

# PROPOSAL

**Plan of Conservation and Development (RFP AN2022-02)**

Prepared for: Town of Andover, CT

January 18, 2023



January 18, 2023

Mr. Jed Larson, Chair  
Planning and Zoning Commission  
Andover Town Hall  
17 School Road  
Andover, CT 06232

**RE: Town of Andover Plan of Conservation and Development (RFP AN2022-02)**  
**SLR #11775.00003**

Dear Mr. Larson:

We are pleased to provide this proposal to the Town of Andover to assist in the preparation of an update to the Town's 2015 Plan of Conservation and Development. SLR brings a broad range of expertise to this POCD update project. Our certified planners have undertaken municipal plans of development, comprehensive and long-range plans, affordable housing plans, land use and zoning studies and plans, municipal and regional housing studies, resiliency plans, economic development studies, and public engagement.

- We possess extensive experience in developing and updating municipal POCDs throughout Connecticut. We have a strong understanding of land use and zoning issues affecting long-term municipal planning in a variety of communities, including those similar in size as the Town of Andover.
- Supporting our certified planners are a unique combination of civil engineering, transportation, urban design, natural resource, environmental, and geographic information systems (GIS) professionals, all of whom are members of a single firm. Integration of our service delivery is seamless, as collaboration and collegiality are key hallmarks of our delivery model. The support of our multi-disciplinary professional staff is especially useful in POCD projects, as detailed questions concerning natural resources protection, environmental resiliency, transportation, infrastructure, and community facilities frequently surface during the POCD process. We offer invaluable expert consultation in these areas, while enabling the planning process to move ahead more efficiently.
- Our team realizes the value of visioning through public participation in POCD processes. We focus on gaining early and meaningful community input along with municipal and regional agency participation. We believe public participation throughout a POCD process is critical to the success and future of the Plan. Our team has found that engaging the public early in the planning process, including the establishment of a clear vision and goals, saves time and effort in drafting and adopting final plans, and helps to ensure the implementation of recommended actions. Public involvement is invited by way of an online community survey and a workshop/open house which can be in-person, virtual, or hybrid.

SLR accepts all terms and conditions and requirements contained in this RFP. **Jeanine Armstrong Gouin** is authorized to negotiate and contractually bind the firm to a contract. **Robert C. Collins, AICP** will serve as Project Manager. Mr. Collins will serve as the lead contact person for any questions or clarifying any information provided. He can be reached by phone at (475) 236-5871, by fax at (203) 272-9733, or by email at [rccollins@slrconsulting.com](mailto:rccollins@slrconsulting.com). This proposal submission and cost projection will remain in effect for 90 days after the due date.

This included summary of qualifications and services represents a complete response for the services requested by the Town including a suggested approach. We are confident that our team can fully meet your needs and requirements in a professionally responsive and technically sound manner.

On behalf of our entire team here at SLR, we truly appreciate this opportunity. Should you have any questions or comments on any part of this submission, please do not hesitate to reach out to us.

Sincerely,

**SLR International Corporation**



Robert C. Collins, AICP  
Principal Planner



Jeanine Armstrong Gouin  
President and US Regional Manager

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# Section 1



# Statement of Qualifications

## Firm Profile

SLR International Corporation (SLR), previously as Milone & MacBroom, Inc., has been providing a full complement of professional services to clients throughout the Northeast for over 35 years. We offer, through in-house staff, a broad range of technical expertise including landscape architecture; community and urban planning; and transportation, civil, structural, and water resources engineering. The collaborative atmosphere in which our design staff works allows us to easily tackle projects with complex problems that cross a range of technical areas.

SLR is a United Kingdom-based global environmental engineering and consulting firm owned by SLR Global Limited with more than 1,500 employees, delivering advice and technical support on a wide range of strategic and project-specific issues to a diverse base of business, regulatory, and government clients. SLR's professionals offer a blend of experience incorporating engineers, geologists, planners, remediation specialists, regulatory and compliance specialists, and environmental scientists.

In the United States, SLR International Corporation has more than 500 employees located throughout 41 offices. Work for this project will be managed from our Cheshire, CT office and select SLR staff from regional and national offices chosen for specific relevant experience will also support this effort. **Robert C. Collins, AICP** will serve as Project Manager and serve as lead contact person for any questions or clarifying any information. He is located at 99 Realty Drive, Cheshire, CT and can be reached by phone at (475) 236-5871 or by email at [rcollins@slrconsulting.com](mailto:rcollins@slrconsulting.com).

The expertise of the Planning Group at SLR lies within the categories of long-range and current planning, civic engagement, market analysis, and zoning. Using this skill set, we are able to assess a project area's unique characteristics, collect and analyze data, and determine tailored solutions and approaches.

SLR is properly licensed to practice in Connecticut and has no conflict of interest with regard to any work performed by the firm for the Town of Andover. The firm has never failed to complete any work awarded to it, nor has the firm ever defaulted on a contract or been notified of a default by a client.

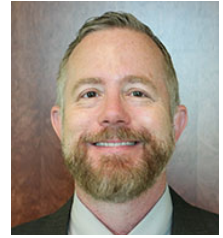
Following is an overview of expertise possessed by our team members as well as the firm's experience with a range of technical services that are essential when developing an updated Plan of Conservation and Development (POCD).



## Key Personnel

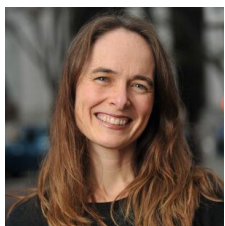
Below is a brief introduction to the key project team members. Resumes for each individual including their professional title, level of responsibility within the organization, previous applicable project experience, licenses, credentials, and certifications are included with this submission.

**Robert Collins, AICP, Principal Planner**, will serve as Project Manager. Mr. Collins has extensive experience working in many facets of public sector planning including developing and administering Plans of Conservation and Development and other long-range planning documents; developing, administering, and amending land use and zoning regulations; and managing and coordinating multi-faceted community revitalization and conservation plans and projects. He is experienced in community outreach, citizen interaction, coordination and mediation, and physical improvement project implementation and management. Mr. Collins will be responsible for day-to-day operations of the POCD development and internal project team coordination.



**Vince McDermott, FASLA, AICP, Principal Landscape Architect**, has over 50 years of experience with planning, engineering, and land development firms, as well as with governmental and academic institutions. He is responsible for technical oversight on such projects as streetscape improvements, land use planning, parks and recreational facilities, bikeways and greenways, community and master planning, and site development for commercial and residential facilities. He is routinely involved in community development and public outreach programs.

**Nina Peek, AICP, Planning Discipline Technical Manager**, has 30 years of experience providing a broad range of public and private sector clients with land use planning, public engagement, and environmental consulting services. Her work includes drafting municipal zoning ordinances, preparing comprehensive plans, transit-oriented development plans, corridor studies, shared-use trails and trailway plans, open space and farmland protection plans. Ms. Peek worked with the Town of Salisbury to develop multi-family zoning regulations, which were unanimously adopted and prepared a hybrid zoning code for the City of Newburgh. She is located in our New York office.



**Holly Parker, NCI, TDM-CP, Principal Transportation Planner**, has over 25 years of experience in active transportation planning. She has a deep understanding of the planning and public engagement required to support walking, cycling, and transit, and to encourage shared vehicle use. Ms. Parker incorporates strategic planning into sustainable transportation projects in a variety of settings, and her work with public and private clients has included bringing state-of-the-art shared micromobility to municipalities, universities, and corporate campuses across the country.

**Noah Slovin, MS, CFM, Project Resiliency Planner**, has experience in GIS, hazard mitigation and climate resilience planning, fluvial geomorphology, and water resource planning. He is particularly interested in community engagement and public outreach.





**Michael Doherty, PLA, Principal Landscape Architect**, has over 16 years of experience in the fields of landscape architecture, horticulture, and forestry. Mr. Doherty practices in the development of all aspects of landscape architecture projects including master planning, site layout, grading, planting, and construction detailing. He is particularly interested in ecological restoration and enhancements, low impact design, alternative transportation, and creating outdoor spaces that promote healthy lifestyles.

### Collaboration of Experts

The project team is led by our certified planners with decades of experience in land use planning, zoning, housing, economic development, and public engagement. The expertise of the firm's other team members – urban planners, licensed engineers, landscape architects, transportation planners, environmental and resilience planners, and other professional staff, will be invaluable in developing the Town's Plan of Conservation & Development Update. Our experts are accustomed to collaborating on master plans, and having all of these disciplines in-house ensures an efficient process for our clients.

### Extensive Comprehensive Planning Experience

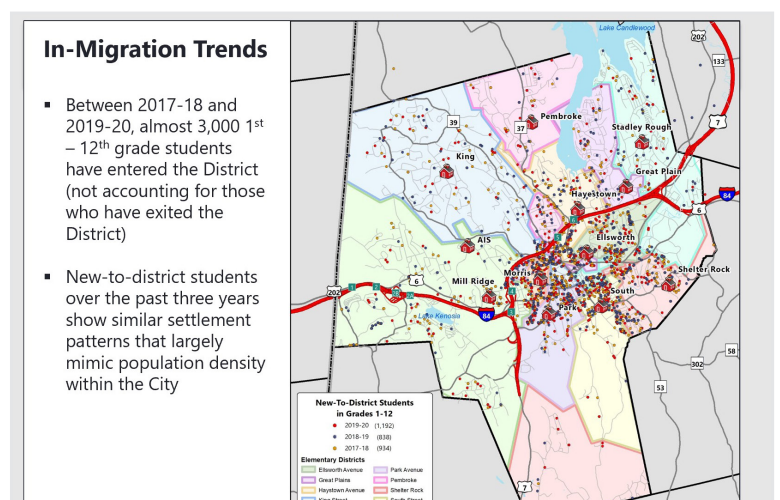
Team members have completed more than a dozen comprehensive plans for a variety of communities over the last five years, ranging from a region of 15 municipalities and over 500,000 residents to rural communities of fewer than 4,000 residents. In addition, our experience in drafting resilience and sustainability components of Comprehensive Plans in communities throughout New England has made us particularly adept at working with communities of various sizes and at various stages of plan development.

### Area Planning

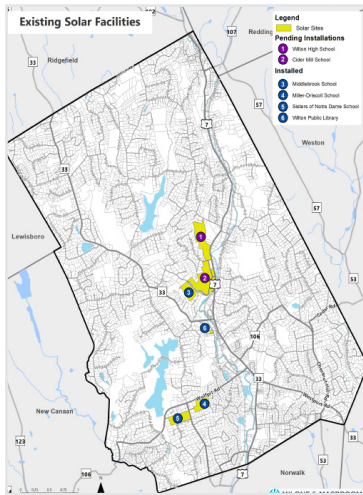
Our multi-disciplinary project team has considerable collective and individual experience in specialized area planning, such as community development, rural planning, housing market analysis, TOD plans, economic development planning, and demographic analysis. We have worked together extensively on many such assignments. In terms of consolidated planning and community development, our project team has completed numerous consolidated plans for communities with populations between 25,000 and 130,000. Team members have also provided environmental review record (ERR) services, Neighborhood Stabilization Program (NSP) planning and analysis services, and CAPER and IDIS support services to several governmental jurisdictions.

### Land Use Regulations

We have a strong understanding of land use and zoning regulations. Zoning regulation assignments have included comprehensive revisions to zoning regulations; the development of design districts and associated design guidelines; the creation of inclusionary zoning regulations to promote the development of affordable housing; incorporation of low-impact development (LID) principles; identifying best practices for site engineering to promote environmental quality; and, where appropriate, making changes to administrative procedures in order to improve the permitting approval process.



*Danbury, CT, In-Migration Trends*



Comprehensive Plan for Wilton, CT

Our project team is skilled at explaining zoning concepts through illustrative examples or conceptual plans to help engage the public in determining appropriate regulatory strategies.

### GIS Mapping and Analysis

SLR will utilize the most recent plans and reports as the starting point to update each of the Plan's planning topics. This update provides background information on the relevance of the topic to comprehensive planning and the community; summarizes current data and analyzes trends; outlines issues and policy considerations; and suggests potential strategies for responding to identified issues. SLR uses GIS in nearly all planning assignments.

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

### Economic Development

We have considerable collective and individual experience in economic development planning, municipal and regional planning, housing market analysis, demographic analysis, and community development. In terms of other economic planning, analysis, and development projects, we have completed a substantial number of downtown and neighborhood economic studies and market analyses, fiscal impact analyses for private development, and assessments of the regional economic impacts of commercial and residential developments. Our firm has completed economic development chapters for all of the municipal Comprehensive Plans and Plans of Conservation and Development that we have drafted during the past 15 years. These chapters involved a comprehensive examination of the overall economy, job base composition, workforce characteristics, and market potential for each of these communities.

### Sustainability

SLR has a company-wide commitment to sustainability and has more than 500 consultants in the US who assist clients to achieve their sustainability objectives. SLR has decades of experience throughout New England and beyond working with industrial, federal, state, and local agencies in environmental and social impact assessment/mitigation, wetlands protection, sustainable planning, flood hazard mitigation, natural hazard mitigation, climate change, and coastal resilience planning.

SLR has identified and implemented green infrastructure design opportunities throughout the firm's history, such as designing advanced stormwater treatment systems or implementing tree filters and other less invasive systems in urban areas. Team members have worked with municipalities to incorporate Low Impact Development (LID) strategies into their land use regulations, as well as in private development and urban streetscape projects. Including sustainability in the comprehensive planning process will be critical for future of the Town. SLR will integrate community sustainability data and strategies into all elements of the Plan.



Recommendations for sustainable strategies will be developed in consultation with the Town and with public input. The analysis and recommendations will consider, but will not be limited to, energy sources, use, costs, availability, and consumption, as well as potential climatic changes and hazard mitigation.

### Affordable Housing Studies and Plans

To date, the Project Team has completed over 20 Affordable Housing Plans for towns throughout the state in 2021 and 2022. Project Team members incorporate housing needs assessments and the development of strategies to meaningfully increase affordable housing in comprehensive planning processes. Strategies typically include regulatory changes, identifying “priority areas” for affordable housing developments, and policy changes on the use of housing trust funds or other financial incentives to support new unit development. Our Project Team members also have considerable experience in developing local Consolidated Plans for HUD entitlement communities, a significant portion of which involve assessing housing needs and prioritizing opportunities to fund programs and initiatives aimed at addressing housing issues. Team members have also prepared numerous Incentive Housing Zone Studies and Housing Market Studies.

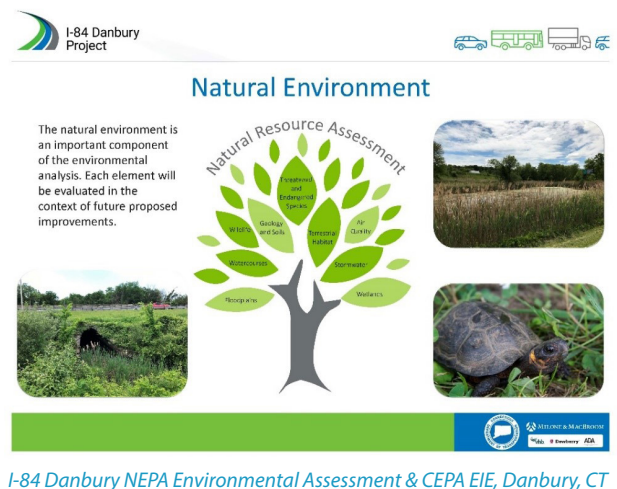
### Improved Transportation Choices

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

### Public Engagement & Visioning

An effective planning process should be a collaborative effort among the Town, its citizens, and the business community. SLR recognizes that the public outreach plan will need to be tailored to Andover to engage neighborhoods, stakeholders, and numerous boards and commissions throughout the Town. SLR believes public input should be sought throughout a comprehensive planning process to create meaningful goals, objectives, recommendations, and implementation strategies.

Team members are certified members of the American Institute of Certified Planners (AICP) and trained in facilitating collaborative planning processes that successfully obtain input from various constituencies and build consensus. Public engagement requires identifying stakeholders and their preferred means of engagement; communicating data and information clearly; employing a variety of methods to reach stakeholders; and collaborating in a transparent, fair process to build consensus around planning objectives. The SLR Team is adept at using a variety of online, social media, traditional media, and workshop tools to successfully engage stakeholders across the wide variety of communities in which we work.



Public health emergencies, such as the ongoing COVID-19 (also referred to as the novel coronavirus) pandemic, can make large gatherings imprudent or dangerous. SLR is prepared to implement measures to minimize risks posed by in-person public engagement activities, including replacing in-person events with alternatives:

- Broadcasting presentations on public access television or live online video streams
- Hosting “digital” engagement events using more sophisticated software (such as GoToMeeting, Webex, or Zoom) that enable engagement by participants
- Creating public participation “installations” at key locations that solicit input from passerby without requiring large numbers of people to gather in one space
- Expanding other engagement platforms, including social media, websites, surveys, mailers, and phone calls



If in-person public meetings are held, we will follow CDC guidelines to minimize risks, including providing prevention supplies at the event, implementing food safety protocols, and encouraging social distancing measures.

