

PROPOSAL

DEVELOPMENT OF THE PLAN OF CONSERVATION AND DEVELOPMENT / MASTER PLAN

Prepared for: Black Point Beach Club Association - East Lyme, Connecticut

March 15, 2021





March 15, 2021

Mr. Steven Beauchene
Black Point Beach Club Association
P.O. Box 715
6 Sunset Avenue
Niantic, Connecticut 06357

**RE: Statement of Qualifications for Development of the Plan of Conservation and Development / Master Plan
Black Point Beach Club Association – East Lyme, Connecticut
SLR #141.17366.P0001**

Dear Mr. Beauchene:

SLR International Corporation (SLR) is pleased to submit our proposal to assist with the development of a Plan of Conservation and Development / Master Plan for Black Point Beach Club Association in East Lyme, Connecticut. For over 20 years, our certified planners have specialized in municipal plans of development, land use and zoning, municipal and regional housing studies, economic development, and public engagement.

We consider our firm and our specific Project Team the best qualified to meet the needs of the Black Point Beach Club Association for the following reasons:

- Our Project Team possesses an extensive amount of experience in municipal comprehensive planning, coastal resiliency planning and area master planning. Lead and supporting Planning Group staff have a strong understanding of land use, zoning and community consensus building. Our team has successfully led POCD updates in over a dozen Connecticut municipalities in the last few years.
- Our Project Team realizes the unique opportunity for consensus and engagement that comprehensive planning processes present. Moreover, gaining early and meaningful community input along with municipal and regional agency participation is critical to the success and future of any plan. Our Project Team strives to engage residents and stakeholders by bringing the planning process to them through innovative pop-up exercises and online engagement tools, as well as inviting participation through traditional planning workshops and meeting facilitations.

Michael Zuba, AICP, NCI, US Manager of Planning, will serve as the Project Manager and contact person for any questions or clarifications. He can be reached by phone at (203) 344-7885 or by email at mzuba@slrconsulting.com.

The attached summary of qualifications and proposal for services represents a complete response for the services requested by the Black Point Beach Club Association including a suggested approach. We are confident that we can fully meet your needs and requirements in a professionally responsive and technically sound manner. If you have any questions, please do not hesitate to contact me.

Sincerely,

SLR INTERNATIONAL CORPORATION



Michael Zuba, AICP, NCI
US Manager of Planning
mzuba@slrconsulting.com

CONTENTS

LETTER OF INTEREST

- 1.0** HISTORY AND RESUMES
- 2.0** FIRM PROFILE AND EXECUTIVE SUMMARY
- 3.0** PROJECT UNDERSTANDING AND APPROACH
- 4.0** REFERENCES

Section 1



GLOBAL REACH. LOCAL TOUCH.



In the United States, SLR International Corporation (SLR) has over 400 employees located throughout 34 offices. Our team represents a broad and diverse range of technical and environmental capabilities. SLR's professionals offer a blend of experience incorporating engineers, geologists, planners, remediation specialists, regulatory and compliance specialists, and environmental scientists.

SLR has completed projects worldwide and continues to expand, serving a wide range of local, national, and international clientele including municipalities (ports, cities, counties, and utilities), industries (solid waste, wood products, chemical, oil and gas, waste management, and mining), and professional service sectors such as commercial real estate, capital finance, attorneys, and insurance.

KEY TECHNICAL SERVICE AREAS

Acoustics, Noise and Vibration
 Air Quality Monitoring and Permitting
 Civil and Structural Engineering
 Construction Engineering
 Environmental Management and Planning
 Highways & Transportation Planning
 Hydrology & Hydrogeology
 Geotechnical Engineering
 Landscape Architecture
 Land Surveying
 Merger/Acquisition/Divestiture Support

Mining Advisory & Compliance
 Planning
 Resiliency Planning
 Site Assessment, Remediation, and Restoration
 Transaction Due Diligence
 Transportation Engineering
 Toxicology and Risk Assessment
 Waste and Resources Management
 Waste Management Services
 Water Resource Engineering
 Water Treatment and Wastewater Engineering

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PLANNING

➔ Planning is not a linear, rigid process but rather evolves during the planning period

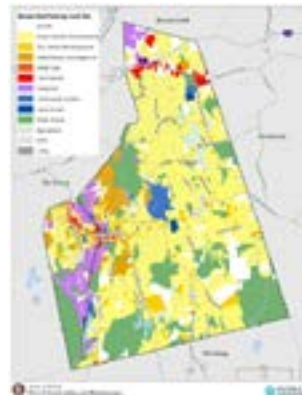


Planning is the framework from which present and future challenges are addressed in a thoughtful community-driven process. The complexity of challenges requires a diversity of professional training and experience. At SLR, each assignment is directed by senior planning staff that have the resources of our entire organization available to them.

The planning process evolves during the planning period with input from the community and stakeholders and analysis of data. As “what ifs” and “whys” emerge, our staff provides creative solutions based on sound analysis using GIS, mapping, public outreach, and traditional and new media resources. Our staff members pride themselves on their ability to work effectively with public and private sector clients and stakeholders, as well as the public at large, to forge consensus and achieve the desired outcomes that lead to better communities.

SERVICES

- Comprehensive Plans
- Transit Oriented Development
- Neighborhood, City & Regional Planning
- Zoning Regulations / Analysis
- Redevelopment & Area Master Plans
- Economic / Market Analysis
- Fiscal Impact Analysis
- Hazard Mitigation Planning
- Grant Application Preparations
- GIS Based Analysis
- Public Outreach
- Federal Housing & Community Development
- Low Impact Development



RESILIENCY PLANNING

→ SLR helps communities plan for natural hazards, sea level rise, and climate change



SLR is a regional leader in coastal resilience and adaptation planning and implementation. Our work helps communities plan for future sea level rise and develop mitigation strategies to protect critical infrastructure and provide for public safety. We offer the full integration of our specialty practices in water resource engineering, community planning, landscape architecture, water and wastewater engineering, civil/structural engineering, transportation engineering, and construction administration to bring projects from the planning level through construction.

SERVICES

COMPREHENSIVE PLANNING:

- Coastal Zone Management
- Hazard Mitigation
- Vulnerability Assessments
- Transportation System & Critical Infrastructure Assessment
- Coastal Resilience & Shoreline Protection Strategies
- FEMA Compliance & Coordination
- Community Rating System (CRS) Assessments
- Sea Level Rise & Flood Control Assessments

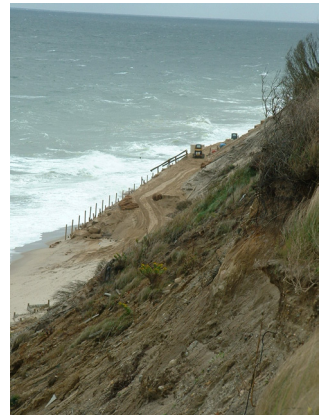
INNOVATIVE DESIGN:

- Two-Dimensional Hydraulic Modeling
- Tidal Wetland & River Restoration
- Tide Gate Design
- Habitat Restoration & Sustainable Shoreline Design
- Coastal Structures (Docks, Piers, Jetties, Revetments, Breakwaters)
- Shoreline Stabilization
- Stormwater Quality & Management


HOW SLR CAN HELP

SLR provides facility-specific assessments and reports to meet your facility planning needs:

- Flood hazard mitigation planning
- Flood mitigation feasibility studies
- Shoreline management & protection strategies
- Facility vulnerability assessments
- Critical infrastructure & utility assessments
- Economic impact analysis



COASTAL MANAGEMENT & DESIGN

 Balancing human needs with enhancing the natural environment



SLR understands the concerns and issues that coastal communities face. We have a broad knowledge base from tidal marsh restoration, to coastal flood management, to shoreline erosion, to planning for sea level rise, to harbor and marina development. Coastal communities and property owners must balance the preservation and enhancement of natural systems with increasing development pressures. Our work has ranged from design of marsh restoration projects such as the Peterson Marsh Restoration in Wilmington, Delaware, where railroad construction bisected a marsh limiting tidal movement; to tide gate modifications and design such as at Old Field Creek in West Haven, Connecticut; to flood control analysis in Old Orchard Beach, Maine; to pre-disaster management planning in Nantucket, Massachusetts.

