



**TOWN OF WEST NEWBURY  
PLANNING BOARD  
Tuesday February 21<sup>st</sup>, 2023 7:00 p.m.  
AGENDA**

***by Remote Participation (see below)***

1. 7:00 P.M. - Presentation on MBTA Communities Initiative by Potential Consultant: Dodson and Flinker
2. 8:00 P.M. - Presentation on MBTA Communities Initiative by Potential Consultant: VHB
3. Discussion regarding Public Hearing for Bylaw Amendments (March 7)
4. General Business:
  - Minutes – February 7, 2023, if ready
  - Correspondence
  - Administrative Details
  - Placement of Items for Future Planning Board Agendas
  - Items not Reasonably Anticipated by the Chair 48 Hours in Advance of a Meeting

*The Planning Board reserves the right to take Agenda items out of order*

Addendum to Meeting Notice Regarding Remote Participation

Pursuant to Chapter 22 of the Acts of 2022 (parts of which were extended on July 15, 2022) An Act Extending Certain COVID - 19 Measures Adopted During the State of Emergency,” this meeting of the West Newbury Planning Board will be conducted via remote participation to the greatest extent possible. Specific information and the general guidelines for remote participation by members of the public and/or parties with a right and/or requirement to attend this meeting can be found on the Town of West Newbury website, at [www.wnewbury.org](http://www.wnewbury.org). Members of the public who wish to view and/or listen to the meeting may do so using Zoom, by calling the telephone number or using the VideoLink listed below:

Zoom Meeting Instructions:

Phone: 1+(646) 558-8656

VideoLink: <https://us06web.zoom.us/j/83557126094?pwd=WEZHYSdXTXRhR1VSTmVIWDFNNFRIQT09>

Meeting ID: 835 5712 6094

Passcode: 031827

No in-person attendance of members of the public will be permitted, but every effort will be made to ensure that the public can adequately access the proceedings in real time, via technological means. In the event that we are unable to do so, despite best efforts, we will post on the Town of West Newbury website an audio or video recording, transcript, or other comprehensive record of proceedings as soon as practicable after the meeting.

# DODSON & FLINKER

Landscape Architecture and Planning

---

February 6, 2023

Sue Brown  
Town Planner  
Town of West Newbury  
381 Main Street  
West Newbury, MA 01985

Dear Ms. Brown,

Dodson & Flinker is pleased to submit this proposal for Planning Consultant Services for MBTA Communities (3A) Zoning Compliance Initiative. Our firm has over thirty years of experience helping New England towns evaluate appropriate areas for housing, visualize change, and revise and redesign development regulations to adjust to changes in the economy, environment, and housing demand, while protecting existing character and sense of place. We are experts in reconciling contemporary building and development practices with the existing or desired character of historic centers and rural areas. This work is reflected in our record of projects for communities as well as books and design manuals, including the *Urban Environmental Design Manual* and *Village Guidance: Tools & Techniques for Rhode Island Communities*.

Based on the Scope of Work and a review of previous planning documents, we understand that you are seeking a consultant to help West Newbury develop one or more zoning districts to comply with Section 3A of Chapter 40A—otherwise known as Multi-Family Zoning Requirement for MBTA Communities. Our experience shows that successful zoning change initiatives depend on a community embracing a shared vision for the desired changes that will result from zoning revisions. The vision should be specific enough that community members can visualize and understand the future development results. We have developed this kind of vision for zoning changes in dozens of communities, resulting in the successful adoption of zoning changes for increased housing density. We specialize in working in small towns and rural communities and have a range of tried-and-true techniques for community engagement at all project stages.

Our approach to this project is grounded in physical planning and community engagement. In addition to the steps outlined in your RFQ, we propose:

- undertaking a town-wide analysis to identify the most suitable sites for multi-family housing development,
- testing the development potential of the most suitable sites, including conducting an interactive design workshop and town-wide survey
- drawing preferred concept plans for potential districts
- and then developing zoning changes to implement the preferred concept plans while meeting the requirements of the MBTA Communities law.

Dodson & Flinker has extensive experience with all aspects of the scope you outline in your RFQ. We are up-to-speed on the MBTA Communities law, DCHD's Guidelines, and the compliance tool. We have extensive experience conducting town-wide studies to identify potential housing development sites.

Recent similar projects include work for Pelham, Scituate, and Easthampton, MA. We have drawn numerous concept plans for housing sites with a focus on required zoning changes. We have recently completed this type of project in Littleton, Marion, Stowe, and Amesbury, MA with ongoing projects in Chatham and Brookline. We have written and illustrated land use regulations, including zoning—often innovative approaches like form-based codes and natural resource protection zoning—design guidelines, and revisions to subdivision regulations. Recent completed projects two-family zoning for Northampton, MA, a form-based code for downtown and Florence Village Center in Northampton, MA, and zoning and other regulatory changes for low impact development in Natick, Blandford, Granby, and East Longmeadow, MA. We are currently working on mixed-use zoning projects in Fairhaven and Burlington, MA. In addition, we maintain an active portfolio of landscape architectural projects including work on innovative housing developments. We are currently conducting site design for housing development projects in Amherst, and Stowe, MA.

We would be very excited to work with you again and to advance West Newbury's compliance with the MBTA Communities As-Of-Right Multi-Family Zoning District requirements.

Resumes and other information about our firm is appended to this proposal. Our website [www.dodsonflinker.com](http://www.dodsonflinker.com), has additional firm and project descriptions. Please let me know if you have any questions about our proposal. I look forward to speaking with you about this exciting project.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter Flinker". The signature is fluid and cursive, with a long horizontal stroke at the end.

Peter Flinker, President  
(413) 628-4496 ext. 103

# TABLE OF CONTENTS

- Project Approach with Budget ..... 1
- Project Budget ..... 2
- Project Timeline ..... 4
- General Description of the Firm’s Experience ..... 8
- Experience With Similar projects ..... 10
- Staffing Plan ..... 15
- References ..... 17
- Appendices..... 19

## PROJECT APPROACH

The scope outlined in the Request for Proposals for this project aligns well with our typical process. The description of our approach to the project scope is described below.

<b>Task 1</b>		<b>Project Initiation/Develop Public Engagement Plan</b>
1a	Meet with town staff to review and finalize scope and timeline. Town will provide all relevant plans, bylaws (in editable format if possible), and locally or regionally maintained GIS data.	
1b	Tour town and preliminary potential sites with Town staff and other stakeholders, as appropriate (This will be during the same visit as 1a)	
1c	Develop Public Engagement Plan with project manager. The plan will include estimated dates for all meetings and a timeline and plan for outreach deliverables.	
<b>Task 2</b>		<b>Project Kick-off Workshop</b>
2a	Prepare training materials for kick-off workshop.	
2b	Hold kick-off workshop to train staff, board members and local officials about requirements of Section 3A of Chapter 40A and DHCD guidelines, review project process, discuss local concerns, opportunities, and preferences (in person, virtual or hybrid, as desired)	
2c	Prepare materials for town website introducing the project and the requirements of Section 3A	
<b>Task 3</b>		<b>Gather &amp; Analyze Information and Conduct Public meetings</b>
3a1	Review and summarize town goals and strategies for housing in previous reports, maps, plans for infrastructure and capital improvements, etc.	
3a2	Conduct interviews with town staff and board members	
3b	Analyze current zoning and general bylaws and subdivision regulations to identify barriers to compliance	
3c	Create maps showing land use and transportation patterns, "Developable Land," existing infrastructure, and areas meeting the Commonwealth's Smart Growth Principles	
3d	Coordinate with Water Department's Engineering Consultant regarding Drinking Water Distribution system and capacity	
3e	Conduct one public meetings to review results of tasks above including outreach materials, meeting summaries suitable for the Town's website.	
<b>Task 4</b>		<b>Identify up to three potential districts or district combinations. Outline potential regulatory changes required for compliance</b>
4a	Identify areas and create maps of potential zoning district(s) or district combinations	
4b	Solicit community preferences via density visualizations, visual preference surveys or similar (see detail below)	

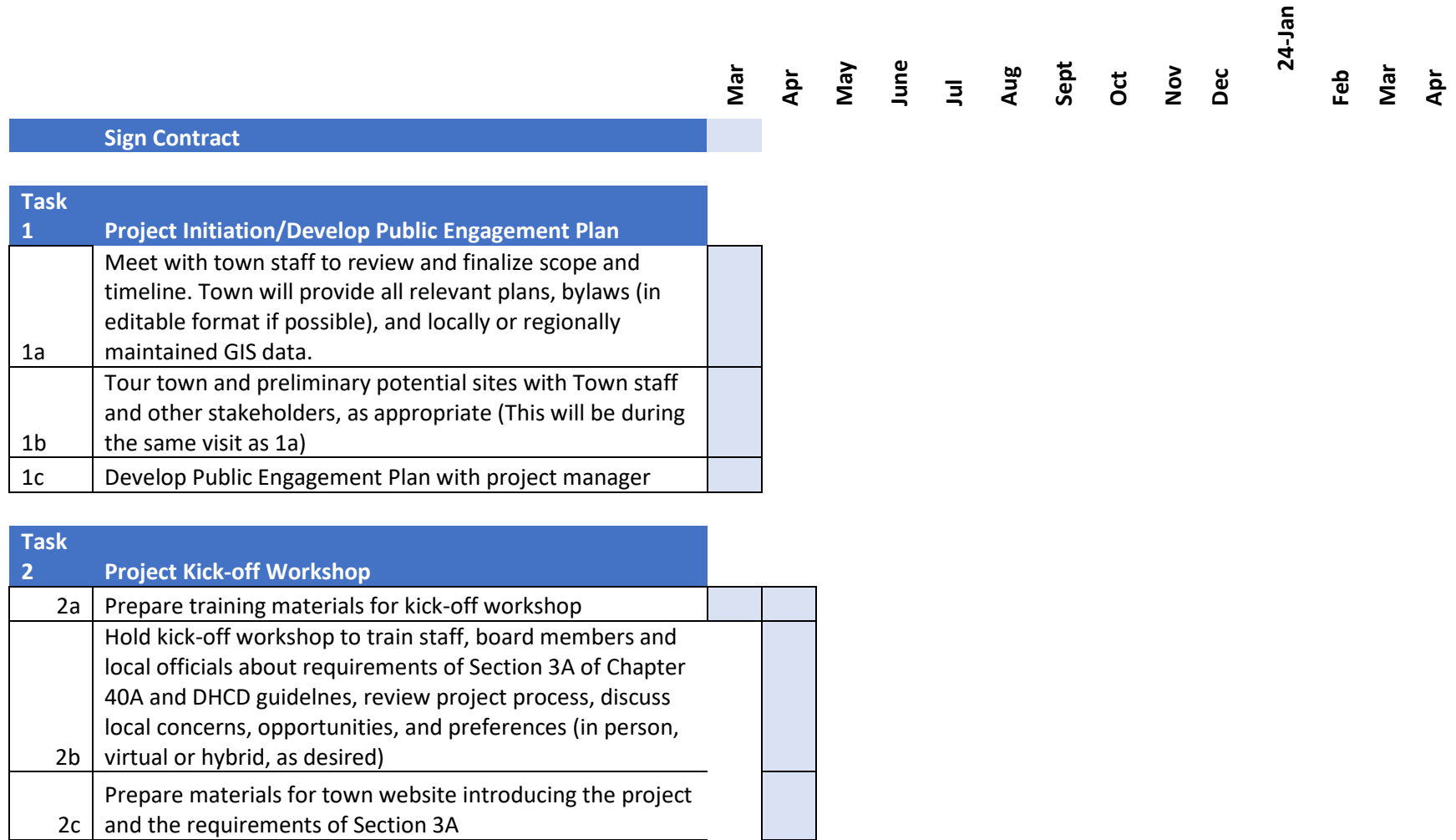
4b1	Conduct an interactive design workshop to explore alternatives for density and design of potential district areas (concept plans for district build)
4b2	Draw district build out concept plans
4b2	Conduct an online survey to gather input on district build out concept plans including visual preferences
4b3	Finalize district build out concept plans
4c	Identify options for regulatory approaches
4d	Utilize MBTA Communities Compliance Model to evaluate potential district(s)
4e	Generate findings report with recommendations for Zoning Amendment(s)
4f1	Facilitate one Public Meeting to review materials and receive feedback about results of 4b3,4c,4d,4e above.
4f2	Produce materials as necessary for Public Meeting in Task 4 including outreach materials, and meeting summaries, and for populating the website.
<b>Task 5</b>	<b>Draft Zoning Bylaw Amendment and Conduct Public Meeting(s)</b>
5a	Translate proposed district requirements (use, intensity, location, exceptions, etc. into draft zoning amendment.
5b	Review existing zoning and other applicable state and local regulations for ALL potential conflicts (limitations, restrictions, defined terms).
5c1	Develop all necessary amendments to existing Bylaw in a form customary to municipality.
5c2	Review proposed bylaw with Town staff and revise as necessary (includes one virtual meeting)
5c3	Conduct focus groups to review proposed bylaw with Town boards, potential project proponents, others who regularly appear before permitting boards, staff from DHCD, and Town Counsel
5d	Facilitate two Public Meeting(s) (one or more of the meetings will be virtual) to review materials and receive feedback (a-c above). Produce materials as necessary for Public Meeting(s) including outreach materials, easy-to understand explanatory material (graphic and narrative) and meeting summaries.
5e	Revise proposed bylaw as needed (up to 2 revision drafts)
5f	Apply DCHD's Compliance Model to Final Zoning
<b>Task 6</b>	<b>Pursue Zoning Bylaw Amendment per G.L. Ch 40A, S. 5.</b>
6a	Support the Town Planner in preparing for and presenting at the 40A Zoning Bylaw Amendment Public Hearing and the Annual Town Meeting including developing outreach materials for distribution and the website.

# PROJECT BUDGET

See our estimated project budget below. The estimate includes all labor and direct costs anticipated for the project.

		<i>Unit Cost</i>	<b>Charge</b>	<b>Senior Associates</b>	<b>Associates</b>	<b>Total Hours</b>	<b>Labor Cost</b>	<b>Direct Costs</b>	<b>Total Cost</b>
			<i>\$150</i>	<i>\$120</i>	<i>\$100</i>				
<b>Task 1</b>	<b>Project Initiation/Develop Public Engagement Plan</b>		8.5	12	0	<b>20.5</b>	<b>\$ 2,715</b>	\$144	<b>\$2,859</b>
<b>Task 2</b>	<b>Project Kick-off Workshop</b>		11	14	12	<b>37</b>	<b>\$ 4,530</b>	\$144	<b>\$4,674</b>
<b>Task 3</b>	<b>Gather &amp; Analyze Information and Conduct Public meetings</b>		25	61	84	<b>170</b>	<b>\$ 19,470</b>	\$144	<b>\$19,614</b>
<b>Task 4</b>	<b>Identify up to three potential districts or district combinations. Outline potential regulatory changes required for compliance</b>		49	63	94	<b>206</b>	<b>\$ 24,310</b>	\$288	<b>\$24,598</b>
<b>Task 5</b>	<b>Draft Zoning Bylaw Amendment and Conduct Public Meeting(s)</b>		28	81	70	<b>179</b>	<b>\$ 20,920</b>	\$144	<b>\$21,064</b>
<b>Task 6</b>	<b>Pursue Zoning Bylaw Amendment per G.L. Ch 40A, S. 5.</b>		6	6	4	<b>16</b>	<b>\$ 2,020</b>	\$144	<b>\$2,164</b>
<b>Total</b>			<b>127.5</b>	<b>237</b>	<b>264</b>	<b>628.5</b>	<b>\$ 73,965</b>	<b>\$1,009</b>	<b>\$74,974</b>

# PROJECT TIMELINE

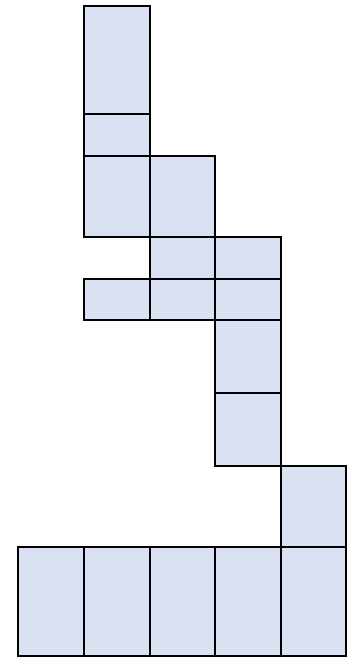




		Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec	24-Jan	Feb	Mar	Apr
<b>Task 3</b>	<b>Gather &amp; Analyze Information and Conduct Public meetings</b>														
3a1	Review and summarize town goals and strategies for housing in previous reports, maps, plans for infrastructure and capital improvements, etc.														
3a2	Conduct interviews with town staff and board members														
3b	Analyze current zoning and general bylaws and subdivision regulations to identify barriers to compliance														
3c	Create maps showing land use and transportation patterns, "Developable Land," existing infrastructure, and areas meeting the Commonwealth's Smart Growth Principles														
3d	Coordinate with Water Department's Engineering Consultant regarding Drinking Water Distribution system and capacity														
3e	Conduct one public meetings to review results of taks above including outreach materials, meeting summaries suitable for the Town's website.														
<b>Task 4</b>	<b>Identify up to three potential districts or district combinations. Outline potential regulatory changes required for compliance</b>														
4a	Identify areas and create maps of potential zoning district(s) or district combinations														
4b	Solicit community preferences via density visualizations, visual preference surveys or similar (see detail below)														

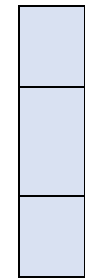
4b1	Conduct an interactive design workshop to explore alternatives for density and design of potential district areas (concept plans for district build)
4b2	Draw district build out concept plans
4b2	Conduct an online survey to gather input on district build out concept plans including visual preferences
4b3	Finalize district build out concept plans
4c	Identify options for regulatory approaches
4d	Utilize MBTA Communities Compliance Model to evaluate potential district(s)
4e	Generate findings report with recommendations for Zoning Amendment(s)
4f1	Facilitate one Public Meeting to review materials and receive feedback about results of 4b3,4c,4d,4e above.
4f2	Produce materials as necessary for Public Meeting in Task 4 including outreach materials, and meeting summaries, and for populating the website.