## **Section 2**





## POCD Experience

SLR has completed or worked on the following POCDs:

ENTITY	POPULATION	SERVICES	DATE COMPLETED
Norwich	40,125	POCD	2023
Cromwell	24,225	POCD	2023
Southbury	19,656	POCD	2022
New Britain	74,153	POCD	2021
Vernon	29,179	POCD	2021
Weston	10,100	POCD	2020
Redding	9,233	POCD	2019
North Branford	14,208	POCD	2019
East Haddam	9,126	POCD	2019
Bethel	18,584	POCD	2019
Chester	3,679	POCD	2019
Wilton	18,062	POCD	2019
South Central CT COG	570,596	POCD	2018
Watertown	22,514	POCD	2017
North Haven	24,093	POCD	2017
Windham	25,268	POCD	2017
Wallingford	45,135	POCD	2016
Lisbon	4,333	POCD	2016
Groton	40,115	POCD	2016
Waterbury	110,074	POCD	2015
Guilford	22,353	POCD	2015
Woodbridge	8,990	POCD	2015
Washington	3,578	POCD	2015
New Stratford	13,881	POCD	2014
Prospect	9,405	POCD	2013



# Vernon Plan of Conservation & Development Update

Vernon, CT

## CLIENT

Town of Vernon  
Vernon, CT

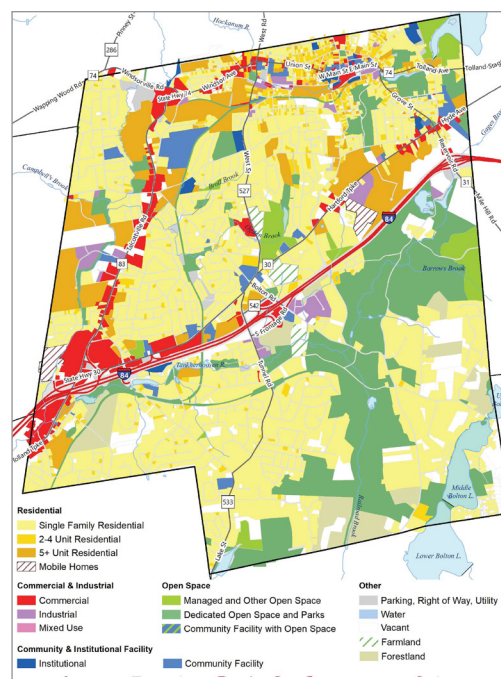
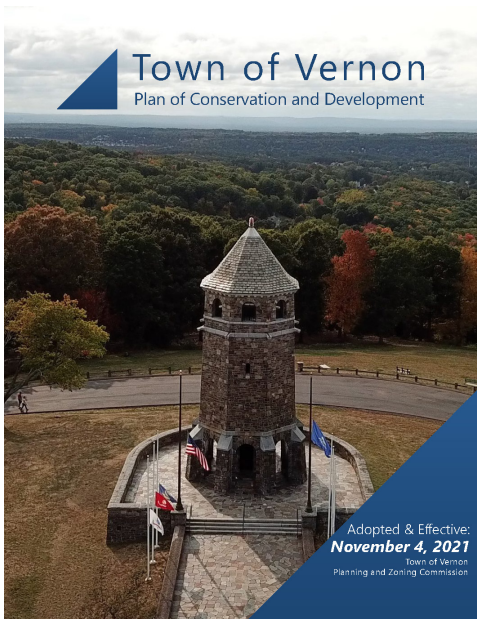
### Services Provided

- Plan of Conservation & Development
- Public Participation & Open Houses

The Town of Vernon and its Planning & Zoning Commission contracted with SLR to prepare the 2022 update to the Town's Plan of Conservation and Development, which is required to be updated with current information, data, and conditions on a 10-year basis. The Project Team developed detailed analyses of demographics, housing, transportation, land uses and regulations, community facilities, natural resources and open space, economic circumstances, and sustainability. The final Plan update was organized around three main themes:

1. **Development:** focused on the future development priorities and supported economic development and business growth.
2. **Quality of Life:** focused on the assets that make the Town a place to live and identified potential improvements.
3. **Conservation:** focused on the historic and natural resource assets of the Town and goals to maintain them as important assets.

Also, as part of the overall project, SLR assisted the Town in preparing and administering a community-wide online survey and analyzed the data from the survey to gain feedback on resident opinions on the quality of life in the Town and desired areas to focus on. The Project Team assisted in leading outreach activities that included several workshops and open houses.





# Plan of Conservation & Development (POCD)

New Britain, CT

## CLIENT

City of New Britain  
New Britain, CT

### Services Provided

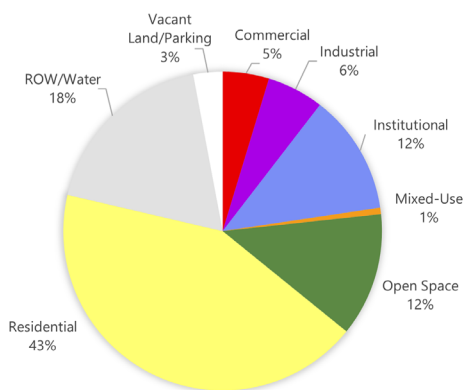
- Plan of Conservation & Development
- Public Participation

As part of the City's Plan of Conservation and Development (POCD), SLR conducted an analysis of economic conditions, housing demographics, development patterns, open space and natural resources, and development potential. Each of these plan elements provides background information, conditions maps, and analysis of trends and conditions since the last plan update.

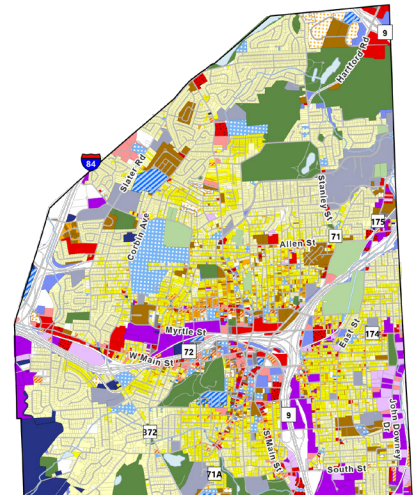
The City has a long history of planning and has completed several major planning studies over the last decade which were crucial to consider in our update process, including the Complete Streets Master Plan (2013), Transit-Oriented Development Plan (2017), Brownfields Area Revitalization Plan (2019), and Hazard Mitigation Plan (2019). The City had also established several committees to oversee planning initiatives, including the Mayor's SMART City Initiative, the TOD Committee, the Mayor's Roundtable, and site plan review for applicable projects. SLR's updated POCD builds off of those efforts to create a cohesive and holistic vision for the City. The Plan is intended to guide both public and private development by establishing a long-term community vision while also guiding short-term decision making. Maintaining a current and relevant plan allows land use and development decisions made in a city to be consistent with this vision.

The Plan of Conservation and Development and its associated Generalized Land Use Plan and Action Agenda serve to guide the City's future conservation and development efforts as an advisory or policy-guidance document.

### Existing General Land Use



### Existing Land Use Classifications



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

Weston, CT

## CLIENT

Town of Weston  
Weston, CT

## Services Provided

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

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

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



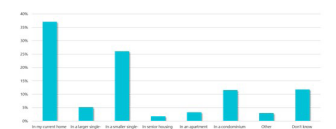
Two were focused on the Town Center. The first engaged the participants in a community conversation about the desired future for this area, and the second presented possible development options for Weston Center. Through this community-led design process, a vision and recommendations were developed for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

## WORKSHOP EXERCISES

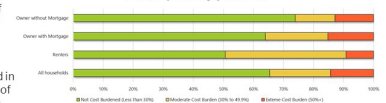
### Housing: What we know

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

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



### Affordability of Housing by Tenure, 2016



MILONE & MACBROOM





# Plan of Conservation & Development (POCD)

Bethel, CT

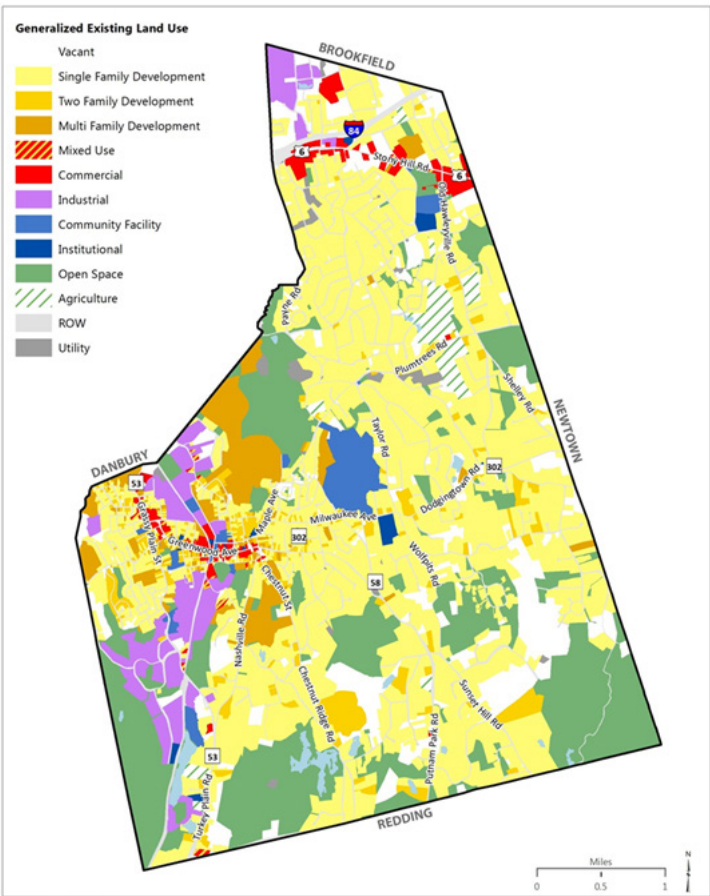
## CLIENT

Town of Bethel  
Bethel, CT

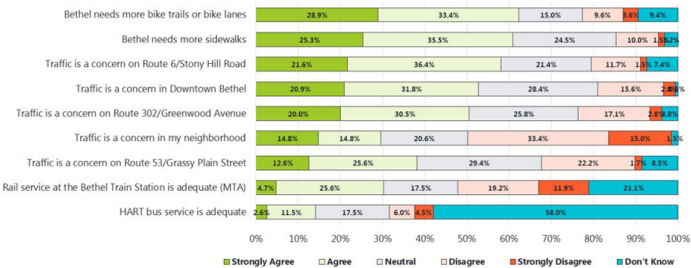
### Services Provided

- Plan of Conservation & Development
- Public Participation

The Town of Bethel engaged SLR to update the Town’s Plan of Conservation and Development. The planning process consisted of data and land use inventory updates, a buildout analysis, and significant public outreach to ascertain the community’s concerns, vision, and direction for the next decade. We conducted pop-up workshops at community events, fielded online surveys, and held community workshops in order to assist the Commission in understanding the community’s thoughts and ideas on key issues and objectives for the future. Following the information gathering and analysis phase, we worked with the Commission to develop a set of goals, objectives, and actions as part of the final plan. The POCD also contained a robust housing assessment and strategies to serve as the Town’s Affordable Housing Plan. Concurrent with the POCD, we completed Bethel’s Parks & Recreation Master Plan. By working on these plans simultaneously, the data and documents were better able to support each other and align the Town’s future goals.



## TRANSPORTATION



# Plan of Conservation & Development Outreach

Redding, CT

## CLIENT

Town of Redding  
Redding, CT

### Services Provided

- Visioning
- Online Survey
- Community Workshops

The Town of Redding engaged SLR to assist in the outreach and visioning for the update of its Plan of Conservation and Development. SLR used its technical expertise and extensive community outreach experience to conduct a pop-up workshop at a community event, field an online survey, and hold community workshops in order to assist the Board of Selectmen in understanding the community's thoughts and ideas on key issues and for the future. We worked with the Town to identify areas of the Plan in which to incorporate the outreach findings.

### Redding Needs You!

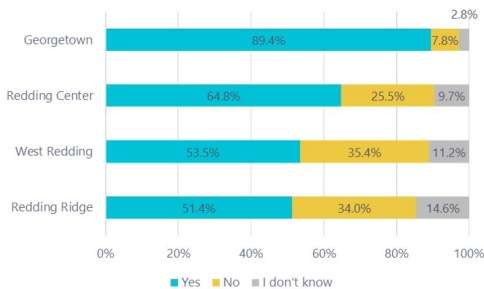
Plan of Conservation & Development Survey

The Town of Redding wants your input as it develops a vision for the town and prioritizes future investments for the next decade.

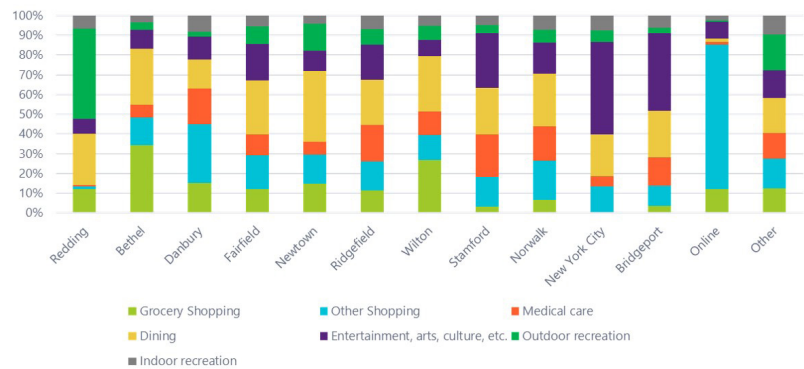
Please take the Questionnaire by visiting:  
[www.surveymonkey.com/r/Redding\\_POCD](http://www.surveymonkey.com/r/Redding_POCD)



Do you feel as though these areas of town have a distinct character?



Where do you primarily go for...





# Mansfield Affordable Housing Plan

Mansfield, CT

## CLIENT

Town of Mansfield  
Mansfield, CT

## Services Provided

- Affordable Housing Plan
- Public Participation

The Town of Mansfield, contracted with SLR to identify opportunities and challenges to the accessibility of Affordable Housing in town, using the guidance provided by the Connecticut Department of Housing.

The first part of the analysis consisted of a housing needs assessment that identified gaps between supplies of attainable housing and the resources of the current town population. Case studies from other municipalities were provided to the Planning & Zoning Commission and the public through a robust outreach process. Public outreach sessions not only solicited feedback from residents but also provided background knowledge and education on this often misunderstood topics.

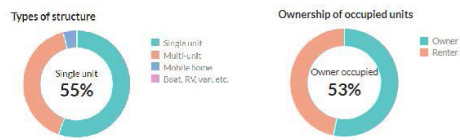
The Project Team then examined Town zoning and policies for opportunities to improve housing diversity in appropriate locations. The Team refined policies and locations most appropriate for affordable housing in consultation with the Planning & Zoning Commission and staff. The data and recommendations were synthesized into a comprehensive document which was adopted by the Planning and Zoning Commission.

Visit the project website here:

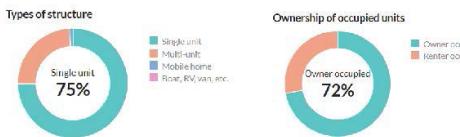
<https://arcg.is/0Lb15v>

## HOUSING TYPOLOGY

Mansfield



Tolland County



Source: American Community Survey: 5-Year Estimates 2015-2019

- Mansfield has a diverse housing stock compared to Tolland County with a large number of multi-family units and rental units
- Rental units make up 47% of Mansfield's housing stock
  - In 2010, only 36% of units in Mansfield were renter-occupied

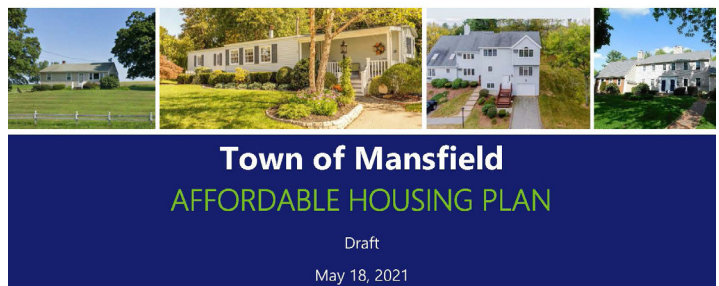
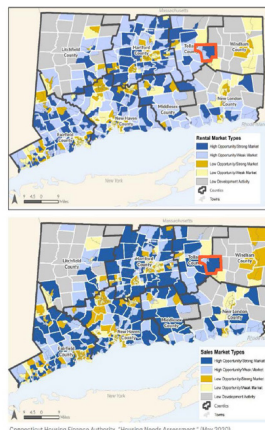
## HOUSING OPPORTUNITY DESIGNATION

The Connecticut Housing Finance Authority (CHFA) developed an index that classifies neighborhoods based on **Opportunity** and **Market** activity.

