



# CITY OF HARTFORD

## ROUTING TABLE #1

Updated 2/22/21

**PROFESSIONAL SERVICES (AGREEMENT)**  **(AMENDMENT)**   
**CONSTRUCTION SERVICES (AGREEMENT)**  **(AMENDMENT)**   
**MISCELLANEOUS GOODS & SERVICES (INSTALL)**  **(NO INSTALL)**   
**LESS THAN 25K AGREEMENT**

Date:	October 20, 2021	
Initiating Department:	Procurement Services for Development Services	
Contact Person & Telephone #:	Tara Cummins- tara.cummins@hartford.gov	
Project Title:	Neighborhood Plan Development	
Project #:	6022	Extension #
Term of Contract (start & end date):	October 1, 2021 through September 30, 2022	
Total Cost of Project:	\$165,000	
General Fund \$ / MUNIS Account Coding:	\$ 165,000	420018 588903
Grant Fund \$ / MUNIS Account Coding:	\$	
Vendor Name / Vendor #:	Fitzgerald & Halliday, Inc. dba FHI Studio	
Council Resolution Date:	n/a	

	TITLE	SIGNATURE	DATE
1. Initiating Department	Department Head		10/27/21
2. Procurement Services Unit (Communications & Revisions)	Procurement Specialist		11/1/21
3. Procurement Services Unit	Procurement Manager		11/1/2021
4. Management & Budget	Director of M&B		
MARB Approval Required <input type="checkbox"/> Initials: _____	MARB Approval Rec'd Yes <input type="checkbox"/> No <input type="checkbox"/>		
5. Corporation Counsel (Form & Legality)	Corporation Counsel		
6. Mayor's Office	Chief Operating Officer		

11.16.21

Executed Contracts are released to Procurement for distribution. Initials / Date: \_\_\_\_\_

## CONTRACT FOR PROFESSIONAL SERVICES

by and between

**CITY OF HARTFORD**

and

**Fitzgerald & Halliday, Inc. d/b/a FHI Studio**

for

**Neighborhood Plan Development**

This Agreement is by and between the **City of Hartford**, a Connecticut municipal Corporation having its territorial limits within the County of Hartford and State of Connecticut, acting herein by **Luke A. Bronin, its Mayor**, duly authorized hereinafter referred to as the **City**, and **Fitzgerald & Halliday, Inc. d/b/a FHI Studio**, whose address is **416 Asylum St, Hartford, CT 06103** acting herein by **Kenneth M. Livingston, its Vice President**, duly authorized, hereinafter referred to as the **Provider**.

### 1. SCOPE OF SERVICES

The City of Hartford hereby engages Provider to provide the Northeast and Asylum Hill Neighborhood Plan Development on an as-needed basis as set forth on **Exhibit A** attached hereto ("Services"), subject to the terms and conditions in this Agreement.

### 2. TERM

The term of this Agreement will be for one year starting project October 1, 2021 through September 30, 2022. The City has the option to extend this contract for (3) additional (1) year terms in the City's sole and absolute discretion.

### 3. COMPENSATION

For services rendered by Provider as detailed in Exhibit A of this Contract, Provider shall be paid according to the rates set forth in Exhibit B.

City's obligation to make any payments for any Services rendered hereunder is expressly contingent upon Provider having satisfactorily performed the same. In the event that City reasonably determines that Provider's work is not satisfactory, or if City reasonably believes Provider otherwise has breached any of its obligations under this Agreement, City may take corrective action, including, but not limited to, the following:

- (i) Delay of payment;
- (ii) Adjustment of payment; and/or
- (iii) Suspension or termination of this Agreement.

Payment will be made by City for any Services provided hereunder within thirty (30) days of its receipt of Provider's invoice therefor in accordance with this Section.

**4. MANAGEMENT**

The Director of Development Services or his/her designee will manage this contract for the City. The City will co-manage all center operations and shall also work closely with the Provider in all aspects of the programs and services and each shall follow reasonable suggestions of the other to improve same.

**5. RELATIONSHIP BETWEEN THE PARTIES**

It is mutually agreed that the Provider including its employee(s) is an independent contractor and not an officer, employee or agent of the City, and that this Agreement is a contract for services and not a contract of employment, and that, as such, the Provider and its employee(s) shall not be entitled to any employment benefits of the City such as, but not limited to: vacation, sick leave, insurance, workers' compensation, pension and retirement benefits. All personnel matters affecting staff will be the responsibility of the Provider.

**6. HOLD HARMLESS AGREEMENT**

The Provider, its agents and assigns shall indemnify and hold harmless the City of Hartford, including but not limited to, its elected officials, officers, and agents, ("collectively, "the City Indemnities") from any and all claims made against the City Indemnities, including but not limited to, damages, awards, costs and reasonable attorneys' fees, to the extent any such claim directly and proximately results from the wrongful, willful or negligent performance of services by or on behalf of the Provider here under or under any other agreements of the Provider entered into by reason thereof. The City agrees to give the Provider prompt notice of any such claim and absent a conflict of interest, an opportunity to control the defense thereof. The foregoing indemnity shall survive the termination or expiration of this agreement.

