticut
Responsible for conducting a study of the Main Street area to evaluate existing parking conditions, vehicular and pedestrian circulation systems, and wayfinding techniques.

Professional Affiliations

Massachusetts Recreation & Park Association member

Metro Hartford Alliance Government Affairs Committee member

Council of Landscape Architectural Registration Board (CLARB)

- CLARB Exam Grading Committee, 2001, 2005-08
- CLARB Exam Writing Committee, 2007-Present

MARK R. ARIGONI, L.A (Continued)

Enhancement and Townwide Economic Development
Marlborough, Connecticut
Responsible for studying several objectives in order to promote economic development, improve circulation, and enhance the visual quality of the Town.

Town Village Center
Burlington, Connecticut:
Project Manager for the preparation of a master plan for the town village center area.

Old Mill Commons, Perry Street
Unionville, Connecticut
Project Manager for redevelopment of a historic felt factory 8 site into 91 residential units in the traditional neighborhood design.

The Hub
Meriden, Connecticut
Project Manager overseeing the design process for the future redevelopment of the HUB area. The project includes coordination with the necessary environmental remediation of contamination soils, floodplain management requirements, and the development of the City's intermodal transportation center located adjacent to the HUB property. The redevelopment project incorporates the development of commercial office spaces with the design of an outdoor amphitheater; implementation of a section of the Harbor Brook trail; and many architectural park design elements such as pedestrian bridges over the river, civic plazas, and streetscape improvements.

Harbor Point Redevelopment
Stamford, Connecticut
Assisted with the landscape design for a 6,000,000 square foot waterfront development consisting of 4,000 residential units, retail, and office space on approximately 80 acres, some of which is a brownsfield site.

Norwalk Heritage & Oyster Shell Park
Norwalk, Connecticut
Served as primary technical support staff responsible for production and organization of preliminary drawings and documents and final construction drawings and documents for a waterfront renewal park along the Norwalk River. The project included a waterfront park and esplanade, realignment and design of Riverside Drive, and layout and design of a 3,000 linear foot pedestrian pathway along the river. Served as the Landscape Architect for the preliminary and final design of a landfill park known as Oyster Shell Park. This park design includes a 1000 seat outdoor amphitheater and stage, trail systems, and extensive landscaping treatments including crushed oyster shell pathways, and winding color specific perennial bands.

Project Assignment
Planning, Land Use & Fiscal Impact

Years of Experience

With This Firm:	10
With Other Firms:	3

Education
B.A., Political Science
Yale University
New Haven, CT
M.C.P., City Planning
Massachusetts Institute of Technology
Cambridge, MA

Licenses and Certifications
Certified Planner, American Institute of Certified Planners (AICP) 2004
Member, American Planning Association

MICHAEL LOONEY, AICP
Senior Planner

Mr. Looney serves as a Senior Planner with over a decade of planning and development experience in both the public and private sectors. His combination of strong analytical skills and the ability to present detailed analysis in a direct and understandable manner have proven to be a vital asset to our comprehensive approaches to planning and development. As an Associate of the firm, he has been actively involved in all planning and development consulting tasks and capacities, as well as providing project management services for a diverse array of work assignments.

Highlights of Mr. Looney's planning experience include:

Downtown Gateways Study
Middletown, Connecticut
Currently supervising the completion of redevelopment plans for the North End and South End Gateway areas bordering Downtown Middletown. The City of Middletown received two brownfields assessment grants from the U.S. EPA totaling $400,000, allowing for a city-wide program to inventory and prioritize brownfield sites, conduct Phase I and Phase II environmental site assessments, conduct cleanup planning and support community outreach activities. These North End and South End gateway areas contain several prominent identified brownfield sites, and both areas serve as important connections between Downtown, the balance of the City, and the region as a whole. Work tasks include conducting a market analysis and developing individual redevelopment plans for the two gateway areas, preparing conceptual development plans for selected brownfield sites and creating a "Complete Streets" plan for streetscape, pedestrian and transit improvements that will better link the North End and South End gateways to Downtown Middletown.

The Shoppes at Cheshire
Cheshire, Connecticut
Completed a detailed fiscal impact analysis and planning study for the proposed Shoppes at Cheshire mixed use development. The fiscal impact analysis included projected increases in Town population and public school enrollment; projected real property tax revenues; projected personal/business property tax revenue; estimated municipal revenue generated by permit fees for the proposed development; municipal costs associated with providing the proposed development with municipal services including police, fire, etc.; and education costs resulting from new public school students generated by the residential component of the development. In addition to utilizing standard per capita and proportional valuation methodologies, marginal cost and case study approaches were used to refine estimates of projected costs associated with the proposed development.

Municipal Land Use Evaluation Project for Village Center & Low Impact Development Guidelines and Regulations
Avon, Connecticut
Reviewed the Town's zoning regulations, subdivision regulations, inland wetlands and watercourses regulations and other land use regulation documents to identify barriers to low impact development (LID) principles. Identified areas of these regulatory documents that could incorporate new or revised language to promote

the use of LID techniques. Co-authored a technical memorandum summarizing this review and analysis, providing recommendations for improvements and enhancements to the regulatory documents that would foster the future use of LID techniques and principles.

Low Impact Development Guidelines and Regulations
Winchester, Connecticut
Reviewed the Town's zoning regulations, subdivision regulations, inland wetlands and watercourses regulations and other land use regulation documents to identify barriers to low impact development (LID) principles. Identified areas of these regulatory documents that could incorporate new or revised language to promote the use of LID techniques. Co-authored a technical memorandum summarizing this review and analysis, providing recommendations for improvements and enhancements to the regulatory documents that would foster the future use of LID techniques and principles.

Avon Village Center Zoning Regulations and Design Guidelines
Avon, Connecticut
Assisted the Town of Avon in drafting village center zoning regulations. The regulations are designed to provide a mechanism for cohesive mixed use development that incorporates traditional village center features while reflecting the historic character of the center of Avon. Assisted with the development of design guidelines and development standards to be adopted along with the village center zoning regulations.

Housing and Mixed Use Market Study
New Haven, Connecticut
Conducted a study to evaluate the market potential and implications of the existing 21 upper story dwelling units and ground level retail and theater space at 238-254 College Street, located in the Theater District of Downtown New Haven. The proposed project involved the renovation and re-opening of the former Palace Theater as a live music venue and multiuse facility. The subject building is located in the center of Downtown New Haven, roughly one-half block southwest of the New Haven Green and the Yale University campus. Tasks completed as part of this study included the delineation of a Primary Market Area (PMA) and a Secondary Market Area (SMA); research into the demographic trends that are impacting the development and marketing of multi-story residential in New Haven and the PMA/SMA, as well as the distinct nature of this housing typology; analysis of the City of New Haven's housing stock in general and the Downtown housing stock in particular, with an emphasis on how multi-story residential and mixed use buildings serve a critical function as a component of the City's and the Downtown's built environment and housing stock; identification and quantification of the need for housing of the type at the subject property; an examination of similar developments in the identified Primary Market Area (PMA) and Secondary Market Area (SMA) to determine the competitiveness of the subject units and the amenities offered; and an evaluation of market share capture and absorption of the subject units given the conditions of the housing market.