All of Mansfield is characterized as **High Opportunity Area**. This means that new housing will provide a higher quality of life for residents, with easy access to jobs and good schools.

Market activity is determined for based on sales and rental trends. **Strong markets are more likely to see development activity than weak markets.**

- Strong Rental Market in Storrs and western Mansfield
- Strong Sales Market in western and southern Mansfield







# Farmington Affordable Housing Plan

Farmington, CT

## CLIENT

Town of Farmington  
Farmington, CT

## Services Provided

- Affordable Housing Plan
- Public Participation

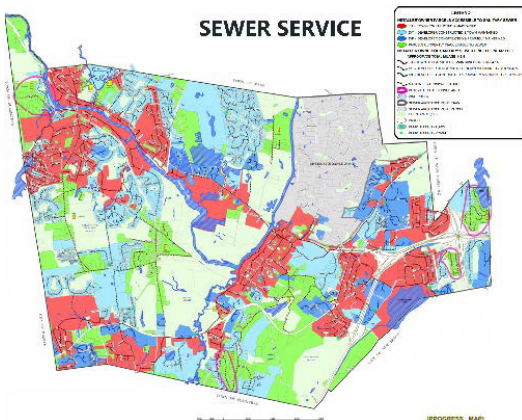
Visit the project website here:

<https://arcg.is/9OvC1>

## Plan Process



Community-Driven Plan that reflects  
**Farmington's** values and priorities

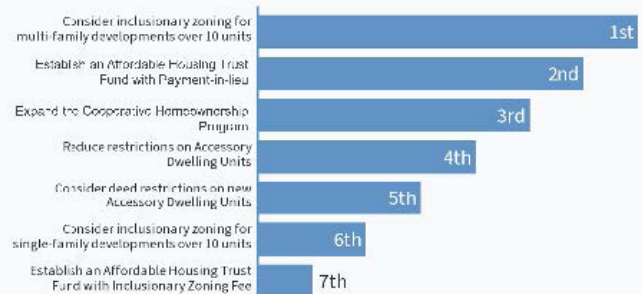


The Town of Farmington, contracted with SLR to identify opportunities and challenges to the accessibility of Affordable Housing in Town, using the guidance provided by the Connecticut Department of Housing.

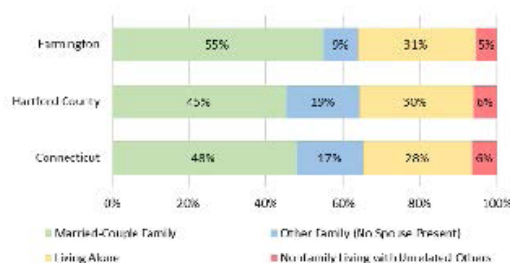
The first part of the analysis consisted of a housing needs assessment that identified gaps between supplies of attainable housing and the resources of the current Town population. Case studies from other municipalities were provided to the Planning and Zoning Commission and the public through a robust outreach process. Public outreach sessions not only solicited feedback from residents but also provided background knowledge and education on this often misunderstood topics.

The Project Team then examined Town zoning and policies for opportunities to improve housing diversity in appropriate locations. The Team refined policies and locations most appropriate for affordable housing in consultation with the Planning and Zoning Commission and staff. The data and recommendations were synthesized into a comprehensive document which was adopted by the Planning and Zoning Commission.

## Please review and rank the following potential Affordable Housing strategies from most appropriate to least appropriate:



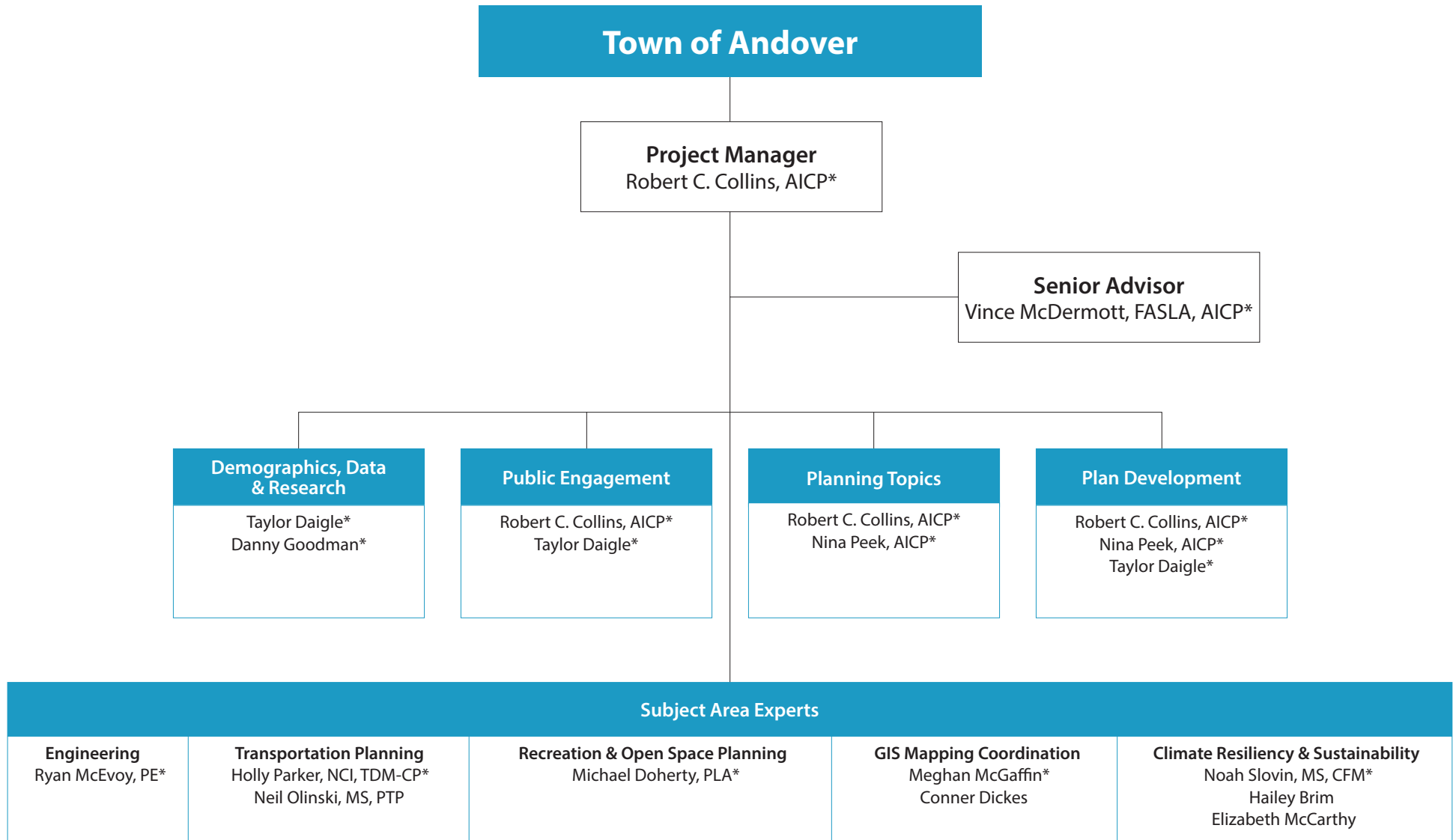
## Household Distribution



## **Section 3**



# Organization Chart



\* Key Staff Resumes Included

# ROBERT C. COLLINS, AICP

## Principal Planner



### YEARS OF EXPERIENCE

- 1 With This Firm
- 25 With Other Firms

### EDUCATION

- MPA, Public Administration Management, The George Washington University
- BLA, Landscape Architecture & Urban Affairs, Virginia Tech

### TECHNICAL REGISTRATIONS

- Certified Planner, American Institute of Certified Planners

### AFFILIATIONS

- American Planning Association (APA)
- Connecticut American Planning Association (CTAPA)
- Florida American Planning Association (FAPA)
- Sustainable Communities Division of American Planning Association (APA)

Mr. Collins is a Principal Planner in our Cheshire, CT office with extensive experience working in many facets of public sector planning including managing and reviewing current planning projects, land development, permit and zoning review, developing and administering long-range plans including plans of conservation and development (POCDs) and municipal comprehensive plans and amendments, zoning code development and amendments, and overall managing and coordinating multifaceted community revitalization plans and projects. He is experienced in community outreach, citizen interaction, coordination and mediation, and physical improvement project implementation and management. Mr. Collins is also a skilled presenter, communicator, and facilitator of public meetings as well as community participatory workshops and multidisciplinary teams. He is focused on professional planning work that promotes community needs, implements change, and builds healthy, vibrant communities.

### SELECTED PROJECT EXPERIENCE

- **City of Norwich Plan of Conservation and Development (POCD) Update | Norwich, CT**  
Currently serving as Project Manager for the update of the City's Plan of Conservation and Development (POCD). SLR's component for the POCD update is focused on preparing a full Community Profile and Existing Conditions Report; preparing an analysis of State and Regional plans that need to be considered in the update; supplying advanced assistance and review of the plan development components including goals, strategies, and action steps; and preparing the final InDesign version of the POCD update.
- **City of Long Beach Comprehensive Plan Update | Long Beach, NY**  
Serving as Project Manager for the development of an updated comprehensive plan for the City of Long Beach, New York. Major components for this seaside community include sustainability, resiliency, and adapting to changing climate conditions and sea level rise. Economic development and market analysis of the City's commercial areas are also crucial components to the plan update. A wide range of inclusive public engagement activities and tools are also being utilized in the overall plan development.
- **Town of Cromwell Plan of Conservation and Development and Zoning Regulations Update | Cromwell, CT**  
Currently serving as the Project Manager for the update of the Town's Plan of Conservation and Development (POCD) and a refresh and overhaul of the Town's Zoning Regulations. The project includes public engagement components and will focus on updating both the Plan and the Regulations to be consistent with each other and incorporating important Town sustainable and resilient goals and strategies.

- **Town of Southbury Plan of Conservation and Development Update | Southbury, CT**

Currently functioning as the Project Manager for the review and update of the Town of Southbury's Plan of Conservation and Development (POCD). The process includes a vigorous community engagement component with both in-person and virtual events. The project also includes a State required affordable housing plan.

- **Lower Connecticut River Valley COG (RiverCOG) Housing Plan and Affordable Housing Plans | Essex, CT**

Currently functioning as the consulting team Project Manager in coordination with the RiverCOG staff to develop a Regional Housing Plan for the entire region. The project also includes State required affordable housing plans for 12 towns within the region. The public engagement component includes two (2) regional virtual workshops and 12 individual town virtual workshops.

- **City of New Britain Plan of Conservation and Development Update | New Britain, CT**

Served as the Principal Planner to assist in the final development the Plan of Conservation and Development (POCD) update of the City of New Britain. The Plan has a 10-year focus with a concentration on economic development and livability of current and future residents.

- **Town of Plainville Affordable Housing Plan | Plainville, CT**

Currently functioning as the Project Manager for the development of the State required Affordable Housing Plan for the Town. Project components include a project website developed using ESRI's StoryMap platform, a community survey, a virtual workshop, and development of affordable housing strategies.

- **Town of Colchester Affordable Housing Plan | Colchester, CT**

Currently functioning as the Project Manager for the development of the State required Affordable Housing Plan for the Town. Project components include a project website developed using ESRI's StoryMap platform, a community survey, a virtual workshop, and development of affordable housing strategies.

### PREVIOUS EXPERIENCE

- **St. Lucie County Comprehensive Plan Evaluation and Appraisal Update | St. Lucie, FL**

Project Manager for the County's 2018 Comprehensive Plan Evaluation and Appraisal Based Amendments project. The County document provides guidance to unincorporated portions of the County and had a range of focus from retaining rural character to natural resource protection. Adapting to changing climate conditions was also incorporated into the final plan.

- **Town of Medley Planning Services | Medley, FL**

Worked as the Lead Consultant Town Planner. Provided a full range of planning services to the Town including: review and analysis of land development and zoning applications, led the Town's Development Review Committee and review of projects, prepared staff reports to Town Council on the various planning and zoning applications, and conducted zoning reviews of building permits.

- **Town of Medley TOD Visioning Study | Medley, FL**

Principal Planner for the Town's 2020-21 TOD Visioning Study. The Town has the last under-utilized transit station in Miami-Dade County. The visioning study was the first step in the planning process and was developed in close coordination with Town staff and Town Council.

- **Town of Medley Residential Zoning Analysis and Development | Medley, FL**

Project Manager for the Town's 2020-21 Residential Zoning Analysis and Development. The Town had limited residential zoning regulations and districts. Corrective strategies were identified and a plan of action was developed.



# VINCENT C. MCDERMOTT, FASLA, AICP

## Principal Landscape Architect



### YEARS OF EXPERIENCE

- 34 With This Firm
- 18 With Other Firms

### EDUCATION

- MLA, Landscape Architecture  
University of Massachusetts
- BS, Plant Science  
University of Connecticut

### TECHNICAL REGISTRATIONS

- Landscape Architect - CT, MA, NY,  
NJ, RI, SC, ME, NC, NH, VA

### AFFILIATIONS

- Fellow, American Society of  
Landscape Architects
- Council of Landscape  
Architectural Registration Boards
- Certified Planner, American  
Institute of Certified Planners
- Connecticut Board of Landscape  
Architects 1980-2015, Chairman
- National Council of Landscape  
Architecture Registration Boards  
1995-1996, President
- American Planning Association
- CT Greenways Council Lifetime  
Achievement Award (2018)

Based in our Cheshire, CT office, Mr. McDermott has over 50 years of experience with planning, engineering, and land development firms, as well as with governmental and academic institutions. He is responsible for technical oversight on such projects as streetscape improvements, land use planning, parks and recreational facilities, bikeways and greenways, community and master planning, and site development for commercial and residential facilities. He is routinely involved in community development and public outreach programs.

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

### SELECTED PROJECT EXPERIENCE

- **Comprehensive Plan and Zoning Regulatory Update | Derby, CT**  
Principal Planner for amending plans and zoning regulations including implementing the Downtown Revitalization Plan and developing special development districts, flood management regulations, and marijuana land use regulations for the Town of Derby.
- **Comprehensive Zoning Regulatory Update | Weston, CT**  
Project Director to prepare updated and amended zoning regulations to include village district standards and site development standards for the Town of Weston.
- **Comprehensive Zoning Regulatory Update | Mansfield, CT**  
Project Director to review zoning regulations to identify opportunities to clarify, modernize, and update them to respond to current land use issues, provide for desirable development opportunities and goals, and ensure compliance with recent case law for the Town of Mansfield.
- **Downtown Mansfield Master Plan | Mansfield, CT**  
Developed a master plan for the Mansfield downtown area to include a mix of residential and nonresidential uses typically found in collegiate communities. An analysis was completed of existing conditions of the downtown areas, and additional services included researching the market conditions, developing a target market strategy for the area, and developing the master plan.
- **Fairfield Hills Development | Newtown, CT**  
Reuse development of a state-owned former medical institution located on approximately 185 acres. The proposed plan calls for a mixed use of commercial, retail, residential, and open space.

## AFFILIATIONS

- Brevard Indian River Lagoon Council, Board of Directors Secretary
- Flanders Nature Center, Woodbury, CT – 1981 to 1990, Director
- Connecticut Recreation & Park Association
- Pomperaug River Watershed Coalition, Chairman
- Greater New Haven Chamber of Commerce, Director
- American Sports Builder's Association
- **Buckland Gateway & I-291 Zones Development / Redevelopment Plans | Manchester, CT**  
Prepared a plan for the development of the Buckland Gateway and I-291 zones. The project involved the analysis and overall land use, acquisition proposals, relocation, infrastructure improvements, and financing.
- **State Pier Municipal Development Plan | New London, CT**  
Developed a Municipal Development Plan for approximately 125 acres which includes a variety of land uses. The project goal was to improve the efficiency of the multimodal port facility by removing incompatible land uses to provide sites for warehouses and port-related manufacturing. Studies of infrastructure capacity, traffic, environmental conditions, and housing relocation were included in the plan.
- **Woodruff Hill Industrial Park Environmental Impact Evaluation & MDP | Oxford, CT**  
Working with the Oxford Economic Development Commission, an Environmental Impact Evaluation was completed and a Municipal Development Plan prepared for a proposed industrial park consisting of 18 lots and approximately 310 acres of industrial-zoned, Town-owned property. The project area will be served by approximately 5,000 linear feet of new road and improvements to existing infrastructure that will create the appropriate access around the nearby Oxford Airport and aid in the proposed development.
- **Industrial Park Expansion Municipal Development Plan | Killingly, CT**  
Prepared a Municipal Development Plan for a proposed industrial park expansion adjacent to the Town's existing industrial park.
- **Ridgefield Center Study | Ridgefield, CT**  
Project Director to conduct a study of the Main Street area to evaluate existing parking conditions, vehicular and pedestrian circulation systems, and wayfinding techniques.
- **Route 68 Corridor Management Plan | Wallingford, CT**  
Planning services to improve traffic movement through the Yalesville neighborhood. Sponsored by the South Central Connecticut Council of Governments, the project addressed signal timing, lane modifications, pedestrian routes to the neighborhood school, and connections to the Quinnipiac River Greenway.