**7. INSURANCE REQUIREMENTS**

A certificate of insurance must be presented to the City in order for this Contract to take effect. The certificate must name the City as an additional insured on the face of the document and must bear the original signature of an authorized agent for the issuing entity. Except as otherwise set forth herein, policies maintaining such insurance throughout the duration of the project. Insurance requirements are detailed in document **#1009 Professional Services Insurance Requirements** attached as Exhibit C.

**8. CONFLICT OF INTEREST**

Provider hereby represents and warrants to City as follows:

- (i) Provider has not employed or retained any company or person, other than a bona fide employee working solely for Provider, to solicit or secure this Agreement, and Provider has not paid or agreed to pay any company or person, other than bona fide employees working solely for Provider, any fee, gift or any other consideration contingent upon or resulting from the awarding or making of this Agreement;
- (ii) no member of the governing body of City, or its designees, employees or agents, and no other public official, either paid or unpaid, who exercises any functions or responsibilities with respect to this Agreement shall, during the individual's tenure or thereafter, have any personal or financial interest, direct or indirect, in any contract or subcontract, or the proceeds thereof for work and/or services to be performed in connection with this Agreement. Provider shall cause to be incorporated, in all subcontracts a provision prohibiting such interest pursuant to the provisions of this paragraph.

In the event any of the foregoing representations are untrue, or if any fact or circumstance occurs during the term hereof that cause any of the same to be untrue, then City, in addition to such other rights or remedies which may then be available to it, all of which are expressly reserved hereby, shall have the option of terminating this Agreement in accordance with Subsection 12.1.

9. PERFORMANCE OF SERVICES

All Services will be performed by Provider in a timely manner with skill and competence in accordance with generally accepted practices of, and pursuant to a standard of care exercised by, companies providing similar services under like circumstances.

10. CONFIDENTIALITY

Provider shall not, at any time during, or after the expiration of, the term of this Agreement, divulge to any person, or use for its or any other person's benefit, any information or fact relating to the conduct, management, or business of City, which shall have come to the knowledge of Provider in the course of providing the Services hereunder. Provider further agrees to treat as confidential, and to use only for the advancement of the interest of City, all data and other information submitted to or obtained by it in connection with the Project during the term of this Agreement. Except as may otherwise be agreed by City, all originals and copies of any such materials shall be returned to City upon completion of the Project or at such earlier time as is requested thereby.

11. EVENTS OF DEFAULT AND REMEDIES

11.1 Events of Default

Any of the following occurrences or acts shall constitute an Event of Default under this Agreement:

- (i) Whenever Provider shall do, or permit anything to be done, whether by action or inaction, contrary to any of the covenants, agreements, terms or provisions contained in this Agreement which on the part or behalf of



Provider are to be kept or performed, and Provider fails to correct any such breach within ten (10) days after Provider's receipt of written notice of such breach from City; or

- (ii) If any determination shall have been made by competent authority such as, but not limited to, any federal, state or local government official, or a certified public accountant, that Provider's management or any accounting for its funding, from whatever source, is improper, inadequate or illegal, as such management or accounting may relate to Provider's performance of this Agreement; or
- (iii) whenever an involuntary petition shall be filed against Provider under any bankruptcy or insolvency law or under the reorganization provisions of any law of like import, or a receiver of Provider or of or for the property of Provider shall be appointed without the acquiescence of Provider, or whenever this Agreement or the unexpired balance of the term would, by operation of law or otherwise, except for this provision, devolve upon or pass to any person, firm or corporation other than Provider or a corporation in which Provider may be duly merged, converted or consolidated under statutory procedure, and such circumstance under this subparagraph shall continue and shall remain undischarged or unstayed for an aggregate period of sixty (60) days (whether or not consecutive) or shall not be remedied by Provider within sixty (60) days; or
- (iv) whenever Provider shall make an assignment of the property of Provider for the benefit of creditors or shall file a voluntary petition under any bankruptcy or insolvency law, or whenever any court of competent jurisdiction shall approve a petition filed by Provider under the reorganization provisions of the United States Bankruptcy Code or under the provisions of any law of like import, or whenever a petition shall be filed by Provider under the arrangement provisions of the United States Bankruptcy Code or under the provisions of any law of like import, or whenever Provider shall desert or abandon the Project; or
- (v) If any competent authority shall have determined that Provider is in default of any federal, state or local tax obligation; or
- (vi) Pursuant to Resolutions passed by the Court of Common Council on March 4, 1996 and January 13, 1997, if Provider or any of its principals are in default of any tax or other financial obligations which are owed to City. Default shall be considered to have occurred under this subsection when any payment required to be made to City is more than thirty (30) days past due.

## 11.2 Election of Remedies

If any Event of Default hereunder shall have occurred and be continuing, City may elect to pursue any one or more of the following remedies, in any combination or sequence:

- (i) Take such action as it deems necessary, including, without limitation, the temporary withholding or reduction of payment;
- (ii) Suspend Project operation;
- (iii) Require Provider to correct or cure such default to the satisfaction of City; and/or
- (iv) Terminate this Agreement for cause in accordance with Section 12 hereof.
- (v) Deduct from the cash bond/escrow account any penalties, claims, charges or damages assessed against the Operator by the City in the City's reasonable discretion.

The selection of any remedy shall not prevent or stop City from pursuing any other remedy and shall not constitute a waiver by City of any other right or remedy.

## 12. TERMINATION OF AGREEMENT

### 12.1 Termination for Cause

Upon the occurrence of any Event of Default, as set forth in Section 11.1 hereof, City may terminate this Agreement by giving five (5) days' written notice thereof to Provider.