THE CENTER
FOR RESEARCH

PUBLIC POLICY

Jerry C. Lindsley
Resume

3703 Popple Dungeon Road
Chester, VT 05143

W: 802-875-5003
C: 203-640-3960

Email: jcl@crpp.com

Professional Summary (Current)

President, The Center for Research and Public Policy (CRPP), a thirty-one year old national research organization working within six distinct disciplines: Market, Social and Public Policy Research and Public Opinion, Political and Direct Democracy Polling. www.crpp.com

Since 1979, CRPP has published approximately one research study weekly. Study topics range from public support for the re-introduction of wolves to the Behavioral Risk Factor Surveillance Survey for the U.S. Centers for Disease Control to measuring support for Statehood for Puerto Rico among Islanders and mainlanders.

Director, the Sacred Heart University Polling Institute since 2001. The Institute conducts and releases regular national polls.

Adjunct Professor, Sacred Heart University's History and Political Science Department.

Education

University of Hartford, West Hartford, CT
B.A., Communications / Political Science

Fairfield University, Fairfield, CT
M.A., Corporate and Political Communication

College Teaching Experience

Albertus Magnus College, New Haven, CT (1995 – 2000)
Courses: Introduction to Public Policy
Public Policy Development

THE CENTER
FOR RESEARCH

PUBLIC POLICY

Jerry C. Lindsley
(Continued)

Naugatuck Valley Community College, Waterbury, CT (current)
Courses: Introduction to Business
Principles of Business Management
Principles of Marketing
Small Business Management

Sacred Heart University, Fairfield, CT (current)
Course: Polling and Research,

Professional Publications

Author or co-author of over 1300 studies/reports and presentations since 1979

Professional Affiliations

- The National Registry of Emergency Medical Technicians
- National Council on Public Polls
- Association of Public Data Users
- Certified Member, Professional Ski Instructors of America

Community Involvement

- Licensed Vermont Emergency Medical Technician
- Volunteer member, Chester, VT Emergency Medical Services
- Board of Directors, American Red Cross (CT)
- Board of Directors, The APT Foundation
- Founder and former Camp Director, Camp TuKumTa – Connecticut's Camp for Kids Affected by HIV/AIDS
- Camp Committee, Camp Rising Sun – Camp for Kids with Cancer
- Junior Ski Race Team Coach
- American Red Cross Instructor Trainer: Lifeguard Training, CPR, First Aid

THE CENTER
FOR RESEARCH

PUBLIC POLICY

Jerry C. Lindsley
(Continued)

Jerry C. Lindsley
President

- President and founder of CRPP
- Masters degree from Fairfield University (CT)
- Director of Sacred Heart University's Polling Institute at CRPP
- Teaches Public Policy, Politics, Polling and Business at area colleges
- Board member for area charities and associations
- Lectured at prominent colleges and conferences
- Presented: "Awareness of Radon Gas Dangers among Low-Income and Disabled Residents" at U.S. Centers for Disease Control Conference
- Managed U.S. Congressional and Governor campaigns
- Selected by the U.S. State Department for an 8-member friendship delegation to Egypt and Israel
- During college, appointed by President Reagan to the United Nations International Year of Youth Commission
- Camp committee member and counselor for Camp Rising Sun for kids with cancer
- Founder and former Director at Camp TaKumTa for kids affected by HIV/AIDS
- Member of the Professional Ski Instructors of America and a race coach
- Licensed Vermont Emergency Medical Technician and volunteer EMT
- Married, living in Vermont and a proud dad of a U.S. Marine and a UVM freshman

Project Assignment
Historic Preservation

Years of Experience
With This Firm: <1

Education
M.S., Historic Preservation
University of Pennsylvania
Philadelphia, Pennsylvania
M.C.P., Transportation
University of Pennsylvania
Philadelphia, Pennsylvania
B.A., Art History
Bard College
Annondale-On-Hudson,
New York

Professional Affiliations
American Planning Association
Metro New York Planning Association
Connecticut Planning Association

Certifications & Awards
Elizabeth Greene Wiley Award, University of Pennsylvania School of Design, 2012
Ilona S. English Travel Award, University of Pennsylvania School of Design, 2011
2011 Barnabas McHenry Hudson River Valley Award for Historic Preservation, to Create a Preliminary Site Plan for the Newburgh Armory Unity Center, Open Space Institute, 2011
Secretary of the Interior's Professional Qualifications Standards for Historic Preservation

ALEXANDRA CHURCH
Planner

Ms. Church joined Milone & MacBroom, Inc. as a Planner. Her diverse experience in planning at the municipal level and private economic development includes open space and farmland protection, food systems economics, rural economic development, and historic preservation. She provides analysis, prepares reports, and provides information and technical advice.

Highlights of Ms. Church's project experience include:

Plan of Conservation and Development and Municipal Coastal Program
Groton, Connecticut
Prepared section updates for Land Use Analysis and Cultural Resources/Community Character, including creation of maps showing existing parcel based Land Use, Land Use changes, and Cultural Resource Inventory. Section tasks included comprehensive town history and aerial land-use surveying. Assisted with zoning analysis and demographic analysis.

Plan of Conservation and Development
Washington, Connecticut
Prepared section updates for Land Use Analysis, Zoning, and Natural Resources Inventory, including creation of maps showing existing parcel based Land Use, Land Use changes, Current and Proposed Zoning, and Natural Resource Inventories. Mapping included updating of parcel data to reflect subdivisions.

Plan of Conservation and Development
Prospect, Connecticut
Prepared section updates for Demographics, Housing, and Land Use Analysis, including comprehensive mapping, data collection, analysis, and report construction.

Prior to joining Milone & MacBroom, Inc., Ms. Church worked on the following projects:

Regional Competitiveness Plan for the Northeast Megaregion
Created a strategy for an interconnected Northeast megaregion that can compete globally by sharing assets, knowledge, and workers. The project, as part of a City Planning Studio and in conjunction with Regional Plan Association, created measurable programs for smaller cities to capitalize off high-speed rail and financing plans to share the burden of transportation and infrastructure development with all users.

ACDS, LLC
Columbia, Maryland
Data Analyst and staff planner for an economic development firm. Clients included municipal, public, private, with specialization in rural, food system, and agricultural economics. Responsibilities included creation of small business plans and pro forma; creating and publication of Agricultural Preservation plans; analysis of terminal food markets and plans for growth; and market analysis.

Computer Capabilities

Microsoft Office
Adoble Creative Suite
ERSI Data and ArcGIS
Raiser's Edge
Dun & Bradstreet AutoCAD
Google SketchUp
VISUM, SQL

ALEXANDRA CHURCH (Continued)

Philadelphia Redevelopment Authority
Philadelphia, Pennsylvania
Developed a city-wide plan to better manage the upwards of 50,000 vacant properties in the City. Work efforts focused on "selling" the need for a new land management policy to other city agencies, community development groups, and taxpayers. She led community meetings, organized events, and worked on several publicity campaigns including the release of an economic study to value the cost of vacant land to Philadelphia. She also managed the PRA's Facebook and other social media.