Mar Apr May June Jul Aug Sept Oct Nov Dec 24-Jan Feb Mar Apr

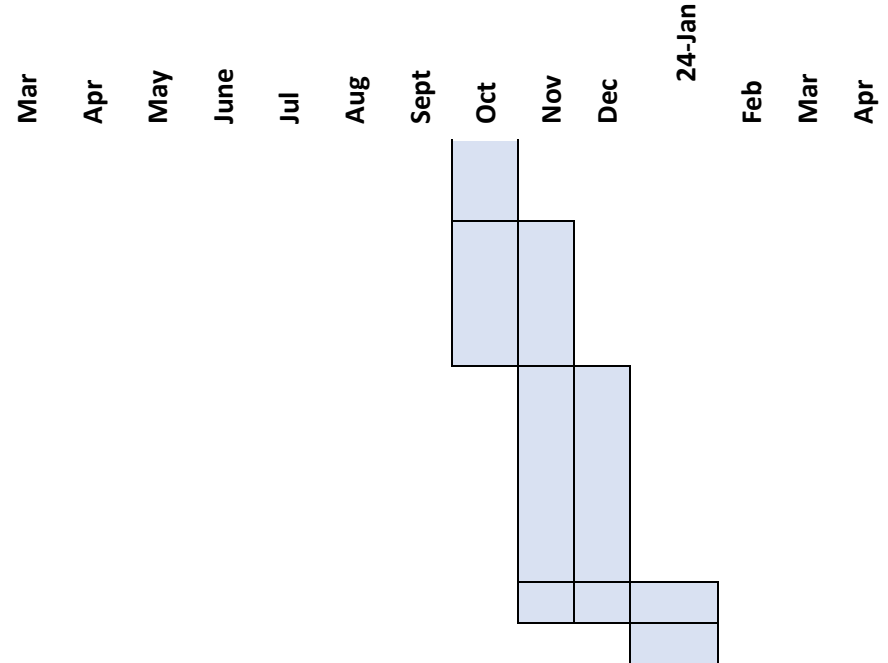


**Task 5 Draft Zoning Bylaw Amendment and Conduct Public Meeting(s)**

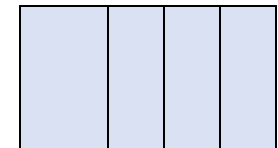
5a	Translate proposed district requirements (use, intensity, location, exceptions, etc. into draft zoning amendment.
5b	Review existing zoning and other applicable state and local regulations for ALL potential conflicts (limitations, restrictions, defined terms).
5c1	Develop all necessary amendments to existing Bylaw in a form customary to municipality.



5c2	Review proposed bylaw with Town staff and revise as necessary (includes one virtual meeting)
5c3	Conduct focus groups to review proposed bylaw with Town boards, potential project proponents, others who regularly appear before permitting boards, staff from DHCD, and Town Counsel
5d	Facilitate two Public Meeting(s) (one or more of the meetings will be virtual) to review materials and receive feedback (a-c above). Produce materials as necessary for Public Meeting(s) including outreach materials, easy-to-understand explanatory material (graphic and narrative) and meeting summaries.
5e	Revise proposed bylaw as needed (up to 2 revision drafts)
5f	Apply DCHD's Compliance Model to Final Zoning



Task	
<b>6</b>	<b>Pursue Zoning Bylaw Amendment per G.L. Ch 40A, S. 5.</b>
6a	Support the Town Planner in preparing for and presenting at the 40A Zoning Bylaw Amendment Public Hearing and the Annual Town Meeting including developing outreach materials for distribution and the website.



# GENERAL DESCRIPTION OF THE FIRM'S EXPERIENCE

## Design and Planning Experience

Dodson & Flinker is a landscape architecture and planning firm specializing in cutting edge strategies for sustainable community design, smart growth, and resilience. Founded over thirty years ago as Dodson Associates, the firm pioneered the use of planning and design principles based on historic precedents to blend new development with local architectural patterns and cultural landscapes. Our work has earned Dodson & Flinker national awards for projects ranging from regional planning to urban and suburban revitalization, smart growth, and sustainable site design.

As a combined planning and design firm, Dodson & Flinker brings our “on the ground” design experience to bear on every planning project. Our landscape architecture practice focuses on municipal work, including schools, libraries, senior centers and town halls, as well as parks, ballfields, playgrounds and other recreation facilities. We also take on a limited number of private residential and mixed-use projects, typically including creative approaches to affordable housing, conservation development and downtown redevelopment. As a result of this experience, we know how to work with builders and developers to meet their goals, while always serving as advocates for the larger goals of the community.



Donovan's Farm: A new village in Norwell, Massachusetts

Our planning practice focuses on town-wide master plans, as well as detailed plans for residential neighborhoods, downtowns and commercial corridors. Our work typically starts with a process of research and analysis to identify the historic development patterns, building types and architectural



Visualizing Redevelopment: Darien, Connecticut

details that are fundamental to an area's character and sense of place. We examine zoning and other regulations, and work to understand social and economic trends and how they have shaped, and will continue to influence, the evolution of the community. Based on this understanding, we work with local stakeholders to develop a clear vision for the future and draw up maps, plans and other documents to guide the process of growth and redevelopment to bring that vision into reality.

Recognizing the critical importance of a clear and workable implementation strategy, we often help towns revise their zoning bylaws and development guidelines to eliminate unnecessary barriers and incentivize desirable approaches. We have been pioneers in developing form-based codes in Massachusetts, with recently adopted in Northampton, Medway, Norwood, Danvers, Scituate and Grafton.

### **Public Engagement**

Uniting all our work is a commitment to effective and authentic public participation. Dodson & Flinker has designed and facilitated numerous public participation projects—often involving complex and controversial planning topics—and has become a trusted advisor to many New England towns. We have learned that visionary plans and great design ideas often fail for lack of public understanding and support—especially in smaller cities and towns. As a result, we work closely with residents, business owners, elected officials, and other stakeholders to create plans supported by a broad community consensus.

To that end, we have designed and facilitated public engagement efforts, including visioning workshops and design charrettes, for more than 50 towns in Massachusetts, including recent efforts in Milton, Groton, Littleton, Medway, Wellesley, Upton, Northampton, and Grafton. While each project is unique, we have found that an effective process will include:

- identifying stakeholders and understanding their social, economic and political interests,
- involving stakeholders in a shared fact-finding process,
- exploring a number of alternative future scenarios,
- a fair and impartial process for deliberation and decision making,
- a clear and achievable action strategy.

This approach does not eliminate conflict from the planning process, but it creates a space where objections to plans and strategies can be separated from individual personalities and interests, setting the stage for positive action.



Dodson & Flinker’s design charrette for the “North 40” property in Wellesley helped convince residents to invest in one of the town’s last undeveloped parcels.

## EXPERIENCE WITH SIMILAR PROJECTS

Dodson & Flinker brings extensive experience identifying sites for housing development, drawing concept plans and visions that undergird zoning changes, and writing, illustrating, and revising land use regulations, including zoning and design guidelines for residential, commercial, and mixed-use districts. In addition, we are skilled in physical planning, urban design, illustration, and community engagement. We find that these additional skills result in better projects—ensuring that regulatory revisions are tailored to specific physical outcomes desired by a community and that stakeholders fully understand, and support proposed regulatory changes.

Recent housing and zoning related planning projects include:

- Amesbury Merrimack River District Planning (2021-22)
- Brookline Housing Production Plan\* (2020-present)
- Littleton Station Area Design Guidelines (2020-2021) and Master Plan (2019)\* – Littleton, MA (Design Guidelines are in the process of adoption)
- Northampton Two-Family Form-Based Code – Northampton, MA (2019-2021) (Adopted)
- Low Impact Development Regulatory Review and Revisions – Granby, East Longmeadow, Blandford, MA (2021-2022)+
- Northampton Downtown and Florence Form-Based Codes – Northampton, MA (2017-2022)^
- East Milton Square Master Plan and Zoning Strategies – Milton, MA (2020-2021)\*
- Stow Lower Village Zoning Development – Stow, MA (Ongoing)\*
- Natick Low Impact Development Regulatory Review and Revisions – Natick, MA (2018-2019) (Stormwater Bylaw and Regulations were Adopted)
- Pelham Village Center Zoning with Design Standards (2015-2018, 2019) (Adopted)
- Greenbush Masterplan and Form-Based Code - Scituate, MA (2016-2018) (Adopted)^
- Downtown Mixed-use Zoning Amendments - Norwood, MA (2018) (Adopted)^
- Oak Grove Masterplan and Form-Based Code - Medway, MA (2018) (Adopted)^
- Downtown Plan and Form-Based Code - Danvers, MA (2018) (Adopted)^
- Illustrated Sign Bylaw - New Bedford, Massachusetts (2018) (Adopted)^
- Transit Village Masterplan and Zoning - North Grafton, MA (2017) (Adopted)^
- Maple Street Neighborhood Plan and Form-Based Code - Danvers, MA (2017) (Adopted)^
- Portsmouth Gateway Zoning Amendment – Portsmouth, NH (2017) (Adopted)^
- Cross-Vitti and Grove Street Masterplans - New Canaan, CT (2015-2017) (Adopted)^
- Downtown and Commercial Districts Form-Based Code - New Bedford, MA (2015) (Shelved)^
- Route 7 Corridor Masterplan and Form-Base Code - Shelburne, VT (2015) (Adopted)^
- Groton Village Center Design Guidelines – Groton, MA (2014) (Adopted)

\* with Barrett Planning Group

+ with Pioneer Valley Planning Group

^ with Brovitz Community Planning and Design



## Descriptions of Selected Relevant Projects

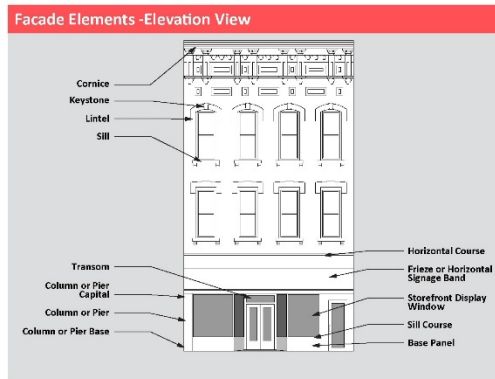
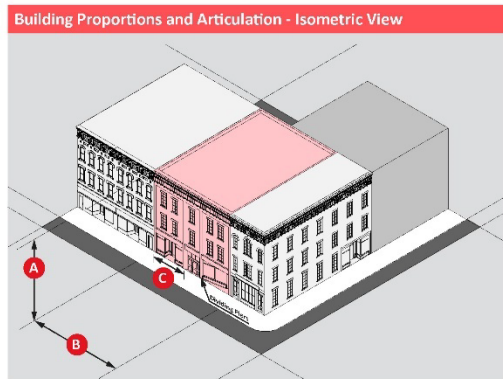
### Downtown and Florence Master Plan and Form-Based Code for Northampton, MA (2017-2022).

This project covers the City's two main centers and their associated adjacent growth areas. We conducted community engagement through focus groups and community workshops, and stakeholder interviews. We conducted field work to document dimensions of the existing buildings, streets and sidewalks, as well as a parking utilization. We then produced a master plan for Florence, Northampton's second downtown. The form-based code covers the main growth areas of the Town and is designed for easy expansion to other districts. The form-based code contains extensive provisions for design review related to public realm design, site design, and building design. The City's Planning Department intends to bring additional districts into the form-based code approach over time, slowly transforming the City's zoning from a Euclidean approach to a form-based one.

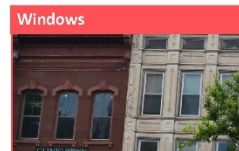
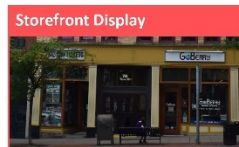


Concept plan for Florence Center rezoning. The image shows a new park, new buildings, a new streetscape and consolidated parking. Design standards in the zoning are based on the specific elements of the 3D modeled vision.

### Architectural Standards | Central Business District



Fenestration	
<b>A</b>	Building Height $A > B$
<b>B</b>	Building Width      see above
<b>C</b>	Facade Subdivision      If $A < B$ then $C < A$
	Front Parapet Wall      4' above front roof eave height, 16" thick



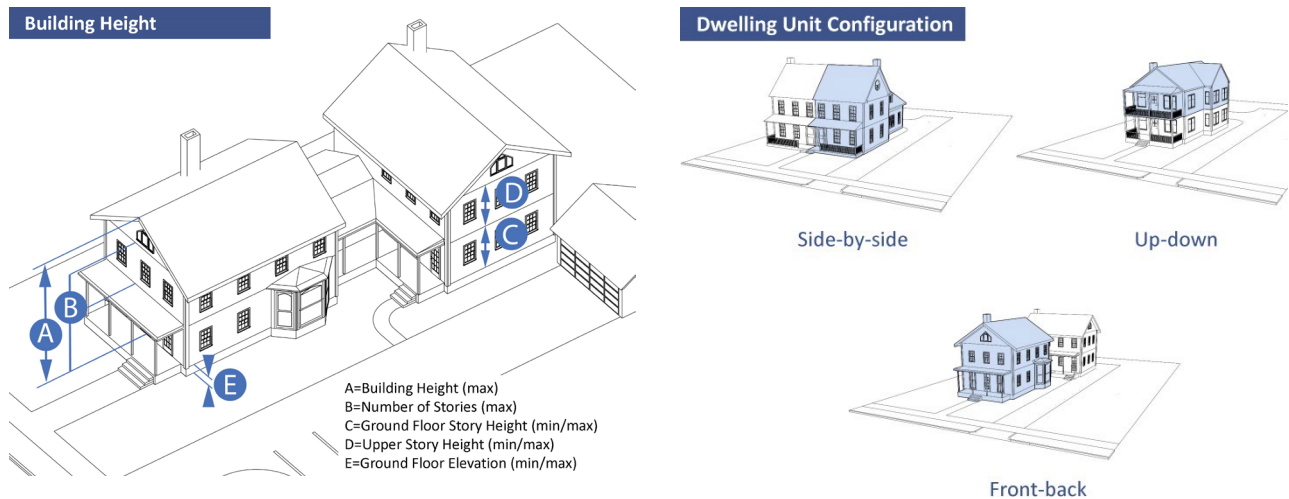
A page from an early draft of Northampton Form-Based Code (Source: Dodson & Flinker)

### East Milton Square Plan, Milton Village Design Guidelines, Milton, Massachusetts (2019-2022)

In 2019-2021, Dodson & Flinker worked with Barrett Planning Group to develop a vision for East Milton Square, one of Milton’s few commercial centers. Through a combination of public workshops and a Working Group process, we helped the Town and neighborhood residents evaluate the pros and cons of various intensities of development in an area that is experiencing intense development pressure while it wrestles with a housing crisis, heavy traffic, limited parking, and the impacts of decades of restrictive zoning. The Town subsequently hired us to develop design guidelines for Milton Village, to ensure that projects under recently adopted mixed-use PUD zoning is compatible with the town’s vision for the area.



**Northampton Form-Based Code for Two-Family Homes By-Right (2019-2021):** As an addendum to the Northampton Downtown and Florence rezoning project, we were asked to explore the feasibility of allowing more extensive construction of two-family homes in the city. Two-family houses were allowed only in limited urban neighborhoods, the City wanted to allow two-family homes in all residential districts by right, with appropriate standards to ensure that the two-family houses contribute to neighborhood character. Dodson & Flinker prepared an inventory and assessment of existing two-family homes and documented existing neighborhood characteristics throughout the city. The inventory included an assessment of recent projects where smaller single-family homes have been expanded or replaced to determine key issues that are likely to arise with two-family conversions. The field work was distilled into a set of diagrams that communicates key principles for site design, building form and architectural design. The design guidelines were incorporated into zoning revisions designed to expand housing opportunities while protecting the character of existing neighborhoods. The zoning was adopted in 2021.



*Design Guidelines for Two-Family Development in Northampton include extensive illustrations and diagrams characterizing both traditional examples and design for new construction.*



## Littleton Transit Village Design Standards (2020)

Dodson & Flinker helped write Littleton’s Master Plan in 2017. In 2019 the firm was engaged to lead a visioning process for a transit village near Littleton’s commuter rail station. In 2020, the Town brought us on again to create design standards for a 40R smart growth district at the transit village. The design standards ensure the vision for the transit village will be implemented by setting requirements for streetscape, vehicular access parking, architecture, landscape, lighting, and signage. The design standards are ready to be adopted by the Planning Board if the 40R district is adopted at Littleton’s town meeting in June of 2021.

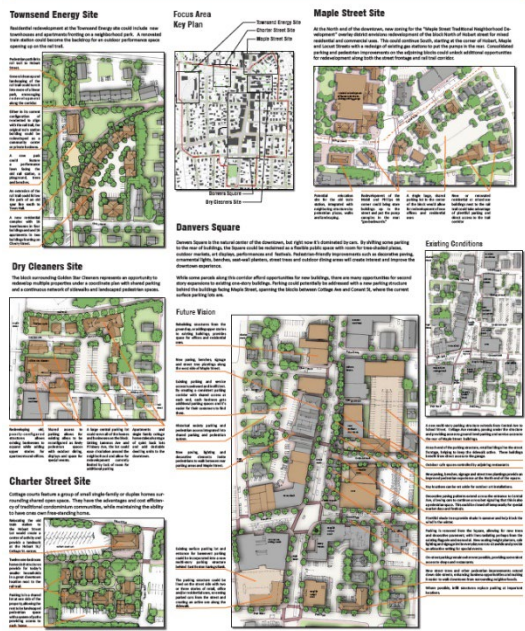


## Danvers 40R District Zoning and Design Standards (2020)

Dodson & Flinker teamed with Brovitz Community Planning and Design to prepare a vision plan and Smart Growth Overlay District for Danvers Town Center. The project was a follow up to the Maple Street Chapter 40R SGOD the team created and helped the town adopt in 2018. The consulting team prepared a comprehensive existing conditions report (Placemaking Audit), a conceptual plan (Vision Plan) illustrating 2 and 3-dimensional infill and redevelopment scenarios, and new base zoning district zoning regulations and design standards.