PROJECTS

- New Haven Coastal Program
New Haven, CT
- Groton Municipal Coastal Program
Groton, CT
- City Pier Rehabilitation
New London, CT
- New London Waterfront Master Plan
New London, CT
- Guilford Coastal Program
Guilford, CT
- Baxter Road & Sconset
Beach Coastal Stabilization
Nantucket, MA
- Kennebunkport Wharf Improvements
Kennebunkport, ME
- Belfast Waterfront Walkway
Belfast, ME
- Downtown Coastal Adaptation Plan
Damariscotta, ME
- Municipal Harbor Development
at Sunset Landing
Damariscotta, ME
- Dartmouth College Master Plan
Hanover, NH
- East Strand Waterfront
Mitigation & Revitalization
Kingston, NY

HOW SLR CAN HELP

We are experienced in one and two-dimensional hydraulic modeling of tidal systems and maintain in-house expertise in vegetation and ecosystem survey. Our planners, landscape architects, and engineers have collaborated on coastal access studies and design of riverfront boardwalks and piers.

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PUBLIC OUTREACH



SLR prides itself in developing comprehensive, innovative, and flexible public outreach programs that are tailored to the unique needs of our clients. A successful public outreach program provides opportunities for meaningful participation in the planning process, builds trust with the community, fosters goodwill and understanding, and ultimately leads to a more successful and implementable project.

Digital Strategies:

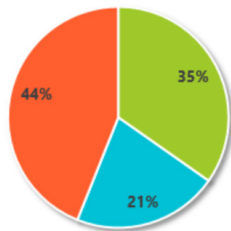
- Virtual Public Meetings
- Web Polling
- [Online Surveys](#)
- [Project Websites and Branding](#)
- [Digital Marketing Campaigns](#)
- Interactive Mapping
- [StoryMaps](#)
- Language Translation Services

Traditional Strategies:

- Public Workshops
- Design Charrettes
- [Community Visioning](#)
- Audience Polling
- Intercept Surveys
- Focus Groups
- Pop-Up Events



Which scenario do you prefer?



2,470 total responses

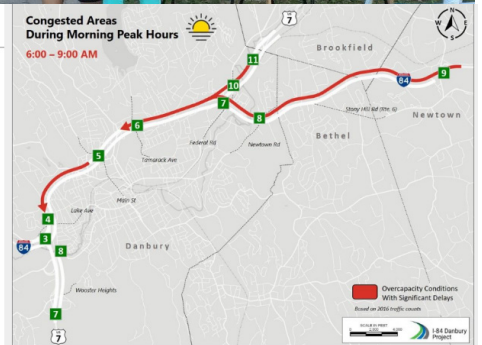
- 1 - Execute 3-Year Maintenance Plan
- 2 - Renovate-As-New Existing Buildings
- 3 - Renovate-As-New Middle Schools, One Renovated High School

I-84 Danbury Project

Heavy Traffic Volumes | Congestion

Traffic volumes have grown significantly since the highway was originally built in the early 1960s. When the highway opened, it was designed to serve just 15,000 vehicles per day.

Danbury and the surrounding towns have grown significantly since the 1960s, resulting in a significant growth in traffic. Today, the highway serves about 110,000 vehicles per day. Traffic volumes are projected to grow to 130,000 vehicles per day.



COMMUNITY MASTER PLANNING

 Implementing the vision by understanding context & conditions



SLR provides master planning, zoning regulations, detailed site planning, design, community engagement and construction support services for transit oriented development plans, redevelopment projects, town centers, and sidewalk and streetscape improvements. Our project experience ranges from historic town centers that want to strengthen the visual character of their community, urban neighborhoods seeking revitalization and industrial communities looking to provide an economic stimulus to the surrounding area.

SERVICES

- Master Planning & Urban Design
- Transit Oriented Development
- Zoning Regulations / Analysis
- Public / Private Development
- Community Outreach
- Market Analysis & Fiscal Impact

HOW SLR CAN HELP

Our project team of planners, urban designers, landscape architects, brownfield specialists and transportation engineers work closely with local leaders to draw out the aspirations of various stakeholders and the community at large in order to articulate a clear vision and develop realistic implementation strategies. We are dedicated to enhancing the aesthetic and social equality of the communities in which we live and work.

MICHAEL ZUBA, AICP, NCI

US Manager of Planning



YEARS OF EXPERIENCE

- 18 With This Firm
- 2 With Other Firms

EDUCATION

- MS, Environmental Science
University of New Haven
- BS, Environmental Science
Wilkes University

TECHNICAL REGISTRATIONS

- Certified Planner, American
Institute of Certified Planners
(AICP)
- National Charrette Institute (NCI)
- Certification in GIS
University of New Haven

AFFILIATIONS

- Member, American Planning
Association
- National Charrette Institute
Member, Connecticut Economic
Development Association

Mike Zuba, AICP, is the US Manager of Planning for SLR's public and private planning and development projects. Since 2000, Mike has assisted more than 60 communities on a variety of projects ranging from demographics and land use to comprehensive plans. Mr. Zuba understands the complexity of modern planning projects, balancing input from many stakeholders, managing project dynamics, and fostering public involvement.

Mike is certified by the National Charrette Institute (NCI) for designing and leading public outreach processes and workshops. He has extensive experience serving as a facilitator for public and private client's planning processes including master plans, development projects, school redistricting, facility master plans, zoning regulations and community comprehensive plans.

SELECTED PROJECT EXPERIENCE

- **Update to Plan of Conservation & Development | Multiple Municipalities In CT**
Project Manager and Lead Planner for the design, development, and compilation of Plans of Conservation and Development (POCD) in the following communities:
 - Hartford
 - Guilford
 - West Haven
 - Windham
 - New Britain
 - Wallingford
 - North Haven
 - East Haddam
 - Waterbury
 - Meriden
 - Haddam
 - Hamden
 - Watertown
 - Groton
 - Sprague
 - Newtown
 - Chester
 - Wilton
 - Woodbridge
 - Weston
 - Redding
 - Bethel
- **East Lyme School Redistricting & Enrollment Projections | East Lyme, CT**
Project Manager for Enrollment Projections and School Redistricting process to align current and future student enrollment with construction program for elementary school facilities.

PATRICK J. GALLAGHER, AICP

Planner III



YEARS OF EXPERIENCE

- 5 With This Firm
- 4 With Other Firms

EDUCATION

- MA, Geography
University of Connecticut
- BA, Geography
State University of New York at
Geneseo

TECHNICAL REGISTRATIONS

- Graduate Certificate in
Geographic Information Systems,
University of Connecticut
- Certified Planner, American
Institute of Certified Planners
(AICP)

AFFILIATIONS

- American Planning Association
- International Council of Shopping
Centers

Mr. Gallagher is an AICP certified planner with expertise in transportation planning, land use assessments, socioeconomic analyses, data visualization, public outreach, and Geographic Information Systems (GIS). He specializes in the interactions between transportation, land use, and the environment. With experience in both the public and private sector, his work combines technical proficiency with the engagement of local, regional, and state stakeholders.

Mr. Gallagher has extensive experience using GIS on a wide range of community, environmental, and transportation planning projects. His areas of expertise include database creation and management, spatial analysis, and cartography.

SELECTED PROJECT EXPERIENCE

- **Wilton Plan of Conservation & Development | Wilton, CT**
Assisting the town and planning and zoning commission with an update of their comprehensive plan. Created and maintained project website and social media pages. Completed data updates on demographics, housing, land use, and open space. Conducted a residential build-out analysis to understand development potential under current zoning. Assisted in the development of online surveys and helped lead public workshops.
- **SCRCOG Regional Plan of Conservation & Development | South Central CT**
Responsible for GIS mapping and analysis of existing land use across fifteen towns. Conducted a residential densities analysis showing the relative intensity of residential land uses. Created the Future Development Intensity Plan and maps based on population and employment density, proximity to the transportation network, and availability of sanitary sewer service.
- **Watertown Plan of Conservation & Development | Watertown, CT**
Project lead for the 2017 Plan of Conservation and Development, including topical reports on demographics, housing, economic development, infrastructure, land use and zoning, community facilities, and transportation. Created materials for and oversaw stakeholder outreach, public workshops, and online surveys. Drafted the final document including the future land use plan, action agenda, and sewer avoidance and expansion area maps. Worked with town staff and the Planning and Zoning Commission to bring the draft Plan through the approval and public hearing process.
- **Waterbury Plan of Conservation & Development | Waterbury, CT**
Primary author of the city's 2015 Plan of Conservation and Development, including Community Assessment Reports, Future Land Use Plan, Action Agenda, and Implementation Plan. Collected and assessed baseline data, met with city department heads to understand community needs and priorities, coordinated and led public workshop sessions, and presented findings to the City Plan Commission.