### 12.2 Termination for Non-availability of Funds

In the event City shall not have funds available for the Project, City may terminate this Agreement following written notice thereof to Provider.

### 12.3 Termination at Will

City or Provider may terminate this Agreement at any time by giving thirty (30) days' prior written notice thereof to the other party.

### 12.4 Payment upon Termination

In the event this Agreement is terminated pursuant to any of Sections 12.2 through 12.3 above, City shall make full payment to Provider for all Services performed in accordance with this Agreement up to and including the date of termination within sixty (60) days of such date of termination and presentation of Provider's reports therefor in accordance with Section 3 above.

13. ESTABLISHMENT AND MAINTENANCE OF RECORDS; AUDITS

- 13.1 Provider agrees to establish and maintain fiscal control and accounting procedures that assure proper accounting for all funds paid by City to Provider under this Agreement. Without limiting the generality of the foregoing, Provider agrees that it will maintain accurate and complete records of (i) all charges and any other claims or demands for compensation from City, or any other person or entity, in connection with the Project (including, without limitation, any claims for or arising out of any alleged breach of this Agreement), (ii) the basis (including but not limited to, supporting documentation) therefor, and (iii) the amount and source of any and all payments or other consideration ultimately recovered in respect thereof.
- 13.2 Any and all records shall be generated by Provider in a manner which is consistent with City's requirements and shall be maintained for a period of not less than six (6) years from the date of termination of this Agreement pursuant to Section 12. Provider further shall permit (and require its Providers to permit) City and/or its duly authorized representatives to examine, review, and audit any records, books, or other documents of Provider or any and all of Provider's Providers relative to the above, and furnish copies thereof, when requested.

14. SUBCONTRACTORS

Portions of the Services may be subcontracted, provided that:

- (i) City shall have given prior approval to such subcontract in writing, which approval may be withheld in its sole and absolute discretion;
- (ii) All of the terms, covenants, conditions and provisions of this Agreement shall have been incorporated in such subcontract(s) and the subcontractor(s) shall have agreed in writing to assume, perform and be bound by this Agreement and all the terms, covenants, conditions and provisions hereof and shall have further acknowledged and agreed that City is and will be a third party beneficiary of said undertakings; and
- (iii) City shall not be liable for payment of any wages, materials, or other expenses of any subcontractors.

15. COMPLIANCE WITH LAWS

Provider shall perform all Services hereunder in accordance with and subject to all applicable federal, state and local laws, statutes, regulations, ordinances, orders and permits, including regulations promulgated by the Department of Motor Vehicles.

16. ANTI-DISCRIMINATION AND AFFIRMATIVE ACTION

Provider agrees to abide by the provisions of Section 2-679 *et seq.* of the City of Hartford Municipal Code (as applicable), Executive Orders Numbers 3 and 17 of the State of Connecticut; and Presidential Executive Orders Numbers 11246, 11375 and 11063. In carrying out the Project, Provider shall not discriminate against any employee or applicant for employment because of race, color, religion, age, sex, national origin, mental disability, physical handicap, or sexual preference.

Provider shall take affirmative action to ensure that applicants for employment are employed, and that employees are treated during employment without regard to their race, color, religion, age, sex, national origin, mental disability, physical handicap, or sexual preference. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training; including apprenticeship. Provider shall post in conspicuous places, available to employees and applicants for employment, notices to be provided by the federal government, setting forth the provisions of the non-discrimination clause.

Provider shall state that all qualified applicants shall receive consideration for employment without regard to race, color, religion, age, sex, national origin, mental disability, physical handicap, or sexual preference. Provider shall incorporate, or cause to be incorporated, this provision in any and all subcontracts entered into pursuant to this Agreement. Provider agrees to abide by the terms and conditions contained in the City of Hartford's *Contractor's EEO Report*.

17. AMERICANS WITH DISABILITIES ACT (ADA) OF 1990

Provider agrees to abide by the provisions of the Americans with Disabilities Act (the "Act") of 1990; Public Law 101-336, as applicable.

In compliance with this law, Provider shall not discriminate against a qualified individual with a disability because of the disability of such individual in regard to job application procedures, the hiring, advancement, or discharge of employees, employee compensation, job training, and other terms, conditions, and privileges of employment. No qualified individual with a disability shall, by reason of such disability, be excluded from participation in or be denied the benefits of services, programs, or activities of Provider, or be subjected to discrimination by Provider. No individual shall be discriminated against on the basis of disability in the full and equal enjoyment of the goods, services, facilities, privileges, advantages or accommodations provided by Provider.

Any television public service announcement that is produced or funded in whole or in part under this Agreement shall include closed captioning of the verbal content of such announcement. Provider shall not discriminate against any individual because such individual has opposed any act or practice made unlawful by the Act or because such individual made a charge, testified, assisted, or participated in any manner in an investigation, proceeding, or hearing under the Act.

Provider shall not permit coercion, intimidation or threatening of, or interference with, any individual in the exercise or enjoyment of, or on account of his or her having exercised

or enjoyed, or on account of his or her having aided or encouraged any other individual in the exercise or enjoyment of, any right granted or protected by the Act.

18. DELINQUENCY IN OBLIGATIONS

Provider hereby agrees that throughout the period of this Agreement, all taxes, contractual obligations and audit responsibilities owed to City shall be and remain current.