Newburgh Armory Unity Center
Newburgh, New York
Received a grant from the Open Space Institute to draft a site plan for the Newburgh Armory Unity Center. The project involved converting a historic armory facility, listed on the State and National registers of Historic Places, into a 38-acres park and recreation center. She worked both at the level of structural preservationist, city-wide visioning, and community engagement to create community ownership of the building and facilities. She developed a site plan which included a stormwater management plan and parking analysis to meet State DEC regulations. The work product included a reproducible plan with schematic renderings, maps, and digestible descriptions of the vision and work needed. The document is now used for community outreach and for fundraising.

Preservation Plan for Greenwich
Greenwich Township, New Jersey
Created a plan to maintain the historic assets of an 18th-century rural township in southern New Jersey for the NJHPO and Cumberland County, including modeling effects of climate change and sea level rise on the coastal community, expanding local economic base through incentivized job creation programs including agri-tourism, as part of a Historic Preservation Studio. The report was presented to the Association of State Floodplain Managers Annual Conference in May 2012.

Vision Plan for the Lower Far Northeast
Philadelphia, Pennsylvania
Created a vision plan for a denser, walkable, yet still suburban neighborhood for one of the 18 planning districts for the Philadelphia Planning Commission, as part of a City Planning Studio. Included conversion of existing big box retail into higher density mixed-use, pedestrian/bike connections, new transit, placemaking, and new neighborhood centers.

Transportation and Development Planning in the Boka Kotorska
Kotor, Montenegro
Examined how recent development and current development pressures, including several transportation and infrastructure projects will affect the cultural landscape of the UNESCO World Heritage Site of Kotor Bay/ Boka Kotorska on the Adriatic Coast of Montenegro. Looked at how traditional forms of transportation could be reinterpreted to mitigate effects to the cultural landscape and reinforce its significance. Work included transportation demand modeling and transportation route analysis, and cultural landscape surveying.

Project Assignment
Floodplain Analysis & Drainage

Years of Experience
With This Firm: 15
With Other Firms: 3

Education
M.B.A., Business Administration
University of Connecticut
Storrs, CT

B.S., Civil Engineering
Worcester Polytechnic Institute
Worcester, MA

License/Certification
Professional Engineer
Connecticut
Maine
New Hampshire
New York
Vermont
Certified Floodplain Manager (CFM)
FEMA Benefit-Cost Analysis Certification

Computer Capabilities
TR-55
TR-20
HEC-1
HEC-2
HEC-5
HEC-RAS
HEC-HMS
HY-8
(ASFPM)

NICOLLE E. BURNHAM, P.E., CFM, PRINCIPAL
Project Manager

Ms. Burnham's professional career spans 18 years, and she has spent the last 15 years of her career assisting municipalities in meeting regulatory requirements and the needs of their communities. Ms. Burnham is a Principal of Milone & MacBroom, Inc. and a member of the Board of Directors.

Ms. Burnham's expertise is in the areas of water resources, with specific expertise in hydrologic and hydraulic modeling, flood mitigation planning, stormwater management, watershed management, and environmental permitting. Ms. Burnham's project experience includes computer modeling and the design of flood control projects; State and Federal regulatory permitting; and stormwater planning, management, and design.

Prior to joining Milone & MacBroom, Inc., Ms. Burnham's employment experience consisted mostly of residential site development and planning as well as, site remediation.

The following is a sampling of Ms. Burnham's project experience:

Bruce Brook
Stratford, Connecticut
Project Manager for the evaluation of flooding at Barnum Avenue on Bruce Brook. Work included evaluation of hydrologic alternatives to increase storage at the Town owned Wooster Pond and hydraulic improvements at Bruce Brook near Barnum Avenue. Conceptual designs were developed and an evaluation report was provided to the town recommending that potential improvements.

Decker's Brook Engineering Evaluation
Windsor, Connecticut
Project Manager conducting an independent review of the Decker's Brook Engineering Evaluation. The project included evaluated recommendations, assessed current field conditions, and the preparation of a report prioritizing the improvements and outlining the permitting requirements.

Little River / Jones Creek Flood Mitigation and Restoration Study
Old Orchard Beach, Maine
Project Manager responsible for the evaluation of freshwater and tidal flooding of homes and businesses in the low-lying areas of the community. A HEC-RAS model was developed to identify the potential causes of the flooding and to evaluate alternatives to alleviate these conditions.

Coppermine Brook Drainage
Bristol, Connecticut
Project Manager for a drainage and flooding study of Coppermine Brook, an 18 square mile tributary of the Pequabuck River.

Professional Affiliations

Certified Professional in Storm-water Quality
American Public Works Association
Association of State Floodplain Managers

Other Training/Certifications

Wildland Hydrology (ROSGEN) Fluvial Geomorphology
OSHA – 40 hour training for Hazardous Waste Activities
OSHA – Confined Space Entry
OSHA – Excavation and Trenching

NICOLLE E. BURNHAM, P.E., CFM (Continued)

Private Client
Groton, Connecticut
Project Manager for analysis of on-site drainage system to identify alternatives to mitigate flooding of on-site structures. Work included detailed mapping of existing structures, storm CAD analysis of inlets and piping, identification of alternatives, and design of improvements.

Naugatuck Avenue Drainage Analysis
Milford, Connecticut
Led team that completed analysis of urban drainage system with 54 acre contributing watershed. The project was intended to identify the causes of street flooding in the project area and evaluate alternative solutions to correct the problems. Both pipe size as well as gutter flow computations were completed and five alternatives were analyzed. Preliminary design plans of the recommended alternative were developed. Results of the analysis were presented in report format to the City of Milford.

New London Drainage Projects
New London, Connecticut
As part of Milone & MacBroom, Inc.'s on-call contract with the City of New London, oversaw and coordinated analysis of drainage systems in an effort to alleviate street flooding. Watershed areas ranged from 29 acres to over 150 acres and analysis included both Rational Method estimates of runoff, as well as pipe sizing computations and gutter flow analysis as required.

Stormwater Utility Feasibility Study
Stonington, Connecticut
Evaluated the feasibility of developing a stormwater utility in this small coastal community. The project was funded by a grant through the Connecticut Office of Long Island Sound Study. The evaluation included an assessment of whether stormwater utilities are allowable under Connecticut's current statutory framework and a review of management and operational structures of existing stormwater utilities throughout the country. As part of the feasibility study, a financial analysis was completed for capital improvement budgeting and costs associated with administering a stormwater utility. Evaluated alternative rate and billing mechanisms for the utility implementation.

Stormwater Management Plan
Berlin, Connecticut
Developed a Stormwater Management Plan in accordance with the requirements of Connecticut's General Permit for the Discharge of Stormwater from a Municipal Separate Storm Sewer System. The plan included mapping of the Town's drainage system, performing illicit discharge detection, reviewing land use regulations, and recommending alternative language and development of a townwide Operation and Maintenance Plan for Town operations, including road sanding, fertilizer application, and storage of hazardous materials.