# NINA PEEK, AICP

## Planning Technical Discipline Manager



### YEARS OF EXPERIENCE

- <1 With This Firm
- 29 With Other Firms

### EDUCATION

- BS, MRP Program,  
Cornell University, College of  
Architecture, Art and Planning

### TECHNICAL REGISTRATIONS

- Certified Planner, American  
Institute of Certified Planners

### AFFILIATIONS

- American Institute of Certified  
Planners, Member
- American Planning Association,  
Upstate New York Chapter, Board  
Member
- New York Planning Federation,  
Board Member (Past-President)
- Capital District Regional Planning  
Commission, Awards Committee,  
Member
- Westchester County Association,  
Women's Leadership Committee,  
Member
- Town of Amenia Planning Board,  
Member/Former Chairperson

Ms. Peek is a Senior Principal in SLR's Planning division with 30 years of experience providing a broad range of public and private sector clients with land use planning, public engagement, and environmental consulting services. Her work includes drafting municipal zoning ordinances, preparing comprehensive plans, transit-oriented development plans, corridor studies, shared-use trails and railway plans, open space and farmland protection plans. Ms. Peek works with a broad base of stakeholders crafting implementable policies and actions that incorporate best practices for reducing risk. She has a robust resume of National Environmental Policy Act and State Environmental Quality Review Act reviews for on-call assignments, including for the Governor's Office of Storm Recovery, the New York State Department of Transportation, the New York State Thruway Authority, and the Dormitory Authority of the State of New York.

### SELECTED PROJECT EXPERIENCE

- **City of Long Beach Comprehensive Plan Update | Long Beach, NY**  
SLR was retained by the City of Long Beach to update its Comprehensive Plan and establish a guiding framework for future sustainable development, economic growth, and natural resource preservation. The City has been rebuilding since 2012, following catastrophic damage resulting from Superstorm Sandy. Through a robust public engagement process, together with significant input from City staff, SLR developed a vision, goals, strategies and action items for the Comprehensive Plan that built upon the City's New York Rising Community Reconstruction Plan (NYRCR). SLR is currently working with the City to refine implementation strategies, develop zoning recommendations, and prepare the final draft Comprehensive Plan.
- **Town of Bedford Multi-Family Housing | Katonah, NY**  
SLR is providing SEQRA and Site Plan services assisting a private client with the development of a 15-unit multi-family development, and associated parking in the hamlet of Katonah, Town of Bedford, Westchester County, NY. The proposed development on approximately ½ acre, requires multiple discretionary approvals from the Town of Bedford Planning Board, Zoning Board of Appeals and Town Board. In support of the application, Ms. Peek will lead preparation of SEQRA required documentation and coordinate with the Town's Boards, and Staff and Project Team to support a Negative Declaration pursuant to SEQRA.
- **Village of Dobbs Ferry House of Worship | Dobbs Ferry, NY**  
SLR is providing SEQRA and Site Plan services assisting a private client with a proposed house of worship in the Village of Dobbs Ferry, NY. The proposed project includes four components: (1) SEQRA Compliance; (2) Rezoning the Site to allow the proposed use; (3) Site Plan/Special Permit Approval; and (4) Area variances from the Zoning Board of Appeals. Ms. Peek is leading preparation of SEQRA required documentation and coordination with the Village Board Staff and Project Team.



## PREVIOUS EXPERIENCE

- **AKRF, Inc. | White Plains, NY**

As Vice President and Director of the Hudson Valley office, Ms. Peek provided a range of environmental, planning, and engineering services for clients in the Northeast and Mid-Atlantic states. She oversaw land development and municipal planning projects as well as the staff development program. Ms. Peek led the Hudson Valley strategic growth plan and the business development program in the Hudson Valley and Capital District. She was involved with assignments including on-call municipal consulting special projects; land development; resiliency plans; trail projects; and roadway, rail, and corridor planning.

- **VHB/Saccardi & Schiff, Inc. | White Plains, NY**

Served as the Associate Vice President responsible for leading growth of the firm's land development and planning practice in the Hudson Valley. Ms. Peek conducted rehabilitation and reuse projects, prepared institutional master plans, and secured permits and entitlements for residential development projects.

- **Vollmer Associates/Stantec | New York, NY**

Worked as a Senior Planner in the Architecture/Planning Department and served as the Principal Project Planner for environmental review projects. Assisted with business development, marketing and proposal preparation for planning, and transportation and landscape architecture projects. Ms. Peek also conducted the public engagement and outreach for large transportation infrastructure projects.

- **New York City Department of City Planning | New York, NY**

Served as a Junior Planner and the Primary Project Planner for a Five Borough Open Space Inventory and Mapping project. Coordinated with Borough Presidents' offices for data collection efforts and performed field work and assignments.

## MUNICIPAL PROJECTS

- **City of New Rochelle On-Call Planning Services | New Rochelle, NY**

Principal-in-Charge/Project Manager for various on-call planning assignments with the City of New Rochelle including assistance with SEQRA and NEPA environmental reviews, site and subdivision application review, updates to existing zoning text and preparation of new zoning text as necessary, and a variety of other planning-related assignments. Also worked with City staff to apply for CFA grants to advance various economic development initiatives.

- **Governor's Office of Storm Recovery, New York Rising Community Reconstruction Program (NYRCR) | Various Locations, NY**

Montgomery County: Oversaw preparation of the Recovery and Resiliency Plan for Montgomery County, NY. Following extreme storms in June, 2013, many communities in Montgomery County experienced severe flooding and unprecedented damage. The County was eligible for up to \$3 million in New York State capital funds to support the implementation of recovery projects. The five-month long project would be implemented in two phases; the first focusing on identifying remaining recovery needs, and then on developing county-wide long-term resiliency strategies and actions.

Clarkstown, NY: Project Manager for the preparation of a Flood Resiliency Master Plan for the Town of Clarkstown in Rockland County, NY. This grassroots planning initiative funded by the US Department of Housing and Urban Development, through the NYS Department of Housing and Community Renewal, included bi-weekly meetings with a twelve person Planning Committee and four public engagement meetings to gather public input from the Clarkstown community. The final NY Rising Community Reconstruction Plan included recommendations to minimize Clarkstown's exposure to flood risk and increase their resiliency from damage caused by major storm events.

# TAYLOR DAIGLE

## Planner I



### YEARS OF EXPERIENCE

- <1 With This Firm
- 1 With Other Firms

### EDUCATION

- MS, Natural Resources  
University of New Hampshire
- BS, Environmental and Resource  
Economics  
University of New Hampshire

### TECHNICAL REGISTRATIONS

- University of Washington  
Geographic Information System  
(GIS) & Cartography Program  
Certification (in process)

Working in our Cheshire, CT office, Ms. Daigle is a Planner I with a background in Natural Resources and Environmental and Resource Economics. She has direct experience providing support to a local city planning department in New Hampshire including updating long-range planning documents, reviewing permits for regulatory compliance, and providing various environmental monitoring and testing services. In addition, Ms. Daigle has provided consultation services regarding green real estate as well as completed projects involving the review of community plans and data, and developing subsequent recommendations for improvements and future planning efforts.

### SELECTED PROJECT EXPERIENCE

- **Town of Cromwell Plan of Conservation and Development (POCD) and Zoning Regulations Update | Cromwell, CT**  
Currently, as part of the SLR team, is assisting with data collection and analysis; community survey administration; and GIS mapping and analysis. Will be responsible for research on special planning topics for both the POCD update and for new regulations to be included in the Zoning Regulation update. The project includes other public engagement components and will focus on updating both the Plan and the Regulations to be consistent with each other and incorporating important Town sustainable and resilient goals and strategies.
- **City of Norwich Plan of Conservation and Development (POCD) Update | Norwich, CT**  
Currently, as part of the SLR team, is assisting with data collection and analysis for the community profile and existing conditions document and researching and preparing the report on relevant state and regional plans that have an impact on the City's POCD. Will also be involved in reviewing specific plan components and final plan development.

### PREVIOUS EXPERIENCE

- **City of Laconia Planning Department | Laconia, NH**  
Served as a Conservation/Planner Technician to support Planning Department endeavors through comparative and geospatial analysis, including updating long-range planning documents such as master plan chapters and the natural resource inventory. Responsible for reviewing all NHDES Wetland and Shoreland Permits for compliance with local regulations as well as preparing and coordinating materials and personnel for the Conservation Commission. Conducted erosion and sediment control BMP inspections on all sites with wetland and/or shoreland impacts. Also managed water quality monitoring procedures in partnership with NHDES and conducted regular testing.

- **University of New Hampshire | Durham, NH**

Graduate Assistant responsible for teaching Wildlife Ecology and Natural Resource & Environmental Policy basics to students of varying environmental backgrounds, in both indoor and outdoor settings. Created lesson materials, visuals, and digital presentations to supplement lesson plans. Directed students in performing and completing assigned tasks including lab reports, policy briefs, data collection, and quizzes.

## RESEARCH & PROJECT EXPERIENCE

- **Master's Thesis Research: US East Coast Community Resilience from a Community Capitals Perspective**

Gathered, reviewed, and summarized literature surrounding disaster management and community capital. Performed statistical and spatial analysis on collected data including demographics, and community capital indicators. Considered policy options for community capital development and made recommendations for future research.

- **Consultation: NH Association of Realtors – Green Real Estate Education & Outreach**

Established opportunities for increasing public education and engagement in sustainable green real estate. Analyzed literature on green real estate to collect current, valuable information for buyers and sellers. Developed outreach materials communicating information about green real estate.

- **Undergraduate Project: Town of Suffield – Master Plan Review & Recommendations**

Assessed community resources and assets through a comprehensive review of the Town's master plan documents. Proposed recommendations for the master plan to better meet community objectives including downtown development, affordable housing, and recreational space.

# DANNY GOODMAN

## Senior Consultant



### YEARS OF EXPERIENCE

- <1 With This Firm
- 13 With Other Firms

### EDUCATION

- Certificate, GIS and Design  
Pratt Institute
- MFA, Creative Writing (Honors)  
University of New Orleans
- MA, English Language and  
Literature  
Lancaster University
- BA, English/Creative Writing  
(Honors)  
University of Central Florida

### AWARDS

- Two-time Samuel Mockbee Award  
for Nonfiction Writing

Mr. Goodman is a Senior Consultant in our EMPA and Planning division working in our Beacon, NY office. He is an experienced GIS specialist and technical editor with a demonstrated history of success working in data-driven and editorial environments. He is skilled in ArcGIS, Adobe Creative Suite, SQL/Python as well as cartography, editing, writing, and workflow management. Mr. Goodman has earned a Certificate in GIS and Design from the Spatial Analysis and Visualization Initiative (SAVI) at the Pratt Institute to further enhance his work with data research, analysis, and cartography.

### SELECTED PROJECT EXPERIENCE

- **City of Long Beach Comprehensive Plan Update | Long Beach, NY**

Currently, as part of the SLR team, is assisting with data collection and analysis, GIS data and mapping, and advanced assistance in the final plan development. Major components for the Comprehensive Plan for this seaside community include sustainability, resiliency, and adapting to changing climate conditions and sea level rise. Economic development and market analysis of the City's commercial areas are also crucial components to the plan update.

- **Town of Southbury Plan of Conservation and Development (POCD) Update | Southbury, CT**

As part of the SLR team, is assisting with data collection and analysis, GIS data and mapping, and advanced assistance in the final plan development. The project has included a review and update of the Town of Southbury's Plan of Conservation and Development (POCD) with a vigorous community engagement component with both in-person and virtual events. The project also includes a State required Affordable Housing Plan.

### PREVIOUS EXPERIENCE

- **AKRF | New York, NY**

Mr. Goodman served a dual role at the firm as an Editor and GIS Specialist. As an Editor, his areas of expertise included technical editing, proofreading, maintaining house styles, and project management of the production of firm deliverables. He also developed and deployed project-specific document templates and coordinated specialized document layouts. As a GIS Specialist, Mr. Goodman managed workflow within the GIS team including implementation and maintenance of a document intake system. He provided data research and analysis from various resources including city agencies, open data, and demographic information. In addition, he worked directly with project managers and clients to define mapping project requirements and preferences then create specialized maps, most notably for environmental review documents.

# RYAN J. MCEVOY, PE

## Principal Civil Engineer



### YEARS OF EXPERIENCE

- 20 With This Firm
- 1 With Other Firms

### EDUCATION

- BS, Civil & Environmental Engineering  
University of Connecticut

### TECHNICAL REGISTRATIONS

- Professional Engineer - CT

Mr. McEvoy is a Principal Civil Engineer in our Cheshire, CT office with over 10 years of experience including the design and inspection of sewers and roadways; stormwater design and remediation; culvert design; and municipal reviews.

### SELECTED PROJECT EXPERIENCE

- **Inland Wetlands Agency & Planning & Zoning Commission | Derby, CT**  
Assisted in representing SLR in its capacity as Mayor-appointed City Engineer for the City of Derby. Since 2009, Mr. McEvoy has been responsible for providing technical support for various agencies within the City, including the Office of the Mayor, Office of Development and Administration, Inland Wetlands and Watercourses Agency, and the Planning and Zoning Commission. He has reviewed plans, specifications, and reports for the Wetlands Agency and Planning & Zoning Commission. He also provided services with the preparation of construction documents for various projects involving the City of Derby, including drainage improvements on Gilbert and Crescent Streets.
- **Washington Farm | Burlington / Farmington, CT**  
Provided engineering services for a multiphase 34-lot residential subdivision spanning two municipalities. The project included the design of 4,000 feet of Town roadways and soil testing/design for individual subsurface sewage disposal. Roadway design included concrete box culvert design and off-site and on-site drainage improvements.
- **Settlers Greene | Colchester, CT**  
Provided engineering design services for a mixed-use residential and commercial development project located on CT Route 16. The design included a sewage pump station on-site, a force main along Route 16 and on-site stormwater management.
- **Running Brook Farm | Norwalk, CT**  
Designed storm and community septic systems for this multi-unit affordable housing/age-restricted development located adjacent to a floodplain in an environmentally sensitive area.
- **Alligerville Fire Station & Emergency Shelter | Rochester, NY**  
Prepared a layout and grading plan for the proposed building, driveway, parking spaces, walkways, well, and septic system. Coordinated with the project architects and conducted field inspections of the site before preparing preliminary site layout, grading, drainage and utility connections, driveway access, parking, and site improvement plans.
- **Bristol Parks Master Plan and Design | Bristol, CT**  
Engineering services in coordination with the design of active and passive park improvements at several City parks.





- **New Collinsville Fire Station | Canton, CT**

Lead Civil Engineer responsible for providing design services for site improvements at the proposed new Collinsville Fire/EMS House located at 51 River Road in Canton.

- **South Kent School Center for Innovation | Kent, CT**

Site planning and engineering services associated with the school's educational needs and to accommodate as many as 300 visitors for various community events. The goal is to establish an environmental campus that is totally heated and powered by the sun, grows enough food – year round and on site – to feed the academic community, and consumes no externally sourced water. The site design included a subsurface sewage disposal system for multiple educational buildings and a residential building and stormwater design to control to retain and store water for irrigation purposes.

- **Schanz Farm | Northford, CT**

Provided engineering services for a 30-lot residential subdivision. The project included the design of a 4,200-foot Town road and soil testing/design for individual subsurface sewage disposal. Roadway design included preliminary design of a 70-foot-long bridge spanning the floodway of the Farm River, in an environmentally sensitive public water supply district.

- **Hampton Woods | East Hampton, CT**

Provided engineering design services for a 242-unit affordable housing residential project located on CT Route 66. The design included an on-site sewage pump station and several community drinking water wells in addition to on-site stormwater management designs.

- **West Bristol K-8 School | Bristol, CT**

Site planning services and engineering services associated with the development of a 123,000-square-foot middle school including permitting and construction plans.

- **Greens Farms Academy K-12 Private School | Westport, CT**

Site engineering and construction services associated with the phased expansion of the private K-12 school. Services included analysis and expansion of the subsurface sewage disposal system, drainage analysis, and construction reviews.

- **Putnam High School | Putnam, CT**

Site planning services and engineering services associated with the addition to and renovation of an existing high school including permitting and construction plans.

- **Guilford High School | Guilford, CT**

Assisted with the site design of a new high school in Guilford, Connecticut, adjacent to the existing high school. Due to site constraints, the new school has to be located within 20 feet of the existing school, and the existing school needed to remain in operation while the new school was constructed. This presented many challenges regarding utility infrastructure, access, safety, phasing, erosion control, and stormwater management on site.