19. NON-WAIVER

Any failure by City or Provider to insist upon the strict performance by the other of any of the terms and provisions hereof shall not constitute a waiver of that or any other of said other party's obligations hereunder, and each party hereto, notwithstanding any such failure, shall have the right thereafter to insist upon the strict performance by the other, of any and all of the terms and provisions of this Agreement.

20. AMENDMENTS

This Agreement may be amended by written instrument executed by the parties hereto, acting therein by their duly authorized representatives.

21. DISCLAIMER OF AGENCY OR THIRD PARTY BENEFICIARY RIGHTS

City and Provider are the only parties to this Agreement and are the only parties entitled to enforce its terms. Nothing in this Agreement gives, is intended to give, or shall be construed to give or provide, any right or benefit, whether directly or indirectly or otherwise, to third persons.

22. NON-ASSIGNABILITY BY PROVIDER

This Agreement shall not be transferable or assignable by Provider, by operation of law or otherwise, without prior written consent of City, which consent may be withheld in its sole and absolute discretion.

23. SEVERABILITY

If any provision of this Agreement is held invalid, the remainder of this Agreement shall not be affected thereby if such remainder would then continue to conform to the terms and requirements of applicable law.

24. CUMULATIVE REMEDIES

All rights and remedies exercisable by City hereunder shall be cumulative and the exercise or beginning of the exercise by City of any of its rights or remedies hereunder shall not preclude City from exercising any other right or remedy granted hereunder or permitted by law.

25. GOVERNING LAW

This Agreement shall be governed by and construed, interpreted and enforced in accordance with the laws of the State of Connecticut and the ordinances of the City of Hartford without regard or resort to conflict of laws principles.

26. GENDER/NUMBER/TITLE

Words of any gender used in this Agreement shall be held and construed to include any other gender, and words in the singular shall be held and construed to include the plural, unless the Agreement requires otherwise. In the event of any discrepancy or conflict between the name and title of any person referred to in this Agreement, the title shall prevail.

27. NOTICES

All notices, approvals, demands, requests, or other documents required or permitted under this Agreement, other than routine communications necessary for the day-to-day operation of this Agreement, shall be deemed properly given if hand delivered or sent by express courier mail service or United States registered or certified mail, return receipt requested, postage prepaid, to the following addresses:

**As to the City:**

City of Hartford  
550 Main Street  
Hartford, CT 06103

Attn: Luke A. Bronin, Its Mayor

**As to Provider:**

Fitzgerald & Halliday, Inc.  
416 Asylum St.  
Hartford, CT 06108

Attn: Kenneth M. Livingston, Its Vice President

**With a Copy to:**

Corporation Counsel  
City of Hartford  
550 Main Street  
Hartford, CT 06103

Notices provided in accordance with the foregoing shall be deemed received as of the earlier of the date of delivery or the second business day following the date of their being posted with U.S. Postal Service.

30. SUCCESSORS AND ASSIGNS

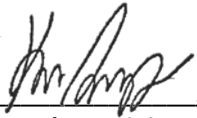
Subject to the other provisions of this Agreement, this Agreement shall inure to the benefit of and be binding upon the parties hereto and their respective successors and permitted assigns.

31. MERGER/ENTIRE AGREEMENT

This Agreement and its exhibits referenced herein and attached hereto, contain the entire understanding between the parties hereto and supersede any and all prior understandings, negotiations, and agreements whether written or oral, between them respecting the written subject matter hereof.

IN WITNESS THEREOF, the CITY OF HARTFORD and the PROVIDER have executed this Contract as of this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

**PROVIDER**

By:   
\_\_\_\_\_  
**Kenneth M. Livingston**  
its Vice President

**CITY OF HARTFORD**

By: \_\_\_\_\_  
Luke A. Bronin  
its Mayor

*APPROVALS:*

As to Form and Legality:

By: \_\_\_\_\_        /  /    
Howard G. Rifkin      Date  
Its Corporation Counsel



**EXHIBIT A – Detailed Scope of Services**



**LUKE BRONIN**  
MAYOR

# CITY OF HARTFORD

## DEPARTMENT OF DEVELOPMENT SERVICES

Planning Division  
250 Constitution Plaza, 4<sup>th</sup> Floor  
Hartford, Connecticut 06103

Telephone: (860) 757- 9040

Fax: (860) 722-6402

[www.hartford.gov](http://www.hartford.gov)



**I CHARLES MATHEWS**  
ACTING DIRECTOR

**AIMEE CHAMBERS, AICP**  
DIRECTOR OF PLANNING

## REQUEST FOR PROPOSALS

for

## NEIGHBORHOOD PLAN DEVELOPMENT

### Summary

Neighborhood plans help residents and business owners identify community priorities, build consensus around long term vision, and ensure the consistency of community's goals with those of the city. This process ensures that growth and development occurs in the most efficient and effective manner; preserves those features which may have important environmental, social, or cultural significance; and acknowledges not only physical and economic factors, but social needs within the neighborhood. It involves collection of data, which may be useful for future funding opportunities and the development of implementation matrices that align with the City's Plan of Conservation and Development. Additionally, neighborhood planning assists the City in justifying large scale development projects and initiatives.