Project Assignment
Floodplain Analysis & Drainage

Years of Experience
With This Firm: 17
With Other Firms: 5

Education
B.S., Civil Engineering
Lafayette College
Easton, PA

License/Certification
Professional Engineer
Connecticut
Pennsylvania
Delaware
Vermont
New Hampshire
New York
Massachusetts
West Virginia
U.S. Green Building Council
LEED Accredited Professional

Computer Capabilities
AutoCAD
CYBERNET
Geographic Information Systems

Professional Affiliations
American Society of Civil Engineers (ASCE)

W. ANDREW GREENE, P.E., LEED AP
ASSOCIATE
Project Manager

Mr. Greene has over 19 years of experience in project management, design and construction review with an emphasis on sanitary sewage systems including pump stations, force mains, gravity sewers, and private and community subsurface sewage disposal systems. He also has experience in the design of stormwater runoff systems; dam rehabilitation; site development projects; flood control projects; water supply planning; and recreational facilities.

Mr. Greene's project experience follows:

Greens Farms Academy, Subsurface Sewage Disposal
Westport, Connecticut
Project manager responsible for investigation of performance of existing subsurface sewage disposal system. Design improvements for three additional leaching fields to address future increase in student enrollment and to address Nitrogen concentrations in downstream groundwater monitoring wells. Prepared a new permit application with the CTDEEP for a new design flow of 10,400 gpd.

Lee's Pond Dam
Westport, Connecticut
Designed repairs to the 200 foot long 17 foot high stepped stone masonry spillway and outlet works originally constructed in 1903 on the Saugatuck River. Prepared permits fro submission to the CTDEEP Dam Safety Division, as well as construction administration services.

Bridge Replacement at Morningside Drive over Muddy Brook
Westport, Connecticut
Engineering services for the installation of 100 linear feet of storm sewer in conjunction with the reconstruction of approximately 300 linear feet of roadway and the replacement of an existing stone / masonry culvert.

Island Brook
Bridgeport, Connecticut
Performed a visual dam inspection and designed replacement of the existing spillway with a concrete labyrinth weir capable of passing the design storm in a highly restrictive area. Designed culverts, retaining walls, channel linings, and erosion protection in order to safely convey the design of improvements in order to minimize flooding.

Lake Saltonstall
Branford, Connecticut
Designed a stormwater runoff treatment system for water entering a water supply reservoir owned by the Regional Water Authority.

Other Training/Certifications

- Portland Cement Association RCC 94
- Dam and Dam Rehabilitation Short Course and Construction Tour
- American Society of Civil Engineers – Using and Understanding Engineers Joint Contract Documents Committee
- Association of State Dam Safety Officials – Dam Safety '97
- PSMJ Project Manager's Boot Camp–'02 & '06
- Northeast On Site Wastewater Treatment and Short course – 2005
- Delaware Valley – USGBC LEED for new Construction – 2006

W. ANDREW GREENE, P.E., LEED AP (Continued)

Putnam Avenue
Hamden, Connecticut
Performed hydraulic grade line computations for proposed storm drainage improvements to verify that surcharging does not occur.

Elm Street
West Haven, Connecticut
Performed hydraulic grade line computations for proposed drainage improvements in order to verify that no surcharging occurs.

Avalon Newtown
Newtown, Connecticut
A 304 unit multi-family apartment community on a 40 acre parcel which presented unique engineering design constraints due to the rocky irregular terrain of the site.

Avalon Springs II
Wilton, Connecticut
Responsible for site design and utilities on a 10 acre parcel with 113 multi-family apartments. A unique aspect of the design included stormwater pollutant removal efficiencies that were better than existing conditions.

Towns of Goshen and Morris, Connecticut
Reviewed subdivisions and land development projects for compliance with local planning and zoning regulations.

Bigelow Brook & Center Springs Park Culvert Replacement
Manchester, Connecticut
Providing engineering services to replace five culverts upstream of the park and restring a section of the stream channel.

Center Springs Park
Manchester, Connecticut
Prepared an alternative study to repair the Center Springs Pond outlet.

Project Assignment
Infrastructure

Years of Experience
With This Firm: 18
With Other Firms: 1

Education
B.S., Civil Engineering
University of Connecticut
Storrs, CT

License / Certification
Professional Engineer
Connecticut
Certified for Employment with the New York State Department of Transportation
Maine DOT Local Project Administration Certification

Professional Affiliations
Connecticut Association of Street and Highway Officials
Member, Design-Build Institute of America (2011)

ANTHONY A. CIRIELLO, JR., P.E., PRINCIPAL
Manager, Transportation Engineering

Mr. Ciriello is a Principal of Milone & MacBroom, Inc. and a member of the Board of Directors. He is primarily in infrastructure-related projects including highway and bridge construction and rehabilitation, interstate resurfacing and widening projects, and utility construction projects. Many of the transportation assignments are State and Federally-funded and designed in accordance with Federal Highway Administration, State Department of Transportation, and AASHTO standards. Prior to joining the engineering field, Mr. Ciriello worked as a construction engineer on heavy and highway projects for a substantial heavy and highway contracting firm.

Highlights of Mr. Ciriello's project experience follow:

River Street Area Roadways
New Haven, Connecticut
Provided engineering services for the design of four separate streets totaling over 2,800 feet of roadway and streetscape improvements consistent with the City's Plan for Municipal Development.

Harbor Point
Stamford, Connecticut
Provided engineering services for the relocation and construction of roadways, utilities, and related infrastructure for a 6,000,000 square foot, mixed-use, waterfront development project. Responsible for design of $60 million worth of roadway rehabilitation, widening and streetscape improvements.

Compo Beach Drainage Study and Design
Westport, Connecticut
Prepared construction plans and specifications for this extensive roadway drainage project which included a stormwater pumping station and tide controls adjacent to Long Island Sound.

Drainage Improvements
New London, Connecticut
Identification of storm drain systems along Shaw Street, Ann Street, Pequot Avenue, Oneco Street, Farnsworth Street and Deshon Street and evaluation of the storm drain system's capacity to convey storm water runoff. Developed plans for improvements to resolve flooding issues at each location.

Franklin Road Drainage System Improvements
Hamden, Connecticut
Study phase and final design for the Town of Hamden to resolve roadway flooding issues in the Franklin Road neighborhood. The project required coordination with the Connecticut Department of Transportation regarding drainage at Route 5.

Upper Dry Brook Culvert
Manchester, Connecticut
Provided engineering services for alternatives assessment, and conducted modeling and design of new box culverts to improve flooding of the Upper Dry Brook culvert in downtown Manchester.

Farmington Canal Greenway
New Haven, Connecticut
Provided engineering services for approximately 0.5 miles of paved trail (Phase I).