ELIZABETH ESPOSITO, AICP

Planner II



YEARS OF EXPERIENCE

- 2 With This Firm
- 5 With Other Firms

EDUCATION

- MA, Geography
University of Connecticut
- Graduate Certificate, Geographic Information Systems
University of Connecticut
- BA, Environmental Science & Policy
Smith College

TECHNICAL REGISTRATIONS

- Certified Planner, American Institute of Certified Planners (AICP), 2019

AFFILIATIONS

- American Planning Association
- Connecticut Chapter – American Planning Association

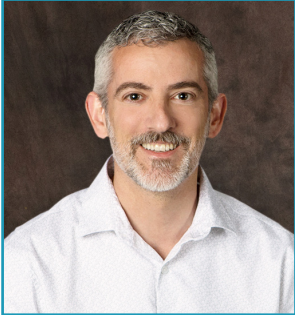
Ms. Esposito is a Planner with expertise in community development, land use assessments, socioeconomic analyses, data visualization, public outreach, and Geographic Information Systems (GIS). With experience in both the public and private sector, her work combines technical proficiency with the engagement of local, regional, and state stakeholders. Ms. Esposito has extensive experience using GIS on a wide range of community, environmental, and transportation planning projects.

SELECTED PROJECT EXPERIENCE

- **Weston Plan of Conservation & Development Update | Weston, CT**
Conducted analysis on current demographic, housing, economic, transportation, development, transportation, cultural and natural resource trends and created mapping and graphics to update the POCD.
- **Wilton Plan of Conservation & Development | Wilton, CT**
Provided edits and input to the action agenda. Formatted the action agenda for publication.
- **Chester Plan of Conservation & Development | Chester, CT**
Incorporated client edits to the plan. Updated GIS maps.
- **North Branford Plan of Conservation & Development | North Branford, CT**
Conducted analysis on current demographic, housing, economic, transportation, development, cultural, and natural resource trends and created mapping and graphics to update the POCD.
- **Redding Plan of Conservation and Development Community Outreach | Redding, CT**
Created online community survey and outreach materials. Assisted with upcoming public workshops. The data gathered in the survey and workshops was used to assist the Board of Selectmen to determine community values, generate ideas, and encourage participation in the POCD process.
- **Bethel Plan of Conservation & Development Update | Bethel, CT**
Created maps of Bethel's current conditions for a stakeholder engagement meeting. Assisted in analysis of recreation field usage.
- **Weston Town Center Master Plan | Weston, CT**
Conducted extensive public outreach and data analysis to develop a Master Plan for the cultural center of Weston, which included zoning recommendations and visual preferences.

DAVID MURPHY, PE, CFM

US Manager of Resiliency Planning



YEARS OF EXPERIENCE

- 19 With This Firm
- 8 With Other Firms

EDUCATION

- MS, Hydrology
University of Arizona
- BS, Geological Sciences
Cornell University

TECHNICAL REGISTRATIONS

- Professional Engineer - CT
- Certified Floodplain Manager (CFM)
- FEMA Benefit-Cost Analysis Certification

AFFILIATIONS

- Natural Hazard Mitigation Association (NHMA)
- Association of State Floodplain Managers (ASFPM)
- American Water Works Association (AWWA), CT Section
- Connecticut Association of Flood Managers, Founding Member and Board Member

Mr. Murphy is US Manager of Resiliency Planning who oversees natural hazard mitigation and water supply services. Project experience related to natural hazard mitigation includes hazard mitigation planning, flood mitigation, selection and development of hazard mitigation projects and grant applications, coastal land use planning, and coastal resilience planning. Project experience related to water supply includes water supply planning, groundwater supply development, safe yield studies, instream flow studies, water supply permitting, watershed protection, aquifer protection, and water system emergency response plans. He also provides support to the full spectrum of projects administered in the firm's Water Resources Engineering Group including watershed management, environmental impact evaluations, and environmental permitting.

SELECTED PROJECT EXPERIENCE

- **Connecticut Coastal Resilience & Historical Preservation Plan | Statewide, CT**
Project Manager on a contract to help municipalities and communities to better integrate planning efforts for historic preservation, hazard mitigation, and coastal resilience. The initiative is part of the SHPO Hurricane Sandy disaster relief program, funded through a grant from the NPS. Included review and written analysis of existing municipal documents (including plans of conservation and development, municipal regulations and ordinances, hazard mitigation plans, emergency operations plans, and coastal resiliency plans); a series of charrettes with regional planning agencies to discuss key preservation and resiliency planning concepts; meetings with municipal staff and citizen stakeholders in 28 coastal municipalities to discuss local needs and perspective; development of a best-practices guide for municipal planners to help them incorporate coastal resilience and historic preservation concepts into planning documents; and creation of a chapter on resiliency planning and historic resources for the 2018-2019 update to the State Historic Preservation Plan.
- **Hazard Mitigation Plan | Southeastern CT**
Project Manager for the update of the Southeastern Connecticut Council of Governments (SCCOG) Multi-Jurisdictional Hazard Mitigation Plan for the 22 member communities (Norwich, Groton, New London, and surrounding communities and tribes). The plan addresses inland flooding, coastal flooding (including sea level rise), hurricanes and tropical storms, summer storms (including tornadoes, hail, and lightning), winter storms (including nor'easters, severe ice storms, snow, and freezing hazards), earthquakes, landslides, dam failure, and wildfires in the region. Mitigation strategies included prevention/planning, property protection, structural projects, emergency services, public information, and natural resource protection.

Section 2



Firm Profile and Executive Summary

Milone & MacBroom, Inc., a multidisciplinary consulting firm, has offered services in the fields of planning, landscape architecture, engineering, and environmental science for 36 years. We are pleased to announce that on January 6, 2020, we were acquired by and merged into an international consulting firm known as SLR.



SLR is a UK-based environmental engineering and consulting firm with over 1,500 employees, delivering advice and technical support on a wide range of strategic and project-specific issues to a diverse base of business, regulatory, and government clients. In the United States, SLR International Corporation has over 400 employees located throughout 34 offices. Our team represents a broad and diverse range of technical and environmental capabilities. SLR's professionals offer a blend of experience incorporating engineers, geologists, planners, remediation specialists, regulatory and compliance specialists, and environmental scientists.

As SLR, we remain a multidisciplinary consulting firm offering services in the fields of master planning, landscape architecture, engineering, and environmental science, and we continue our long history of technical innovation and quality that results in design excellence. The full range of in-house design disciplines and the capabilities of our highly experienced staff enable the firm to undertake a wide spectrum of projects, meet complex program requirements, and achieve challenging schedules.

The designated Project Team for this assignment draws primarily from our Planning Group, with assistance from our Landscape Architecture, Civil Engineering, Environmental, Water Resources and Transportation Planning groups. Our Project Team possesses the skills and expertise required to successfully develop an update to the Plan of Conservation and Development (POCD). Our strengths in the following areas will enable a smooth and efficient planning process.

Collaboration of Experts

The Project Team is led by our certified planners with decades of experience in land use planning, zoning, housing, economic development and public engagement. The expertise of the firm's licensed engineers, landscape architects, transportation planners, construction administration and inspection, and other professional staff will be invaluable in developing a POCD and master plan. Our experts are accustomed to collaborating on plans of conservation and development, and having all of these disciplines in house ensures an efficient process for our clients.



Public Engagement & Visioning

Project Team members are certified members of the National Charrette Institute and trained in facilitating collaborative planning processes that successfully obtain input from various constituencies and build consensus. We believe actively seeking public participation throughout a comprehensive planning process is critical to the success of a plan. Public engagement requires identifying stakeholders and their preferred means of engagement; communicating data and information clearly; employing a variety of methods to reach stakeholders; and collaborating in a transparent, fair process to build consensus around planning objectives.