The City of Hartford Department of Development Services – Planning Division (the “City”) proposes to complete a multi-year neighborhood planning process (the “project”). Should funding allow, it is the goal of the Department of Development Services – Planning Division, to develop 13 neighborhood plans over the course of a five-year period – FY22-FY26.

Through this process, the City and its consultant may offer technical assistance to Hartford's thirteen Neighborhood Revitalization Zones (“NRZ”) in updating their strategic plans. NRZ strategic plans may be developed, at the NRZ's request, in the form of an addenda to the neighborhood plan. These addenda, should they be developed, will be adopted in accordance with the requirements of Connecticut State Statutes and City Municipal Code as applicable.

During the project (“Year 1”), the City intends on partnering with the Local Initiatives Support Corporation (LISC) Connecticut through an MOU. LISC will work with local Community Development Corporations (CDCs) -Sheldon Oak Central (SOC), Northside Institutions Neighborhood Alliance (NINA), Southside Institutions Neighborhood Alliance (SINA), and the Mutual Housing Association of Greater Hartford. This partnership will include LISC's full participation during the (1) neighborhood planning process including assistance with community engagement; (2) a strategic planning process for each CDC done parallel to, but separate from; (3) technical assistance for the development of strategic plans for the corresponding NRZ (as desired). LISC will organize convenings to attract and engage potential funders, who may assist in mobilizing projects identified in the plans.

**The City proposes to engage a consultant or consultants for Year 1 in a community-based planning process for the development of four succinct, action-oriented neighborhood plan documents.** In its partnership with LISC, the City's consultant(s) will focus on the development of plans for three neighborhoods: Northeast, Asylum Hill, and Frog Hollow. A consultant will also be engaged in the development of a plan for the Upper Albany neighborhood.



## Background

Hartford is home to 17 distinct neighborhoods. They are:

- Central Business District/Downtown
- Parkville
- Frog Hollow
- Asylum Hill
- West End
- Sheldon/Charter Oak
- Upper Albany
- Clay Arsenal
- South End
- South Green
- Barry Square
- South Meadows
- Southwest
- Behind the Rocks
- North Meadows
- Blue Hills
- Northeast

Many of these neighborhoods have not had City recognized plans developed since the mid to late 2000's.

Hartford also has 13 Neighborhood Revitalization Zones (NRZ). A Connecticut law enacted in 1995 established a process for the development of Neighborhood Revitalization Zones (NRZs). The objective of the NRZ is to revitalize neighborhoods through the collaborative involvement of residents, businesses and government to determine the vision and priorities of the individual neighborhoods. The NRZ process provides a mechanism for local stakeholders, along with local municipal officials, to develop a strategic plan to revitalize their neighborhood. For more information about NRZ strategic planning visit: <https://tinyurl.com/ylreoq9s>. Some of the City's existing NRZs were established in accordance with Connecticut State Statutes, while others are less formalized. Many of the NRZ strategic plans are also outdated and/or have not been formally adopted by the municipality.

In 2016, LISC and four neighborhood CDCs engaged in a community based strategic planning program that resulted in the development of three neighborhood plans: the Upper Albany Neighborhood Plan with the Sheldon Oak Central; the Frog Hollow Neighborhood Plan with Mutual Housing Association of Greater Hartford, Inc. and SINA; and the Asylum Hill Neighborhood Plan with NINA. Those five-year plans will be updated by LISC and their consultant in 2021.

This partnership initiative intends on minimizing redundancy and maximizing the effectiveness of participatory planning by coordinating processes and deliverables.

## Hartford 2035 City Plan

The Hartford 2035 City Plan (the "Plan") was adopted in 2020. This new plan, much like the City's zoning regulations, relies on its concise and approachable design. It contains goals and policies that shall be reflected and further defined on the neighborhood level. The eight priorities (unity, security, health, identity, density, connection, ingenuity, and nature) and five action areas (green, grow, live, move, play) identified in the Plan can and should be used to identify



neighborhood level goals, strategies, and objectives to guide the work of the City and organizations working within each neighborhood.

Further, the Plan's ten key recommendations and ten transformative project areas should be points of discussion for implementation purposes as well. The neighborhood planning process should inform the City Plan in the form of achievement benchmarks and measures.

### **Proposed Scope of Work**

The intent of the Scope of Work provided below is to serve as a framework, which consultants can use to develop based on their professional expertise and knowledge. The City asks consultants to present an efficient, effective proposal, which insures the project objectives can be met. The final scope of work will be negotiated with the selected consultants in conjunction with City staff prior to contract approval. The consultant is expected to provide interpretation and identification of deliverables or milestones it believes are integral to the project in the submitted proposal, as outlined within the Submittal Requirements section of this RFP.

#### Phased Development

The first phase of the development of each neighborhood plan will involve data and demographics collection, measuring change over time and identifying neighborhood trends. This phase will also include identification of stakeholders, asset mapping, and a neighborhood visioning process.

*Existing Conditions & Data Analysis* – The consultant will work to gain a firm understanding of the context, trends, and related information applicable to the neighborhood in relation to the larger community. This information and data will be used to inform the study and to ground the study in objectivity.

*Vision & Goal Setting* – The consultant will work with the City and project stakeholders to develop a broadly supported and achievable vision and related goals for the neighborhood. The vision and goals shall build upon the City's Plan of Conservation and Development and related policies.