Norwalk Heritage Park
Norwalk, Connecticut
Engineering services for the design of public improvements along the Norwalk River as part of the City's major waterfront redevelopment initiative.

Rentschler Field Parking and Traffic Circulation Improvements
East Hartford, Connecticut
Working for the State of Connecticut Office of Policy and Management, provided engineering services including survey, design, permitting and environmental investigations for development of 75 acre roadway and parking lot construction project. This $10M project, currently under construction, involves the installation of substantial lengths of box culverts, new illumination, drainage installations, earthwork and reinforced turf parking surfaces. The project will provide parking for 6,500 vehicles, accommodating UConn's football fans and other event patrons.

Harbor Brook River Restoration Project
Meriden, Connecticut
Engineering services to address the historic flooding problems along Harbor Brook. The project objective was to evaluate alternative methods of reducing flood damages within the Harbor Brook corridor, and to develop specific recommendations for river restoration improvements, including bank stabilization, water quality, fish habitat, and creation of a greenway.

Engineering Services for Waterfront Property
Belfast, Maine
Project Engineer involved in the design and preparation of construction documents for a waterfront walkway along Belfast Bay. The project includes a 1,400 linear foot concrete/paver walkway along an abandoned railroad right-of-way.

Parkville Neighborhood
Hartford, Connecticut
Engineering services in association with a study to physically revitalize the Parkville neighborhood to accommodate the expectations of the City of Hartford and the Revitalization Association. The proposed improvements include traffic calming measures.

Hall Avenue Streetscape/Senior Center Connection
Wallingford, Connecticut
Assisted with the preparation of construction documents for the reconstruction of approximately 1,600 linear feet of curbing and new sidewalks and a plan for future landscaping and decorative street lighting within the project area.

Caroline Street
Derby, Connecticut
Engineering design services for the removal and replacement of 200 linear feet of concrete retaining wall, concrete sidewalks, curbing, stairs and pavement restoration on Caroline Street in Derby.

Sidewalk Installations at Stafford Avenue, Milton Road, & Westwoods Terrace
Bristol, Connecticut
Assisted with the development of design plans for the installation of 5,500 linear feet of new concrete sidewalk.

Project Assignment
Traffic & Parking

Years of Experience
With This Firm: 24
With Other Firms: 5

Education
B.S., Civil Engineering
University of Connecticut
Storrs, CT

License/Certification
Professional Engineer
Connecticut

Professional Affiliations
Institute of Transportation Engineers
American Society of Civil Engineers

DAVID G. SULLIVAN, P.E., ASSOCIATE
Senior Transportation Engineer

As a Senior Transportation Engineer, Mr. Sullivan is involved in a supervisory capacity of corridor studies, transportation planning studies, and numerous traffic impact studies for a variety of sites, including educational facilities, industrial plants, superblocks, shopping centers, residential developments, and office/business parks. He has also been responsible for data collection, analysis of the site and its impacts, development of findings and recommendations, and writing of reports. As part of the analyses, he has performed intersection analyses utilizing a number of computer tools.

Other areas where Mr. Sullivan has significant experience is associated with the conduct of parking studies. These include evaluation of multiple facilities within town/city centers; individual multi-use projects where shared parking demand by uses was evaluated; and operational evaluation of various parking strategies such as valet parking, use of car stacking technology, and automobile elevator systems.

Additionally, Mr. Sullivan has been involved in the development of a number of roadway and intersection improvement plans. This includes design of pavement marking and signing plans, as well as traffic signal plans.

His work background also includes transportation systems engineering where his technical specialties involved development of computer-based traffic models, supervising data collection efforts, and analyzing roadway and development plans. He is also experienced in queuing analysis and operational safety analysis.

The following are highlights of Mr. Sullivan's project experience:

Downtown Torrington Preliminary Design
Torrington, Connecticut
Completed all aspects of traffic engineering including operational modeling/ simulation and crash data analysis to determine the existing traffic conditions and safety downtown. Main Street will be changed from the current two-way traffic flow to one-way northbound flow. The new orientation allows for greater pedestrian mobility and increased on-street parking. Additional improvements include the extension of City Hall Avenue to connect with East Main Street (CT Route 202), reconfiguring the intersection of East Main Street/Center Street, and the design of two new traffic signals.

Harbor Point/Yale & Towne
Stamford, Connecticut
Performed a traffic impact study in support of gaining municipal approval of a project and various roadway improvements. The project is a large infill/redevelopment located in the south end of the City of Stamford and consists of residential, retail, restaurant, office, and hotel facilities.

Shelton Riverfront Development
Shelton, Connecticut
Working in cooperation with the City and a private developer, traffic evaluations were made for the redevelopment of a large portion of Shelton's Riverfront. Key elements included coordinating the developer's redevelopment goals, the City's planned improvements to infrastructure along the Riverfront, and safety concerns associated with multiple at-grade crossings between the Riverfront and Shelton's downtown area. The project includes approximately 600 new units of housing and over 100,000 square feet of commercial space.

Waterbury Hospital Traffic & Parking Study
Waterbury, Connecticut
Project Manager involved in providing a traffic engineering and parking consulting services to evaluate access implications and infrastructure improvements to accommodate the combination of Waterbury Hospital and St. Mary's Hospital into a single campus in downtown Waterbury.

Point-in-Time Survey & Parking Plan Update
New Haven, Connecticut
Project Director responsible for overseeing the management and execution of the 2009 and 2010 Point-In-Time Survey and Parking Plan Update for the City of New Haven.

UConn Health Care Center (UCHC) Expansion
Farmington, Connecticut
Currently evaluating the traffic impact and parking adequacy of a major expansion to the UCHC campus in Farmington. The expansion includes a new hospital bed tower, a medical office building, a new research laboratory, and three new parking structures. Applications to the State Traffic Commission will also be part of this study.

Route 806 (Newtown Road) Transportation Management Plan
Danbury, Connecticut
Managed traffic engineering and transportation planning elements of the 1.5 mile Route 806 corridor in Danbury, CT. Worked with the City, the Regional Planning Agency and the Connecticut Department of Transportation in developing recommendations on access management, capacity upgrades, pedestrian and transit upgrades and streetscape improvements.

Wilcoxson Avenue Traffic Calming Study
Stratford, Connecticut
Developed traffic-calming strategies for Wilcoxson Avenue, a street serving a residential neighborhood and an elementary School. Created concept plans utilizing proven speed reductions measures along with innovative crosswalk and intersection treatments. Other tasks included presenting findings to the public and gathering additional input and feedback from neighborhood residents.

Trump Parc
Stamford, Connecticut
A traffic impact study and STC certificate application was prepared for the high-rise residential tower in downtown Stamford. At the time of its approval, it was the tallest building approved in Stamford. Site access and parking operations were key elements to this study.

Tresser Square
Stamford, Connecticut
A multi-faceted study of the redevelopment of an entire city block in the CBD of Stamford. Significant off-site improvements, revised lane use, increased capacity, and new and revised signalization were some of the recommendations to accommodate the traffic associated with the 850 new residential units and approximately 150,000 square feet of new commercial space.