## Danvers Downtown Vision Plan

Potential Reuse and Redevelopment Opportunities



This project included an extensive public outreach program with several stakeholder meetings and public workshops. The form-based zoning and design standards included a regulating plan, new use table and performance standards, building typologies, open space amenities and street design standards, and historic building retrofit standards. The new Smart Growth Zoning package was adopted at Town Meeting in 2020.



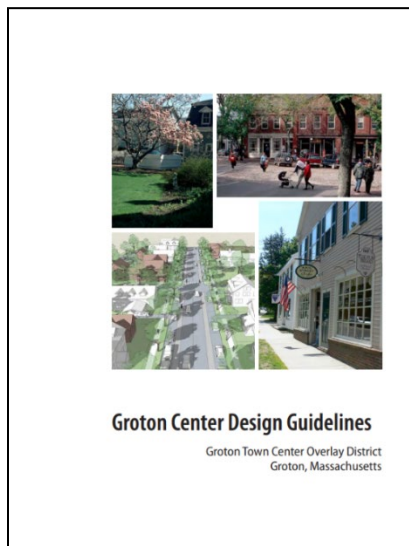
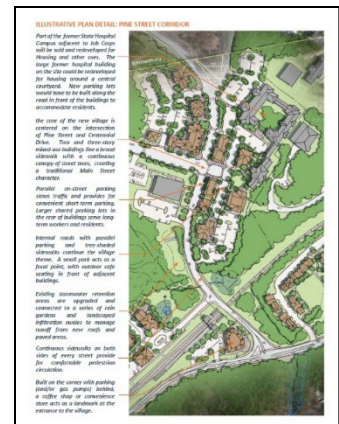
Image from developer’s proposal for a new mixed use block based on the new downtown code



**Pelham Center Housing Suitability Analysis and Zoning Revisions (2016, 2018, 2019):** The town of Pelham worked for decades to explore opportunities for affordable housing, as well as creation of a village center in historic West Pelham. After Dodson & Flinker completed a town-wide housing feasibility assessment in 2017, Dillon Sussman (while at PVPC) drafted extensive zoning revisions to upzone the village center, including detailed design standards for renovations and new development. The design standards, which are based on the design characteristics of historic village centers in the region, establish a typology of four allowed building types: cottage, farmhouse, barn, mansion, and general store. For each building type there are guidelines for massing and orientation, building height, rooflines, façade elements, and site features. Additional design standards guide lighting, parking, signage and stormwater management. The

town adopted the zoning changes and hired Dodson & Flinker to make follow up revisions several years later.

**North Grafton Transit Village Design Standards (2018):** Dodson & Flinker led a masterplanning process for redevelopment of the area around Grafton’s MBTA station. A series of public meetings and design workshops provided critical input on the needs and designs of residents and business owners. The resulting “transit village plan” incorporates a mix of residential, commercial and institutional uses. The masterplan provided the basis for a detailed implementation plan and action strategy, which included designation of a new Smart Growth district established for the village area under G.L. Chapter 40R. Design Guidelines prepared as part of the masterplanning process were incorporated into the zoning for the Smart Growth district.



**Groton Center Design Guidelines (2014):** Following more than five years of analysis, workshops and public discussion, Dodson & Flinker prepared design guidelines for Groton’s town center to accompany a new Town Center Overlay District. The guidelines include architecture, landscaping, parking and signage, but also address larger issues of neighborhood character and historic preservation in the face of changing economic and social conditions. Balancing design guidelines for individual homes and businesses with guiding principles for the entire neighborhood, the guidelines recognize the need to allow for varied uses and styles while establishing enough continuity and consistency to protect the unique character of the area.

## STAFFING PLAN

Peter Flinker will be the Principal-in-Charge. He will lead and review all work by the project team. Day-to-day management of the project will be carried out by Dillon Sussman, including serving as the project point person, attending meetings with Planning Department staff, Planning Board, and other boards, planning public workshops, and drafting the zoning. Dodson & Flinker's other staff including Senior Associate Nate Burgess, and Associate Jack Sweeney-Taylor will assist with various tasks as needed including preparing diagrams and illustrations, inventory and analysis, performing the MBTA Compliance analysis, helping to prepare presentations or other communications materials, summarizing meetings, and attending public meetings. Peter Flinker and Dillon Sussman will lead public workshops. Peter will draw site-specific concept plans. Team bios are provided below. Full resumes can be found in the Appendix.

### Dodson & Flinker Project Team



**Peter Flinker**, FAICP who will serve as principal-in-charge, joined Dodson Associates (now Dodson & Flinker) in 1987 after receiving a Master in Landscape Architecture degree from the University of Massachusetts, and became a principal of the firm in 1999. He is a registered Landscape Architect and in 2017 was named a Fellow of the American Society of Landscape Architects. In February 2020 he was named a Fellow of the American Institute of Certified Planners, and he has earned advanced AICP certifications in both Environmental Planning and Urban Design. Peter maintains an active portfolio of projects with public and private clients, including downtown revitalization, form-based codes, planning for greenways and open space conservation, design of new communities, and sustainable design for schools and other public facilities. The firm's work increasingly focuses on integrating all of these activities with the need to build community resilience in the face of climate change, sea level rise and other challenges.

Peter has a particular interest in preserving the historic landscapes and sense of place of New England towns while accommodating 21<sup>st</sup> Century needs – particularly continued dependence on the automobile – and adapting to a constantly evolving economic landscape. He has developed numerous training programs and award-winning publications in the areas of Smart Growth and Sustainable Development, including the *Rhode Island Rural Design Manual*, the *Urban Environmental Design Manual* and the *Conservation Development Manual*. With the assistance of Nate Kelly of the Horsley Witten Group, Peter recently published the *Village Guidance: Tools & Techniques for Rhode Island Communities*, a comprehensive guide to revitalizing historic villages and developing new villages as an alternative to continued suburban sprawl.



**Dillon Sussman** is a senior associate at Dodson & Flinker. For more than 10 years, he has managed a wide range of community planning projects across scales from regions and municipalities to neighborhoods and sites. Past projects have given him expertise in zoning, form-based codes, design guidelines, physical planning and urban design, low impact design, site design, bicycle and pedestrian planning, tactical urbanism, healthy aging, healthy community design, and authentic community engagement and decision-making. Dillon was previously a senior planner at Pioneer Valley Planning Commission, and an associate at Joel Russell



Associates. Dillon holds a B.A. from Vassar College and an M.A. in Landscape Design and Planning from the Conway School.



**Nate Burgess** Nate is a Senior Associate and the Director of Dodson & Flinker’s Landscape Architecture Studio. A registered Landscape Architect, he manages the firm’s landscape portfolio and provides GIS, physical planning, illustration, and other technical support for D&F’s full range of planning projects. This experience includes downtown planning, form-based zoning, climate change adaptation and resiliency planning, scenic landscape inventory and analysis, development suitability assessment for affordable housing, designing educational landscapes and playgrounds, community master planning, and developing public engagement games and exercises. Nate graduated with a master’s degree in landscape architecture from the University of Virginia. He also holds a bachelor’s degree from the College of William and Mary in Environmental Geology and English. He previously worked as a graphic designer, cartoonist, and science writer.



**Jack Sweeney-Taylor** joined Dodson & Flinker as an Associate Planner in fall 2021 after graduating with a Master’s Degree in Regional Planning from UMass. His background as a middle school teacher in western Massachusetts and New York City informs his interest in collaborative decision-making processes to address housing, economic development, and access to urban green space. He is excited by hands-on tools to facilitate discussion and interested in how scenarios and story-telling can integrate lived experiences with technical expertise in the planning process.

A native of eastern Massachusetts, Jack has also lived in the Southwest, where he cultivated long term interests in Spanish, cooking with peppers, soccer, pastel painting, and landscapes. He is excited to see a busy village center in action from Dodson & Flinker’s Florence office.

## REFERENCES

### **Angela Cleveland, AICP,**

Director, Community and Economic Development

City of Amesbury, MA

clevelanda@amesburyma.gov

978-388-8110

Projects:

- Merrimack River District Plan (2022)

### **Maren Toohill**

Town Planner

Town of Littleton, MA

Phone: (978)540-2425

Email: [mtoohill@littletonma.org](mailto:mtoohill@littletonma.org)

Projects:

- Littleton Masterplan (2017)
- Littleton Transit Village Visioning (2019)
- Littleton Transit Village 40R Design Guidelines (2021)

### **Carolyn Misch**

Director of Planning & Sustainability

City Hall, 210 Main Street

Northampton, MA 01060

Phone: (413) 587-1265

[cmisch@northamptonma.gov](mailto:cmisch@northamptonma.gov)

Projects:

- Downtown Public Realm Masterplan and Form-Based Code (2017-present)
- Florence Masterplan and Form-Based Code (2018-present)
- Two-family Form-based Code (2019-2021)

### **Joseph Laydon**

Former Grafton Town Planner, now Assistant Town Administrator in Littleton

Littleton Town Hall

37 Shattuck St, PO Box 1305

Littleton, MA 01460

[jlaydon@littletonma.org](mailto:jlaydon@littletonma.org)

978-540-2463

Projects

- North Grafton Transit Village Masterplan and 40R Zoning (2017)
- Worcester Street Corridor Plan (2018)
- Village Mixed-Use Form-Based Code (2018-2019)

### **Aaron Henry**

Director, Land Use & Community Services

Town of Danvers

Town Hall, 1 Sylvan Street, Danvers, MA 01923

Phone: (978) 777-0001 x3095

[ahenry@danversma.gov](mailto:ahenry@danversma.gov)

Projects:

- Maple Street Plan and Form-Based Code (2017)
- Downtown Plan and Form-Based Code (2018)

## APPENDICES

1. Team Resumes
2. Project Examples are available at  
<https://dodson.egnyte.com/fl/MtgOhkrRj>

# DODSON & FLINKER

Landscape Architecture and Planning

## PETER FLINKER

President, Landscape Architect & Planner

FASLA, FAICP

## PROFESSIONAL EXPERIENCE

---

### **Dodson & Flinker (formerly Dodson Associates), Florence, Massachusetts**

President: 2016-Present

Principal: 1998-Present

Project Manager and Landscape Architect: 1987-Present

Landscape Architect and Certified Planner on projects ranging in scale from residential and commercial site design to regional planning. Active in exploration of the use of creative design and alternative technologies to accommodate growth in changing urban, suburban and rural landscapes. As an author and illustrator, has prepared numerous publications designed to help both professionals and laypeople understand complex planning and design concepts, including the award-winning South County Design Manual, the Urban Environmental Design Manual and the Rhode Island Conservation Development Manual. A frequent presenter to conservation groups, town boards and professional organizations on the topics of Smart Growth and Sustainable Development, has facilitated dozens of charrettes for Main Streets, village centers and highway corridors, and prepared numerous master plans and construction documents for schools, parks and other public facilities.

## SELECTED CURRENT AND RECENT PROJECTS

---

A leader in planning and design for schools, parks, streetscapes and other public facilities that balance creative site planning with efficient and cost-effective design strategies. Active in helping communities plan for resilience and create sustainable master plans for historic districts, main streets, sites, and sensitive environmental areas. Recent projects include:

**Existing Conditions Report and Town Vision** | Shelter Island, NY (2020-21)

**Littleton Transit Station Area Design Guidelines (2020-2021), Transit Station Area Master Plan (2019) and Comprehensive Plan (2017)** – Littleton, MA

**East Milton Square Masterplan and Zoning Strategies** | Milton, MA (2020-2021)

**Easthampton Housing Study** | Easthampton, MA (ongoing)

**Stowe Acres Site Feasibility Study** | Stowe, MA (ongoing)

**Wilson Opportunity Sites Study** | Wilson, CT (2020)

**Low Impact Development Regulatory Review and Revisions** | Natick, MA (2019)

**North Grafton Transit Village** | Grafton, MA (2017)

**Greenbush Masterplan and Form-Based Code** - Scituate, MA (2016-2018)

**Downtown Mixed-use Zoning Amendments** - Norwood, MA (2018)

**Village Guidance: Tools & Techniques for Rhode Island Communities** - RI DEM (2015)

**Groton Village Center Design Guidelines** - Groton, MA (2014) (Adopted)



## AWARDS

---

### **American Planning Association - Massachusetts Chapter:**

2013 Planning Project Award for the Turners Falls Downtown Livability Plan

### **Boston Society of Landscape Architects:**

2019 Merit Award in Analysis & Planning for Montauk Hamlet Master Plan

2012 Merit Award in Analysis & Planning for the Exeter Visions Project

2007 Merit Award for the Urban Environmental Design Manual.

2006 Honor Award for The Rhode Island Greenspace Program.

2006 Honor Award for The Blackstone River Visioning Project.

1992 Merit Award for Mansfield Training School Masterplan.

### **American Society of Landscape Architects:**

2003 Merit Award in Analysis & Planning for the Buffalo Bayou Masterplan, Houston, TX.

2002 Honor Award for The South County Design Manual.

### **Rhode Island Historical Preservation and Heritage Commission:**

2002 State Historic Preservation Planning Award, for South County Watersheds Technical Planning Assistance Project.

## PROFESSIONAL REGISTRATION & ACTIVITIES

---

Massachusetts Registered Landscape Architect #976

Fellow, American Society of Landscape Architects, 2017

Member, American Institute of Certified Planners, 2000

Fellow, American Institute of Certified Planners, 2019

AICP Certified Environmental Planner, 2011

AICP Certified Urban Designer, 2011

ASLA Centennial Community Assistance Team: New England Greenway Project

Founding Member, Mill River Greenway Initiative

Massachusetts Certified Municipal Vulnerability Preparedness Provider, 2017

## EDUCATION

---

**University of Massachusetts at Amherst** - Masters in Landscape Architecture, 1987

**Hope College**, Holland, Michigan - Bachelor of Science in Biology, 1982

## DILLON SUSSMAN

Senior Associate, Planner and Community Designer

### PROFESSIONAL EXPERIENCE

---

**Dodson & Flinker, Florence, Massachusetts**

Senior Associate: 2018-Present

Senior planner, managing a wide range of projects, from regional and municipal planning projects to zoning and form-based codes. Dillon has expertise in physical planning, urban design, site design, bicycle and pedestrian planning, zoning, form-based codes, design guidelines, low impact development, tactical urbanism, healthy community design, healthy aging, health impact assessment, food system planning, and authentic community engagement and decision-making. Dillon holds a M.A. in Landscape Design in Planning from the Conway School. He has extensive experience in documentary film-making and graphic design.

### SELECTED CURRENT AND RECENT PROJECTS

---

**Downtown and Florence Masterplan & Form-Based Code** | Northampton, MA (ongoing)

**Milton Village Design Guidelines** | Milton, MA (ongoing)

**Brookline Housing Production Plan (with Barrett Planning Group and Community Circle)** | Brookline, MA (ongoing)

**Low Impact Development (LID) Regulatory Review and Revisions** | Granby, MA (ongoing), East Longmeadow, MA (2021), Blandford, MA (2021)

**Two-Family Housing Form-Based Code** | Northampton, MA (2019-2021)

**East Milton Sq. Masterplan & Zoning Strategies (with Barrett Planning Group)** | Milton, MA (2020-2021)

**Downtown Tree Plan** | Gardner, MA (2020)

**Upton Center Masterplan** | Upton, MA (2019)

**Low Impact Development (LID) Regulatory Review and Revisions** | Natick, MA (2019)

**Pelham Village Center Zoning (at Dodson & Flinker and at PVPC)** | Pelham, MA (2019, 2015-2018)

**Various Planning Projects for Williamsburg, MA: Zoning Revisions, Facilities Master Plan, Healthy Aging Plan, Village Center Improvements Demonstration Day (at PVPC)** | Williamsburg, MA (2014-2018)

**Holyoke Bicycle Network Plan (at PVPC)** | Holyoke, MA (2016)

**"Massachusetts Healthy Community Design Toolkit, Second Edition (Healthy Aging)" and "Municipal Strategies to Increase Food Access" (at PVPC)** | Massachusetts DPH (2014, 2016)

**Beacon, NY Downtown Form-Based Code (at Joel Russell Associates)** | (2012-2013)

**Poughkeepsie and Town of Llyod, NY Form-Based Codes (at Joel Russell Associates)** | (2013)

## PREVIOUS EXPERIENCE

---

Senior Planner & Urban Design Specialist, Pioneer Valley Planning Commission - Springfield, MA, 2014-2018

Planning & Design Associate, Joel Russell Associates - Northampton, MA , 2011–2014, 2017-2018

Principal, Designer & Planner, Ground Truth Design - Northampton, MA, 2008–2018

Video Producer & Editor, Monadnock Media - Sunderland, MA, 2001–2007

Associate Producer, InLight Interactive - Springfield, MA, 2000

Freelance Graphic Design, Various Clients - New York City, NY, 1999

Wayfinding Design Assistant, H Plus, Inc. - New York City, NY, 1997-1998

## AWARDS

---

Western Massachusetts Safe Routes to School Community of the Year, MassDOT Safe Routes to School, 2018  
(awarded to the Memorial School, West Springfield for work we did together)

Golden Shoe Award, Walk Boston, 2017

## SELECTED PRESENTATIONS

---

“Meaningful Community Engagement for Healthy Food Access” at the Ounce of Prevention Conference, Worcester, MA, March 2018

“Food Planing & Policy in MA Communities” at the Community Food System Conference, Boston, MA, December 2017

“Healthy Aging and Community Design” at the Western Mass Elder Care Conference, Holyoke, MA, May 2014.