Our Project Team is adept at using a variety of online, social media, traditional media, and workshop tools to successfully engage stakeholders across the wide variety of communities in which we work.

Extensive Plans of Conservation and Development Experience

Project Team members have completed more than a dozen POCDs for a variety of communities over the last 5 years, ranging from a region of 15 municipalities and over 500,000 residents to rural communities of fewer than 4,000 residents. Following is a list of completed and ongoing CT POCDs our staff has worked on over the last 5 years. Towns that are underlined are linked to their respective plans.

Town	Population	Status
Vernon	29,359	Ongoing
Weston	10,252	Adopted - 2020
East Haddam	8,997	Adopted - 2019
Wilton	18,343	Adopted - 2019
North Branford	14,146	Adopted - 2019
<u>Bethel</u>	19,800	Adopted - 2019
Chester	3,679	Adopted - 2019
Wilton	18,062	Adopted - 2019
Watertown	22,514	Adopted - 2017
South Central CT COG	570,596	Adopted - 2017
North Haven	24,093	Adopted - 2017
Windham	25,268	Adopted - 2017
<u>Wallingford</u>	45,135	Adopted - 2016
Lisbon	4,333	Adopted - 2016
Groton	40,115	Adopted - 2016
Waterbury	110,074	Adopted - 2015
<u>Guilford</u>	22,353	Adopted - 2015
Woodbridge	8,990	Adopted - 2015
Washington	3,578	Adopted - 2015



Area Planning

SLR provides master planning, detailed site planning, design, and construction support services for transit-oriented development plans, municipal revitalization plans, and sidewalk and streetscape improvements. Our project experience ranges from former industrial neighborhoods seeking revitalization to newly created transit oriented districts seeking to capitalize on a new transit investment. Our project team of planners, urban designers, landscape architects, and transportation engineers work closely with local leaders to draw out the aspirations of various stakeholders and the

community at large in order to articulate a clear vision and develop realistic implementation strategies.

Land Use Regulations

Project Team members have a strong understanding of land use and zoning regulations. Zoning regulation assignments have included comprehensive revisions to zoning regulations; the development of design districts and associated design guidelines; the creation of inclusionary zoning regulations to promote the development of affordable housing; incorporation of low-impact development (LID) principles; identifying best practices for site engineering to promote environmental quality; and, where appropriate, making changes to administrative procedures in order to improve the permitting approval process. Our Project Team is skilled at explaining zoning concepts through illustrative examples or conceptual plans to help engage the public in determining appropriate regulatory strategies.

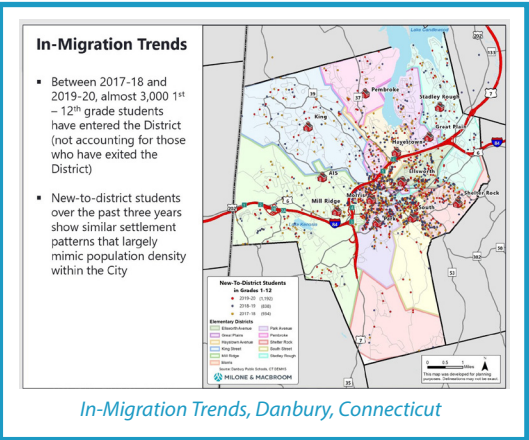
Visual Preferences: Grand Avenue Corridor

Which would you prefer in the Grand Avenue Corridor?

1. Buildings closer to street with narrower public realm

2. Buildings set back with wider public realm

Commercial Corridors Zoning for New Haven, CT



GIS Mapping and Analysis

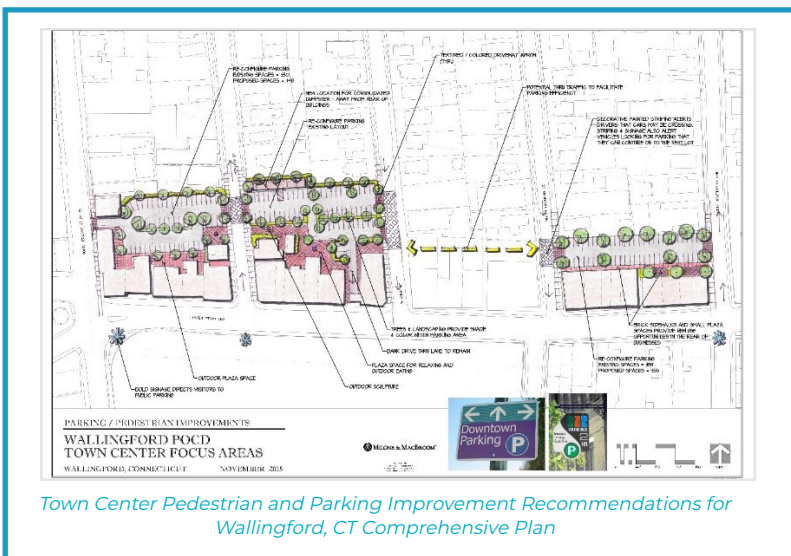
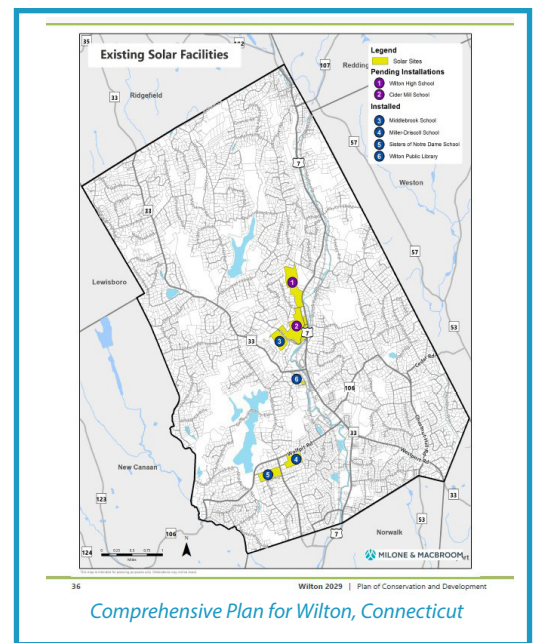
SLR uses GIS in nearly all planning assignments. From data collection and development, modeling and analysis, and cartographic design and mapping, our Project Team offers a full suite of GIS services to public and private clients. Typical comprehensive planning components using GIS include: inventories; network evaluations (transportation, open space and green corridors, etc.); land use change analyses; and buildout analyses, which requires an evaluation of natural resource constraints. Interactive GIS tools are used to engage communities in learning more about their community and conveying their input on visions and goals.

Market Analysis

Our project team members have worked on numerous market analysis and fiscal impact assignments, ranging from an evaluation of a stand-alone property to the overall analysis of a market area in support of a neighborhood or community-wide economic development strategy. As an extension of this market analysis service, SLR has the capability to identify public, quasi-public, and private financing sources to implement a preferred strategy. Understanding and conveying easily digestible information on location quotients for industries within a community, the broader regional economic context, and a community's overall fiscal health is a critically important component to any comprehensive planning process.

Sustainability

Our professionals have identified and implemented green infrastructure design opportunities throughout their careers, from designing advanced stormwater treatment systems to implementing tree filters and other less invasive systems in urban areas. Project Team members have worked with municipalities to incorporate Low Impact Development strategies into their land use regulations, as well as in private development and urban streetscape projects. SLR also has decades of experience throughout New England in flood hazard mitigation, natural hazard mitigation, climate change and coastal resilience planning. Finally, our Project Team is increasingly incorporating public health concerns in POCDs, as sustainability permeates all aspects of a community.



Improved Transportation Choices

Our traffic engineers have assisted municipalities with a variety of planning projects including townwide master planning, corridor studies, parking studies, neighborhood revitalization studies, traffic and pedestrian circulation improvement studies, safety analyses, traffic demand management planning, and bicycle-pedestrian planning 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.

Key Personnel and Responsibilities

We have assembled a highly qualified team from all of our disciplines and offices to assist in this exciting project, as described on the next page.