Project Assignment
Traffic & Parking

Years of Experience
With This Firm: 2
With Other Firms: 9

Education
M.S., Civil Engineering
University of Connecticut
Storrs, CT

B.S., Civil Engineering
University of Science and Technology
Ghana

License/Certification
Professional Engineer
Connecticut
Certified, Professional Traffic Operations Engineer (PTOE)

Computer Capabilities
Synchro, SimTraffic, HCS, RODEL, SIDRA, VISSIM, TSDWIN, TRANSYT-7F, SOAP, PASSER, ArcGIS

Professional Affiliations
Institute of Transportation Engineers (ITE)
Intelligent Transportation Society of Connecticut (ITS-CT)

KWESI BROWN, P.E., PTOE
Project Manager, Traffic Operations

Mr. Brown has over ten years of experience in traffic engineering and studies, transportation planning, and access management. He has worked extensively with GIS, Synchro, SimTraffic, HCS, RODEL, SIDRA, VISSIM, TSDWIN, TRANSYT-7F, SOAP, and PASSER. Mr. Brown is responsible for the design of traffic signals and signal systems, traffic impact studies, and corridor planning studies.

Highlights of Mr. Brown's experience follows:

West Avenue at West Main Street Intersection Improvements
Stamford, Connecticut
Currently serving as Project Engineer on project to develop and design traffic operations and safety improvements at the intersection of West Main Street (Route 1) and West Avenue in Stamford, Connecticut. The issues at the intersection include traffic congestion, substandard roadway geometrics, sightline obstructions and substandard pedestrian facilities. Improvements that are proposed for the intersection include upgrade of the existing traffic signal, signal timing revisions, turn lanes, improved roadway geometry, sidewalks and crosswalks, landscaping, and illumination.

Reconstruction of Prospect Hill Road
Windsor, Connecticut
Currently serving as Project Engineer on the reconstruction of Prospect Hill Road project. Working with project team to develop traffic and safety improvements at the intersection of Poquonock Avenue (State Route 75) and Prospect Hill Road. Traffic improvements are currently in the preliminary engineering stage. Some of the proposed improvements at the intersection include the installation of a traffic signal, provision of turn lanes, sidewalks and crosswalks, landscaping, an improved bus stop area and lighting.

Chase Avenue Traffic Signals
Waterbury, Connecticut
Currently serving as traffic signal design lead for the reconstruction of a number of traffic signals on Chase Avenue in Waterbury. Tasks on this project include capacity analysis, traffic signal design, utility coordination and construction administration.

Weston Route 57 - School Road and Westport Route 136 - Bayberry Lane Extension Intersection Studies - SWRPA
Served as Project Manager on two intersection improvement studies for the South Western Regional Planning Agency (SWRPA). Work on these studies include data collection, an evaluation of existing and future traffic conditions, safety analysis, identifying needs and deficiencies at the intersections and the development of improvement strategies.

Traffic Signal Design at Fifth Avenue at Osborne Street
Danbury, Connecticut
Serving as signal design lead on this signal design project, as part of on-call engineering consultation services to the City of Danbury. The signal design includes the installation of new mast arms, video detection, a 2070 controller, and

a 332D cabinet installed on a modified Type V foundation, as well as the installation of an overhead fiber optic communication cable for signal coordination with adjacent intersection. This project also involves extensive project coordination with the City and State.

Milford Hospital Medical Office Expansion
Milford Connecticut
Currently serving as Project Engineer on study to assess the traffic and safety impact of a medical office expansion project for Milford Hospital. Work includes capacity analysis, level of service determination and safety analysis at access points and on the adjacent roadway system.

I-91 Interstate Study and Design for Proposed Casino Development
Holyoke, Massachusetts
Currently serving as Traffic Engineer on study to assess the feasibility of a proposed casino and resort development in Holyoke, Massachusetts. Working with project team to assess traffic impacts of the planned development through an evaluation of highway capacity, operational and safety issues at interchanges and the surrounding roadway system. Improvements that are being considered include a new interchange, signal timing revisions and coordination on local roads, and the provision of turn lanes.

University of Connecticut Health Center Expansion and Renovation Project
Farmington, Connecticut
Currently serving as traffic engineer for new construction and renovation projects at the UCHC campus. These new projects include a Systems Genomics Facility, a Hospital Bed Tower and an Ambulatory Care Center. Tasks completed to date include an internal site circulation assessment, traffic impact study with recommendations for off-site traffic and roadway improvements. An application for an Office of State Traffic Administration(OSTA) Certificate has been submitted and is currently under review.

Farmington Canal Greenway Project
New Haven, Connecticut
Currently serving as traffic engineer for this Greenway Project. Tasks on this project include coordinating the traffic and signal design efforts for the project, designing a number of bike signals and upgrading existing signals to accommodate bicyclists and pedestrians. Other tasks include providing appropriate pavement markings and signage along the greenway and at intersections that the greenway passes through.

Waterbury Hospital Traffic & Parking Study
Waterbury, Connecticut
Project Engineer involved in providing a traffic engineering and parking consulting services to evaluate access implications and infrastructure improvements to accommodate the combination of Waterbury Hospital and St. Mary's Hospital into a single campus in downtown Waterbury.

Second Hill Lane Elementary School Circulation Study
Stratford, Connecticut
Serving as Project Manager on a study to improve on-site traffic circulation and parking at the Second HIll Elementary School. Tasks included field observations, the development of near- and long-term improvement alternatives, and cost estimation.

Project Assignment
Traffic & Parking

Years of Experience
With This Firm: 2
With Other Firms: 17

Education
B.S., Civil Engineering
University of Connecticut
Storrs, CT

License/Certification
Professional Engineer
Maine
Connecticut
Professional Traffic
Operations Engineer, ITE
Maine DOT Locally
Administered Project (LAP)
Certification, 2011

Computer Capabilities
Microstation CAD
Synchro/SimTraffic Modeling
HCM Traffic Modeling
Streetwise ATMS
Aries ATMS
Naztec Controller Operation
Econolite Controller
Operation

Professional Affiliations
Institute of Transportation
Engineers, Maine Chapter
Vice President
American Society of Civil
Engineers

JOHN Q. ADAMS, P.E., PTOE
Maine Regional Manager

Mr. Adams has over 19 years of engineering experience. His experience includes traffic signal design and coordination; design of signal system communications architecture; operation of traffic signal systems via signal management software; and traffic impact safety and planning studies. Mr. Adams also has experience in roadway design, drainage improvements, bridge and roadway inspection, on-site sewage disposal system design, landfill closure plans, and gas recovery system design.

Highlights of Mr. Adams experience include:

Eastern Trail
Saco to Old Orchard Beach, Maine
Provided construction oversight and construction administration services for a 4.3 mile section of the Eastern rail in Saco to Old Orchard Beach, Maine.

Mountain Division Trail
Fryeburg, Maine
Provided construction oversight and construction administration services for two sections of the Mountain Division Trail in Fryeburg, Maine for the Maine Department of Transportation, Multimodal Program.