- **Bates Woods Park | New London, CT**

Engineering services for the expansion of the parking areas and site improvements.

- **Rentschler Field | East Hartford, CT**

Performed drainage analysis, culvert design, detailed earthwork analysis, and contaminated soil mitigation in support of large-scale parking and circulation improvements.

# HOLLY PARKER, NCI, TDM-CP

## Principal Transportation Planner



### YEARS OF EXPERIENCE

- 1 With This Firm
- 24 With Other Firms

### EDUCATION

- MS, Environmental Studies / Pollution Prevention  
University of Massachusetts
- BA, Political Science  
University of New Hampshire

### TECHNICAL REGISTRATIONS

- National Charrette Institute
- Electric Vehicle Training - European Energy Centre
- Transportation Demand Management-Certified Professional

Ms. Parker is a Principal Transportation Planner with over 25 years of experience in active transportation planning. She has a deep understanding of the planning and public engagement required to support walking, cycling, and transit, and to encourage shared vehicle use. She has spent her career facilitating meetings and conducting outreach for sustainable transportation projects. She has formalized this experience with a National Charrette Institute (NCI) training and certification. Ms. Parker incorporates strategic planning into sustainable transportation projects in a variety of settings, notably university campuses, having initiated the CommuterChoice program at Harvard University and the Transportation Options program at Yale University. She is responsible for bringing the first carshare and modern bikeshare programs to Connecticut. Her work with public and private clients has included bringing state-of-the-art shared micromobility to municipalities, universities, and corporate campuses across the country.

### SELECTED PROJECT EXPERIENCE

- **UConn Active Transportation Plan | Storrs, CT**  
SLR was hired to evaluate UConn's bicycle, pedestrian, and transit infrastructure, procedures, and policies to plan a future campus on which existing and emerging modes of transportation are more safe, intuitive, and efficient. Ms. Parker served as project manager for this project which provided GIS mapping of transportation infrastructure & amenities, an existing conditions gap analysis, public outreach & engagement, development of a phased policy and project plan, conceptual design, and a 10-year Capital Plan including preliminary cost estimates. The project will address the new modes of human powered and electrified transportation modes increasingly being used for campus travel, and improve the safety of vulnerable road users on a campus ringed by state and local roads with high volumes of car and truck traffic.
- **CRCOG Regional Micromobility Feasibility Project | Hartford, CT**  
SLR assisted the Capitol Region Council of Governments (CRCOG) in updating their 2014 "*Metro Hartford Bike Share Study*." The study reassessed the potential for a regional micromobility system, and helps CRCOG and its communities understand the areas where a system is feasible, how large a system is sustainable, available micromobility vehicle types, and what business model options are most viable. Ms. Parker's role included researching and writing a *Recent Trends in Bike Share Memorandum* that summarized the state of the bike share/micromobility industry and highlighted key trends impacting the CRCOG region as it continues to pursue the implementation of a regional micromobility program. She also created a *Micromobility Myths and Facts* sheet to help answer common questions communities have about bike and scooter share systems.



### PREVIOUS EXPERIENCE

- **Guilford Complete Streets Plan | Guilford, CT**

The Town of Guilford, CT formed a “Safe Streets Task Force” in 2019 out of concern for bicycle and pedestrian safety. Ms. Parker led the public engagement process for road and trail improvements for the Town, beginning with an initial virtual public meeting and continued with a virtual charrette spanning 3 consecutive evenings. In addition, a series of monthly survey questions and an interactive map allowed residents and stakeholders to show areas of concern or celebration. Ms. Parker also guided the incorporation of complete streets principles into the Town’s planning process, and helped develop standards for traffic calming and bicycle, pedestrian and transit infrastructure that will improve mobility and safety, and provide equitable and sustainable transportation options.

- **Southeastern Connecticut Council of Governments (SCCOG) Regional Bicycle and Pedestrian Plan | Norwich, CT**

Ms. Parker and her firm worked with SCCOG to develop a comprehensive inventory and plan of the region’s bicycle and pedestrian programs and infrastructure. The plan complements state and local planning efforts and serves as a companion to the Region’s Long Range Transportation Plan. It ensures that all the SCCOG municipalities have a basic level of bicycle and pedestrian planning, and that each town’s contribution to the network is documented and considered in future planning efforts. Ms. Parker helped create the project’s public participation survey and developed 22 customized Community Toolkits for implementing the improvements in each community. In addition, she assisted with drafting the final recommendations for the plan.

- **Capitol Region Connecticut Council of Governments (CRCOG) Regional Micromobility Coordination | Hartford, CT**

Working with CRCOG staff, Ms. Parker helped launch a regional bike share program, which over the term of the agreement, became a regional e-scooter share due to acquisition of the successful bikeshare vendor by an e-scooter sharing company. Ms. Parker developed a sponsorship presentation and sponsorship levels for the program, as well as coordinating meeting with potential title sponsors. The project required coordination with town officials and private partners to build support for the program. Ms. Parker also coordinated directly with the City of Hartford to establish “virtual station” locations, and with the vendor on deployment of the shared mobility program.

- **Western Connecticut Council of Governments (WestCOG) Regional Bicycle Plan | Sandy Hook, CT**

The WestCOG Regional Bicycle Plan documents existing bicycle infrastructure, sets goals, and recommends improvements, as well as proposes incremental steps communities can take to encourage bicycling. The Plan seeks to improve bicyclist safety and mobility, create a cohesive network, and support cycling as a viable transportation mode that improves public health, increases transportation options, and spurs economic development. It identifies short and long-range projects and sources of funding for bicycle trails and on-road improvements, and also sets bicycle education goals in collaboration with BikeWalk CT and other partners to bring bicycle safety skills to elementary schools and Parks and Recreation Department programming throughout the region. Both the local and regional approaches combined will result in a more balanced transportation network that makes bicycling a viable transportation mode in Western Connecticut.

- **New Haven Transportation Demand Management (TDM) Coordination | New Haven, CT**

The City of New Haven secured a planning grant in 2015 to revitalize central New Haven through transit-oriented development and to reduce automobile trips in the Downtown Crossing district. The City engaged major New Haven employers in advancing Transportation Demand Management (TDM) programs that would reduce their parking needs and attract/retain employees as urban mobility preferences now strongly favor *choice*, and options beyond drive-alone commuting. Ms. Parker led project activities to develop a comprehensive TDM strategy for the City. The coordinated TDM efforts will facilitate New Haven’s surging growth potential, while mitigating traffic increases and minimizing the expansion of parking infrastructure. The final report documented the work already underway in New Haven, while providing implementable strategies at the employer/consortium level.

# MICHAEL DOHERTY, PLA

## Principal Landscape Architect



### YEARS OF EXPERIENCE

- 17 With This Firm
- 1 With Other Firms

### EDUCATION

- MLA, Landscape Architecture  
State University of New York  
College of Environmental Science  
& Forestry
- BS, Urban Forestry &  
Landscape Horticulture  
University of Vermont

### TECHNICAL REGISTRATIONS

- Landscape Architect - CT, NY

### AFFILIATIONS

- Council of Landscape Architects  
Registration Board (CLARB)
- American Society of Landscape  
Architecture
- Society of Ecological Restoration  
(SER)
- Sigma Lambda Alpha, Nu Chapter  
National Landscape Architecture  
Honor Society

Working in our Cheshire, CT office, Mr. Doherty serves as a Principal Landscape Architect and Project Manager with over 16 years of experience in the fields of landscape architecture, horticulture, and forestry. Mr. Doherty practices in the development of all aspects of landscape architecture projects including master planning, site layout, grading, planting, and construction detailing. He is particularly interested in ecological restoration and enhancements, low impact design, alternative transportation, and creating outdoor spaces that promote healthy lifestyles. His project experience includes educational and institutional master planning and site development, parks and recreation facilities, bikeways and trails, environmental enhancement projects, streetscape improvements; and residential, commercial, and industrial site development.

### SELECTED PROJECT EXPERIENCE

- **Library Park | Waterbury, CT**  
Project Manager for the renovation planning and Phase 1 construction drawings of the iconic Library Park in downtown Waterbury, CT. Designed by Calvert Vaux and the Olmstead Brothers, Library Park is a historic park and contributing site to the nationally registered Historic Downtown District of Waterbury. SLR took the previously prepared master plan through schematic design while identifying Phase 1 improvements for detailed design and bid documents in the Spring of 2020. Our team met a very fast paced timeline with quality and creative design solutions that included a new urban plaza, renovated walking paths, fiber reinforced great lawn for expanded event use, support infrastructure upgrades, and robust landscaping. All improvements are focused on highlighting the historic character of the site while inviting more daily users into the park to continue efforts in energizing the downtown of Waterbury.
- **Maselli Farm Master Plan | Hamden, CT**  
Project Manager for the sustainable redevelopment evaluation and master plan vision of the 34 acre former Maselli Farm property. Services included full site analysis and assessment, community engagement including online survey and workshops, local agricultural market analysis, identification of funding opportunities and potential project partners. The master plan created a vision for the property which maintained its historic agricultural use and provided guidance for its future as a thriving farm, ecological education center, and passive recreation park. Phased site elements include renovation of a historic barn, walking trails, parking, picnic areas, stormwater mitigation, solar fields, greenhouses, and community garden and education spaces.
- **Harbor Park | Middletown, CT**  
Project Manager for the redevelopment of 1,600 linear feet of riverwalk and park amenities including walk connections, seating, art, and renovated river-front restaurant patio.



## AWARDS

- CTASLA 2016 - Landscape Planning & Analysis Merit Award
- CCAPA 2018 - Historic Preservation Award, Uncas Leap Heritage Park

- **Uncas Leap Heritage Park | Norwich, CT**

Lead Landscape Architect for the master planning and in-depth analysis related to the site's historical events and uses, physical attributes, context and connectivity surrounding City attractions, and the experience of the site in particular the views and interaction with the beautiful Yantic water falls. The design process incorporated a series of public design workshops in which SLR aided the project partners and advocates to create a master plan vision and conceptual plans for the site. This project was the recipient of a 2018 CT American Planning Association Historic Preservation Award.

- **Schenck's Island and Merwin Meadows Master Plans | Wilton, CT**

Project Manager for the re-imagining and renovation of two signature Wilton parks. Schenck's Island and Merwin Meadows bookend the Wilton Town Center and as such provide great opportunities for residents and visitors to shop, eat and recreate in these unique spaces. The master plan is currently in process with an in-depth site analysis and public engagement taking place. The master plans, once complete, will provide the vision for the next 20 years of Town development, management, and integration of the parcels into the culture and community of the Town.

- **Mattatuck Museum Renovation and Expansion | Waterbury, CT**

Project Manager for the development of concept through to construction documents for the 14,000-square-foot renovation and 7,000-square-foot expansion of the Mattatuck Museum. As an integral part of the reimagined museum, the site was developed to better interact with the public and surrounding urban fabric through enhanced streetscapes, new public entry plaza with seatwalls, signage, lobby with views to the green, accessible entrances, exterior artwork, vibrant landscaping, and accent lighting.

- **Ethel Walker Woods Open Space Stewardship Plan | Simsbury, CT**

Project Manager for the 2016 CTASLA Merit Award winning analysis and master planning document for over 600 acres of park and open space in Simsbury, CT. Field observations and in-depth analysis of existing and potential future uses resulted in a master plan report that will guide the town in future active and passive recreational improvements. Collaboration of landscape architecture and ecological planning resulted in designs for sustainable access to the subject parcels while maintaining appropriate buffers and protections of natural resources.

- **Revitalization of Bristol Parks | Bristol, CT**

Conducted a comprehensive vegetative analysis and prepared a summary report for the 100+ acre Rockwell Park.

- **Bates Woods Park | New London, CT**

Project Landscape Architect responsible for design and construction drawings for park renovations. Park enhancements include redesigned parking and access road, granite curbing, ADA compliant walkways, paver plaza, landscaping, masonry repairs, and ornamental LED parking, and pedestrian lighting.

# MEGHAN McGAFFIN

## Senior GIS Coordinator



### YEARS OF EXPERIENCE

- 5 With This Firm
- 14 With Other Firms

### EDUCATION

- Graduate Studies, Environmental Studies GIS Courses  
University of New Haven
- MA, Urban Studies  
Southern Connecticut State University
- BS, Geography  
Southern Connecticut State University

### AFFILIATIONS

- Connecticut GIS Users Network
- New England Chapter of the Urban & Regional Information Systems Association (NEURISA) Board of Directors - Communications Coordinator (2018)

Ms. McGaffin is a Senior GIS Coordinator in our Cheshire, CT office with over 16 years of experience working in GIS, having spent 11 years as a GIS Analyst for the City of Milford. In that time, she served on numerous local, regional, and state GIS committees and organizations intent on fostering the improvement of GIS standards, practices, and skills across the state's GIS Community. She was the Communications Coordinator for the former New England Chapter of the Urban & Regional Information Systems Association (NEURISA) and former Steering Committee member of the Connecticut GIS User's Network. She served on the South Central Connecticut Council of Government's Geospatial Committee and Regional Hazard Mitigation Committee. In 2012, she worked closely with the former Connecticut Geospatial Council to draft legislation requiring utility companies to share their pole data with municipalities.

Ms. McGaffin has significant expertise with the ESRI suite of GIS software products for data creation & management, spatial analysis, and map creation. She has extensive experience with ArcGIS, ArcGIS Online, ArcServer, and a wide range of additional software products, including ViewPermit, Vision Appraisal, and Cartegraph. She has also utilized Trimble GIS with ArcPad software to collect field data.

### SELECTED PROJECT EXPERIENCE

- **Holyoke MVP | Holyoke, MA**  
Conducted field and performed GIS analysis tasks for the City of Holyoke's Impervious Surface Mitigation Plan. Worked with the project team to research and develop analytical metrics to study how impervious surfaces affect and are affected by flooding, urban heat, water quality, combined sewer overflows, and air quality. Developed a report, a community survey, as well as interactive StoryMaps to present and share the project with the community.
- **Holyoke, MA Impervious Surface Mitigation Plan | Holyoke, MA**  
GIS Coordinator for development of maps, data, and analysis to study the impact of impervious surfaces and assist with developing mitigation strategies for the community.
- **Chester Plan of Conservation & Development | Chester, CT**  
Primary GIS Coordinator for the Town's 2018 Plan of Conservation and Development. Mapping efforts include, but are not limited to Community Resources, FEMA Flood Zones, Zoning, and Soils.
- **Wilton Plan of Conservation & Development | Wilton, CT**  
Primary GIS Coordinator for the Town's 2018 Plan of Conservation and Development. Mapping efforts include, but are not limited to, Bicycle Suitability Map, Community Facilities, Zoning & Land Use Mapping.

# MEGHAN MCGAFFIN

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- **East Haddam Plan of Conservation & Development | East Haddam, CT**  
Primary GIS Coordinator for the Town's 2018 Plan of Conservation and Development. Mapping efforts include, but are not limited to Community Resources, FEMA Flood Zones, Zoning, and Soils.
- **Resilient Connecticut | Connecticut Institute for Resilience & Climate Adaptation (CIRCA) | Fairfield and New Haven Counties, CT**  
Covering over 50 Connecticut towns, this project looks to address climate challenges by analysing dozens of climate, social, and adaptive data sources to develop resiliency strategies for communities at risk due to the effects of climate change.
- **Open Space Mapping for FEMA Community Rating Service | Stratford CT**  
Researched and analyzed the extent of protected open space within the Special Flood Hazard Area. The inventory and analysis of these areas enabled the Town of Stratford to enter & accrue points for FEMA's Community Rating Service.
- **Zoning Map Update | Woodbridge CT**  
Updated the Town's zoning map to align with the Town's major zoning regulation revision.
- **Lexington-Richland School District #5 | Lexington and Richland Counties, SC**  
GIS Lead for a school redistricting project in one of the nation's fastest growing areas. Conducted demographic analysis on population, housing, and the area economy.
- **Public School Redistricting (2019) | Shelton, CT**  
As GIS Lead, developed elementary school redistricting scenarios. The scenarios were made available to the community through an interactive web map. Families could quickly and easily see potential redistricting impacts on their children.
- **Public School Redistricting (2018) | East Lyme, CT**  
Led GIS effort to develop redistricting alternatives for elementary schools.
- **Lexington School District #1 (2018) | Lexington, SC**  
Responsible for demographic, housing and economic GIS analyses and mapping, including identifying and projecting housing growth areas and potential future school locations.
- **Public School Redistricting | Hamden, CT**  
Assisted Hamden Public Schools in developing redistricting recommendations to relieve overcrowding and mitigate racial imbalances within its elementary schools. Tasks included the development of district and school level enrollment projections; drafting redistricting scenarios that achieve the goals and objectives set out by the redistricting committee; and production of public workshop materials.