“Form-Based Codes: Using Public Private Partnerships,” at the New York Planning Federation Annual Institute, Saratoga Springs, NY, April 2013 (with Joel Russell)

## AFFILIATIONS/VOLUNTEERING

---

Massachusetts Department of Public Health Determination of Need, Healthy Aging Advisory Committee, 2018-present

Massachusetts Partnership for Health Promotion and Chronic Disease Prevention, Built Environment Community of Practice, 2015-2018

Member, Northampton Zoning Revisions Committee, 2009-2011

## EDUCATION

---

### **Conway School of Landscape Design**

Master of Arts in Landscape Design and Planning, 2008

### **Vassar College**

B.A. Self-designed Major in 20th Century Art, Philosophy and Linguistics, 1997

## NATHAN BURGESS

Associate Landscape Architect & Planner  
ASLA, RLA

### PROFESSIONAL EXPERIENCE

---

**Dodson & Flinker**, Florence, Massachusetts

Senior Associate: 2019 -Present

Associate: 2013-2019

Landscape Architect and planner on projects ranging in scale from residential and commercial site design to regional planning. Professional experience includes coastal resilience planning, waterfront design, scenic landscape inventory and analysis, site assessment for affordable housing, designing educational landscapes and playgrounds, form-based zoning, community master planning, and developing public engagement games and exercises.

**Trainee, National Park Service Historic American Landscape Survey** -Washington, DC, - Summer 2013

**Internships and Externships:**

Landworks-Studio (2013); Michael Vergason Landscape Architecture (2012);

Lee & Associates (2011);

Cultural Landscape Report Fellow, UVA Office of the Architect - Charlottesville, VA Summer 2012;

Landscape Architecture Internship:

Anchor QEA - Seattle, WA, Summer 2011;

Architecture Internship: Hopke and Associates - Williamsburg, VA, Fall 2008

**American Geological Institute Communications Specialist & Assistant Designer of Earth Magazine** - Alexandria, VA, 2009-2010

### PROFESSIONAL REGISTRATION AND ACTIVITIES

---

Massachusetts Registered Landscape Architect #4241

Municipal Vulnerability Preparedness Provider - Massachusetts EEA, 2017

Member, American Society of Landscape Architects

Co-chair, Western Massachusetts Section of the Boston Society of Landscape Architects (2019-present)

### EDUCATION

---

**University of Virginia: School of Architecture**

Master of Landscape Architecture; Graduated May 2013

**The College of William & Mary**

B.S. Geology (Concentration: Environmental Geology), English

Summa Cum Laude, Phi Beta Kappa, High Honors in Geology; Graduated December 2008

## JACK SWEENEY-TAYLOR

Associate, Planner

### PROFESSIONAL EXPERIENCE

---

**Dodson & Flinker, Florence, Massachusetts**

Associate: 2021-Present

Jack works on planning and community design projects ranging from zoning for climate resilience to comprehensive plans. His background includes facilitating community-driven processes for economic development and access to open space. Jack is motivated by collaborative decision-making for land use planning, particularly for housing and open space in urban areas. He is completing his Masters of Regional Planning from UMass Amherst, and holds an M.S.Ed, with twelve years of teaching experience.

### PREVIOUS EXPERIENCE

---

**University of Massachusetts Amherst, Department of Landscape Architecture & Regional Planning, Amherst, MA**

Teaching Assistant: Writing in Landscape Architecture and Community Development, 2020-2021

Planning Studio Member, UMass Center for Economic Development, 2020

**Pioneer Valley Planning Commission, Springfield, MA**

Environment & Land Use Planning Intern, 2020

**Kestrel Land Trust, Amherst, MA**

TerraCorps Community Engagement Coordinator, 2018-2019

**Baystate Academy Charter Public School, Springfield, MA**

Founding Teacher and Coordinator of English to Speakers of Other Languages (ESOL), 2013-2019

**New York City Department of Education, PS28X and MS45X, New York, NY**

ESOL Teacher, 2006-2011

### EDUCATION

---

**University of Massachusetts Amherst**

Master of Regional Planning, Land Use and Environmental Planning Concentration, Expected September 2021

Regional Planning Book Award in Leadership

**Lehman College, City University of New York**

M.S.Ed, Teaching English to Speakers of Other Languages (TESOL), May 2009

**Brown University**

Bachelor of Arts in Comparative Literature with a focus in Latin American Literature, May 2006



February 9, 2023 | Technical Proposal | #2023-WN-002

**Town of West Newbury**

# Planning Consultant Services

MBTA Communities(3A) Zoning  
Compliance Initiative



February 9, 2023



Ms. Sue Brown, RLA, Town Planner  
Town of West Newbury  
381 Main Street,  
West Newbury, MA 01985

Re: Response to RFQ for Planning Consultant Services—MBTA Communities(3A) Zoning Compliance Initiative,  
Contract #2023-WN-002

Dear Ms. Brown:

In response to the ongoing housing crisis, the State has mandated that all MBTA Communities update their land use regulations to allow for greater density. This will increase the supply of housing and help make housing more accessible for the State's growing population. The Town of West Newbury, in responding to this mandate, will need to assess existing conditions, facilitate constructive dialogue with the community, and identify the best path forward.

To support this process, West Newbury seeks a partner with strong institutional knowledge of housing and land use in Massachusetts and a versatile set of technical skills. Bringing outstanding qualifications, our team consists of **VHB** and **Regina Villa Associates (RVA)**. Please note, VHB and RVA are both listed under the State's PRF76 On-Call. Our **trusted team** is proud to offer:

- » **Local Knowledge.** Our team knows Massachusetts. VHB was founded here, and we are headquartered in Watertown. We have offices throughout the State, and we are always engaged on projects (both large and small) in every region. Our nuanced understanding of the standard processes for permitting, planning, designing, and engineering real estate projects is a great asset for our clients statewide.
- » **Integrated Services.** In each project that VHB touches, we are able to draw upon a diverse array of capabilities. This includes predevelopment activity, such as stakeholder engagement, in-depth environmental due diligence, traffic studies, and site surveying. It also includes planning activity, such as zoning and land use assessment, district planning, concept planning at various scales, placemaking, streetscaping, and urban design guidelines. RVA will greatly complement our team in this regard, offering best-in-class stakeholder engagement strategies.
- » **Strong Track Record with State Agencies.** Our team has provided integrated planning and engineering services to many state agencies in Massachusetts. For instance, we regularly advise the MBTA, MassDOT, the Massachusetts Housing Partnership (MHP), MassDevelopment, and the Division of Capital Asset Management and Maintenance (DCAMM) through multi-year on-call service contracts.

We specialize in many project types that touch upon housing. This includes comprehensive plans and housing needs assessments. Over the past few years, our work on residential real estate has become increasingly focused on mixed-use, transit-oriented development. This type of project is a natural fit for VHB, given our strengths in transportation planning and engineering, and for RVA, given their strengths in leading public engagement campaigns. It is our pleasure to contribute to a more equitable and sustainable multimodal culture.

Leading our team is **Project Manager Luke Mitchell** and **Deputy Project Manager Julia Mintz**. Together, and supported by the proposed team, they bring significant experience leading similar projects throughout New England.

**Engineers | Scientists | Planners | Designers**

101 Walnut Street, PO Box 9151, Watertown, MA 02471

P 617.924.1770

F 617.924.2286

www.vhb.com



February 9, 2023

Page 2 of 2



In summary, we offer a **trusted team**—one with exemplary experience and a proven track record of responsiveness, innovation, and high-quality work. VHB is wholly committed to building a strong relationship with the Town of West Newbury and to the success of this project.

We are grateful for the opportunity to submit a proposal for this project, and if selected, we will deliver the quality and reliability that you require. Should you have any questions about our submission, please do not hesitate to contact me at 617.607.6335 or [lamitchell@vhb.com](mailto:lamitchell@vhb.com).

Sincerely,

VHB

A handwritten signature in black ink, appearing to read "Mark S. Junghans", with a horizontal line extending to the right from the end of the signature.

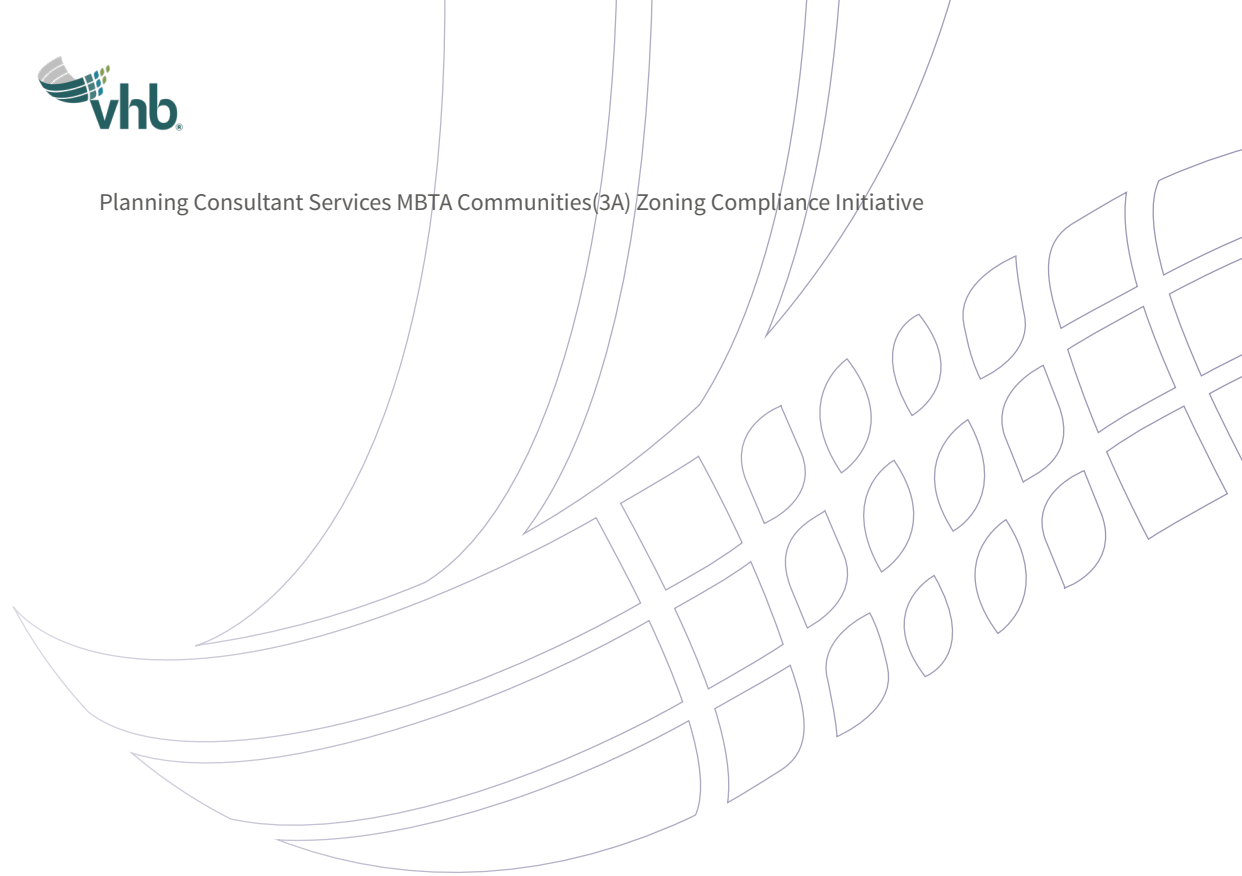
**Mark S. Junghans**

Managing Director—MA LD/P+D  
mjunghans@vhb.com

A handwritten signature in black ink, appearing to read "Luke A. Mitchell", written in a cursive style.

**Luke A. Mitchell**

Project Manager  
lamitchell@vhb.com

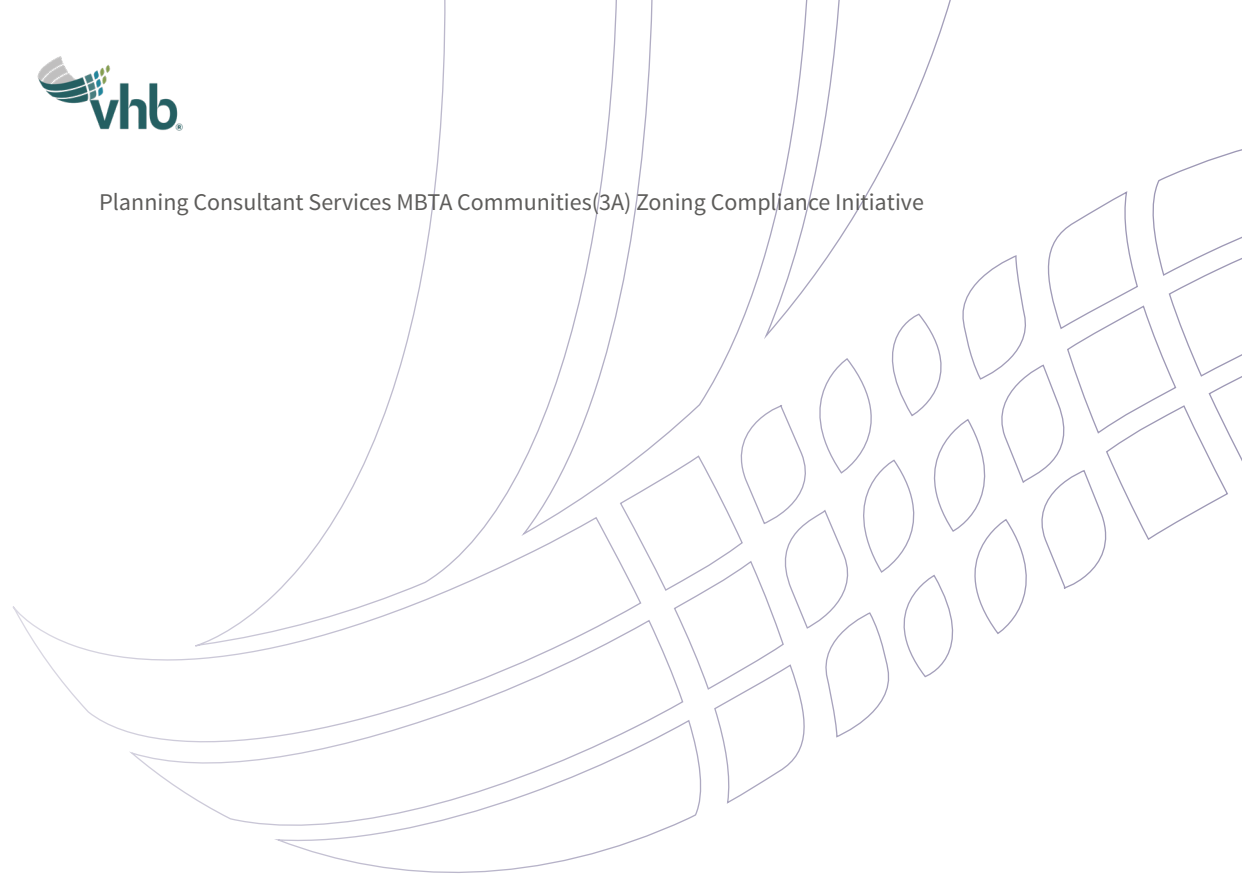


## Contents

1. Project Approach .....	1
2. Recommended Schedule and Budget by Task.....	4
3. Relevant Experience .....	6
4. Project Team .....	9



Planning Consultant Services MBTA Communities(3A) Zoning Compliance Initiative



# 1

## Project Approach

## Introduction

The current housing crisis, fueled by rising interest rates, high costs of labor and materials, restrictive zoning policies, and other factors, has impacted the entire nation. Massachusetts has been a particularly hard hit, given a high cost of living. The State's new legislation is an important step forward in making it easier for developers to build more units, more quickly.

The Department of Housing and Community Development (DHCD) has specified that West Newbury is required to amend zoning to accommodate a minimum multi-family unit capacity of 87 units. This is a relatively modest adjustment, compared to many of the state's larger cities and towns. 87 units could be accommodated in a single townhome or multi-family apartment development. Alternatively, it could be spread across several smaller developments. Yet another approach would be to perform upzoning across a swath of current single-family zoning, allowing for more incremental increases across a larger area.

The Town needs a project team that can conduct an efficient and effective public messaging and engagement campaign with the Town's residents and businesses, to ensure that their voices are heard, their concerns are understood, and their ideas are given due consideration. At the same time, the project team needs to be technically proficient in the analysis of housing, land use, zoning, infrastructure, and utilities in order to assess the residential landscape in West Newbury and help ascertain the best solution to achieving greater density without diminishing the community's quality of life.

**Our team is capable of providing all of these services.**

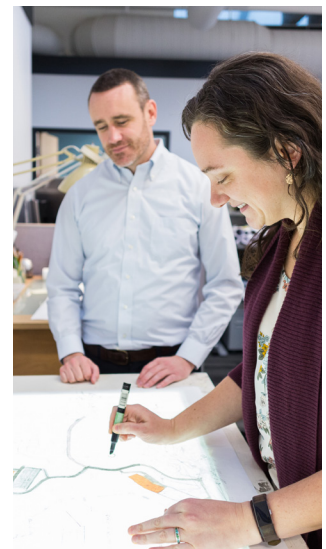
## Task 1: Getting Started

Our process will begin with foundational research on the Town's existing housing stock, businesses, roads, and utilities. Reviewing data from reliable sources, including the U.S. Census Bureau, MassGIS, the Massachusetts Housing Data Portal, Esri's Community Analyst, and CoStar real estate market data, we will construct a baseline profile of existing conditions throughout West Newbury.