A second phase will allow both the NRZ and CDC(s) to engage in separate, parallel strategic planning processes for their respective organizations. Should the corresponding NRZ opt in to this technical assistance, the consultant will work with them towards the development of a strategic plan document in alignment with the CT General Statutes. This service should be included as an add-alternate cost to the project.

The final phase will involve fair planning decision making processes. Recognizing that it is under these circumstances that good development can flourish, this phase will reconvene all parties to coordinate priorities and activities into an implementation matrix. This phase will also include document development. The final deliverables will be assembled for City adoption.



### Responsible Party

The City will:

- Engage a consultant or team of consultants for Year 1.
- Supply access to existing plans, data, and mapping tools
- Provide general oversight of the consultant and will help to facilitate interactions with other City staff, board/commission members, and project stakeholders

With oversight from City staff as well as guidance from a project steering committee, the selected consultant(s) will:

- Take the lead in managing time, staffing, resources, budget, and related activities to ensure that the project objectives are met.
- Lead the planning process and develop project deliverables as outlined within this RFP including:
  - Gather and analyze data and neighborhood trends
  - Partner with local organizations already involved in asset mapping activities
  - Develop and implement a Community Engagement Plan for each neighborhood in partnership with the City and LISC (as applicable)
  - Engage with the NRZ to better assess strategic goals as they relate to the overarching neighborhood vision
  - Coordinate with the Hartford Redevelopment Agency (HRA) and their consultant(s) as needed and as applicable (for areas served by Municipal Development Plans)
  - Develop an electronic plan document complete with images and tables for adoption and approval
- Be in close communication with staff throughout the life of the project

### Community Engagement and Participation

Public and stakeholder participation will be one of the primary components of this initiative. Special emphasis shall be placed on broad participation from all stakeholders (especially underrepresented stakeholders), acknowledging the modifications which must be made for engaging in a post covid-19 environment.

A community engagement plan will be designed for each neighborhood. The engagement plan will become an element of the final deliverable, included in both the neighborhood plan and the CDC plans. The engagement plan will be developed by the consultant(s) in partnership with the City and LISC using the demographic data and existing asset maps developed by community organizations. Each neighborhood plan will include a review of the implementation of the engagement plan to identify additional opportunities for improving outreach and participation in



future neighborhoods. It is intended to be adaptable and repeatable for each successive neighborhood.

A steering committee, or Neighborhood Planning Committee (NPC), will be convened for each neighborhood and will develop the vision and strategic aspects of each plan. The composition of the NPC will be informed by the Community Engagement Plan and will be composed of a representative mix of neighborhood stakeholders. The City, through its consultant, will facilitate the NPC meetings with assistance from LISC's consultant as appropriate.

The City of Hartford, with its consultant, will hold public workshops within each neighborhood to report progress on the process and to gather additional input. The format of those workshops will be developed based on neighborhood planning best practices and will be included in the community engagement plan. Outcomes of the outreach efforts will be catalogued, reported to the Neighborhood Planning Committee, and will be included as an element of the final neighborhood plan.

### Neighborhood Plan Elements

This document should be developed in a thorough but concise manner. The following is a sampling of the types of information that may go into such a document.

#### *Introduction, Neighborhood Profile, and Neighborhood Vision*

The output of the first phase of each neighborhood planning process will result in introduction, neighborhood profile, and neighborhood visioning elements that are designed to be used in all three outputs of the planning process (Neighborhood Plan, NRZ Strategic Plan Addenda, and CDC Strategic Plan).

#### *Time & Place*

An Element communicating the history of the neighborhood, and its place within and contributions to the city's history. This section may also address preservation needs - the identification of buildings and sites related to the history of the community, and efforts to preserve and celebrate these as new development occurs.

#### *Corridor and Infrastructure Summary*

Significant roadway(s) interconnect the city neighborhoods and play key roles in the success of each community. As applicable to the neighborhood, these corridors will be studied with a focus on but not limited to: issues of coordinating present and future land uses; zoning analyses to address the prevalence of nonconformities; growth management



and economic development opportunities; City-owned and vacant property; and maximization of new or future streetscape designs or other infrastructure.

The studies should have recommendations on implementation including potential updates to City regulations, including but not limited to zoning regulations.

This summary will serve to influence the strategies and implementation plans developed by the Neighborhood Planning Committees and NRZs.

#### *Five Action Areas*

Develop strategies and key implementation steps for each neighborhood as it relates to the goals and objectives identified in the Hartford City Plan. The output will be organized within the five action areas (Green, Grow, Live, Move and Play) of the Hartford City Plan to communicate how that plan can be implemented at the neighborhood scale.

This coordinated strategy and implementation plan shall clearly identify assets available, each organization's role, implementation partners (as applicable), and missing elements.

#### *Action and Implementation Plan*

This section shall also include a timeline for action and/or a scorecard identifying projects and other objectives derived from the planning process, along with clear direction on how each item connects back to the 2035 City Plan.

#### *Addenda*

An repository of summaries and/or graphical representation of stakeholder mapping, data, the community engagement plan, input gathered at all meetings.

#### Neighborhood Revitalization Zone Strategic Plan Elements \*

This can be designed as a standalone document or as an addendum to the City's neighborhood plan, depending on the composition and goals of the NRZ. If a standalone document:

##### *Introduction, Neighborhood Profile, and Neighborhood Vision*

The output of the first phase of each neighborhood planning process will result in introduction, neighborhood profile, and neighborhood visioning elements that are designed to be used in all three plan outputs of the planning process (Neighborhood Plan, NRZ Strategic Plan, and CDC Strategic Plan).