Maine Department of Transportation
On-Call Inspection Services GCA
Project Manager overseeing inspection contracts for highways and multi-modal projects.

Bay Landing Drainage Improvements
Boothbay Harbor, Maine
Project Manager for drainage improvement project. The project involved; performing topographic survey drainage analysis of the existing stormwater system on the Bay Landing property and the Town and State stormwater system on Tupper Road, Perkins Road and Route 27, and designing improvements. The project improved and existing flooding problem by conveying stormwater into the existing storm drainage systems.

Traffic Signal Utility Identification & On-Call Traffic Peer Review Services
South Portland, Maine
Project Manager providing guidance to City staff for a city-wide traffic evaluation. Mr. Adams is also providing traffic peer review services under an on-call contract.

Fort Preble Preservation Planning Study
South Portland, Maine
Project Manager for the evaluation of environmental, physical, structural, historic, and recreational resources at historic Fort Preble. This evaluation is the first phase of creating a sustainable site that is ecologically thriving, safe, aesthetically inviting, and accessible for educational purposes.

Project Assignment
Urban Design, Connectivity & Waterfront

Years of Experience
With This Firm: 7
With Other Firms: 4

Education
M.A., Sustainable Landscape Planning & Design
Conway School of Landscape Design
Conway, MA
B.A., Cultural Anthropology
University of Montana
Missoula, MT

License/Certification
Landscape Architect
Connecticut

Computer Capabilities
AutoDesk
Civil 3D 2011
Impressions 3
Adobe
Photoshop CS4
Acroplot Pro
Google Sketchup
Microsoft
Word
Excel
PowerPoint

JASON C. WILLIAMS, L.A.
Landscape Architect

Mr. Williams is a Landscape Architect involved in conceptual site design and master planning, site layout, grading, and planting. He is also a professional illustrator. Mr. Williams's project experience includes corporate, educational, and residential site development; streetscape improvements; and park and recreation facilities. Mr. William's is involved in all levels of construction documentation including layout, grading, planting, and construction detailing and specifications.

Highlights of Mr. Williams's project experience follow:

Farmington Canal Greenway
New Haven, Connecticut
Prepared construction level planting plans for public spaces along the proposed trail.

Quinnipiac River Linear Park
Wallingford, Connecticut
Provided landscape architectural services for the design of a four mile paved trail along the Quinnipiac River. The significant features include a pedestrian bridge over the Quinnipiac River, a pedestrian tunnel under the Wilbur Cross Parkway and boardwalks over the wetlands adjacent to the river.

Swamp Rabbit Trail
Greenville, South Carolina
Prepared illustrative perspective renderings for a proposed 118 foot pedestrian bridge.

Mill River Waterfront Park (Phase II)
Stamford, Connecticut
Assisted with the design of 2,100 linear feet of Stamford's waterfront Park running north from Broad Street to Scalzi Park. Work includes layout and dimensioning of trail, design of stormwater infrastructure, selection of plant materials, and coordination with Army Corps of Engineers restoration work.

Commons Park
Stamford, Connecticut
Provided design services for an urban park designed to fulfill a green space requirement as part of the development of a large scale, commercial, retail, and residential redevelopment project in the City of Stamford's South End. Commons Park will be utilized by current and incoming residents and will become part of the City of Stamford's Greenway Master Plan.

City Pier Waterfront Park
New London, Connecticut
Prepared Master Plan illustration graphics for the rehabilitation of an existing pier.

Brookside & City Park
Meriden, Connecticut
Prepared hand rendered concepts and a Master Plan for two adjacent parks along Harbor Brook.

Miller Richardson Park
Coventry, Connecticut
Provided park planning and conceptual site design services to create a park master plan to include baseball fields, football fields, parking, concessions, playground areas, and pavilion spaces.

Dartmouth College
Master Plan for Dartmouth's Riverfront
Hanover, New Hampshire
Prepared schematic alternatives for the re-programming of approximately 8 acres of land along the Connecticut River. Designs included the creation of sustainable stormwater management techniques associated with reconfigured parking, a roadway, and walkways. Additional recommendations included reorganization of existing building and proposed buildings associated with crew and canoe access and a student swim dock.

Downtown Municipal Development Plan
Torrington, Connecticut
Assisted with the preparation of a Municipal Development Plan for the downtown area. The project included analysis of existing land use patterns, street, utilities, and traffic conditions and the formulation of strategies to improve the downtown area. Prepared conceptual hand graphics for pedestrian access and amenities along the Naugatuck River.

Ridgefield Center Study
Ridgefield, Connecticut
Assisted with a study of the Main Street area to evaluate existing parking conditions, vehicular and pedestrian circulation systems, and wayfinding techniques.

Upper Collinsville Mill Pond Master Plan
Collinsville, Connecticut
Prepared master plan documents associated with enhancing and restoring the recreational, aesthetic, historical, and environmental improvements for Upper Collinsville Mill Pond.

Tiger Grant Application / Union Station Connectivity Project
Hartford, Connecticut
Prepared hand rendered perspective sketches for visual realization of future transportation improvements to aid in an application for approximately $33.5 million in grant funds through the Federal Transportation Improvements Generating Recovery Grant Program.

Ridgefield Streetscape Improvements & Bailey Avenue
Ridgefield, Connecticut
Prepared AutoCAD drawings for layout and planting of parking area and streetscape improvements.

West Wharf Beach
Madison, Connecticut
Prepared hand rendered concepts for public beach access and pedestrian amenities.

Fort Preble Preservation Study
South Portland, Maine
Prepared master planning drawings aimed at creating a sustainable site for public access and educational purposes.

JOHN Q. ADAMS, P.E., PTOE (Continued)

Training

- 2009 MUTCD Updates Workshop, Maine ITE Chapter 2011
- Intersection Red Light Running Reduction Workshop, Maine ITE 2010
- FHWA Northeast Roundabout Peer Exchange Workshop, 2010
- ITE NE Section, Pedestrian Design Concerns at Signalized Intersections, 2010
- Naztec Signal Controller Coordination Operation and Communication Network Architecture, 2010
- Transit Signal Priority Training, NEITE & Northeastern University, 2009
- Synchro/SimTraffic 7 Training 2008, 2010
- Traffic Signal Controller Operations, Detection and Communications Workshop, Electric Light Company, 2007, 2008, 2011
- Federal Highway Administration, Roundabout Design Class, 2007
- ITE, NE Section, Mixed Use Development Trip Generation, 2007
- Naztec Controller, Street-wise System, and Traffic Responsive Systems Training Workshop, AD Electric, 2006
- Federal Highway Administration, Intersection Safety Class, 2006
- Detention Pond System Modeling Pondpack Software, Haestad Methods 2004
- Subsurface Sewage Disposal System Workshop CT Department of Health 2002
- Northwestern University, Certified Traffic Signal Workshop, 2001
- Landfill Gas System Engineering Design Seminar, LANDTEC 1994

Maine Department of Transportation
On-Call Inspection Services GCA
Project Manager overseeing inspection contracts for highways and multi-modal projects.