During this phase, we will begin to identify which districts have the best potential for residential upzoning, based on conditions relating to grading, wetlands, utilities, and roadway infrastructure. We will build out a slide deck featuring clear and concise infographics and maps that we can later use to educate and inform the community, both online and in public workshops.

Concurrently, we will familiarize ourselves with West Newbury's current planning literature, like the 2018 Merrimack Valley Regional Housing Plan, the 2018 West Newbury Housing Production Plan, and the 2018 West Newbury Open Space and Recreation Plan, to establish an understanding of the community's vision, goals, and objectives. We will also review the Town's existing regulations, including the zoning bylaws, zoning map, and subdivision regulations.

Once our foundational research is complete and we understand the baseline conditions, we can conduct a project kickoff meeting and community tour to establish a shared understanding of key drivers and outcomes of the project.





## Task 2: Community Engagement

Regina Villa Associates will lead the public engagement portion of this scope. At the outset, we will work directly with the Town to prepare a Public Engagement Plan (PEP) to establish goals for public workshops, stakeholder sessions, pop-up events, and online interactions. We would recommend a program that includes the following community touchpoints:

**Public Event #1: Open House.** The open house format is a great way to get started. Our team will come equipped with boards, videos, and/or printed materials to introduce the community to our process, and then deploy various strategies to get people thinking, talking, and sharing ideas.

**Public Event #2: Planning Charrette.** The second event will enable community members to play a direct role in the planning process. Through group activities, breakout

discussions, and mini-workshops, residents will have the opportunity to review the zoning map, craft ideas, and propose solutions as a community.

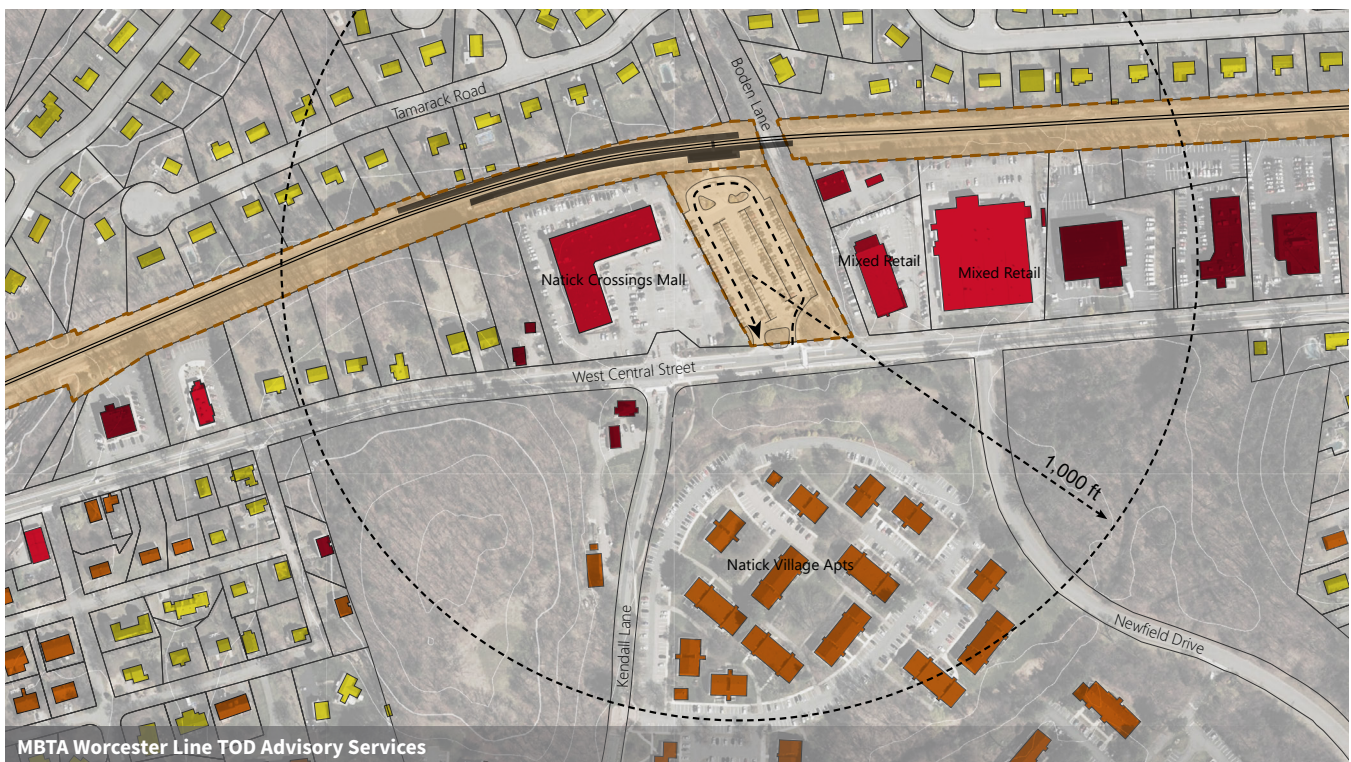
**Public Event #3: Public Presentation.** Toward the end of the process, the VHB team will present draft final recommendations to the community, and give residents a final chance to weigh in on outcomes.

In addition to these larger events, our team would suggest one or more “pop-up” engagements, wherein we are able to meet with community members at events connected to the school, local festivals, etc.

Our team will approach the public engagement campaign in an intentional, results-driven spirit, focusing on building consensus around shared goals.

## Task 3: Technical Analysis

As Regina Villa Associates carries out the public engagement campaign, VHB will perform cross-disciplinary technical analysis to inform the community on the best approach. To this end, we will prepare a baseline conditions profile, richly illustrated with tables, conceptual diagrams, photographs, and maps, to examine the Town’s existing housing inventory and capture key opportunities and constraints.



MBTA Worcester Line TOD Advisory Services

Throughout this process, we will coordinate directly with the Town’s engineers. As a cross-disciplinary planning and engineering firm, VHB staff can advise the Town in relation to all utilities, including drinking water.

Informed by this analysis, VHB will identify a shortlist of candidate districts for residential upzoning, laying out alternative scenarios and itemizing each one’s relative advantages and disadvantages. In order to best facilitate the dialogue around these options, VHB will visualize each scenario with 2D and 3D graphics, drawing upon our robust experience working on similar exercises throughout the State.

VHB and Regina Villa will work together to present these options to the community, assess feedback, and coordinate with Town staff to define the community’s preferred solution. The project team will verify the plan using the Massachusetts Bay Transportation Authority (MBTA) Communities Compliance Model, and establish a course of action to amend local land use regulations.

### Task 4: Zoning Amendment

The project team, having assessed existing conditions and public sentiment, will identify the Town’s preferred zoning solution and advise the Town on making it a reality.

Currently, almost all of West Newbury is zoned for low-density residential development, with the exception of the business district, the industrial district, and a photovoltaic (PV) panel overlay district. Within the Town’s three types of residential zoning, many parcels are already afforded the ability to accommodate three-or-four-unit structures by special permit.

The project team will review this framework in detail, in addition to the Town’s subdivision regulations, to identify existing barriers to as-of-right multi-family development and craft amendment language that directly addresses these barriers. VHB will coordinate with the Town’s planning staff, Town Counsel, and other stakeholders as needed to determine the ideal approach (e.g., amending the regulations on existing zones, establishing new zones, or creating a new overlay district) and prepare new language as needed.

Within this amendment narrative, the Team will address all questions relating to use, intensity, location, exceptions, etc. as requested in the RFQ. Finally, the project team will support the Town Planner in preparing for and facilitating the Public Hearing and Town Meeting.







# 2

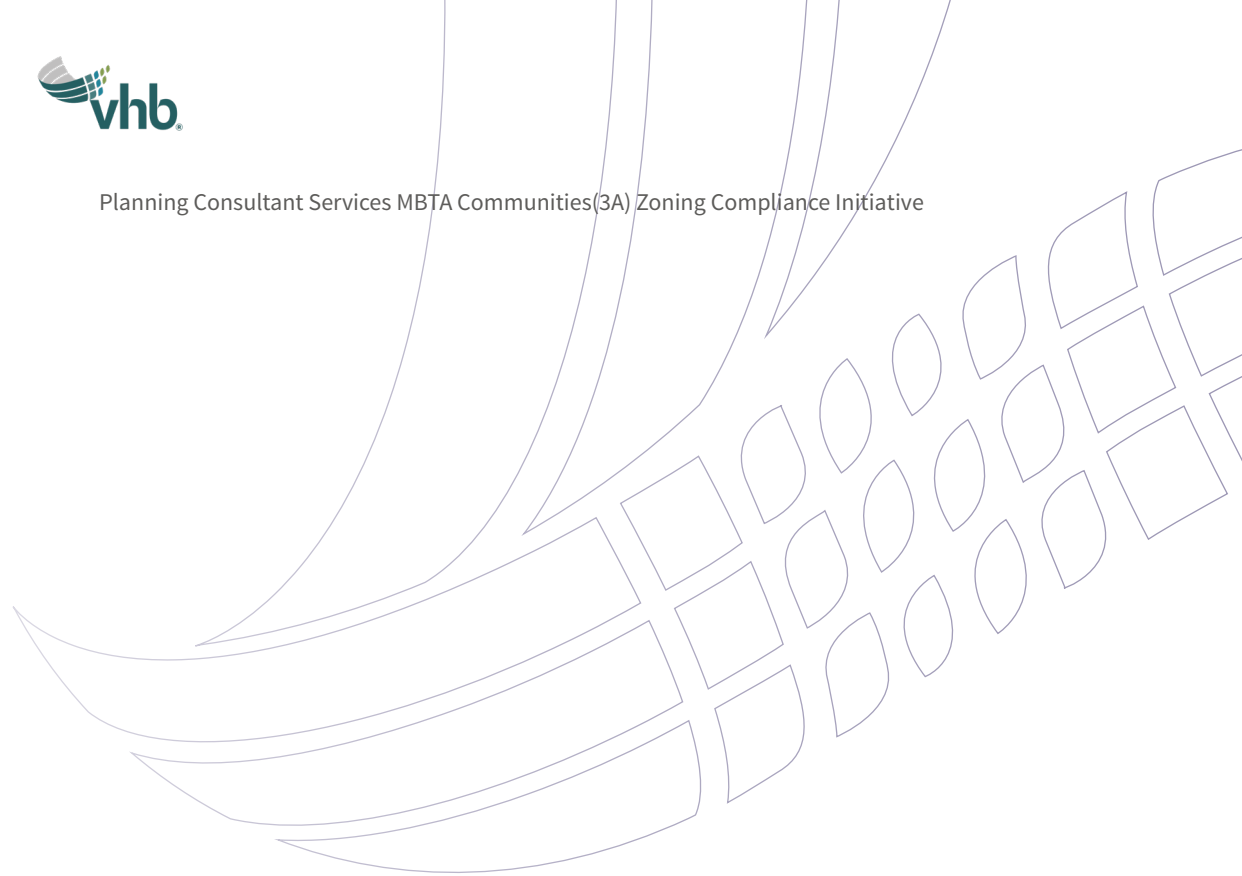
## Recommended Budget and Schedule by Task

In accordance with the RFQ, VHB's recommended budget and schedule by task can be found on the following page.

## Project Schedule and Budget

	Year 1												Year 2				Labor Fee
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	
<b>1. Getting Started</b>																	\$7,300
Foundational Research and Review of Existing Plans		█	█	█													
Kickoff Meeting, Community Tour, and Staff Training			█	█													
<b>2. Community Engagement</b>																	\$25,200
Prepare Public Engagement Plan			█	█	█												
Stakeholder Sessions with Town Staff (up to 3)			█	█	█												
Development of Online Materials			█	█	█												
Public Meeting #1 (Open House)						█											
Public Meeting #2 (Charrette)								█									
Public Meeting #3 (Public Presentation)											█						
<b>3. Technical Analysis</b>																	\$26,700
Perform Regulatory Review (Zoning, Subdivision Regs, etc.)		█	█	█													
Map Existing Conditions (Housing, Infrastructure, etc.)		█	█	█	█												
Define Candidate Districts					█	█	█	█									
Coordinate with Town Engineers			█	█	█	█											
Outline Required Regulatory Changes						█	█	█	█								
Prepare and Present Density Visualizations							█	█	█								
Utilize the MBTA Communities Compliance Model								█	█	█							
Generate Memorandum of Findings and Recommendations									█	█	█						
<b>4. Zoning Amendment</b>																	\$14,000
Translate Proposed District Requirements into Amendment(s)											█	█	█				
Identify Potential Conflicts in Existing Regulations												█	█	█			
Prepare Amendment(s)												█	█	█			
Support Town Planner in Finalizing the Amendment(s)														█	█	█	█
<b>5. Labor Fees</b>																	
Labor Fee																	\$73,200
Expenses																	\$1,500
<b>Total Labor and Expenses</b>																	<b>\$74,700</b>





In addition to the experiences listed on the following page, the project team has also worked on numerous similar projects including:

- » Route 20 & Route 32 Transportation Corridor Study, Palmer, MA
- » Town of Westborough Master Plan, Westborough, MA
- » Kelley Square Improvement Project, Worcester, MA

# 3

## Relevant Experience

Client satisfaction is at the forefront of any project the VHB team takes on and we pride ourselves on the strong connections developed with our clients. We have been leading high-profile planning projects for 40 years. The VHB team is pleased to be supported by subconsultant Regina Villa Associates (RVA), who is certified by the Commonwealth of Massachusetts under PRF70—Advertising, Marketing and Event Planning Services and PRF76 in the categories of Program Development, Organizational and Strategic Planning Services, Health and Human Services, and Professional Development. Working alongside our clients and relevant stakeholders provides us with the opportunity to assist in the enhancement of our communities so that they continue to be places where people from diverse backgrounds want to live, work, and play. Please see the following pages for our team’s most relevant project samples.



## Route 128/I-95 Corridor Land Use and Transportation Study

### Route 128/I-95, Massachusetts

#### Client

MassDOT

#### VHB Schedule

Start: December 2021  
Ongoing

The Route 128/I-95 Corridor Land Use and Transportation Study will establish the future land use, housing, and economic development assumptions for the segment of Route 128/I-95 between Newton-Lexington. Route 128 is one of Massachusetts' most active development hubs for commercial office space and R&D/life science users. The study will develop and analyze alternatives, present policy and infrastructure recommendations, and develop an implementation plan to advance this corridor into the future.

Our team is also preparing an assessment of existing land use and transportation conditions along this corridor and preparing recommendations to strengthen the corridor for future development. These risk factor assessments will be used to help inform an assessment of the various land use and transportation alternatives developed along the corridor for MassDOT.

As part of the overall project, VHB is advising the five municipalities within the study area on the need for mixed-use development, including multi-family rental buildings. The corridor is currently oversubscribed to commercial development, which carries economic risks relative to shifts in market demand. In light of the State's new multi-family residential zoning legislation, these municipalities are considering the feasibility of residential development along the corridor.

To see the virtual meeting room and public outreach materials developed for this project, please visit: <https://vmr.vhb.com/v/YbjNeYwnzA7>



## Civic Engagement for MassDOT/MBTA’s South Coast Rail

### Client

Massachusetts  
Department of  
Transportation  
(MassDOT)/  
Massachusetts Bay  
Transportation  
Authority (MBTA)

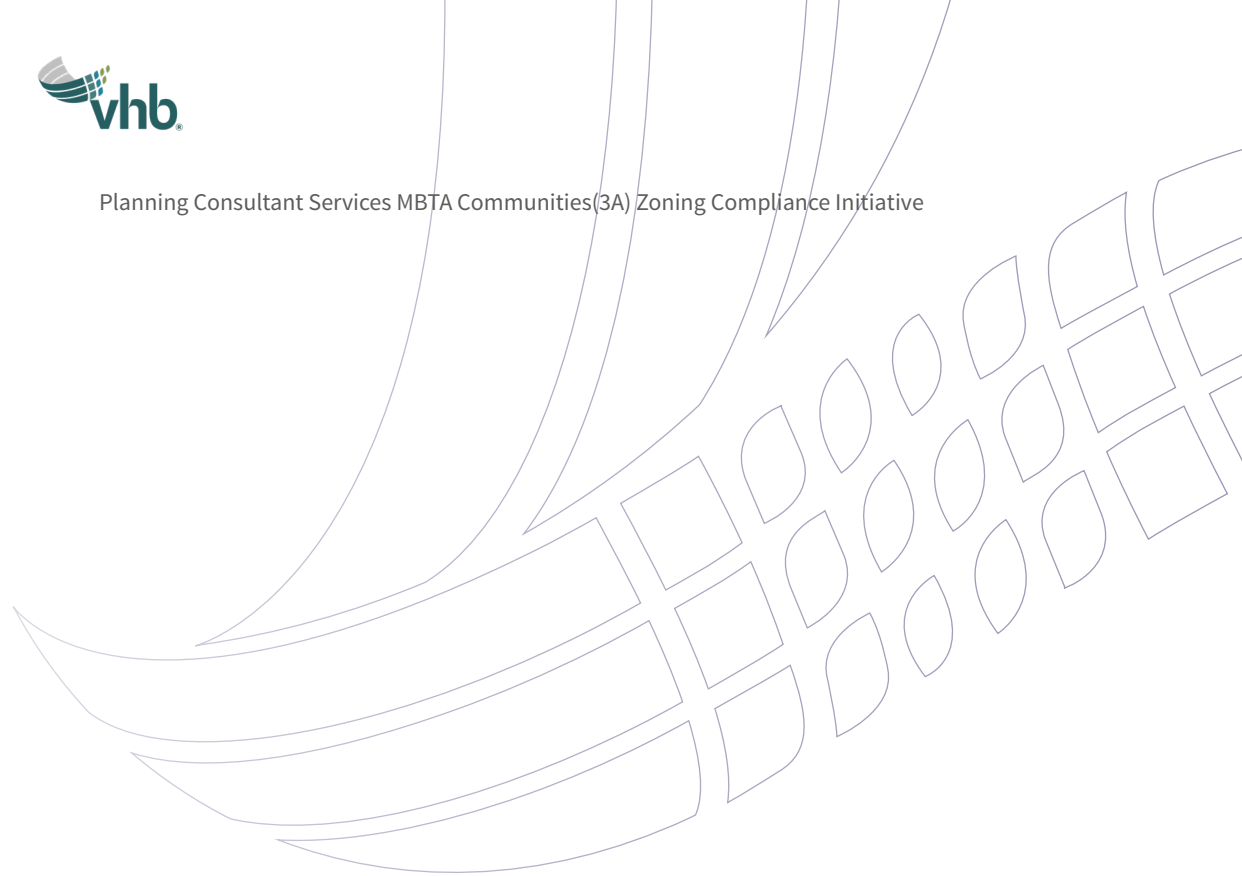
**Purpose and Need:** Between 1845–1893, railroads crisscrossed southeastern Massachusetts, connecting the large and small communities of the region to Boston and New York. Rail service began to decline in the region in the early 20<sup>th</sup> century and failed completely by 1959. The cities of Taunton, Fall River, and New Bedford and towns across the region turned to highways. However, highway congestion grew until the typical commute to the Boston area began to take 90–120 minutes. The first serious study to restore rail service to southeastern Massachusetts was published in January 1990 but it did not advance. Governors Romney and Patrick took steps to move the proposed South Coast Rail (SCR) project forward, replacing aging railroad bridges and completing environmental and early design work. The Baker-Polito Administration sealed the promise with a two-phase restoration plan. Phase 1 is fully funded and construction is underway, with revenue service planned for late 2023.