Mr. Michael Zuba, AICP, NCI, US Manager of Planning, will serve as Principal-in-Charge and Project Manager on this assignment. Mr. Zuba has served as Project Manager for many of the POCDs completed by the firm and brings nearly 20 years of experience in planning and GIS. He will ensure that coordination of work products among team members occurs as scheduled and will coordinate public outreach efforts. Mr. Zuba is certified by the National Charrette Institute (NCI) for designing public outreach processes and workshops. He will be responsible for developing an appropriate public engagement strategy, coordinating all work tasks, and overseeing the development of the final plan.



Mr. Patrick Gallagher, AICP, Planner III, will lead the data analysis, public engagement efforts, the formulation of relevant goals and strategies, and drafting the documents. He will also oversee the graphic design for the final Plan document. Mr. Gallagher has led POCD updates for Bethel, North Branford, Watertown and Waterbury, and has contributed to updates for the Towns of North Haven, Wallingford, East Haddam, Vernon, Redding, and Weston. Mr. Gallagher has over 9 years of experience in public outreach, land use planning, market studies, redevelopment plans, and transportation planning.



Ms. Elizabeth Esposito, AICP, Planner II, will assist in community engagement, data analysis, and the formulation of relevant goals and actions particularly around land use and zoning, open space and recreation, and natural and cultural resources. Ms. Esposito has contributed to POCD updates in Weston, Redding, and Vernon. In addition, she brings 6 years of experience in community, economic, and land use planning, including authoring a regional Comprehensive Economic Development Strategy while at WestCOG.



Mr. David Murphy, PE, CFM, is the US Manager of Resiliency Planning who oversees coastal resilience, natural hazard mitigation, and water supply services. Project experience related to natural hazard mitigation includes hazard mitigation planning, flood mitigation, selection and development of hazard mitigation projects and grant applications, coastal land use planning, and coastal resilience planning.

Plan of Conservation & Development and Strategic Plan

East Haddam, CT

CLIENT

Town of East Haddam
East Haddam, CT

Services Provided

- Plan of Conservation & Development
- Public Participation

The Town of East Haddam engaged SLR (as MMI) to update its 2009 Plan of Conservation and Development. Committed to engaging the community in the process, the Planning and Zoning Commission (PZC) and SLR launched a successful online survey, a pop-up workshop, and two community workshops. We updated data analyses and engaged in an iterative process to develop a vision, as well as planning goals, objectives, and strategies. The data analysis, coupled with extensive community engagement, helped the PZC develop and prioritize overall objectives for East Haddam's future.



Regional Cooperation And Partnerships Strengthen The Economy

Strategies
Work on a regional basis to share resources to expand mutual economic development opportunities.
Work to improve transportation routes and methods between neighboring Towns to bring people to East Haddam.

Where We Are:

- East Haddam exemplifies "small-town" character with a quaint village center and an abundance of recreational, historical, and cultural venues drawing over 200,000 visitors annually.
- The Goodspeed, a world class theater, is estimated to draw in 130,000 patrons annually.
- With 17 sites and structures on the National Register of Historical Places and four Historic Districts, the Town is well positioned for niche historical tourism.

How We'll Get There:
Continue to promote East Haddam's role in the region.
Through participation with FiveCOG and other economic development-related organizations, Town officials keep informed of news and trends pertinent to East Haddam.
Work collaboratively with neighboring economic development entities.
A regional collaboration between member Towns of the eastern Connecticut River Valley region provides a stronger backbone than an individual Town's resources. Cross-promoting tourist attractions between neighboring Towns can help strengthen East Haddam's position within the regional tourism market and provide additional opportunities for growth.
Support FiveCOG's Regional Economic Growth Strategy "GrowthSMART".
Following GrowthSMART's strategies to adopt more detailed and specific design standards, build on existing tourism efforts, and develop "just big enough" destination communities may lead to economic prosperity for East Haddam.

Top: The Essex Steam Train, courtesy of EssexSteamTrain.com
Middle: Boat Parade at Lake Haywood, courtesy of jacquelinejones.net
Bottom: "Seaweed Fools" at Bay of Light Festival, courtesy of BayofLight.com
Right: The Goodspeed Opera House, courtesy of the Goodspeed Opera House Facebook Page
Bottom: The Gileston House
Left: East Haddam Farmers Market at Ballie's Garden Center



Plan of Conservation & Development Strategic Plan

Chester, CT

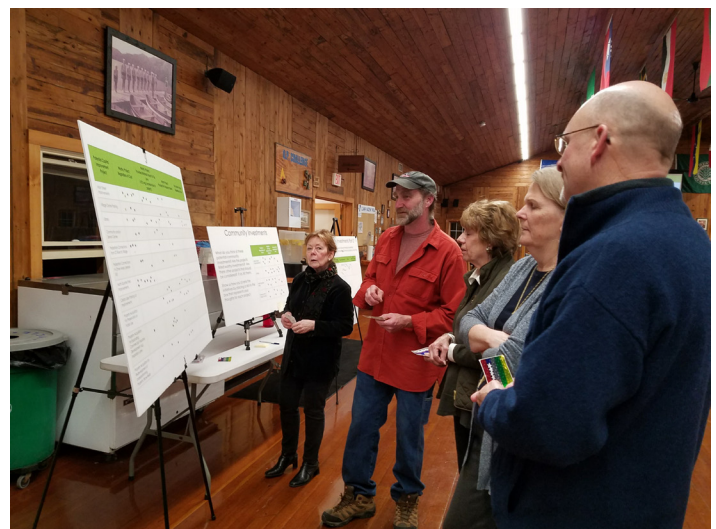
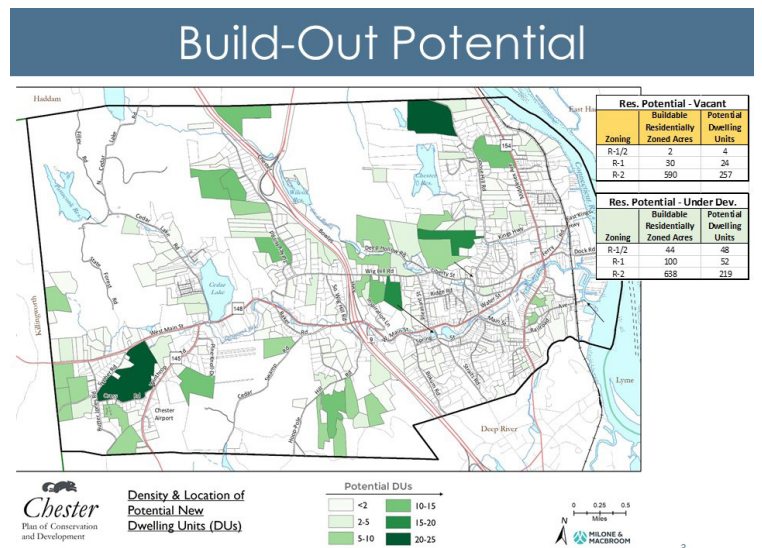
CLIENT

Town of Chester
Chester, CT

Services Provided

- Plan of Conservation & Development
- Strategic Plan
- Public Participation

The Town of Chester engaged SLR (as MMI) to update its 2009 Plan of Conservation and Development and to develop a strategic plan to guide capital planning efforts. Committed to engaging the community in the process, the Planning Task Force and SLR launched two successful online surveys, held two workshops, and attended one pop-up event. We updated data analyses and engaged in an iterative process to develop a vision, as well as planning goals, objectives, and strategies. Working with the Board of Finance and Board of Selectmen, we developed a strategic plan, or guiding criteria, to assist the Town in evaluating future investments relative to its long-range goals and objectives.