## PREVIOUS EXPERIENCE

- **GIS Analyst 2006-2017 | City of Milford, CT**  
While working with almost every City department, Ms. McGaffin was successful in integrating departmental workflows. She developed data and maps for Inland Wetlands, Planning & Zoning, Engineering, Wastewater, Public Works and more. During her time assisting with grant applications, project planning, presentations, and report writing, she gained an immediate understanding of flooding issues, FEMA floodplain regulations, hazard mitigation planning, and Community Rating System regulations.





# NOAH SLOVIN, MS, CFM

## Project Resiliency Planner



### YEARS OF EXPERIENCE

- 7 With This Firm

### EDUCATION

- MS, Geosciences  
University of Massachusetts
- BS, Science of Earth Systems  
Cornell University
- Certificate of Advanced Graduate  
Studies Urban and Environmental  
Policy and Planning  
Tufts University

### TECHNICAL REGISTRATIONS

- Certified Floodplain Manager  
(CFM)
- OSHA 10-Hour

### AFFILIATIONS

- Massachusetts Association for  
Floodplain Management Interim  
Secretary

Mr. Slovin is a Project Resiliency Planner based in our Boston, MA office with experience in GIS, hazard mitigation and climate resilience planning, fluvial geomorphology, and water resource planning. He is particularly interested in community engagement and public outreach.

### SELECTED PROJECT EXPERIENCE

- **Resilient Connecticut | Connecticut Institute for Resilience & Climate Adaptation (CIRCA)**

Mr. Slovin served as an analyst of this multi-faceted project to (1) develop a regional vulnerability and risk assessment for Fairfield and New Haven Counties and (2) select regionally significant, complex adaptation and resilient pilot projects located among the four Councils of Government (COGs). Contributions included facilitation of numerous public and stakeholder engagement events, review of dozens of community resilience plans and transit-oriented development plan, development and implementation of a GIS mapping protocol, and report development. The project was funded by the US Department of Housing and Urban development, and was overseen by CIRCA in partnership with the University of Connecticut.

- **Community Resilience Plan | City of Groton, CT**

Project Manager for development of a Community Resilience Plan under a Long Island Sound Futures Fund Grant. The project includes compilation and review of existing studies, and detailed climate change risk assessment, public and stakeholder engagement, and development of risk-based climate resilience recommendations.

- **Resiliency Planning for the Connecticut State Historic Preservation Plan | Coastal Counties, CT**

Reviewed municipal documents including Hazard Mitigation Plans, Municipal Codes, and Zoning Regulations to determine regulatory and planning gaps with regards to preparing and protecting historic and cultural resources against natural disasters. Assisted with facilitation of discussions with municipal staff about best practices for incorporating historic and cultural resource protection from natural hazards into plans and regulations.

- **Branford, Madison and Milford Coastal Resilience Plans | CT**

Conducted detailed coastal risk assessments; reviews of resilience options; development of neighborhood-specific plans depicting multiple alternatives for becoming more resilient; and development of concept plans and renderings for protecting infrastructure. Concept plans included a flood protection gate for an underpass, coastal bank protection, dune restoration, and beach creation.



- **West Haven Coastal Resilience Plan and Water Pollution Control Facility Outfall Study | West Haven, CT**  
Comprehensive review of existing programs, plans, and capabilities; a detailed vulnerability and risk assessment that considers current and future sea levels; three public meetings to solicit resident participation; a review of adaptation and resilience options suitable for the city; development of a plan document; development of three conceptual designs for protecting coastal infrastructure; and development of two detailed neighborhood recovery and adaptation plans. Specific contributions included mapping of current and future conditions under multiple sea level rise and storm surge scenarios; mapping of various adaptation options; review of relevant plans and regulations; preparation of and participation in public meetings; and document writing.
- **Coastal Resilience for Roadways | Branford and Guilford, CT**  
Performed coastal risk analysis for roadway resilience design projects on three roads in Branford and Guilford. Utilized data from the National Oceanic and Atmospheric Administration (NOAA), Army Corps of Engineers (USACE), and Federal Emergency Management Agency (FEMA) to assess current flood elevation return periods, as well as projected sea level rise impacts.
- **Critical Facilities Assessment | Southeastern CT Council of Governments**  
Assisted the Southeastern Connecticut Council of Governments (SCCOG) with administration of a State of Connecticut municipal resilience grant to evaluate flood, wind, and snow risks to 18 municipal critical facilities, including town halls, fire stations, emergency operations centers, and public works facilities. Developed and implemented a field assessment protocol, and wrote a memorandum of findings and recommendations for each facility.
- **Municipal Hazard Mitigation Plan Development | Connecticut**  
Developed or updated single- and multi-jurisdiction hazard mitigation plans for communities throughout Connecticut as both an analyst and project manager. Areas covered include eight of the nine Councils of Government (COG) in the state with Naugatuck Valley COG, Western Connecticut COG, and Northwest Hills COG as the most recent examples. Plans address a variety of natural hazards, including flooding, high wind, and snow. Development includes meeting with municipal and regional staff and officials, analyzing hazard risks and estimating annualized losses, evaluating capabilities, and identifying mitigation strategies. Mitigation strategies include prevention and planning, structural projects, public communication, and natural resource protection.
- **Hazard Mitigation Plan Update | South Central Regional Council of Governments**  
Analyst for update of the risk assessment section of the South Central Connecticut Regional Council of Governments Multi-Jurisdictional Hazard Mitigation Plan. Performed HAZUS-MH modeling to extract loss-estimates for inland flooding, coastal flooding, hurricanes, and earthquakes. Researched historic hazard events to calculate additional loss estimates from other sources. Inserted an analysis of sea level rise hazards.
- **Hazard Mitigation Plan Update | Southeastern Connecticut Regional Council of Governments**  
Updated the Multi-Jurisdictional Hazard Mitigation Plan, along with community annexes, of the Southeastern Connecticut Regional Council of Governments to ensure currency and continued relevance. The plan updates address flooding (including coastal flooding and sea level rise), hurricanes and tropical storms, summer storms (including tornadoes, hail, and lightning), winter storms (including nor'easters, severe ice storms, snow, and freezing hazards), earthquakes, landslides, dam failure, and wildfires. Protection of historic resources from hazards was specifically addressed. Performed HAZUS-MH modeling to extract loss-estimates for inland flooding, coastal flooding, hurricanes, and earthquakes. Recommended mitigation strategies vary by municipality depending on existing capabilities and hazard profiles; generally they include prevention/planning, structural projects, public communication, and resource protection.

## **Section 4**



# Project Approach

SLR has worked on the Plans of Conservation and Development (POCDs) for a wide variety of communities in Connecticut. We understand the planning issues and opportunities that must be addressed are wide-ranging, broadly shared, and specific in the ways they emerge and affect the Town. We understand that you need the diverse kinds of planning expertise that SLR can provide. We will support you throughout all of the phases of the update process, from data gathering, to identifying key stakeholders, to community outreach and visioning, to development of Plan components, and finally to the approval of the final POCD update.

Successful POCD processes require collaboration and input from most, if not all, local commissions and boards, businesses, other key institutions, and the Town's diverse citizens. We will rely on the Planning and Zoning Commission to guide the planning process and the engagement of other commissions, boards, departments, and other key stakeholders within the Town. This will ensure that the POCD's vision and recommendations are both founded on the most up-to-date information and aligned with the Town's ongoing initiatives. At the same time, businesses, other institutions, and the community's citizens can contribute valuable information and have the right to be heard regarding planning processes that will affect them. Their early involvement builds real investment in the planning process, which eventually leads to successful plan adoption and implementation.

Every community has unique physical, economic, and social conditions and a corresponding unique vision for its future. The purpose of the POCD is to capture that vision for the future and establish policy guidelines for achieving community goals over the next decade. In conjunction with the Planning and Zoning Commission and the public, our approach to updating the Town of Andover's POCD is to:

- Retain important and still relevant policies, goals and other components of the existing POCD,
- Advance the Town's understanding of current socio-economic and physical conditions,
- Analyze conditions and trends and their implications for the next decade,
- Elicit additional community concerns and issues,
- Weave in recent and ongoing planning efforts,
- Develop meaningful values and visions for the updated plan,
- Advance the shared values and visions by developing meaningful goals, strategies and actionable recommendations, and
- Prepare a visional and graphically rich final document that is easy to use and read by the general public.

POCDs are complex, dynamic documents, and preparing one requires broad attention to a wide range of issues. SLR relies on its multi-disciplinary team to quickly and efficiently address the assortment of issues that often come to the forefront during a POCD process, such as preservation of existing rural and residential features while allowing for development and redevelopment as may be desired, a range of affordable housing needs and issues, infrastructure conditions, sustainability and needs, environmental stewardship and energy concerns, urban design trends and issues, economic development issues, and traffic / transportation trends and concerns. In the next section, we discuss our scope of work to achieve our suggested project approach.

# Scope of Services

The following Scope of Services has been tailored to the key elements envisioned for the POCD update process, based on the Town's Request for Proposals and conversations with the Chair of the Planning and Zoning Commission. This approach will create a rich dialogue in emerging topic areas, help jump start or further evolve these initiatives, and aid in the development of meaningful goals and strategies that are specific to the Town of Andover.

We will use the Town's current POCD and recent planning initiatives as the basis for this update, while facilitating a comprehensive examination of emerging physical, demographic, and economic trends, both locally and regionally. Current information will assist decision-makers in reviewing the relevancy and appropriateness of the visions and goals of previous plans and provide the necessary framework for developing new ones. In addition, new state requirements for local plans will be addressed as part of this update.

## 1.0 Project Administration

- 1.1 Project Coordination – Our Project Manager (PM), **Robert C. Collins, AICP**, will serve as the primary contact and coordinator throughout the duration of the project. His first responsibility will be the frequent coordination with the Town and the Planning and Zoning Commission. A project such as this will commence internally, with a detailed project management plan outlining roles and responsibilities, milestones, a project schedule, and critical success factors. Among Mr. Collins' responsibilities will be ensuring adequate staff is available to execute the assignment, facilitating communication, and administering the contract.

## 2.0 Baseline Review of Existing Plans and Studies

- 2.1 We will review the current POCD, as well as previous plans, planning studies, and other documents supplied by the Town, in order to understand these as a basis for this new plan. These plans and planning studies will include State and Regional Plans, the Town's Affordable Housing Plan, and any other plans and studies that Town supplies as relevant to understanding the issues and components that should be considered and incorporated into the updated Plan.

Our evaluation will focus on what elements have changed in the ensuing ten years since the existing plan was adopted. We will specifically identify what has been accomplished, what may have been initiated and the status of those initiatives, what may have started but failed or been abandoned, and what may still be legitimate and incorporated into the new Plan. We will summarize these previous planning objectives and some key insights from these studies and refer to them throughout the POCD process.

### *Deliverables*

- One (1) Kick-off Meeting with Town Staff / Planning and Zoning Commission (PZC)
- One (1) Review Meeting with Town Staff / PZC to clarify the objectives from previous plans and key insights from previous planning studies to move forward

### 3.0 POCD Topics and Data Book/Community Profile

We will use the most recent plans and reports supplied by the Town, as well as the most recent Census data, and other public and private data sources, as starting points for developing an updated POCD on each of the State-required planning topics listed below. We will provide background information, analyze trends, outline current issues, and suggest potential strategies for responding to these, weaving equity, energy, sustainability, and resiliency considerations throughout the updated POCD.

- 3.1 Demographics – We will analyze the 2020 Decennial Census data (as it becomes available), home sale and birth data, as well as additional data sources and trends, to provide a thorough assessment of recent demographic changes and forecasts. A focus on older populations will be a priority.
- 3.2 Land Use and Housing – We will use the most recent Census, state, and local data, in addition to real estate market information, to analyze land use and housing characteristics in the Town. The adequacy and diversity of the Town's housing stock will be assessed for its ability to meet the needs of various population segments based on trends and current data in household numbers and size, housing stock patterns, housing costs, residential construction, and affordable housing needs. Information, goals, and strategies from the Town's Affordable Housing Plan will also be reviewed and woven into the updated POCD.
- 3.3 Economic Development – We will coordinate with the Town's Economic Development Commission to undertake a comprehensive examination of the Town's overall economy, job base composition, workforce characteristics, and market potential in order to develop growth projections for the next ten years. Special attention will be given to revitalization of the Town Center.
- 3.4 Transportation and Circulation – Transportation is a critical component of any POCD and the character of a community. We will address road and pedestrian networks, assessing conditions through data analysis, fieldwork, other planning efforts and community input. Local, regional, and state transportation data and plans will be consulted during this review. Continuing connectivity improvements through the Complete Streets concept will be a priority.
- 3.5 Community Facilities and Infrastructure – We will analyze the Town's existing facilities and infrastructure that are dedicated to health, safety, cultural, educational, and administrative uses. Facility needs will be assessed relating to population and development trends. Strategies improving community facilities necessary in the short- and long-term to achieve or maintain the desired community character and quality of life and can be used in planning for capital improvements.
- 3.6 Parks, Recreation, and Open Space – We will analyze both passive and active recreational facilities as to their adequacy and location to serve various population segments in order to make recommendations, if required. We anticipate that this analysis will establish criteria for protection and preservation of agriculture, potential open space, identify acquisitions, and identify areas for future recreational facility development.

- 3.7 Cultural and Historic Resources – We will build upon existing information and data available from the Town regarding historic preservation and cultural resources to describe and map these assets. Recommendations for historic and cultural asset preservation will be developed in consultation with the Planning and Zoning Commission and public input.
- 3.8 Natural Resources – In coordination with the Town’s Conservation Commission, SLR will review existing mapping of the natural resources inventory of bedrock geology, wetland soils, FEMA floodplains, steep slope soils, protected wildlife habitats, and water resources in the Town. Natural resources will be analyzed for land development and conservation potential, including any specific areas of environmental concerns that may arise.
- 3.9 Sustainability and Resiliency – We will integrate community sustainability data and strategies into the POCD components. Recommendations for sustainable strategies will be developed in consultation with the Planning and Zoning Commission and public input. The analysis and recommendations will consider but not be limited to energy sources, use, costs, availability, and consumption, as well as potential climatic changes and hazard mitigation.

#### ***Deliverables***

- Data Book/Community Profile that would then be incorporated into the text of the POCD for each chapter as needed

#### **4.0 Community Involvement**

Our philosophy is that robust public input should be sought throughout a POCD process in order to create meaningful goals and recommendations. Community involvement entails a partnership and collaborative effort between the Town and citizens to create a framework and roadmap for moving the Town’s vision forward. To that end, we recognize that the Public Outreach Plan will need to be tailored to Andover including hard-to-reach and underrepresented members of the community in order to engage the neighborhoods, stakeholders, and numerous committee and commissions throughout the Town. We have found that the most successful public outreach processes leverage community “champions” who can publicize the POCD process to their constituencies.

In coordination with the Planning and Zoning Commission, we will create and manage an efficient and effective public participation process, within the project timeframe and budget. It will include innovative means and methods that lead to consensus among citizens of the Town relative to the long-term vision for the community.

While the final Public Outreach Plan will be determined during project initiation, we recommend using the following strategies to engage residents, business owners, and other stakeholders in the efficient and effective community planning process that the Town is seeking. The proposed scope of services and fee include the following:

- 4.1 Project Information Sharing via Town Website – The most successful POCD outreach strategies facilitate a two-way conversation with the community.



This gives participants the opportunity to be educated on the POCD process, understand key issues and trends, as well as share their thoughts, ideas, and perceptions. Using the Town's website as an information sharing platform will be an integral component and can contain the following information that can be updated regularly throughout the planning process as new materials become available:

- Background information
- Project presentations
- Data and information booklets
- Maps
- Links to community surveys

We will also assist Town staff in preparing materials for publications, news releases, and other media. While able to assist with preparation of materials, we will not assume responsibility for any mass mailings. We will also assist in preparing appropriate postings for any established social media account maintained by the Town to alert the community of opportunities to engage in the planning process and report on progress.

- 4.2 Online Survey – Comprehensive visioning and planning processes that rely solely on public workshops for community input can fall short of gaining a representative cross-sampling of the community.

Absent a hot button issue, it can be difficult to get parents of young families, young- to middle-aged workers, and others to attend public meetings and workshops. Therefore, we encourage the Town to consider using an online survey to supplement workshops. We engage local agencies and organizations, such as school systems, parks and rec departments, libraries, governmental commissions, merchants' associations, land trusts, historical societies, and fraternal/civic organizations, in the process of disseminating an online survey yields a strong response.

Online community surveys are especially useful early in planning processes to identify community assets, issues, and concerns, and beginning to formulate the vision for the future. Conducting an early survey also helps garner interest in the planning process ahead. SLR will assist in preparing promotional language, flyers, and media releases to disseminate the survey link.

We will compile an executive summary of survey results, including cross-tabulation analyses as appropriate, for use in further public engagement. Complete tallies and write-in responses will also be furnished to the Town as needed.