The project will address long-standing transportation inequity, encourage economic development, foster job creation, and connect people with affordable housing options while protecting the natural environment. RVA assisted in development of the *South Coast Rail Corridor Plan* to help SCR communities prepare for commuter rail service. RVA initially planned and staffed a robust civic engagement campaign for the planning phase of the project, then transitioned to the supporting Design, Engineering and program management/construction management (PM/CM) Services with the MBTA.

**Project Status:** In the second year of the SCR project's construction, RVA leads an outreach team that manages project communication, moderates briefings and public meetings, responds to inquiries and issues raised by construction, develops presentations and meeting scripts, and tracks issues and concerns. A robust outreach plan and dedicated team and partners bring social media and weekly updates to the communities that are looking forward to the rail service.

**Results and Verification:** A robust and transparent engagement process has helped advance the SCR project after 30 years of discussions. When the MBTA developed the concept of phasing the service, the outreach team went to the public and laid out the case clearly and effectively. This theme continues during construction as the outreach team keeps communities, abutters, and agencies informed about construction progress, potential impacts, and the prospect of service in two short years.

For more information, please visit: <http://mass.gov/southcoastrail>



# 4

## Project Team

The VHB project team will be led by **Project Manager Luke Mitchell**, who will serve as the primary point of contact for the Town of Newbury. Working closely with Luke will be **Deputy Project Manager Julia Mintz**, a VHB Land Planner/Urban Designer.

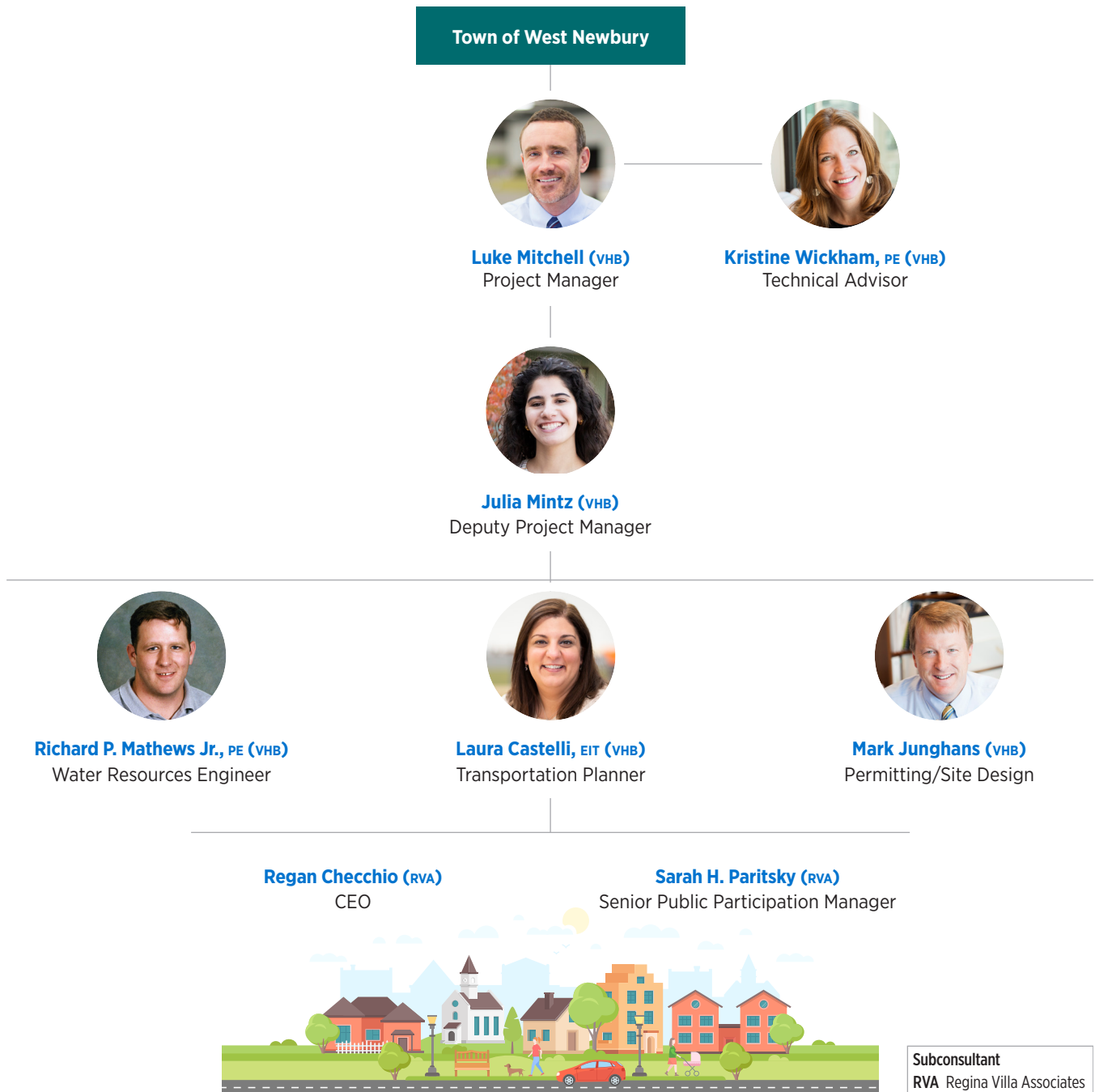
VHB is an integrated, multidisciplinary firm including planners, designers, engineers, and scientists. We are proud to be based in Massachusetts, where we have been leading high-profile planning projects for 40 years. Given our significant experience advising state agencies like the MBTA, MassDOT, the Massachusetts Housing Partnership, and MassDevelopment, combined with the advisory services we provide to municipalities statewide, we are well suited to advise the Town of West Newbury on amending its regulatory framework to comply with state law and embrace higher density housing.

VHB is partnering with the Massachusetts-based firm **Regina Villa Associates (RVA)**, who has provided public and private sector clients with strategic campaigns and marketing, event management, and public involvement programs in Massachusetts and New England for 44 years. The firm has been a certified Women Business Enterprise (WBE) in Massachusetts for more than 25 years and is also a Disadvantaged Business Enterprise (DBE). RVA focuses on engagement, policy, and management in the areas of the environment, transportation,

infrastructure, and public health. RVA has developed and implemented more than 200 public involvement and public relations strategies that include working groups, public meetings, and charrettes.

VHB and Regina Villa, having collaborated on dozens of planning projects throughout the state and region, are thrilled by the opportunity to advise the Town of West Newbury on compliance with the multi-family zoning legislation.

Our team is amenable to the general scope and approach that the Town specifies in the RFQ.



## Luke A. Mitchell

Project Manager



### Education

MA, City Planning, University of Pennsylvania, 2010

BS, Geography, Vassar College, 2002

Luke is a city planner, urban designer, and project manager in VHB's Watertown, Massachusetts, office, where he applies his skills and experience across a variety of service lines. His project management experience includes comprehensive master planning, land use and zoning, market analysis, economic development, public-private partnerships, stakeholder engagement, and fully integrated Owner's Representative services. Luke's focus is on strengthening his clients' ability to access funds, mobilize urban projects, and transform communities. Luke has provided advisory services to government agencies, developers, and institutions, and has worked throughout the Northeast, in addition to a variety of countries across Europe and Asia.

### *20 years of professional experience*

#### **South Coast Rail Project, Fall River and New Bedford, MA**

The South Coast Rail (SCR) project is an initiative of Massachusetts Department of Transportation (MassDOT), implemented through the Massachusetts Bay Transportation Authority (MBTA). The purpose of the project is "to more fully meet the existing and future demand for public transportation between Fall River/New Bedford and Boston, Massachusetts, and to enhance regional mobility while supporting smart growth planning and development strategies in the affected communities." Luke's role was to explore the impact of new stations on New Bedford's neighborhoods, and explore opportunities for transit-oriented development at each station location.

#### **Route 128 Corridor Land Use and Transportation Study, Rt. 128, MA**

Route 128, between Interstate 90 and Route 2, is one of Massachusetts' most active development hubs for commercial office space and R&D. VHB is preparing an assessment of existing conditions along this corridor and preparing recommendations to strengthen the corridor for future development. Luke is leading the Land Use and Economic Development assessments and will develop a series of short-term and long-term recommendations for the five towns constituting the regional study area.

#### **Planning for Transit-Oriented Development, Portland, ME**

The City of Portland, Maine, is considering relocating a regional transit hub to position it closer to the City's downtown area. Luke developed concept plans at alternative locations, taking each site's existing land use regulatory framework and existing conditions into account. At the end of the process, the City was provided with a series of diagrams and 3D illustrations depicting potential future build-out at each alternative location.

#### **Westborough Master Plan, Westborough, MA**

Luke played a central role in the VHB team's preparation of an updated Master Plan for the Town of Westborough. Working closely with the Planning Board and various committees, VHB facilitated an efficient process of defining the Town's planning needs and priorities. Residents, business leaders, and other stakeholders all had avenues for making their voices heard and shaping key process outcomes. Luke's role was to lead the Housing and Economic Development chapters of the updated Master Plan





## Luke A. Mitchell

### **Somerset Comprehensive Master Plan and Economic Development Plan, Somerset, MA**

Luke worked with the Town of Somerset on a Comprehensive Master Plan, and, subsequently, led an Economic Development Plan and Rezoning Advisory exercise that will help realize long-term objectives and enhance the quality of life for the Somerset community. Luke worked closely with the community to define priorities, identify core challenges, and establish land use and urban design strategies that will benefit the community for decades. To provide an open and inclusive process, VHB used a variety of communication channels, including a series of on-site stakeholder interviews, focused work sessions, and public forums.

### **Station Area Improvements, Middleborough, MA**

The Town of Middleborough will be significantly impacted by the introduction of a new train station, as part of the South Coast Rail megaproject. Luke worked with the Town and community stakeholders to develop strategies to mitigate this impact. The team focused on roadways, sidewalks, signals, and other infrastructure to support a safe and efficient multimodal environment surrounding the new station that smooths the transition and encourages visitors to spend time in the Town's historic center.

### **French River TIF District, Dudley and Webster, MA**

Luke worked with the Town of Dudley, the Town of Webster, and the Department of Housing and Community Development to establish the French River tax increment financing (TIF) District, encompassing 63 properties on either side of the French River. The TIF District will allow for the preservation and redevelopment of the Stevens Mill, a significant and beautiful historic asset. It will foster a cohesive community by providing public amenities for all residents, including restored access to the French River. And it will help all residents feel comfortable living and working in Dudley, where housing is both modern and affordable, and where increased residential density will support the growth of new businesses.

### **Underutilized Properties Grant for Stevens Mill, Dudley, MA**

Luke worked with the owners of the Stevens Mill, and leaders from the Town of Dudley, to prepare an application for a \$900,000 Underutilized Properties grant from MassDevelopment. The grant was awarded in Fall 2022, which will help to make this previously infeasible project feasible. In addition to assisting with this grant, Luke is helping to coordinate the owners' pursuit of a MassDevelopment-controlled Property Assessed Clean Energy (PACE) Loan.

### **Rose Kennedy Greenway State of Good Repair, Boston, MA**

The Rose Kennedy Greenway is one of the most prized open space amenities in the City of Boston. The Greenway Conservancy engaged VHB to build an asset inventory and perform a physical conditions assessment. Luke led this expansive effort, which included interactions with the Greenway Business Improvement District (BID) and other stakeholders, to document conditions, evaluate needs, and recommend capital planning strategies.



## Julia Mintz

Deputy Project Manager



Julia is an urban planner and geographer in VHB's Watertown, Massachusetts, office, where she applies her experience in city planning, urban design, and applied sustainability. She merges her skills in conducting land use assessments and spatial analysis with her passion for collaborating with communities to advance viable and integrative solutions to pressing urban and environmental challenges and foster economic and social equity.

### Education

GCert, Applied Sustainability,  
Boston University Metropolitan  
College, 2021

MUP, City Planning, Boston  
University Metropolitan College,  
2021

BA, Geography, State University  
of New York, 2019

### Affiliations/Memberships

Green Cambridge

### *1 year of professional experience*

#### **Hanover Sustainability Master Plan, Hanover, NH**

Julia is working with VHB's planning and urban design and environmental planning teams to evaluate the Town of Hanover's challenges and opportunities related to economic development and housing. Julia assessed the health of the Town's commercial and housing markets, analyzing key indicators over time and against regional and national trends and identifying opportunities for expanding affordable housing. Julia also assisted with conducting public meetings.

#### **Town of Dedham Wigwam Pond Public Access and Recreation Plan, Dedham, MA**

Julia is working with VHB's landscape architecture team to create a public access and recreation plan for Wigwam Pond. She analyzed existing site conditions and developed an Esri StoryMap mapping land use, topography, multimodal networks, and amenities. Julia also assists with community outreach, conducting public meetings, and creating engagement materials and surveys.

#### **Allen House Redevelopment Plan, Pittsfield, MA**

Julia worked with VHB's urban design team to create several concept plans showing how Pittsfield's historic Allen House could be redeveloped or reused. She evaluated site opportunities and constraints by assessing existing conditions, including zoning, land use, infrastructure, historical and cultural context, and local and regional connectivity factors. Julia also assisted in stakeholder engagement and developing design concepts to enhance the property's marketability while maintaining its historic character.

#### **Norfolk County Economic Development Funding Analysis, Norfolk County, MA**

Julia worked with VHB's urban planning and design team to research existing market conditions surrounding a series of MBTA stations to inform the prioritization of funding for station area improvement projects enhancing transit-oriented development. Julia mapped and analyzed the existing contexts of each station, including surrounding landuses and zoning districts, current and projected trends in real estate market conditions, and proposed projects in proximity to these stations.

#### **Route 128 Corridor Land Use and Transportation Study, Route 128, MA**

Route 128, between Interstate 90 and Route 2, is one of Massachusetts' most active development hubs for commercial office space and R&D. Julia worked with VHB's planning and urban design team to prepare an assessment of existing conditions along this corridor, identifying challenges and opportunities for the corridor for future development. Julia assessed current economic, zoning, and land use conditions within the study area using CoStar, U.S. Census, and GIS data.



## Julia Mintz

### **MaineDOT Active Transportation Plan, Augusta, ME**

Julia worked with VHB's transportation team supporting the development of a Statewide Active Transportation Plan for the Maine Department of Transportation. She assessed Maine's existing and planned active transportation (AT) infrastructure across urbanized and rural contexts. This work included evaluating the potential of AT infrastructure improvements along roadway and rail corridors, conducting spatial analyses of AT networks and destinations, and researching usage trends across different modes of AT.

### **Freight Data Analysis, Boston, MA**

Julia worked with VHB's planning and urban design and GIS teams to analyze Massachusetts' warehouse and distribution centers network and evaluate freight traffic opportunities from the New York City market to New England. Julia conducted a market analysis using CoStar data to map and assess trends in the Massachusetts market for these properties within a set driveshed around the Port of Boston's Conley Terminal operated by Massport.

### **Route 20 Conceptual Site Planning, Charlton, MA**

Working with VHB's urban planning and design team, Julia analyzed several underutilized parcels along Route 20 in Charlton to determine their highest and best use in creating a pedestrian-friendly corridor and facilitating economic development. Julia analyzed environmental constraints along the corridor, mapping resource areas proximal to the parcels, and identified permitting and design requirements for new development.

### **Town of Palmer Comprehensive Master Plan, Palmer, MA**

Julia worked with VHB's environmental planning team to map the Town of Palmer's utility infrastructure. She created a comprehensive map with overlays of the Town's utility lines and zoning districts. Julia also assessed past and updated utility maps, identifying changes in the Town's utility networks over time.