Plan of Conservation & Development (POCD)

Guilford, CT

CLIENT

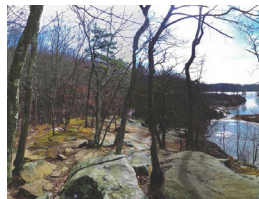
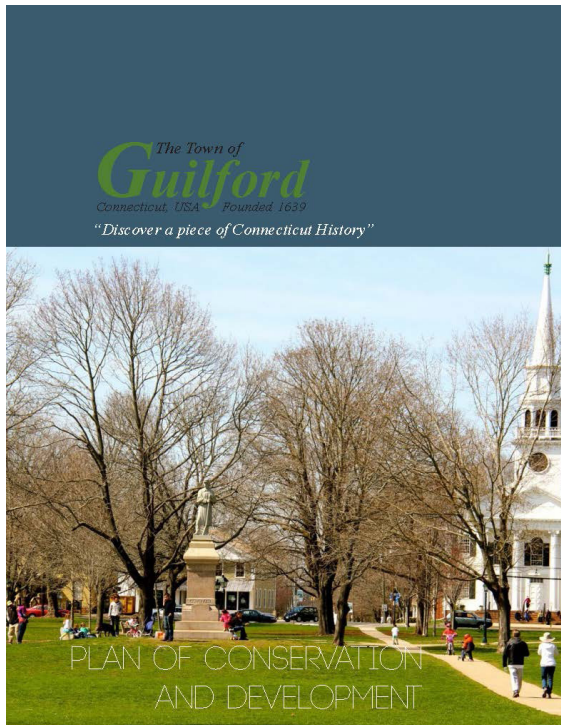
Town of Guilford
Guilford, CT

Services Provided

- Plan of Conservation & Development
- Public Participation

SLR (as MMI) assisted the Town of Guilford in updating the Town's Plan of Conservation and Development (POCD). The update incorporates up-to-date Census demographics, housing, and economic data, as well as changes in land use and development patterns over the last decade. A new component to the POCD introduced the Energy and Sustainability theme and weaves findings and recommendations from the recently adopted Municipal Coastal Program (MCP) into the Final POCD.

In addition to addressing all required planning topics, at the Town's request, we designed a POCD Executive Summary in a brochure format. This Executive Summary is designed as an attractive marketing tool to promote the Town's amenities and quality of life in order to attract businesses and new residents.



Conserve
LANDS, WATERS, & NATURAL AREAS

Strategies

- Manage and mitigate impacts from water quality within existing and new development.
- Conserve natural infrastructure (e.g., salt marshes, floodplains) to support resilience to climate change impacts, including sea level rise.
- Preserve native vegetation along riparian (streamside) areas and wetlands.
- Minimize fragmentation of significant forest blocks from development and roads.
- Incorporate Municipal Coastal Plan, Hazard Mitigation Plan, and Community Coastal Resiliency Plan into land use policies.

Conservation Facts

Natural resources provide many values in the daily lives of Guilford residents, and the health of Guilford's environment links directly with Guilford's well-being, quality of life, and the health of Guilford's economy. Natural resources include aquifers, tidal marshes, trout ponds, boardwalk-reef woods, open spaces, rocky ridges, and shoreline that shape Guilford's unique character and sense of place, and also enhancing property values. Conservation is even more paramount in the face of climate change and increasingly intense storm events, especially with regards to coastal resources.

- ▶ Currently, 22% of Guilford is protected open space, either through outright ownership or conservation easements, with 6,382 acres in total.
- ▶ Guilford is continuing to actively protect open space.
- ▶ Guilford's coastal zone is rich in recreational opportunities, habitats, and scenic beauty.
- ▶ Guilford's coastal waters support recreational shellfishing, and the Town's Shellfish Commission oversees the extensive beach areas where recreational shellfishing is allowed.
- ▶ Guilford also has abundant freshwater resources, upland forests, grasslands, and traprock ridges which also contribute to the natural beauty of the area.



Manage and mitigate impacts from water quality within existing and new development.

Water quality is often the most observable and pressing environmental issue. Access to clean and safe water is a human right, and the town should work to make sure that all users, including residents of new development, have access to clean and safe water into the future.

Conserve natural infrastructure to support resilience to climate change impacts, including sea level rise.

The best protection against increased effects of storms and rising sea levels is a strong natural infrastructure defense. The Municipal Coastal Plan and Community Resiliency Plan, along with various regional plans, provide specific actions to preserve and bolster the existing natural infrastructure along Guilford's coast.

Preserve native vegetation along riparian areas and wetlands.

Preventing runoff into streams and inland waterways should be the first defense in keeping pollutants out of downstream habitats and eventually the Sound. By increasing the buffer standards and preserving critical riparian corridors, the town can prevent pollution by habitats and do its part to reduce pollution in the Sound.

Minimize fragmentation of significant forest blocks from development and roads.

Open space parcels can provide necessary habitats and environmental benefits only if they are of a size that allows species adequate space to provide for adequate food and other biological requirements. Logging or reducing the fragmentation of existing forest blocks and creating new large tracts through targeted acquisitions can go a long way in creating mature and stable ecosystems.



SAFE, EFFICIENT, & COMPATIBLE
Transportation
INFRASTRUCTURE

Strategies

- Provide new roads and road improvements that support other planning goals.
- Encourage alternative modes of transportation for in-town travel including bikeways and buses.
- Expand sidewalks and pedestrian facilities.
- Maintain a safe and efficient network of town roads.

Transportation Facts

Guilford's transportation infrastructure includes rail and bus public transit, roads, sidewalks, bikeways and pedestrian paths. Although the majority of residents rely on automobiles for personal mobility and trucks for delivery of goods, a complete transportation network is important for providing sufficient access, to maintain cultural identity, and to preserve natural resources. A major focus of this plan is making the existing transportation system work better and more efficiently, in addition to promoting connections to alternate modes of travel so residents are less dependent on the private automobile and can reduce the overall vehicle miles traveled.

- ▶ Over five miles of 195 run through Guilford, including exits 57, 58, and 59.
- ▶ The Guilford Train Station is serviced by Shore Line East, with service to New Haven and New London. There are connections to Amtrak Acadia service at New Haven, New London, and Old Saybrook. There are connections to Amtrak Acadia service at New London and New Haven. There is a connection to MetroNorth service at New Haven.
- ▶ Bus service is offered by CT Transit's New Haven Division via the 5 Bus from New Haven to Madison.
- ▶ Guilford has a strong network of formal and informal pedestrian and bike access and connectivity.



Provide new roads and road improvements that support other planning goals.

Conservation through the town, especially in the winter season, can be limited and is limiting to new developments, so the town should consider redesigning new roads to complement the existing road network, existing development, and potential future development.

Encourage alternative modes of transportation for in-town travel including bikeways and buses.

Building on travel tips is important to reducing overall reliance on cars and fuel tanks and for promoting individual health. The town should actively seek ways to reduce car travel including looking at alternative modes of transport, such as bikes for medium distance travel and buses for long distance travel. These modes should create connections to existing transportation, such as 195 and the train station, in order to create a true multimodal transport network.

Expand sidewalks and pedestrian facilities.

One of the easiest ways to reduce car travel tips is to encourage people to walk wherever possible that are close. In addition, very new bus or train service will need to take these modes to people's final destinations or their cars. A comprehensive study and plan of circulation and mobility development can use this information to expand a pedestrian network to where people need to go now and where they might in the next future.

Maintain a safe and efficient network of town roads.

The majority of Guilford's residents travel by car most of the time. Therefore, above all, the town must maintain its road network and make travel on town roads as safe and efficient as possible.



Plan of Conservation & Development (POCD)

Groton, CT

CLIENT

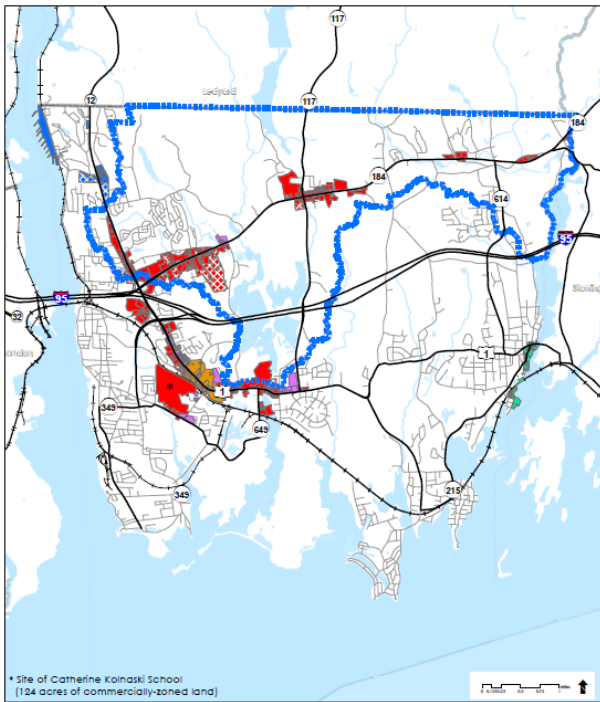
Town of Groton
Groton, CT

Services Provided

- GIS
- Planning
- Public Outreach

SLR (as MMI) assisted the Town of Groton in completing an update to the Town’s Plan of Conservation and Development and updating the Town’s Municipal Coastal Program. Work has involved the analysis of demographics, housing stock, economic conditions, development patterns, open space and natural resources, and sustainability. Each of these plan elements has included research of background information and material, the preparation of GIS mapping to geographically illustrate the implications of the underlying data, and analysis of trends and conditions since the previous plan update. This assignment has also involved community workshops to solicit feedback from the community on important topical issues.