- 4.3 Public Workshops and/or Open Houses – Workshops are both informational and interactive in order to gain participation from stakeholders who would not typically attend a Town meeting or workshop. Workshops can be in person, virtual, or hybrid based upon conditions, scheduling, and preferences. Virtual or hybrid workshop can also bring a diverse group of community members together.

The goal of any visioning and POCD workshop is to inform residents around issues, engage them in exercises that elicit ideas for visions and strategies, and flesh out the community's priorities. Open House format for a public workshop can also be utilized and we have found this workshop method allows for a greater number of people to participate in-person. An open house is proposed and included in the fee proposal for the beginning of the plan development phase of the project.

- 4.4 Planning and Zoning Commission – Regular meetings and/or communication should also be held with the Planning and Zoning Commission in order to ensure that they are guiding the process and the Plan reflects their priorities.

#### ***Deliverables***

- Coordination with Town on project website
- One (1) online community survey
- One (1) public open house
- Coordination and communication with Planning and Zoning Commission, as needed
- Assist Town with outreach and communications materials, as needed

### **5.0 Community Vision and Draft Plan**

Based on the outcomes of all previous tasks, we will work with the Planning and Zoning Commission to prepare a Community Vision for the updated POCD which will be followed by preparation of a draft update to the POCD. SLR's GIS team will prepare required mapping for the Plan.

The final Future Land Use Plan will be based on existing land use and development patterns, environmental and natural features, physical features, current zoning, special planning analyses, and the desires and vision of citizens and community stakeholders as expressed during the public participation process. The Future Land Use Plan will be a graphic presentation of the Town's adopted vision for the future and will be reviewed for consistency with regional and state plans.

We will present the Draft Plan to the Planning and Zoning Commission and at the Official Public Hearing. In addition, the project team will present the final Plan to the Board of Selectmen as requested.

#### ***Deliverables***

- Draft POCD in digital format and hard copies (number to be determined)
- One (1) Planning and Zoning Commission Official Public Hearing
- One (1) Board of Selectmen Meeting to present Final Plan, as requested
- Ongoing discussions with PZC, as needed

### **6.0 Final Document**

After adoption by the Planning and Zoning Commission, we will prepare and submit a Final POCD document. We will provide the Final Plan in PDF format inclusive of all maps and illustrations. The final document will be a user-friendly, easy to follow document, and contain creative graphics for ease of understanding.

Additional documentation including GIS maps and databases will be furnished in their desired formats, including an appropriate web-based format for inclusion on the Town's website. This is understood to be most likely an indexed PDF format, which allows users to browse the document by chapter or topic, or in its entirety.

#### ***Deliverables***

- Final POCD in digital format and hard copies (number to be determined)

## **Project Schedule**

We propose the following project schedule to complete the POCD update based on our past experience in developing similar Town POCDs. The schedule is divided into three major components: 1) Months 1-3: Project Initiation and Plan Research; 2) Months 4-9: Plan Development; 3) Months 10-12: Plan Adoption Process. SLR is open to more detailed discussions on schedule with the Town and is able to adjust this proposed schedule depending on Town's desired timeframe. A more detailed project schedule will be developed during Task 1.

<b>Proposed Schedule</b>	<b>Month 1</b>	<b>Month 2</b>	<b>Month 3</b>	<b>Month 4/5</b>	<b>Month 6/7</b>	<b>Month 8</b>	<b>Month 9</b>	<b>Month 10</b>	<b>Month 11</b>	<b>Month 12</b>
Task 1 – Project Administration	★									
Task 2 – Review of Existing Plans and Studies										
Task 3 – Data Book / Community Profile										
Task 4 – Community Involvement				★				★		★
Task 5 – Community Vision and Draft Plan										
Task 6 – Final Document									65 Day Public Comment Period	

Note: Regular meetings with the Planning and Zoning Commission are also proposed



Public Workshop/Open House



Meetings (Kick-off)/Adoption

Task Timeframe

Continuous/Ongoing

## **Section 5**



## Fee Proposal

We propose the following project fee to complete the POCD update. We have outlined the fee proposed for each task and the project total. SLR is open to more detailed discussion on the fee if the Town would like to add, adjust, or delete any items identified within the scope of services.

Town of Andover Plan of Conservation and Development Update	
Task 1. Project Coordination	\$2,500
Task 2. Review of Recent Plans and Studies	\$3,500
Task 3. Data Book / Community Profile	\$10,000
Task 4. Community Involvement	\$8,000
Task 5. Community Vision and Draft Plan	\$22,000
Task 6. Final Plan	\$6,000
<b>Total</b>	<b>\$52,000</b>



# Section 6



# References

**01 Southbury – POCD and Affordable Housing Plan**

**Name:** Mr. Kevin Bielmeier

**Title:** Economic Development Director

**Address:** Town of Southbury, 501 Main Street South, Southbury, CT 06488

**Phone:** (203) 262-0683

**Email:** [EcoDevDirector@southbury-ct.gov](mailto:EcoDevDirector@southbury-ct.gov)

**Cost:** \$55,000

**02 Weston – POCD and Affordable Housing Plan**

**Name:** Ms. Tracy Kulikowski

**Title:** Land Use Director

**Address:** Town of Weston, 56 Norfield Road, Weston, CT 06883

**Phone:** (203) 222-2530

**Email:** [tkulikowski@westonct.gov](mailto:tkulikowski@westonct.gov)

**Cost:** Planning / Continuing Services Agreement

**03 Coventry – Affordable Housing Plan**

**Name:** Mr. Eric Trott

**Title:** Director of Land Use

**Address:** Town of Coventry, 1712 Main Street, Coventry, CT 06238

**Phone:** (860) 742-6324

**Email:** [etrott@coventryct.org](mailto:etrott@coventryct.org)

**Cost:** \$15,000

# Section 7



**POLICY STATEMENT AND  
AFFIRMATIVE ACTION PLAN (the "Plan")**

**SLR International Corporation (formerly Milone & MacBroom, Inc.)**

**99 Realty Drive**

**Cheshire, CT 06410**

**T: (203) 271-1773**

**F: (203) 272-9733**

[sweston@slrconsulting.com](mailto:sweston@slrconsulting.com)

**Contact Person: Shannon Weston, Affirmative Action/Equal Employment Opportunity Officer**

SLR International Corporation prohibits discrimination in employment on the basis of race, color, religious creed, national origin, ancestry, sex, sexual orientation, Vietnam Era Veteran status, age and disability.

It is the policy and practice of SLR International Corporation (SLR) to ensure that no person will be discriminated against or be denied the benefits of any activity, program, or employment process, in whole or in part, in the areas of recruiting, advertising, hiring, upgrading, promoting, transferring, demoting, layoffs, terminations, rehiring, employment, and/or rates of pay and other compensations.

It is the policy and practice of this firm not to discriminate against any individual because of the individual's race, creed, color, religion, age, sex, gender, national origin, genetic information, disability, ancestry, marital status, civil union status, sexual orientation, gender identity or expression, citizenship status, veteran status, or any other legally protected status.

This policy and practice applies to all persons, particularly those that are members of the protected classes identified as being African Americans, Hispanics, Asian Americans, American Indians, Native Hawaiian or other Pacific Islanders, Women, and Disabled persons.

The firm shall take affirmative action to ensure that applicants with job-related qualifications are employed and to ensure that employees are treated when employed without regard to their race, color, religious creed, age, marital status, national origin, ancestry, sex, gender identity or expression, sexual orientation, veteran status, intellectual disability, mental disability, or physical disability, including but not limited to blindness, unless it is shown that such disability prevents performance of the work involved. If an individual has a disability for which a reasonable accommodation is requested, the firm will engage in an interactive process with the individual/representative to determine the individual's needs and accommodation.

The firm also assures that each of its vendors has been informed that SLR is an Affirmative Action/Equal Opportunity Employer and of SLR's obligations to comply with state and federal law.

This firm will implement, monitor, and enforce this Plan in conjunction with applicable federal and state laws, regulations, and executive orders listed below and also in conjunction with the Equal Employment Opportunity (EEO) contract provisions listed below, with which we intend to achieve full compliance:

- a. Civil Rights Act of 1964
- b. Presidential Executive Order 11246, as amended
- c. Title 23 U.S.C. 140
- d. Title 49 C.F.R. Part 23
- e. Gubernatorial Executive Orders #3 and #17
- f. Connecticut Fair Employment Practices Act
- g. Nondiscrimination Clause
- h. Specific Equal Employment Opportunity Responsibilities
- i. Required Contract Provisions Federal Aid Construction Contracts

- j. A (76) Affirmative Action Requirements
- k. Training Special Provision
- l. Minority Business Enterprises as Subcontractors
- m. Standard Federal Equal Employment Opportunity Construction Contract Specification

In order to implement our Affirmative Action/Equal Opportunity Employment Program, the firm will develop written strategies and plans designed to correct any deficiencies identified. Furthermore, this policy statement as well as posters regarding Labor and Discrimination Laws shall be posted and otherwise made known to all employees at the firm's home office, and each regional office.

#### **INTERNAL COMMUNICATIONS AND DISSEMINATION OF POLICY**

All employees of this firm will be made aware of the firm's commitment to EEO and Affirmative Action in the following ways:

1. The EEO Policy Statement shall be posted in areas readily accessible to employees. This may include but is not limited to the kitchen, Intranet, employee handbook, etc. Upon request, the Affirmative Action Plan will be made available to employees or a member of the public.
2. Training opportunities for managerial personnel are available on SLR's Intranet.
3. The EEO Policy Statement and the Plan shall be discussed in employee orientation meetings upon hiring.
4. The EEO Policy Statement and the Plan and procedures to implement such policies will be brought to the attention of employees by means of the employee handbook, meetings, or other appropriate means.
5. The firm complies with posting requirements prohibiting discrimination and sexual harassment. A copy of the Anti-Discrimination and Harassment Policies, "Sexual Harassment is Illegal," and "Discrimination is Illegal" notices are posted at SLR office locations, Intranet, and within SLR employment policies.
6. All employees will be required to attend training annually on Sexual Harassment prevention that meet local state and federal requirements. In addition, remedies will be made available to employees through the Anti-Discrimination and Harassment Policies.

#### **RECRUITMENT**

In implementing this Plan and ensuring that equal opportunity is being provided to protected class members, this firm will contact and request referrals from minority and women organizations, referral sources, and minority media. All said advertising shall also emphasize that the firm is "An Affirmative Action/Equal Opportunity Employer."

To substantiate the efforts made and the affirmative actions taken to provide equal opportunity, this firm will maintain and submit, as requested, documentation such as referral request correspondence and copies of advertisements utilized in conjunction with the above-named sources. In addition, to further substantiate such efforts and affirmative actions, this firm will maintain internal EEO/Affirmative Action audit procedures and reporting and recordkeeping systems.

#### **LEAVE POLICIES**

Leave policies, either with or without pay, will continue to be applied in accordance with firm policy and state and federal leave laws without regard to race, creed, color, religion, age, sex, gender, national origin, genetic information, disability, ancestry, marital status, civil union status, sexual orientation, gender identity or expression,



citizenship status, veteran status, or any other legally protected status. Pregnancy-disability leave will be available to employees who are disabled from working because of pregnancy, childbirth, or related medical conditions.

### **JOB QUALIFICATIONS**

Job-related qualification standards are reviewed periodically to ensure that they are job-related to the position in question and are consistent with business necessity.

### **PERSONNEL ACTIONS**

Wages, working conditions, and employee benefits shall be established and administered to ensure fair and equitable practices. Personnel actions of every type, including hiring, upgrading, promotion, transfer, demotion, layoff, and termination, shall be taken without regard to protected classes.

### **HARASSMENT POLICIES**

At SLR, we value all employees as unique individuals, and we welcome the variety of experiences they bring to our company. The company is committed to a work environment that is free of discrimination and harassment of any kind, in which all individuals are treated with respect and dignity.

In keeping with this commitment, SLR is an equal opportunity employer and will not tolerate discrimination against or harassment of any employee by any person, including co-workers, supervisors, clients or other third parties.

Sexual and other unlawful harassment is a violation of Title VII of the Civil Rights Act of 1964 (Title VII), as amended, as well as many state laws. Harassment based on a characteristic protected by law, such as race, creed, color, ancestry, national origin, genetic information, citizenship status, gender, sex, sexual orientation, civil union status, gender identity or expression, marital status, religion, age, disability, veteran status, or other characteristic protected by state or federal law, is prohibited.

Further, any retaliation against an individual who has complained about sexual or other forms of illegal harassment or retaliation against individuals for cooperating with an investigation of a harassment complaint is similarly unlawful and will not be tolerated. The company will take all steps necessary to prevent and eliminate unlawful harassment and retaliation.

#### **Definition of Unlawful Harassment**

“Unlawful harassment” is conduct that has the purpose or effect of creating an intimidating, hostile, or offensive work environment; has the purpose or effect of substantially and unreasonably interfering with an individual’s work performance; or otherwise adversely affects an individual’s employment opportunities because of the individual’s membership in a protected class.

Unlawful harassment includes, but is not limited to, epithets; slurs; jokes; pranks; innuendo; comments; written or graphic material; stereotyping; or other threatening, hostile, or intimidating acts based on race, creed, color, ancestry, national origin, citizenship status, genetic information, gender, sex, sexual orientation, gender identity or expression, civil union status, marital status, religion, age, disability, veteran status, or other characteristic protected by state or federal law.

#### **Definition of Sexual Harassment**

While all forms of harassment are prohibited, special attention should be paid to sexual harassment. “Sexual harassment” is generally defined under both state and federal law as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature where:

- Submission to or rejection of such conduct is made either explicitly or implicitly a term or condition of any individual's employment or as a basis for employment decisions; or
- Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

Other conduct that is unwelcome, is sexual in nature or based on sex or gender, and has the effect of creating a work environment that is hostile, offensive, intimidating, or humiliating to workers may also constitute sexual harassment whether intended to be offensive or not.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct that, if unwelcome, may constitute sexual harassment depending on the totality of the circumstances, including the severity of the conduct and its pervasiveness:

- Unwanted sexual advances, whether they involve physical touching or not;
- Sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life, comments about an individual's body, comments about an individual's sexual activity, deficiencies, or prowess;
- Displaying sexually suggestive objects, pictures, or cartoons;
- Unwelcome leering, whistling, brushing up against the body, sexual gestures, or suggestive or insulting comments;
- Inquiries into one's sexual experiences; and
- Discussion of one's sexual activities.

All employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment and retaliation against individuals for cooperating with an investigation of sexual harassment complaint is unlawful and will not be tolerated by the company.

### **Complaint Procedure**

Any employee who believes he or she has been subject to or witnessed illegal discrimination, including sexual or other forms of unlawful harassment, should promptly report it. You may complain directly to your immediate supervisor or department manager, Human Resources, or any other member of management with whom you feel comfortable bringing such a complaint. Similarly, if you observe acts of discrimination toward or harassment of another employee, you should report this to one of the individuals listed above. Any supervisor or manager who receives a complaint or who becomes aware of potential harassment must notify Human Resources immediately. No reprisal, retaliation, or other adverse action will be taken against an employee for making a complaint or report of discrimination or harassment or for assisting in the investigation of any such complaint or report. Any suspected retaliation or intimidation should be reported immediately to one of the persons identified above.

### **Investigating a Complaint**

While the process may vary from case to case, complaints will generally be handled in accordance with the following steps by the Human Resources Department (or such other person authorized to investigate):

All complaints will be investigated promptly and, to the extent possible, with regard for confidentiality.

Step 1 – Upon receipt of the complaint, the Human Resources Department will conduct a prompt review of the allegations, and take any interim actions, as appropriate. If the complaint is verbal, the employee will be encouraged to complete a written statement.

Step 2 – Thereafter, the Human Resources Department will conduct a prompt and full investigation of the allegations. As stated above, the Human Resources Department will try its best to maintain confidentiality. However, it may be necessary for the Human Resources Department to disclose facts and the name of the complainant to alleged witnesses and the alleged harasser. Those individuals will be instructed to maintain confidentiality. The Human Resources Department will conduct a fair and full review of the allegations and ensure that each the harassed and the alleged harasser have an opportunity to be heard.

Step 3 – After conducting its investigation, the Human Resources Department will make a determination as to the allegations. If the investigation confirms conduct contrary to this policy has occurred, the company will take immediate, appropriate, corrective action, including discipline, up to and including immediate termination.

Unlawful harassment and discrimination are not only prohibited by the Company but are also prohibited by state, federal, and, where applicable, local law. Employees may also choose to pursue other legal remedies with other governmental entities.

### **Policy and Training**

To ensure that all employees are aware of SLR's commitment to provide a work environment free of all forms of harassment, this policy will be provided to all employees each year and will be posted on SLR Connect and will be provided to new employees upon hiring, during orientation. All employees will be required to attend annual training on harassment and sexual harassment prevention provided by the company. New employees will be required to attend training within 60 days of hire.