## Kristine Wickham, PE

Technical Advisor



### Education

BS, Civil & Environmental  
Engineering, Clarkson  
University, 1989

### Registrations/Certifications

Professional Engineer (Civil),  
MA, 06/2022 (reg# 41401)

Professional Engineer, NJ,  
04/2024 (reg# 39359)

### Affiliations/Memberships

American Council of  
Engineering Companies,  
Boston

**Kristine, a Principal and New England Transportation Market Leader, has extensive experience in the planning, design, environmental review, and management of transportation system expansion and rehabilitation projects. Her focus for more than 30 years has been on—managing and delivering programs for large-scale and complex transportation projects to help clients, such as the MBTA and MassDOT, achieve their goals. Kristine’s experience has helped to make these projects successful by improving mobility, connectivity, and accessibility for communities. In her role working with the MBTA, Kristine serves as the interface between VHB’s private and public sector practices, striving to ensure that private clients and municipalities understand the MBTA’s needs when developing near or around MBTA facilities. She has supported both the MBTA and private clients on projects and understands how to work with communities and developers to create “win-wins” for the region. Her experience with the MBTA and MassDOT in this role has given Kristine a unique insight and perspective that is unmatched by others.**

*34 years of professional experience*

### **MassDOT Statewide Transportation Long-Range Plan, Beyond Mobility**

Kristine is serving as Project Advisor supporting Beyond Mobility, the Massachusetts 2050 Transportation Plan—a statewide planning process that guides transportation decision-making and investments throughout the Commonwealth. VHB’s role in the effort is to compile needs from a series of plan and policy reviews, extensive coordination internal to MassDOT and with all 13 metropolitan planning organizations (MPO’s), and data analysis filtered through the lens of equity and resiliency to drive the development of problem statements.

### **MBTA, Commuter Rail Vision, Boston, MA**

Kristine was the Project Manager to identify cost-effective strategies to transform the MBTA’s existing Commuter Rail system to better support improved mobility and economic competitiveness in the Boston region. The study included an analysis of the existing system and lessons learned from domestic and international peer systems, and the identification of alternative visions for the future system, including elements such as electrification, alternative rolling stock technologies, and urban/regional rail. A thorough evaluation of the costs, ridership potential, and operational feasibility of these alternatives, as well as a comprehensive outreach program, informed the ultimate vision for the future of the MBTA rail system.

### **MassDOT, Lynn Transit Action Plan, Lynn, MA**

Kristine was the Principal-in-Charge for the Lynn Transit Action Plan, which is identifying strategies for faster, more reliable transit services for the residents of Lynn. Kristine had oversight of a multidisciplinary team that coordinated with residents and stakeholders to design a public transit approach to better meet the needs of the residents. The multimodal analysis addressed the unique transit demands of this diverse community while accommodating future growth. This project resulted in a plan with near- and long-term recommendations and a defined path to implementation.



### **Kristine Wickham, PE**

#### **MassDOT, Office of Transportation Planning On-Call Contract, Statewide, MA**

Kristine is Project Manager for the MassDOT's consultant on consecutive on-call contracts since 2014 and has completed numerous assignments, including the Cape Rail Feasibility Study; the Transit Density Study; the Mass Central Rail Trail Feasibility Study; the Green Line Extension - College Avenue to Mystic Valley Parkway Alternatives Analysis (AA) and Environmental Notification Form (ENF); the Fairmount Operations Analysis; the MBTA Maintenance Facility Capacity Assessment; and the MBTA Fare Payment and Validation Study.

#### **MBTA, Newton Stations Conceptual Study and Final Design, Newton, MA**

Kristine is the Principal-in-Charge for the feasibility study and final design to upgrade the three existing MBTA Worcester Line commuter rail stations in Newton, for accessibility and operational efficiency improvements. The study included the development of design alternatives and assessment of costs and operational impacts/benefits of each alternative.

#### **MassDOT, Green Line Extension College Avenue to Mystic Valley Parkway AA and NPC, Medford, MA**

Kristine was Principal-in-Charge, working with MassDOT and the MBTA, to advance the conceptual planning and environmental impact evaluation of the proposed Green Line Extension from its current terminus at College Avenue to the Mystic Valley Parkway, leading to the development and filing of a Notice of Project Change (NPC) for the Federal Transit Administration (FTA). This work was subsequent to the original filings related to the Green Line Extension project and was developed to advance the additional segment of the project that had been paused due to fiscal constraints. Work elements included schematic design of track, structures and stations; alternatives analysis; impacts analysis; agency coordination; public outreach; and preparation and distribution of the NPC.

#### **MBTA, South Attleboro Station Improvement Plan, South Attleboro, MA**

Kristine was Principal-in-Charge of a needs assessment and alternatives analysis for multi-modal facility and station improvements, including improvements to pedestrian access, vehicular access, site circulation, and transit connectivity. VHB developed and evaluated various station improvement concepts, preparing potential design alternatives for differing levels of investment, ranging from the minimum investment needed to achieve a state of good repair to a higher-level investment needed to achieve a modernized and fully accessible station.

#### **MBTA, Railroad Operations (RROs) General Engineering Contract, Boston, MA**

Having held several general engineering contracts with the MBTA's Railroad Operations (RROs) Directorate over numerous years, Kristine has been the Project Manager for several assignments, including State of the Services: Commuter Rail and Water Transportation. VHB worked with RROs to develop a presentation summarizing the "State of the Service" of the commuter rail system for decision-makers who support necessary funding for system maintenance and capital improvements. Kristine was the Project Manager for this task that focused on the MBTA's commuter rail system, including extensive information on the system's infrastructure, accessibility, ridership, parking utilization, rolling stock, revenues, costs, operations, on-time performance, issues, and capital needs. Supplemental materials summarizing the MBTA's current commuter rail assets were also developed for use and distribution within RROs. The MBTA subsequently had VHB prepare a similar "State of Service" presentation for the water transportation system.

## Mark S. Junghans

Permitting/Site Design



**A Principal in VHB's Boston Integrated Services Team, Mark specializes in the design and permitting of urban building projects in Boston and Cambridge. He is a resource for Article 80 permitting, Public Improvement Commission Permitting, Boston Water and Sewer Commission design and permitting, and site and infrastructure engineering.**

*36 years of professional experience*

### Education

BS, Civil Engineering,  
Northeastern University, 1987

### Affiliations/Memberships

NAIOP Commercial Real Estate  
Development Association

Urban Land Institute, Boston/  
New England

### Olmsted Green, Boston, MA

Mark was VHB's Project Manager for the design and permitting of the new public roads, utility systems, and site design of a unique 42-acre redevelopment on the former Boston State Hospital site in the Mattapan neighborhood of Boston for a project proposed by Lena New Boston, a partnership between New Boston Fund and the Lena Park CDC. The development incorporated workforce housing, affordable housing, a community center, facilities for the Department of Mental health, and two elder care/assisted living centers. The project was designed to make full use of low-impact development (LID) design principles through the siting of homes, integration of a distributed stormwater management system that provides exceptional infiltration facilities use of rain gardens, and use of permeable pavement. The site also features walking trails, a new public roadway system, and supporting utility systems. The project required extensive coordination with city agencies on the development of the design including the Public Improvement Commission, Boston Public Works Department, Boston Water and Sewer Commission, Boston Parks Department, Boston Lighting Department, and Boston Transportation Department. As Principal-in-Charge, Mark continues to oversee ongoing improvements at the site. This project is being built in phases and the next phase is currently under design.

### Boston Edison L Street Station Redevelopment, Boston, MA

Mark is working with Hilco and Redgate Development Partners to oversee redevelopment efforts for the former Boston Edison L Street Station in South Boston. The 15-acre site is located along the Reserved Channel in the South Boston Designated Port area, with a portion of the site located on filled tidelands subject to Chapter 91 licensing jurisdiction. VHB will provide initial due diligence services for the project, as well as permitting, civil engineering, and transportation services for future redevelopment plans. The project will be subject to review under the Massachusetts Environmental Policy Act (MEPA), Large Project Review under Article 80B of the City of Boston Zoning Code and will require a new Chapter 91 license from the Massachusetts Department of Environmental Protection. While potential plans for the site are still in development, the current vision for the site is to transform the former power generation facility into a publicly accessible mixed-use, live/work/play redevelopment, offering modern amenities and facilities that are respectful of the historical significance of the site's industrial past.



## Mark S. Junghans

### **Goddard House Renovation and Redevelopment, Boston, MA**

Mark is the Project Manager and Principal-in-Charge of a project that takes advantage of and preserves the historic Goddard House at 201-205 South Huntington Avenue in Boston's Jamaica Plain neighborhood. Working with Eden Properties and Samuels & Associates to construct an additional free-standing multi-family building on the site to create 167 deeply needed dwelling units, including affordable apartments. This is a true transit-oriented development, emphasizing public transportation, walking, and cycling over the use of private automobiles, and a very limited parking supply is planned.

### **The Continuum, Boston, MA**

Mark was the Project Manager for The Continuum, a 350,000 SF development featuring mixed-use, residential, and retail on a 2.67-acre parcel at the intersection of North Harvard Street and Western Avenue. The project includes approximately 325 rental residential units in two buildings, 45,000 SF of ground-floor retail and restaurant space, 180 below-grade parking spaces, and 41 on-street parking spaces on two new streets created within the project site. The project also includes 3,600 SF of new public open space. VHB provided transportation, site/civil engineering, and permitting/entitlement services in support of this development.

### **The Van Ness, Boston, MA**

The Van Ness project takes the urban village redefinition of the Fenway to the next level by bringing big-box retail, office, and residential together in a single building. The site design was challenging because it needed to balance the operational needs of the primary retail tenant, Target, with a tight urban site while activating as much of the site frontage as possible with smaller retail, restaurant spaces, and lobby spaces for residential and office towers above. The project included a redesign of the Boylston Street corridor in concert with the Boston Transportation Department which included the location of bike lanes and accommodations and substantial upgrades to the pedestrian environment. VHB provided entitlement permitting, site engineering, and transportation engineering for this project. Mark was VHB's overall Project Manager and Principal-in-Charge acting as the liaison with regulatory agencies. This project is complete and open and has been highly successful for its developer, Samuels Associates.

### **Pine Hills Community, Plymouth, MA**

Mark was the Project Manager for master plan preparation and site and environmental engineering of a newly planned mixed-use community utilizing innovative land use with a focus on the protection of natural features of a 3,000-acre site in Plymouth. The project includes over 2,800 homes, four golf courses, and upwards of 2.4M SF of commercial uses including a conference center, lodging, assisted living, small-scale retail, office space, and potential research and development. Project challenges included the preservation of the unique environment, integration of sustainable design principles, and development of a design and development pattern that respects the historic integrity of the site. The project design utilizes clustering to maximize open space and produce a comprehensive analysis of on-site natural resources. The site was designed to provide 2,000 acres of open space, provide residential configurations that extensively interface with open spaces, a commercial center modeled after a traditional New England village, ponds, trail systems, and wildlife corridors.

## Laura M. Castelli, EIT

Transportation Planner



### Education

BS, Civil Engineering, University of Massachusetts Amherst, 1999

### Affiliations/Memberships

Institute of Transportation Engineers

**Laura leads complex transportation planning and corridor studies, multimodal transportation plans, community and institutional master plans, and transportation tasks related to National Environmental Policy Act (NEPA) permitting efforts. She understands the interrelationship among traffic, pedestrian, transit, and bicycle operations and works to balance these considerations to deliver plans that enhance safety and mobility while providing economic development opportunities. Laura has extensive experience with public agencies at the municipal, state, and federal levels and with public outreach. She is a Project Manager with VHB's Transportation Systems Group.**

### *23 years of professional experience*

#### **MassDOT Complete Streets Policy, Statewide Massachusetts**

Laura was Task Manager for this project in which VHB provided policy support to MassDOT and developed the State's Complete Street guidance documentation. The documentation presents the background and description of the program, requirements for model municipal policy development, MassDOT's policy scoring system, and guidance on how municipalities can implement CS principles throughout infrastructure improvement activities, such as network gap analysis, municipal roadway maintenance/rehabilitation practices, and private development review. Laura assisted VHB's Applied Technology team in developing an online web portal for municipalities to apply for funding and track status of their projects and those in surrounding communities. Laura has since assisted several municipalities in developing Complete Streets Prioritization Plans, requesting and securing funding for complete streets projects.

#### **MassDOT, 2006 Project Development and Design Guide, Massachusetts**

For the Massachusetts Highway Department (now the Massachusetts Department of Transportation), Laura drafted and edited chapters of a new guidebook to replace MassHighway's existing Design Manual. The new guide features context-sensitive approaches to project development and multimodal transportation facility design (focusing on designing all roadway corridors from the outside in with emphasis on accommodations for bicycles and pedestrians), plan production, and a number of other topics, and provides focus on defining inter-agency and public/private roles while also clearly illustrating design issues and tradeoffs encountered on most projects. Extensive public outreach included a mix of state agencies, local governments, and specific interest groups as well as the formation of a guidebook task force.

#### **MassDOT, weMOVE Massachusetts Statewide Multimodal Plan, Massachusetts**

As Task Manager for the transportation modes of highway, transit, aeronautics, and marine, Laura assisted in developing a transparent, data- and needs-driven process for allocating MassDOT's limited resources toward a long-range transportation plan. The primary task was interviewing staff from MassDOT and from cooperating agencies regarding best practices and areas that need improvement when determining project funding. From these interviews, recommendations were made as to how to shape the decision process around different funding levels and across transportation modes, as well as how to integrate the decision points with a policy overlay that appropriately reflects the priorities of MassDOT and its key stakeholders.





### **Laura M. Castelli, EIT**

#### **Route 110 Economic Development Study for the “Golden Triangle”, Amesbury, MA**

For the Town of Amesbury, Laura managed the preparation of a study evaluating the environmental and transportation impacts related to potential land use alternatives for a 135-acre parcel of vacant land. Efforts included confirmation of MassGIS wetland information, the development of potential site layout alternatives for a mixed-use development, establishment of a baseline transportation network, and projection of future impacts of a proposed development. A maximum build-out was established based on transportation and environmental impacts on the site and in the surrounding community. To assist the Town with future development, this study included a conceptual design improvement plan for a nearby critical intersection. A key component to the study’s success was the development of a land use table that could help the Town promptly determine whether a proposed development would have too large a transportation impact on the community.

#### **South Coast Commuter Rail, Southeastern Massachusetts**

Laura has been involved with the South Coast Rail project since the initial Draft Environmental Impact Report (DEIR) filings in 2000, providing technical assistance and quality assurance/quality control. Her work has helped assess the traffic impacts associated with 12 potential station sites in Norton, Easton, Raynham, Taunton, Fall River, and New Bedford along a proposed commuter rail line. A vital component to the success of the project is providing a multimodal infrastructure that can accommodate motorist, pedestrian, and bicycle access to the proposed stations. Laura’s primary responsibilities with the current project are quality assurance/quality control and consistency with past work and other ongoing projects in the study area.

#### **NorthPoint Development/O’Brien Highway, Cambridge, MA**

Laura served as Transportation Task Manager for the design development process of 5.4 million square feet of mixed-use development in East Cambridge. Efforts included the reconstruction of approximately 2,000 feet of the O’Brien Highway corridor to better accommodate the multimodal nature of the corridor and the current mix of roadway users (pedestrians, bicyclists, private vehicles, and transit vehicles). VHB redesigned O’Brien Highway elements including the reduction of travel lanes, provision of expanded sidewalk width, enhanced pedestrian crosswalks and crossing treatments, and the development of a separated bicycle facility.

## Richard P. Mathews, Jr., PE

Water Resources Engineer



**As Assistant Chief Engineer in VHB's Land Development Group, Rick is responsible for civil engineering design and permitting for a wide range of site development projects. His areas of experience encompass hydrology and soils, drainage, water systems, wastewater systems, and construction documents.**

*28 years of professional experience*

### Education

BS, Civil Engineering, Worcester Polytechnic Institute, 1995

### Registrations/Certifications

Professional Engineer (Civil), MA, 06/2022 (reg# 41545)

Certified Soil Evaluator, MA, 06/2022 (reg# SE2831)

Title V System Inspector, MA, 06/2022 (reg# SI4736)

### Affiliations/Memberships

American Society of Civil Engineers, Boston, 2000

Boston Society of Civil Engineers, Boston, 2000

### Water Systems Interconnection, Charlestown, NH

The VHB team worked with the Town of Charlestown to provide a water interconnection between two systems: the water system in Charlestown and the North Charlestown system. This required extending a water main approximately 14,000 feet to the North Charlestown water system and adding a booster pump station and associated valving.

### Partners HealthCare Campus, Somerville, MA

Rick was Senior Project Engineer for the development of more than 650,000 SF of office space at Somerville's Assembly Row. VHB built off its previous work at the 5 million SF mixed-use development and relationships with the many stakeholders to bring the project from the planning, design, and permitting to construction and occupancy. Rick was responsible for site, utility and stormwater management design, quality, and plan production.

### Cotuit Landing Redevelopment and Expansion Project, Barnstable, MA

As part of a project to provide comprehensive civil engineering, wastewater planning and engineering, traffic planning and analysis, wetland permitting, survey, Massachusetts Environmental Policy Act (MEPA) permitting, MassDOT permitting, and offsite transportation improvements for a large retail expansion, Rick was Lead Project Engineer for preparing permitting/construction documents and construction support for a 21,600 gpd wastewater treatment facility with subsurface disposal. The project is within a Wellhead Protection Area (WPA) and Potential Public Water Supply Area (PPWSA), and is entirely within the watershed to Prince Cove, so removing high rates of nitrogen was key to satisfying regulator concerns. Due to the very small flow, package treatment processes were evaluated, and VHB selected an activated sludge process with membrane filtration to achieve nitrogen levels of 5 mg/l.

### Target Stores, Inc., Milford, MA

Rick was Project Engineer for the design, permitting, and construction support services for a 125,000 SF retail store. Project civil scope included storm drainage, water, and wastewater design. Stormwater design required compliance with the latest Massachusetts Department of Environmental Protection standards.