### *Organizational Management Goals and Objectives*

A section used to set mission, vision, and values. This section intends to strengthen operations to ensure that board members have a common vision for the future development of the NRZ as an entity. The section shall establish agreement around intended outcomes/results over a period of time, and strategically assess opportunity for growth or adjust the organization's direction if needed.

### *Action and Implementation Plan*

An expansive list of objectives, priorities, timetables, partnerships, and funding sources, needed to achieve the neighborhood vision. This element would include any waiver, expedited historic review, or receivership proposals as applicable and allowed by Connecticut State Statute.

### *Performance Measures and Monitoring System*

A description of the methods for measuring achievement in both the neighborhood Action Plan and Organizational Management sections.

### *Process*

An accounting of the planning process including the committee, external participants, community engagement efforts, an accounting of the public hearing (including public notice), and a copy of the organization's bylaws (including public notice).

*\*NRZs may opt out and are not required to participate in this process.*

## **Reference Documents**

While the City has developed a number of documents over time, there remains a need to update and merge deliverables into a digestible and actionable format. The following is a non-exhaustive list of documents which are pertinent to this initiative. These may assist the consultant(s) in the development of their proposal and the final product:

- Hartford 2035 City Plan
- Zoning Regulations, as amended 06/05/2020
- Historic Preservation Ordinance and Design Guidelines (2005)
- Complete Streets Plan (pending)
- Bicycle Master Plan (2019)
- CGS 118 – Neighborhood Revitalization Zones
- Albany Woodland Redevelopment Plan (2007)
- Asylum Hill Association Strategic Plan (2009)
- Frog Hollow Strategic Plan (2006)





- North Hartford Plan (2007)
- Terry Square Trident Plan (2008)
- Trident Implementation Plans (2010)
- ULI Concept Plan – Albany Homestead
- Hartford Parks Guide (2016)
- Blighted and Vacant Properties Survey

### **Timeline**

The Year 1 timeline is expected to commence in late Spring 2021 and end in late Spring 2022. Consultants should be realistic about their capacity to address what is proposed. They should consider a phased approach to this project and develop a timeline which allows more than one project to run concurrently, if applicable.

### **Submission Requirements**

The content and sequence of the information contained in each copy of the proposal shall be as follows:

- Cover Letter.* Include your firm's understanding of the work to be performed within the terms and conditions set forth in this RFP. In addition, state why your firm believes it to be the best qualified to perform the services requested, including features, skills or services which distinguish your firm and make it the better choice for the City. The length of time during which the proposal and the prices quoted shall be valid for consideration by the City is required to be 120 days from the proposal's due date. The RFP cover letter must be signed by an officer of the consultant or a designated agent empowered to bind the firm in the contract offer. (Keep response to one page.)
- Table of Contents.* Include a clear identification of the material by section and by page number.
- Proposed Work Program.* Provide a conceptual work program for the project that you believe is appropriate based on your understanding of the City's needs, as well as the outcomes, deliverables, and the scope of work elements outlined within this RFP. Submittal of a draft project schedule is required as part of the conceptual work program. Submit specific plans of how you will manage, control, and supervise the project in order to ensure satisfactory provision of services.
- Project Timeline.* Include a timeline of delivery.
- References.* List the municipal governments that your firm has worked for or with in a similar capacity to the work outlined within this RFP within the last five (5) years. List names of organizations, and names, telephone numbers, and email addresses of persons who can be contacted with regard to the services you have provided.
- Project Team Information & Qualifications.* List the proposed principal(s) who will be responsible for the work, proposed project manager, and project team members



and provide relevant background information for each, such as education, professional experience, certifications, etc. Additionally, provide a breakout of hours for each member of the team by major task area within your proposed work program, and an overall indication of the level of effort (percentage of overall project team hours) allocated to each task.

### **Evaluation and Selection**

The City may select one or more consultants for the work proposed herein. If more than one consultant is selected, those consultants will be responsible for the full scope of work for the delivery of one or more plans.

Proposals will first be reviewed for completeness. Only those proposals that are properly completed and meet the minimum content requirements will be considered in the evaluation process. Complete proposals will then be evaluated by a selection committee. The selection committee may elect to conduct short virtual interviews with select consultants in order to further evaluate the proposals. The selection committee will choose a limited number of consultants with which to conduct in-person interviews, for the final selection.

Proposals will be evaluated based on the following general criteria:

1. *Proposed Work Program and Deliverables.* Understanding of the project scope and objectives; quality of response to proposed work program and to proposed deliverables.
2. *Community Engagement Strategy.* Thoughtful and realistic incorporation of participatory planning opportunities into the timeline and scope.
3. *Communications.* Organization/completeness of response; writing skills, as shown through the submission and any submitted work samples.
4. *References and Work Product Examples.* Confirmation that consultant has performed similar work in past; assessment of ability to produce quality product within the project schedule; assessment of ability to conduct productive meetings; assessment of ability to work with staff, stakeholders, and elected officials; quality and applicability of submitted work examples.
5. *Demonstrated Capacity.* Past performance of consultant firm on similar projects; expertise and experience of project manager and team members; current workload and availability of consultant team members.
6. *Estimated timing and cost of work.* Clearly broken down to align with milestones and to include add alternates.