### **IMPLEMENTATION, MONITORING, AND ENFORCEMENT**

Once per year, our Affirmative Action Program will be updated in accordance with current update procedures being utilized by the contracting agency. In addition, it is understood that the affirmative action policy statement and any EEO/Affirmative Action requirements will be contained in contracts we may receive.

Finally, as President of this firm, I am personally committed to the effective implementation, monitoring, and enforcement of our Affirmative Action Program and direct that the Affirmative Action/EEO Officer of this firm and all supervisory and managerial personnel implement, monitor, and enforce this program with the same dispatch and expertise normally applied and expected in their other job duties.

Under the legal authority of: Massachusetts General Laws Chapter 151B; Executive Order 478; the Equal Pay Act of 1963; Title VI and Title VII of the Civil Rights Act of 1964; the Age Discrimination in Employment Act of 1967; the Equal Employment Opportunity Act of 1972; the Civil Rights Act of 1992; Section 504 of the Rehabilitation Act of 1973; the Americans With Disabilities Act of 1990; the Family and Medical Leave Act of 1993, I commit myself and my employees, within the context of these laws, to ensure equitable participation of minorities, women, Vietnam Era Veterans and persons with disabilities in all of its daily operations.

Management and supervisory staff will be advised of their responsibilities to ensure the success of this program. Ultimate responsibility for this Affirmative Action/Equal Opportunity Employment Program will be with Jeanine Gouin, President & Regional Manager. The day-to-day duties of the plan will be coordinated by Shannon Weston, who is appointed as the Affirmative Action/Equal Employment Opportunity Officer.

This Affirmative Action Plan has my total support and the firm pledges its best good faith efforts to achieve the objectives of this Affirmative Action Plan. I expect every manager, supervisor, and employee of this firm to aid in the implementation of this program and be accountable for complying with the objectives of this Affirmative Action Plan.



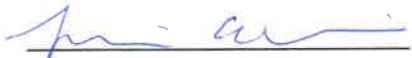
Jeanine Gouin  
President & Regional Manager

3/30/22

Date

**ASSIGNMENT OF RESPONSIBILITIES**

I hereby appoint Shannon Weston as the Affirmative Action/Equal Opportunity Employment Officer of this firm. I have advised her of her legal responsibilities as the Affirmative Action/Equal Opportunity Employment Officer pursuant to the Connecticut State Agency Contract Compliance Regulations Section 46a-68j-27 (4). It is my responsibility as President of this firm to notify the state agency of any change in designation of EEO Officer for this firm.

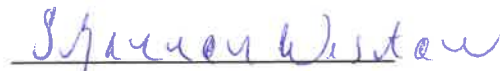


Jeanine Gouin  
President & Regional Manager

3/30/22

Date

I have been made aware of my duties and responsibilities as the Affirmative Action/Equal Opportunity Employment Officer for this firm.



Shannon Weston  
Affirmative Action/Equal Opportunity Employment Officer

3/30/2022

Date

## **Section 8**







## STATE OF CONNECTICUT

### NONDISCRIMINATION CERTIFICATION – Representation by Entity

#### For Contracts Valued at Less than \$50,000

*Written representation that complies with the nondiscrimination agreements and warranties under Connecticut General Statutes §§ 4a-60 and 4a-60a, as amended.*

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#### INSTRUCTIONS:

For use by an entity (corporation, limited liability company, or partnership) when entering into any contract type with the State of Connecticut, valued at less than \$50,000 for each year of contract. Complete all sections of the form. Submit to the awarding State agency prior to contract execution.

#### REPRESENTATION OF ENTITY:

I, Peter C Schwarz, Secretary, of SLR International Corporation  
(Authorized Signatory) (Title) (Name of Entity)

an entity duly formed and existing under the laws of Washington  
(Name of State or Commonwealth)

represent that I am authorized to execute and deliver this representation on behalf of

SLR International Corporation and that SLR International Corporation  
(Name of Entity) (Name of Entity)

agrees to comply with the nondiscrimination agreements and warranties of Connecticut General Statutes §§ 4a-60 and 4a-60a, as amended.

Peter C. Schwarz  
(Authorized Signatory)

January 11, 2023  
(Date)

Peter C Schwarz  
(Printed Name)

## **Section 9**



**AGREEMENT BETWEEN**  
**TOWN OF ANDOVER, CONNECTICUT**  
**AND**  
**SLR INTERNATIONAL CORPORATION**  
**FOR**

**PROFESSIONAL CONSULTING SERVICES FOR THE PREPARATION OF AN UPDATE TO THE TOWN'S PLAN OF CONSERVATION  
AND DEVELOPMENT**

This Agreement, which shall include any attachments hereto, is by and between SLR International Corporation ("SLR", "Consultant", or "We") and the Town of Andover, Connecticut ("Town" or "You") (each a "Party" and together the "Parties"), and is entered into effective the date of the last signature hereto ("Effective Date"). The signing of this Agreement by the Town and SLR authorizes SLR to carry out and complete the Services as described in the Scope of Work in consideration of the mutual covenants set forth in this Agreement.

**1. SCOPE OF SERVICES:** SLR will provide as-requested services ("Services"). Services will be performed pursuant to the Scope of Work, based on the information provided by the Town in the Request for Proposals (RFP AN2022-02), which shall be incorporated herein and made part of the Agreement. You authorize us to act on instructions, consistent with the agreed scope of Services, which are given in any manner, if we reasonably believe that You or a person with authority to act on your behalf has given those instructions. Any conflicting terms and conditions of purchasing associated with a Purchase Order will be disregarded and the terms and conditions of this Agreement shall prevail. Description of Work to be provided by SLR upon acceptance of acceptance of bid by Town.

**2. FEE FOR SERVICES:** The Town shall pay SLR an agreed upon sum as presented in the SLR fee proposal for the Services described in the Scope of Work, such sum is inclusive of all expenses identified and described therein. SLR is open to negotiations if the Town would like to add, adjust, or delete any items identified within the scope of services.

**3. EXTRA SERVICES:** SLR may also perform consulting tasks in addition to the Services ("Extra Services" or "Changes"), subject to the Parties' mutual written agreement and the terms of this Agreement.

**4. PAYMENT TERMS:** Invoices for all work shall be submitted monthly based upon the percentage of work completed that month, and payment is required within 30 days of the submission of each invoice. Invoices shall include detail of the percentage of work completed per task. SLR's fee for the Services shall be provided on a fixed fee basis, as established in the Description of Work. The Town's obligation to pay for the Services performed under this Agreement is in no way contingent upon Town's ability to obtain financing, zoning, approval of governmental or regulatory agencies, favorable judgment of lawsuit, or upon Town's successful completion of the Project. Termination of this Agreement for any reason shall not relieve Town of its obligation to pay amounts incurred up to termination.

**5. TERM:** The Term of this Agreement shall commence on the Effective Date and shall continue until terminated by one of the Parties in accordance with these terms, or until work under the Description of Work.

**6. STANDARD OF PERFORMANCE:** SLR will perform the Services using that degree of skill and care ordinarily exercised under similar conditions by reputable members of the profession practicing in the same or similar locality at the time of performance. SLR shall comply with all applicable federal, state, and local laws, rules, and regulations in performing the Services.

**7. TOWN RESPONSIBILITIES**

(a) The Town shall ensure that its employees, agents, other consultants, and contractors act reasonably and give such assistance and co-operation as shall reasonably be required by SLR in the performance of the Services.

(b) The Town shall ensure that its decisions, instructions, consents, or approvals on or to all matters properly requiring such shall be given in such reasonable time so as not to delay or disrupt the performance of the Services by SLR.

(c) Town shall arrange for access to and make all provisions for SLR to enter upon public and private property as required for SLR to perform the Services. SLR will assist Town in obtaining access, if requested by Town and is part of the Description of Work. Town, at its expense, shall furnish approvals and permits from all governmental authorities having jurisdiction over the Town's project and such approval and consents from others as may be necessary for completion of the Services, unless otherwise arranged for in writing with SLR.

(d) The Town acknowledges that it has a duty of care with respect to the health and safety of SLR's employees while they are on the Town's premises or on sites controlled by the Town and confirms it will comply with all applicable health and safety legislation.

**8. FORCE MAJEURE:** Neither Party to this Agreement shall be liable to the other Party for delays in performing the Services that may result from strikes, riots, war, acts of terrorism, acts of governmental authorities, extraordinary weather conditions or other natural catastrophe, or any other

cause beyond the reasonable control or contemplation of either Party ("Force Majeure"). Occurrence of a Force Majeure event does not relieve Town of its payment obligations for Services previously rendered hereunder.

**9. NO WARRANTY, NO THIRD-PARTY BENEFICIARIES:** NO WARRANTY, EXPRESS OR IMPLIED, IS MADE OR INTENDED BY THIS AGREEMENT OR BY OUR ORAL OR WRITTEN REPORTS PROVIDED PURSUANT TO THIS AGREEMENT.

**10. INTELLECTUAL PROPERTY RIGHTS AND DELIVERABLES:** All hard paper copies of deliverables, including, and limited to, any and all reports, drawings, plans, and specifications prepared by SLR hereunder shall be delivered to Town upon final payment for SLR's Services. Deliverables become the property of the Town and may be used without further permission or license. SLR retains ownership of its instruments of service and grants Town a license to use such instruments of service as such are incorporated in the deliverables hereunder.

**11. TAXES:** Any charges payable under this Agreement are exclusive of any applicable taxes, tariff surcharges or other like amounts assessed by any governmental entity arising as a result of the provision of the Services by the SLR to the Town under this Agreement and such shall be payable by the Town to the SLR in addition to all other charges payable hereunder. Notwithstanding the foregoing, each Party is responsible for the payment of all taxes assessed on its own business operations, such as income or franchise taxes.

**12. ASSIGNMENT:** Neither SLR nor Town shall assign this Agreement (except Accounts Receivable) without the prior consent of the other Party, which shall not be unreasonably withheld. SLR may, however, employ any other Party or entity it deems necessary or proper for any part of the work required to be performed by SLR under the terms of this Agreement. Notwithstanding the foregoing, either Party may assign this Agreement to a successor in interest or affiliate upon notice to the other party.

**13. INDEMNITY:** Each Party shall indemnify the other Party, its officers, directors, partners, employees, and representatives, from and against losses, damages, and judgments arising from claims by third parties, including reasonable attorneys' fees and expenses recoverable under applicable law, but only to the extent they are found to be caused by a negligent act, error, or omission of the indemnifying Party in the performance of services under this Agreement. Each Party has an affirmative obligation to notify the other Party of any claims of injury or damage subject to this indemnity. Such indemnity shall exclude damages to the extent they arise as a result of any grossly negligent actions or omissions, willful or reckless misconduct, or fraud by the indemnified Party or its employees, officers, owners, directors or agents. Each party hereto hereby waives any and every claim which arises or may arise in its favor and against the other party hereto which arises during the course of performance hereunder, for any and all loss or damage, which loss or damage is covered by valid and collectible insurance policies, to the extent that such loss or damage is recoverable under such policies.

**14. DISPUTES:** (a) If any dispute, difference or claim arises out of or in connection with this Agreement (including any question regarding its existence, validity or termination) a representative from SLR and a representative of the Town with authority to settle the dispute will, within seven days of a written request from one Party to the other, meet in good faith to resolve the dispute or difference. (b) If agreement in respect of the dispute or disagreement cannot be reached at such meeting or within such time period after the meeting agreed by the Parties, then such dispute or difference shall be addressed through mediation. Within a reasonable time, the Parties shall seek the assistance of a Mediator agreed by the Parties and shall share the costs thereof. (c) If no settlement has been reached within three months of the first appointment of a Mediator or such other date as agreed between the Parties, the mediation shall be deemed to have been unsuccessful and the dispute may be resolved by appropriate litigation, subject to the choice of law, jurisdiction, and venue provisions contained herein. (d) Any claim of whatever nature brought by Town against SLR shall be brought not later than two years after the date of substantial completion of SLR's services hereunder or the expiration of the appropriate statute of limitations, whichever is earlier. (e) In the event of litigation under this Agreement, the prevailing Party shall be entitled to reasonable attorneys' and experts' fees and other costs and expenses incurred directly or indirectly at trial, or appeal. Neither Party shall be entitled to the recovery of expert or attorneys' fees, or their respective costs or expenses, as a result of mediation of a dispute.

**15. LIMIT OF LIABILITY:** The entire liability of SLR and SLR's agents, representatives and employees shall be limited to the total amount actually paid to SLR by the Town for Services performed under the Description of Work.

**16. CONSEQUENTIAL DAMAGES:** In no event shall either Party to this Agreement be liable for any lost profits or revenue; loss of use or opportunity; loss of good will; costs of substitute facilities; cost of capital; or for any special, consequential, indirect, or punitive damages.

**17. CONFIDENTIALITY AND PROTECTION OF DATA:** Any proprietary data provided by either Party to the other will be kept strictly confidential, will only be accessible to selected staff, and will only be used for the performance of each Party's obligations hereunder. In addition, each Party will comply with its obligations under applicable data protection legislation in the jurisdiction in which it operates. If no such legislation exists, SLR confirms it will comply with the requirements of the UK Data Protection Act 2018 in respect of any personal data provided to it by the Town and reserves the right to seek confirmation of the data protection procedures the Town will apply to personal data provided by SLR.

**18. INDEPENDENT CONTRACTOR:** SLR is an independent contractor. Neither SLR nor its employees, agents, or subcontractors are to be construed as the agents, servants, partners, joint venturers, or employees of Town or to have authority to act for or on behalf of the Town. Without limiting the generality of the foregoing, nothing in this Agreement shall authorize SLR to make any contract, agreement, warranty, or representation on behalf of Town or to incur any debt or other obligation in Town's name.

**19. NON-WAIVER:** The failure of any Party to enforce its rights under any provision of this Agreement shall not be construed to be a waiver of such provision. No waiver of any breach of this Agreement shall be held to be a waiver of any other breach.

**20. ENTIRE AGREEMENT, ORDER OF PRECEDENCE, SURVIVAL:** This Agreement and the Description of Work constitutes the entire agreement between Town and SLR regarding the Services and supersedes all prior or contemporaneous oral or written representations or agreements. This Agreement shall not be modified except by a document signed by both Parties and in writing. In the event of any inconsistency between any of the documentation which makes up this Agreement, the Agreement shall be interpreted in the following order of priority: (1) the Description of Work, together with agreed amendments or modifications thereto; (2) this Agreement, as amended by the Parties. All obligations arising prior to the termination of this Agreement (including without limitation the provisions of Section 11) and all provisions of this Agreement allocating responsibility or liability between Town and SLR shall survive the completion of Services hereunder and the termination of this Agreement.

**21. NON EXCLUSIVITY:** Town understands and acknowledges that SLR has other business interests in addition to the Services to be performed under this Agreement, and, subject to any applicable restrictions on the use of Town provided information, SLR shall not be prevented or barred from rendering services of any nature for or on behalf of any other person, firm, corporation, or entity.

**22. SUCCESSOR INTERESTS:** The covenants, conditions and terms of this Agreement shall extend to and be binding upon and inure to the benefit of the heirs, personal representatives, successors and assigns of the Parties hereto.

**23. TERMINATION OR SUSPENSION:** Either Party may terminate this Agreement upon ten (10) days written notice to the other. Either Party may terminate this Agreement in the event of a material breach by the other Party but only if said breach is through no fault of the terminating Party and said breach is not corrected before expiration of a reasonable cure period. The Town may at any time by not less than two (2) weeks' notice require SLR to suspend the performance of all or any part of the Services for a specified or unspecified period. On notice of suspension of all or any part of the Services, SLR shall cease such suspended Services in an orderly and economical manner compatible with a possible order to restart. If this Agreement is suspended or terminated for any reason, Town shall pay SLR for all Services and Extra Services previously authorized and performed up through the termination date. If Town requests a restart of the Services following a suspension of greater than ninety days, SLR may charge the Town a reasonable restart fee.

**24. CHOICE OF LAW:** The validity, interpretation, construction, and performance of this Agreement shall be governed by the laws of the State of Connecticut, without giving effect to its conflict of laws principles, and any litigation hereunder shall be brought in the state or federal courts located within the State of Connecticut.

**25. COUNTERPARTS:** This Agreement may be executed in counterparts (and by electronic means, e.g., DocuSign), each of which shall be deemed an original, but all of which together will constitute one and the same instrument.

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement the day and the year first above written.

**Town of Andover, Connecticut**

By: \_\_\_\_\_  
Name  
Title

\_\_\_\_\_  
Witness

**SLR International Corporation**

By: \_\_\_\_\_  
Name  
Title

\_\_\_\_\_  
Witness



## **DESCRIPTION OF WORK**

THIS DESCRIPTION OF WORK is a part of the Agreement made between SLR ("SLR" or "Consultant") and the Town of Andover ("Town"), on or about \_\_\_\_\_.

Scope of Services to be attached following acceptance of bid and negotiation of services between SLR and the Town.



[www.slrconsulting.com](http://www.slrconsulting.com)