The Municipal Coastal Program update addressed public access, water dependent uses, open space, water quality, infrastructure, and coastal hazard mitigation. Because Groton did not already have a coastal resiliency plan, the MCP Update elevated resiliency to be a central theme. Specific area plans were developed for locations inundated by Sandy and susceptible to future sea level rise.

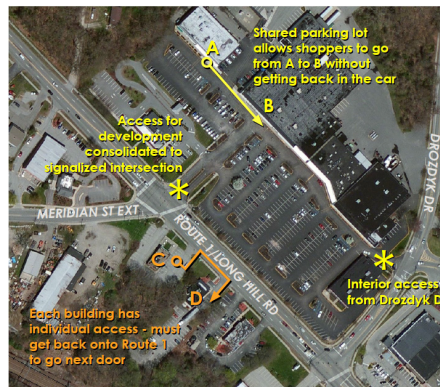
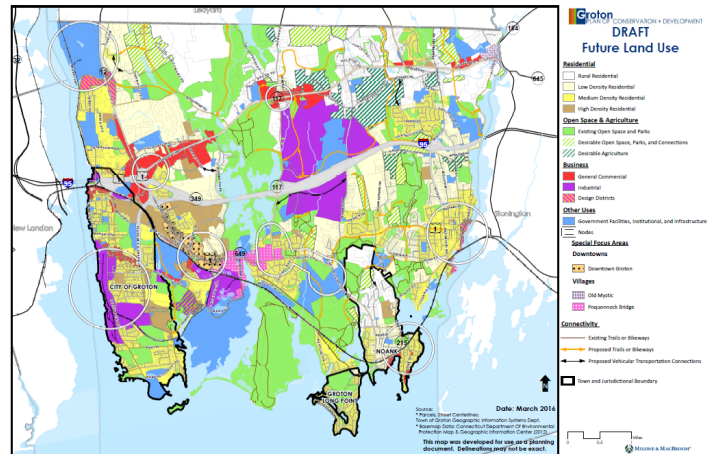


Groton
PLAN OF CONSERVATION + DEVELOPMENT

Commercially-Zoned Land

Vacant Land	NMDD
CA & CB	OMF
DDD	WDD & WF
WRPD	

September 2015
MILONE & MACROOM



2020-2030 Plan of Conservation & Development and Weston Center Study

Weston, CT

CLIENT

Town of Weston
Weston, CT

Services Provided

- Plan of Conservation & Development
- Public Participation
- Special Study: Weston Center

The Town of Weston Planning & Zoning Commission contracted with SLR (as MMI) to prepare the 2020 update to the Town Plan of Conservation and Development, which is required to be updated with current information on the Town's conditions and goals on a 10-year basis. The Project Team developed detailed analyses of the status of demographics and housing, transportation, land uses and regulations, community facilities, natural resources and open space, economic circumstances and development opportunities, and sustainability.

SLR analyzed the data from a community-wide online survey to gain feedback on what residents love or are concerned about in Weston. The Project Team also assisted in leading outreach activities and inquiring about a variety of neighborhood and community issues and opportunities. These outreach activities were conducted in three community workshops.



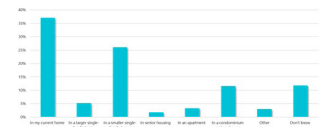
Two were focused on the Town Center. The first engaged the participants in a community conversation about the desired future for this area, and the second presented possible development options for Weston Center. Through this community-led design process, a vision and recommendations were developed for strengthening the public realm and design elements, as well as revamping the zoning regime.

WORKSHOP EXERCISES

Housing: What we know

- 98.5% of housing units are single family detached.
- 21 new housing units have been built since 2010.
- Many Weston's residents are looking to downsize into smaller housing units over the coming decade.
- Housing in Weston is more expensive than most of its neighboring towns.
- Affordability is a challenge for many residents. About 34% of all households pay more than 30% of their income towards housing.
- The average senior household in Weston can afford to buy 6% of owner-occupied units in town.

WHAT TYPE OF HOUSING DO YOU SEE YOURSELF LIVING IN 10 YEARS FROM NOW?



Affordability of Housing by Tenure, 2016



CT Coastal Resilience & Historical Preservation Plan

Statewide, CT

CLIENT

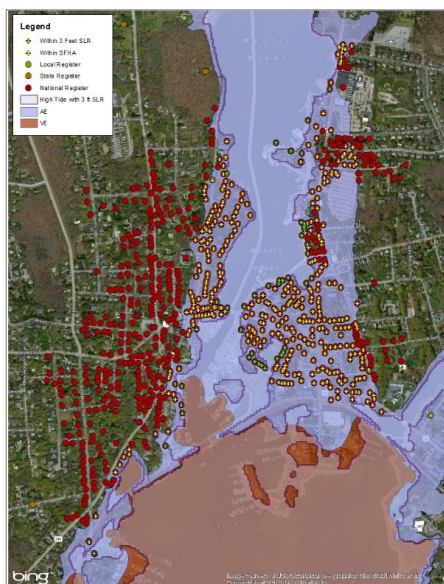
CT State Historic Preservation Office
Hartford, CT

Services Provided

- Coastal Resilience
- Historical Preservation
- Planning

SLR Consulting (as MMI) was retained by the Connecticut State Historic Preservation Office (SHPO) along with Dewberry to assist R. Christopher Goodwin & Associates, Inc., on a project to help Connecticut municipalities and communities to better integrate planning efforts concerning historic preservation, hazard mitigation, and coastal resilience. The initiative is part of the SHPO Hurricane Sandy disaster relief program, funded through a grant from the National Park Service.

The program's components included a review and written analysis of existing municipal documents (including plans of conservation and development, municipal regulations and ordinances, hazard mitigation plans, emergency operations plans, and coastal resiliency plans); a series of charrettes with regional planning agencies to discuss key preservation and resiliency planning concepts; production and distribution of GIS-based data on sea level rise, hazard zones, and historic properties; meetings with municipal staff and citizen stakeholders in 28 coastal municipalities to discuss local needs and perspective; development of a best-practices guide for municipal planners to help them incorporate coastal resilience and historic preservation concepts into planning documents; and creation of a chapter on resiliency planning and historic resources for the 2017 update to the State Historic Preservation Plan.



Multi-Jurisdictional Hazard Mitigation Plan

Southeastern Connecticut

CLIENT

Southeastern Connecticut Council of Governments (SCCOG)
Norwich, CT

Services Provided

- Hazard Mitigation Planning
- HAZUS Analysis
- Public Outreach
- FEMA Review

SLR (as MMI) was retained by the Southeastern Connecticut Council of Governments (SCCOG) and the 22 member communities and tribes to update the region's Multi-Jurisdictional Hazard Mitigation Plan. The Plan update addresses inland flooding, coastal flooding (including sea level rise), hurricanes and tropical storms, summer storms (including tornadoes, hail, and lightning), winter storms including nor'easters, severe ice storms, snow, and freezing hazards), earthquakes, landslides, dam failure, and wildfires in the region.

SLR coordinated with the Connecticut Department of Energy and Environmental Protection and the Federal Emergency Management Agency (FEMA) to ensure that the Hazard Mitigation Plan Update is as consistent as practical with the Local Mitigation Planning Handbook and incorporates the provisions of the Local Mitigation Plan Review Guide.