PACTS Regional Traffic Management System Operational Maintenance
Portland, South Portland, Scarborough, and Westbrook, Maine
Providing traffic engineering services to PACTS to assist in transitioning to a regional signal management approach. Duties include; establishing regional framework and communications protocols, increasing number of signal systems that have communications with the Streetwise signal management system, implementing new and enhancing existing coordination programming, field troubleshooting and fine-tuning signal operations, identifying safety and performance issues and designing corrective measures. Initial phase of project is focused on 8 major corridors with 82 signalized intersections.

Androscoggin Transportation Resource Center (ATRC), ATMS
Lewiston/Auburn Area, Maine
On-call assistance with Streetwise signal management software, signal coordination programming and field troubleshooting and fine-tuning to enhance traffic signal operations, safety and progression. ATRC is currently responsible for managing of 80 traffic signals of which approximately 40 are currently connected to and managed via Streetwise signal management software.

Prior to joining Milone & MacBroom, Inc., Mr. Adams worked on the following assignments:

Ellsworth High Street/Maine Coast Mall Study - High Street (Routes 1/3)
Ellsworth, Maine
Design engineer on a study to evaluate alternatives to improve traffic operations and safety along a heavily traveled retail and tourist corridor. Ellsworth serves as a service center for the region and as a pass-through for tourists in route to Bar Harbor and Acadia National Park. The design relocated an existing intersection and improved intersection geometry and installed a new full-actuated traffic signal with video detection and emergency vehicle pre-emption.

Nappi Distribution Center - Route 25
Gorham, Maine
Lead Traffic Engineer representing the applicant through local and state permitting process and approval. The study involved an analysis of traffic impacts to Route 25 and nearby intersections as a result of increased traffic from the proposed distribution facility. The study resulted in approval of the project with the addition of a new 150 foot, left-turn lane on Route 25 at the site entrance. The left-turn lane was designed and approved by the Maine DOT and was subsequently built.

Project Assignment
Infrastructure

Years of Experience
With This Firm: 18

Education
B.S., Civil Engineering
Villanova University
Villanova, PA

License / Certification
Professional Engineer
Connecticut

Computer Capabilities
MicroStation V8
Synchro and HCS Capacity Analysis Software
Microsoft Project

Professional Affiliations
Institute of Transportation Engineers
American Public Works Association
American Society of Civil Engineers
Engineers Without Borders

MICHAEL J. JOYCE, P.E., ASSOCIATE
Project Manager

Mr. Joyce, an Associate with Milone & MacBroom, Inc., is a Civil/Transportation Engineer involved in project management, design, and regulatory permitting for a wide variety of often specialized projects relating to public and private site development, roadway construction, traffic studies and signal improvements, culvert replacement, drainage improvements, utility infrastructure, municipal engineering, and athletic and recreational facilities.

Highlights of Mr. Joyce's project experience follows:

Campus Roadway and Circulation Improvements, Television Broadcast Facility
Bristol, Connecticut
Project Manager responsible for the design, permitting and construction administration services associated with improvements to roadway and parking facilities to improve on-campus circulation between facilities for vehicles, deliveries, and on campus employee shuttle service without the need to exit the secured campus perimeter.

Downtown Redevelopment Projects
Derby, Connecticut
Provided technical and planning assistance to the Office of the Mayor and Office of Development and Administration as the City embarks on two large redevelopment projects in the downtown area and several smaller redevelopment projects along with investigating other development opportunities for the City. Responsibilities included assistance and preparation of Land Use Regulations and the required Redevelopment Plan.

Devon Plaza
Milford, Connecticut
Assisted with the design of the storm drainage system associated with the development of construction drawings for the site.

Drainage Study
Wethersfield, Connecticut
Investigated and recorded the type and size of the existing drainage structures.

East Haven Industrial Park
East Haven, Connecticut
Developed plans and profiles, including the stormwater drainage design, for the proposed industrial park site driveway.

Paugassett Road Drainage Improvements
Derby, Connecticut
Designed and prepared construction drawings for a storm drainage system to solve a stormwater erosion and flooding problem on a severe slope. Performed inspection from the start of the construction phase to the completion of the project.

Putnam Avenue
Hamden, Connecticut
Assisted with designing the proposed roadway storm drainage and the production of CTDOT approved construction plans.

Smith Street & Seventh Street Drainage Improvements
Derby, Connecticut
Developed construction drawings for improvements to the existing drainage system performed by the Public Works Department.

John Street Drainage Improvements
Derby, Connecticut
Project Manager responsible for the design, permitting and easement acquisition program associated with the replacement and improvement of an existing municipal drainage system.

Gilbert Street Drainage Improvements
Ridgefield, Connecticut
Responsible for the coordination and preparation of technical specifications and construction documents for the municipal drainage improvement project. Also, provided assistance with the City's acquisition of drainage easements.

Compo Beach Area Drainage Improvements
Westport, Connecticut
Performed a study of the conditions of the 106-acre Compo Beach Watershed and evaluated alternative actions to minimize drainage problems which currently exist in the area. Also completed mapping of the drainage system, hydrologic analysis of the watershed, and hydraulic analysis of the drainage system.

The Naugatuck River Greenway
Derby, Connecticut
Project Manager responsible for the preparation of preliminary, semi-final, and final design metric drawings, specifications and construction documents for the construction of approximately two miles of greenway/bike path along the Housatonic and Naugatuck Rivers under the Federal Transportation Enhancement Program. Responsibilities include identifying regulatory permit requirements, right-of-way and property impacts, coordinating with CTDOT Office of Rails, Metro-North Railroad, and the Housatonic Railroad Company in order to properly design the greenway in and around the railroad right-of-way and adjacent to the active rail lines. The project also required approval from the Office of the Governor and Attorney General of CT to obtain authorization to allow pedestrian access across a state non-access line in order to provide a pedestrian link between the Greenway and the adjacent Derby/Shelton Multi Modal Station.

Middlebury Greenway
Middlebury, Connecticut
Contributed to the design and production of construction drawings for the installation of a concrete box culvert to allow bike/pedestrian passage under a town roadway in conjunction with the greenway project.

SECTION 5

REQUESTED DOCUMENTATION

The Master Plan of Development & Implementation for Westport RFP 13-710T requests that the consultant provide documentation for the following, if applicable:

A. **Milone & MacBroom, Inc. recently completed mediation on two projects in North Carolina regarding collections issues, the mediation was not related to any technical or performance matters. Milone & MacBroom, Inc. has not been involved with or been party to any litigation, arbitration or mediation proceedings, other than mentioned above, in the last 3 years.**

B. **Milone & MacBroom, Inc. has not defaulted or been terminated by any of our clients in the last 5 years;**

C. **Milone & MacBroom, Inc. has not withdrawn from and/or not completed any project in the last 3 years.**

Additional information, if requested and relevant to the selection process, can be provided to the Town under separate cover.

Signature of Principal 3-13-13 **Date**

MILONE & MACBROOM