### The District Burlington, Burlington, MA

Rick has served as Senior Project Engineer and Quality Assurance Engineer for a wide variety of services to support the transformation of a traditional suburban office park into a vibrant mixed-use development consisting of a new limited-service hotel with an integrated first-floor restaurant, additional retail, restaurant, and entertainment venues as well as refurbished and expanded office spaces. The project also includes major upgrades to the streetscape and creative integration of existing environmental resources that form the framework for the development, as well as new roadway and traffic signal infrastructure on and offsite to support the redevelopment project and increase of traffic.



## **Richard P. Mathews, Jr., PE**

### **Assembly Square Mixed-Use Redevelopment, Somerville, MA**

Rick was the Senior Project Engineer and Quality Assurance Engineer for the redevelopment of a 50-acre brownfield site located in a dense urban area of Somerville. The project entails over 5 million SF of new mixed-use development, including the repositioning of the existing Assembly Square Mall, new ground floor retail with office, residential and parking uses, and 1.8 miles of new roadway and seven intersection reconstructions. VHB has provided a full scope of professional services to assist the client in their efforts, including land survey, environmental permitting and review (MEPA), state and federal wetlands and waterways permitting, local permitting/entitlements, traffic analysis, transportation improvement design, municipal utility coordination and design, inflow and infiltration assessment and mitigation improvements, private utility coordination, stormwater management, a new municipal outfall to the Mystic River, site lighting and landscaping design, and construction phase administration services. Rick led the engineering effort for the utility design, earthwork, construction phasing, project team coordination and preparation of construction documents.

# Regan Checchio

CEO

## Education

B.A. (Honors), Political Science,  
University of Delaware 1995

M.A., Political Science,  
University of Iowa, 1996

**Ms. Checchio has been managing and staffing civic engagement and public affairs projects for Regina Villa Associates (RVA) since 2000. Ms. Checchio works closely with municipal, state, and federal agencies, including the Massachusetts Department of Transportation (MassDOT), Massachusetts Bay Transportation Authority (MBTA), the Division of Capital Asset Management and Maintenance (DCAMM), and the Massachusetts Department of Public Health (MA DPH). She has developed and analyzed surveys for these agencies on a wide variety of topics.**

## Sample Projects

- Supporting multiple projects on behalf of MassDOT and the MBTA, including the **Route 1A Corridor Study, Green Line Transformation, Bus Network Redesign, Silver Line Extension Alternatives Analysis, Commonwealth Ave. Bridge Replacement and Focus40, Better Bus projects** and outreach for **the RIDE**. Tasks involve managing the overall public outreach; organizing and staffing meetings; developing and implementing feedback surveys, analyzing surveys, developing social media calendar and content; producing media releases, email updates and display ads for the project; providing meeting summaries and website updates.
- Managing outreach on behalf of the **Columbus Avenue Bus Lanes** project, Phases 1 and 2, a collaborative effort between the MBTA and the City of Boston. Responsibilities include develop a public participation plan, facilitating and staffing stakeholder outreach meetings, planning virtual and in-person events, and developing website and advisory content, including construction notices in multiple languages for Phase 1.
- Managing the public communication campaign for the **South Station Air Rights** project, on behalf of Hines. Efforts include coordination with key stakeholders including the MBTA, Amtrak, Keolis, Avison Young, and Fidelity, developing and updating the project website, bi-weekly construction advisories, project signage, and coordination of social media efforts.
- Serving as a Project Manager to support COVID-19 vaccine distribution within the State on behalf of **MA DPH's Bureau of Infectious Disease and Laboratory Sciences**. This effort is a cross bureau approach with several different work streams addressing key and priority planning, decision making and communication functions throughout the project timeline.
- Developing communications on behalf of the City of Cambridge for **Kendall Square Construction Projects**. Responsibilities include organizing newsletter timelines, facilitating communication between the City of Cambridge and consultants, and responding to public inquiries.
- Managing public engagement on behalf of the City of Lowell for the **Lowell Parking Study**. Tasks involve organizing and staffing virtual meetings; developing and implementing surveys; analyzing surveys; developing social media calendar and content; providing email updates for the project; and providing meeting summaries and website updates.
- Managed multiple projects on behalf of the **Betsy Lehman Center for Patient Safety**, including virtual focus groups on the experiences of Home Care/Home Health Workers



## Regan Checchio

during the COVID-19 pandemic and virtual roundtable discussions on the topic of Doula support services.

- Provided outreach services for multiple projects for DCAMM, including the **Charles F. Hurley Redevelopment Project** and the **Shadduck Campus Planning**. Responsibilities included meeting facilitation, designing and staffing virtual community meetings, and developing promotional material (including flyers and website updates) for these meetings, and developing an online feedback form, in multiple languages.
- Coordinating the MA Medical Reserve Corps (MRC) units on behalf of the **MA Department of Public Health (DPH)**. Developing communications for units and staff, including a statewide website and listserv; arranging and staffing monthly conference calls and quarterly meetings; conducting needs assessment reports on volunteer training; developing, arranging and staffing all committee meetings; managing all meetings and events for the statewide group.
- Supported MassDOT's **Study of Road User Contributions from Zero Emission Vehicles** to be delivered to the Massachusetts Legislature. RVA was responsible for developing discussion questions for, coordinating, conducting, and documenting interviews with key government stakeholders.
- Managed the public outreach for the **New Hampshire State Freight Plan** and the **Massachusetts Freight Plan**. Responsible for coordinating Freight Summits, open houses, and meetings of Advisory Committees, whose members include agency and private sector representatives, and developing online surveys.
- Supported the **Rhode Island Department of Transportation's Bicycle Safety Curriculum** for elementary school students. Researched curriculum best practices and developed educational materials and bicycle "licenses" for students.
- Coordinating numerous conferences and meetings on public health projects and emergency preparedness projects, including the **Massachusetts Early Intervention Consortium (MEIC)** annual conference (2018-2021); **Emerging Infectious Disease** conference (2019); **HMCC Leadership** conference series (2017-2019); **Voices of Experience** conference series (2011-2014; 2018-2019); **Women's Health and the Environment** (for 11 years); **Patient Navigation** conference series (2010-2015) **Patient Family Advisory Council** annual conferences (2014-2015) for Health Care for All; among others.
- Providing strategic planning and facilitation services on behalf of the **MDPH's Office of Preparedness and Emergency Management, Region 5 Health and Medical Coordinating Coalition, the Metro Regional Preparedness Coalition, the City of Worcester,** and others.
- Provided training, facilitation, and communications materials (including video and reports) on behalf of MA DPH's Bureau of Environmental Health for numerous projects including the **Grounding McGrath Health Impact Assessment, Community Sanitation Program, Food Recall Program** and **Food Protection Program**. Produced videos and training models for the Food Protection Program.
- Developed focus groups and reports on behalf of the MA DPH including **Biomonitoring Massachusetts Study** (2016), **All-hazards Emergency Planning** (2008) and **Male African-American and Hispanic Participation in Colorectal Cancer Screening** (2009).

# Sarah H. Paritsky

Senior Public Participation Manager

## Education

M.P.P. Tufts University, Urban and Environmental Policy and Planning Department, 2021

B.A. (magna cum laude), Tufts University, Architectural and Urban Studies, 2009

## Registrations/Certifications

International Association of Public Participation, Certificate in Planning for Public Participation, 2014

Ms. Paritsky has been supporting public outreach for transportation, economic development, water resources, public health, energy, and environmental projects for over a decade. She has developed civic engagement programs for municipal, state, and federal agencies, as well as private clients on the East and West coasts. Since 2014, Ms. Paritsky has managed a variety of projects for Regina Villa Associates (RVA) with clients including the City of Watertown, the Town of Lexington, the City of Boston, the Massachusetts Department of Transportation (MassDOT), the Massachusetts Bay Transportation Authority (MBTA), the Massachusetts Department of Public Health (MDPH), the New Hampshire Department of Transportation (NHDOT), and the Rhode Island Department of Transportation (RIDOT).

## Sample Projects

- Managing civic engagement for the MBTA's **Green Line Transformation, Red Line Transformation, and Orange Line Transformation** programs. Each transformation program includes a portfolio of projects that are improving safety, enhancing accessibility, replacing legacy fleets and infrastructure, and increasing capacity across the MBTA's rapid transit lines. Responsibilities include drafting weekly newsletters, construction email advisories and press releases; coordinating public meetings; drafting and maintaining project websites; responding to public inquiries; managing relationships with stakeholders, municipalities, and elected officials; and targeted outreach to residents who live along the tracks and near stations and rail yards.
- Managing outreach and communications for the City of Watertown's **Mount Auburn Street: A Complete Streets Project** and **Watertown Square Improvement Project**. Supports targeted outreach to small businesses, coordinates open houses, supports presentations to the Town Council, develops and maintains comprehensive project websites, and responds to high volumes of email inquiries.
- Deputy project manager of public outreach for the Town of Lexington's **Bedford St/Hartwell Ave. Complete Streets Transportation Project**. Responsible for coordinating virtual public forums and stakeholder briefings, supporting the Town's working group, developing online surveys, and summarizing public feedback from a variety of sources.
- Deputy project manager of outreach for the MBTA's **Better Bus Project, Bus Network Redesign**, and MassDOT's **Focus40**. Responsibilities include planning dozens of high-profile, interactive events including open houses, regional public meetings, briefings and "transit talks" with stakeholders, developing presentations and multilingual informational materials, supporting outreach to bus operators, and developing an online survey that reached almost 2,000 riders. Trained staff and community partners to hold Street Team interviews with over 1,100 riders throughout the system.
- Developed an Outreach Plan for the MBTA's **North Cambridge Battery Electric Bus Pilot**, which would evaluate the feasibility of converting an entire bus division to battery electric buses. The plan identified key stakeholders, recommended communication tools and strategies to engage stakeholders and environmental justice populations, and aimed to generate a collaborative and credible public process that would maximize participation in the process. RVA worked with various MBTA departments to draft a plan which listed key



## Sarah H. Paritsky

- Supported multiple projects on behalf of MassDOT and the MBTA including **South Coast Rail, Robert Street Bridge Replacement Project**, and **Chelsea Commuter Rail Station**. Responsibilities included managing public outreach strategy; organizing and staffing in-person and virtual public meetings, open houses and workshops; developing and analyzing surveys; and developing content for websites, social media, and informational materials.
- Supported MassDOT's **Study of Road User Contributions from Zero Emission Vehicles** to be delivered to the Massachusetts Legislature. RVA was responsible for developing discussion questions for, coordinating, conducting, and documenting interviews with key government stakeholders.
- Deputy project manager for civic engagement for MassDOT multimodal transportation studies: The **Route 107 Corridor Transportation Study** in Lynn and Salem, the **I-91 Viaduct Study** in Springfield, the **Arsenal Street Corridor Transportation Study** in Watertown, and the statewide **East-West Passenger Rail Study**. Coordinated working group and public meetings, developed website content, and drafted email updates. Publicized a bilingual online survey of multimodal travel activities on Route 107 that reached over 1,600 residents, commuters and business owners.
- Assisted with the public involvement and construction phase communications for several MassDOT bridge and highway projects, including **Morgan-Sullivan Bridge Replacement Project, I-91 Viaduct Rehabilitation Project, Whittier Bridge/I-95 Improvement Design/Build Project, Route 79/Braga Bridge Improvements Design/Build Project, Longfellow Bridge Rehabilitation Design/Build Project**, and **Memorial Avenue Rotary Replacement Project**. Developed website content, drafted traffic advisories and fact sheets, compiled responses to public/media inquiries, and planned and staffed public meetings.
- Supported a literature review, interviews with key stakeholders, and staffing the Technical Working Group for the MBTA's **Fare Payment and Validation Study**. Helped develop a final report, including recommendations for future outreach and customer education strategies and methods for each phase of implementation.
- Supported the public outreach for the **New Hampshire State Freight Plan** and the **Massachusetts Freight Plan**. Responsible for coordinating Freight Summits, open houses and meetings of Advisory Committees, whose members include agency and private sector representatives, and developing online surveys.
- Supported the **Rhode Island Department of Transportation's Bicycle Safety Curriculum** for elementary school students. Researched curriculum best practices and developed educational materials and bicycle "licenses" for students.
- Coordinating the MA **Medical Reserve Corps (MRC)** units on behalf of the MA Department of Public Health (DPH). Developing communications for units and staff, including a state-wide website and listserv; conducting capacity gap analysis; developing, arranging and staffing committee and statewide meetings.



## Sarah H. Paritsky

- Supported strategic planning and facilitation services on behalf of the **MA DPH Office of Preparedness and Emergency Management** and the **Metro Regional Preparedness Coalition**.
- Developed focus groups and a report on behalf of DPH for the **Biomonitoring Massachusetts Study**.
- Supporting communications, social media outreach, programs and event planning for the **Massachusetts Coalition for Water Resources Stewardship**, a statewide nonprofit organization comprised primarily of municipal water resources departments and private sector members. Drafting newsletters and outreach materials that synthesize current affairs in water resources policy.

### **Previous Work Experience**

- **2011–2014** Public Involvement Associate, EnviroIssues, Seattle, WA. Designed and implemented public involvement programs for transportation, energy, and water infrastructure projects throughout the Pacific Northwest.
- **2010–2011** Analyst/Project Assistant, Environment International Ltd., Seattle, WA.





Response to MBTA Communities RFQ: Evaluation Criteria

Rate 0 - 4

4 - Highly Advantageous

3 - Advantageous

2 - Meets Expectations

1 - Not Advantageous

0 - Non-Responsive

		Dodson & Flinker	VHB
<b>Projects of comprable scope</b>			
	<i>community makeup, project scale and complexity, similar elements/challenges</i>	_____	_____
<b>Competence and experience of team</b>			
	<i>experience, right fit</i>	_____	_____
<b>Project approach</b>			
	<i>clear and comprehensive approach to public engagment</i>	_____	_____
<b>Effective public engagement</b>			
	<i>strong communication and presentaiton skills</i>	_____	_____
<b>Technical expertise</b>			
	<i>understanding of State's technical assessment tool</i>	_____	_____
<b>Graphic excellence</b>			
	<i>ability to translate information into easily understood maps and graphics</i>	_____	_____
<b>Project budget and schedule</b>			
	<i>appropriately matched to tasks</i>	_____	_____
	<b>Total</b>	_____	_____

\*Rule of Award is NOT Price, but Most Advantageous Proposal

Name: \_\_\_\_\_

# Form 7

Town: \_\_\_\_\_

Planning Board Hearing Date: \_\_\_\_\_

Relative to Article(s): \_\_\_\_\_

## Form 7

**Complete and sign the following.** When necessary, you may need to use multiple copies of this Form 7 if Articles were considered at separate Planning Board Hearings.

- 1.) If applicable, date on which the proposed amendments were submitted to the Board of Selectmen:

Amendments were originally proposed by: \_\_\_\_\_ **Date #1** \_\_\_\_\_  
*(If not applicable, put N/A.)*

**[Attachment #1, copy of original proposal.]**

- 2.) If applicable, date on which the Selectmen submitted the proposed amendments to the Planning Board  
*(must be within 14 days of Date #1, above):*

**Date #2** \_\_\_\_\_  
*(If not applicable, put N/A.)*

- 3.) Date on which the **first** Notice of Planning Board hearing was **published** in a newspaper of general circulation in the town *(must be at least 14 days prior to Date #10, below):*

**Date #3** \_\_\_\_\_

**[Attachment #2, copy of the notice. Please identify the Article number next to each Article referred to in the notice.]**

- 4.) Date on which the **second** Notice of Planning Board hearing was **published** in a newspaper of general circulation in the town *(must be sometime during the week immediately following the week in which Date # 3, first published notice of Planning Board Hearing, falls):*

**Date #4** \_\_\_\_\_

**[Attachment #3, copy of the notice. Please identify the Article number next to each Article referred to in the notice.]**

- 5.) Date on which Notice of Planning Board Hearing was posted in a conspicuous place in the Town Hall  
*(must be at least 14 days prior to Date #10, below):*

**Date #5** \_\_\_\_\_

**[Attachment #4, copy of the notice. Please identify the Article number next to each Article referred to in the notice.]**

- 6.) Date on which copy of Notice of Planning Board Hearing was **mailed** to the Department of Housing and Community Development *(must be at any date reasonably prior to Date #10, below):*

**Date #6** \_\_\_\_\_

# Form 7

- 7.) Date on which copy of Notice of Planning Board Hearing was **mailed** to the Regional Planning Agency, if any (*must be at any date reasonably prior to Date #10, below*):

No Agency: \_\_\_\_\_

**Date #7** \_\_\_\_\_

- 8.) Date on which copy of Notice of Planning Board Hearing was **mailed** to the planning boards of each abutting city or town (*must be at any date reasonably prior to Date #10, below*):

**Date #8** \_\_\_\_\_

- 9.) In cases involving boundary, density, or use changes within a district, date on which Notice of Planning Board Hearing was mailed to any **non-resident property owner** who had filed a request with the town clerk and whose property lies in the district where the zoning change is sought (*need be done only when requests have been filed with the town clerk*); or indicate if there was no such filing:

None Filed: \_\_\_\_\_

**Date #9** \_\_\_\_\_

- 10.) Date of the Planning Board Hearing (*must be within 65 days of Date #2, above*):

**Date #10** \_\_\_\_\_

- 11.) Planning Board Report with Recommendations; indicate if the report is written or oral:

Written: \_\_\_\_\_

Oral: \_\_\_\_\_

Neither: \_\_\_\_\_

**[Attachment #5, copy of the planning board report, if written.]**

- 12.) Date on which Town Meeting voted on the proposed amendments (*where the Planning Board has failed to submit a report with recommendations to Town Meeting, Town Meeting may not vote to adopt the proposed amendments, unless this Date #12 is at least 21 days after Date #10, above*):

**Date #12** \_\_\_\_\_

## Certification

I certify that information set forth above is complete and accurate and that within the two years prior to this town meeting, either: (1) No unfavorable action was taken on any of the above articles, or (2) the Planning Board recommended the adoption thereof.

--	--	--

Signature of Town Clerk

PRINT name

Date signed