SLR led public informational meetings to present the history and purpose of hazard mitigation planning, present the FEMA mitigation funding grant programs, the project scope of work, and receive comments about hazard effects and/or areas that should be included in the planning process. The Plan Update was approved by FEMA and adopted by the jurisdictions.



Jewett City Wastewater Treatment Plant in March 2010



Mystic River Tidal Flooding

Section 3



Project Understanding and Approach

SLR International Corporation (SLR) is pleased to submit this proposal to assist Black Point Association (BPA) with creating a Master Plan that reflects the community's values and provides a roadmap in order to achieve your goals and maintain the community's quality of life.

For over 20 years, our certified planners have specialized in municipal plans of development, land use and zoning, coastal resiliency and Municipal Coastal Programs (MCP), and public engagement. We envision this process as an opportunity to develop a long-term framework for future planning. Our Team is excited by this opportunity to work hand-in-hand with the working group and community members to develop this planning document for your community.

PROJECT UNDERSTANDING

Creating a Master Plan will enable BPA to refine its own strategy for maintaining and sustaining the high quality of life offered by the community. Every community has unique conditions (physical, natural, and social) and a corresponding unique vision. At times, the most difficult task is to match these conditions and the vision through a process resulting in community consensus. Our Project Team strives to ensure that the vision and goals enshrined in a Master Plan are formulated by well-informed local decision makers and an engaged community, not the consultant selected to facilitate the process. Our Project Team understands that its role in a comprehensive community planning process is to provide information and technical advice, to help guide the steering committee through the planning process, and to advance meaningful community participation, not to control the direction a community plan may take.

SCOPE OF SERVICES

1.0 Project Initiation

It is our understanding that a "Working Group" will be formed to help guide the planning process. An initial meeting with the Working Group will occur at the outset of the project. The meeting will address project tasks and schedules to formalize the work plan. Sources of information will be confirmed and data gaps identified. Project deliverables with associated review periods will be discussed and confirmed. The Project Team and Working Group will also brainstorm a preliminary list of stakeholders and finalize the public engagement plan (see Task 3 below).

Finally, SLR will tour the Black Point community, preferably guided by Working Group members, in order to learn about the local nuances.

2.0 Baseline Conditions

It is our understanding that the Town of East Lyme is in the process of updating the Town's Plan of Conservation and Development (POCD). Additionally, in 2018 the Town completed a Coastal Resilience, Climate Adaptation, and Sustainability Study (CRCASS). Collectively, these documents provide a wealth of information on topics ranging from land use to demographics to coastal environments.

The Project Team will compile pertinent baseline data for Black Point and its surroundings. Additionally, baseline and background information will be collected through Task 3 below. It is important to leverage BPA's institutional knowledge to prepare an inventory of assets and identify potential improvement, initiatives, and policies pertinent to this master planning process.

3.0 Community Engagement

The Project Team believes public input should be sought throughout a comprehensive planning process in order to create meaningful goals and recommendations. We pride ourselves in developing comprehensive, innovative, and flexible public outreach programs that are tailored to the unique needs of our clients. We excel at communicating with your stakeholders by developing clear, engaging, and interactive content, and are experts in facilitating open and transparent interactions with the public.

Public health emergencies, such as the ongoing COVID-19 pandemic, can make large gatherings imprudent or dangerous. Our Team is well positioned to design and deliver a successful outreach plan for this process. We recognize that one size does not fit all, and that a successful outreach process will require using a variety of tools at the appropriate points in time for your project. With that said, we will work with you to finalize our public outreach plan at the outset of the project, keeping in mind the need for flexibility with respect to public health considerations.

Finally, for in-person public workshops or meetings that are held, we will follow Centers for Disease Control and Prevention (CDC) guidelines to minimize risks, including providing prevention supplies at the event, implementing safety protocols, and encouraging social distancing measures.

We recommend using the following strategies to engage the community:

Website and Social Media: The Project Team will develop content for posting on the Black Point Beach Club Website, including information on the process and schedule, meeting dates, and other materials as appropriate. A Working Group designee will review and coordinate the mechanics of posting information.

The Project Team will assist the designee in preparing appropriate postings for Black Point's social media accounts to alert the community of opportunities to engage in the planning process and report on progress.

Online Survey: Online community surveys are a useful tool for engaging the community and providing valuable data as part of any planning process. A survey conducted early in the planning process can help to identify community assets, issues, and concerns, and begin to formulate the vision for the future.

The Project Team proposes to conduct one (1) online survey. The Project Team will generate draft survey questions to be reviewed by the Working Group, with up to two rounds of edits made by the Project Team prior to posting on SurveyMonkey.

The Project Team will compile an executive summary of survey results, including cross-tabulation analyses as appropriate, for use in further public engagement and planning. Complete tallies and write-in responses will also be furnished to the Working Group.

Interviews and Focus Group Meetings: As a follow-up to the online survey, the Project Team will coordinate with the Working Group to conduct interviews with key stakeholders. Up to four (4) such interviews are included in the fee proposal. Given the obstacles to in-person meetings due to the pandemic, the Project Team has the flexibility to meet virtually or through online questionnaires that will help in better understanding the issues and objectives as well as spark deeper conversations regarding the trajectory of the Master Plan.

Based on identification of issues and objectives, the Project Team in collaboration with the Working Group will identify topics in need of deeper discussion – the topics for example could include identification of future capital improvements or land use policy. The focus group would be used to identify issues, opportunities, and potential strategies. SLR will assist the Working Group in identifying and inviting key stakeholders to a facilitated discussion. Up to two (2) focus group meetings are provided with this proposal.

Community Forums: Community forums are intended to be both informational and interactive. These events typically consist of a brief presentation, a series of hands-on exercises, and live audience polling. We recommend holding the first community forum after the community survey. These events are intended to build community and social capital, as well as inform residents around issues, engage them in interactive exercises that elicit ideas for advancing visions and strategies, and flesh out the community's priorities. Two (2) community workshops will be conducted to discuss the community's long-term vision and goals and Draft Master Plan.

Working Group Meetings: Additional opportunities arise for broad public input through Working Group meetings and open lines of communication. In order to conduct an efficient process, the Project Team assumes that regular meetings of the Working Group will occur (virtually or in person). Up to four such meetings have been included in this proposal.

4.0 Vision and Objectives

Based on the community input, the Project Team will facilitate a strategizing meeting with the Working Group to discuss and draft the overarching vision, community values, and complementary objectives for the Master Plan.

5.0 Draft Plan

Based on the outcomes of all previous tasks, the Project Team will create a draft Master Plan and Action Agenda. It is envisioned that the Master Plan will be a graphically rich, goals-oriented document that succinctly conveys the community's values and priorities for the next decade. The Project Team will provide electronic copies of the draft Plan for review. The Working Group will be responsible for communicating to the Project Team any changes or modifications to be made prior to preparation of the final Master Plan.

6.0 Final Plan

The Project Team will prepare and submit a final Master Plan document in Microsoft Word and PDF format.

TIME FOR COMPLETION

The Project Team expects to complete the above-described tasks in approximately 4 to 6 months from authorization to proceed, to ensure ample time for the public outreach plan and engaging the seasonal residents. At the project initiation meeting a formal schedule identifying key milestones, review periods, and deliverables will be prepared.

FEE SCHEDULE

The total fee for the above scope of services is \$26,000; however, it is our understanding that the final scope of services and fee have yet to be finalized. Should our Project Team's effort be increased or decreased, our fee will be adjusted accordingly through scope refinement and negotiation if selected.

Section 4



References

- 1. Name:** James Ventres
Title: Land Use Administrator/Zoning Enforcement Officer
Town: Town of East Haddam
Address: 1 Plains Road, P.O. Box 385, Moodus, CT 06469
Contact: (860) 873-5031 / james.ventres@easthaddam.org
Project: Plan of Conservation and Development
Dates: 5/18 – 8/19
Cost: \$49,000 on time and on budget

- 2. Name:** Tracy Kulikowski
Title: Land Use Director
Town: Town of Weston
Address: 56 Norfield Road, Weston, CT 06883
Contact: (203) 222-2530 / tkulikowski@westonct.gov
Project: Plan of Conservation & Development & Town Center Master Plan
Dates: 10/18 – 6/20
Cost: \$72,000 on time and on budget



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