The City reserves the right to reject any/all proposal(s) or accept what is, in its judgment, the proposal which is in the City's best interest. The City further reserves the right, in its best interests, to waive any technical defects or irregularities in any/all proposal(s) submitted. The City may request additional information from consultants during the selection process.



Additionally, discussion may be conducted with consultants to assure full understanding of, and responsiveness to, the requirements of this RFP.

### **Contract Award**

The selection of a proposal shall not imply acceptance by the City of all terms of the proposal. If a satisfactory contract cannot be negotiated in a reasonable time the City, in its sole discretion, may terminate negotiations with the highest ranked consultant and begin contract negotiations with the next highest ranked consultant.



May 6, 2021 | RFR# 6022

# Neighborhood Plan Development

**TECHNICAL PROPOSAL**

Submitted to: City of Hartford



May 6, 2021

Tara Cummins  
Procurement Specialist  
City of Hartford  
Procurement Services Unit  
550 Main Street  
Hartford, CT 06103

**RE: RFR# 6022 Neighborhood Plan Development**

FHI Studio has crafted an approach and plan ideally suited to respond to the City of Hartford's request for a Neighborhood Plan Consultant. The values of quality, teamwork, integrity, and respect expressed in the RFP fundamentally align with our own. The opportunity to continue to work with the community in our City to improve quality of life, well-being, and inclusiveness excites us to our core. When we envision projects to pursue, the goals and purpose of this work effort could not be better aligned with what drives us to do what we do.

We look forward to demonstrating how our team can deliver a high-quality product that meets the City's need for cooperative and inclusive planning with neighborhoods in Hartford.

FHI Studio started as a one-woman community engagement firm in Hartford, and inclusive community-driven planning remains at the center of everything we do. By delivering dependable, high-quality services to our clients, we have grown into a group of planners, ecologists, engineers, and designers with a strong portfolio of projects across our three service lines: mobility and land use, community engagement, and environmental science, with a combined focus on sustainable community well-being. We pride ourselves on working together across disciplines to ensure our clients get creative and thoughtful solutions that are implementable.

Our commitment to Hartford projects includes the prior round of Neighborhood Renaissance Zones (NRZs) in the early 2000s. We are a certified woman-owned business, headquartered in Hartford with over 50 employees working from offices in Hartford and New York City. Our recent projects for the City include ReImagine Main Street, Zone Hartford Form-Based Code, and the Hartford Bicycle Plan. Within Connecticut, we recently completed an award-winning plan for the City of Bridgeport, named PlanBridgeport, that focused on many of the similar issues and needs as Hartford. We are currently working with the City of Danbury on their Plan and will soon be completing neighborhood plans of a similar scale in Raritan and Keyport, New Jersey. The Hartford Plan 2035 provides both a base for the development of the more granular neighborhood plans and an aspirational vision for each neighborhood. The outreach



conducted for Plan 2035 documents the vision of Hartford residents for safe, thriving, vibrant places to live and work in communities that support health and well-being. Each NRZ plan will highlight neighborhood goals, needs, and priorities. The priorities will extend beyond traditional infrastructure and planning topics to include capacity building of community social structures, training, and social services and have a holistic approach to health, safety, and community development.



Source: Hartford Plan 2035.

To achieve the goals of this RFP to undertake an equitable planning effort in a timely manner, we have identified a core team of FHI Studio staff and teaming partners. Ken Livingston, AICP, will lead our team. Ken is a principal with FHI Studio with over twenty years of experience working in Connecticut on similar projects. He is a board member of the Connecticut Main Street Center and Congress for New Urbanism New England Chapter and serves on the West Hartford Pedestrian and Bicycle Advisory Committee. Within FHI Studio, Ken is the director of projects and client services. He directly manages a select group projects that require a comprehensive approach and integration of our full suite of technical services. He will be a hands-on project manager while being directly supported by a core team identified to meet the technical and schedule demands of the work effort. Ken will be supported by technical experts in all facets of planning and engagement experts versed in equitable planning. Our team has the capacity, passion, and perspective necessary to advance the neighborhood plans within the identified schedule.

Joining FHI Studio are two niche partner firms: **4Ward Planning** and **Pirie Associates**. Each firm is directly aligned with the values of FHI Studio. They practice inclusive planning focused on community development and well-being. Laure Pirie serves with Ken on the CT Main Street Center board.

Pirie Associates is committed to fostering a culture of diversity, equity, and inclusion through its studio culture and design practice. They believe that their greatest potential and the highest level of services is achieved by encouraging diversity of thought, background, experience, and ability and bringing empathy and respect derived from these experiences to the fore when working amongst ourselves and when guiding their clients and their communities. Their mission-driven ethos and robust community engagement process are outward examples of our internal values and culture. Pirie Associates employees are experts in health and sustainability and are committed to serving all users, including the most vulnerable.

4ward Planning was established to assist local governments and developers achieve sustainable development outcomes through responsible, future-based planning. Their approach, founded in socio-economic analysis, seeks the optimum development or redevelopment program for a community, based on best-case outcomes within the social, environmental, fiscal, and economic systems (the "4" in 4ward Planning). They use qualitative and quantitative methods to study population and industry trends, and



present land-use findings in a graphic-friendly manner, permitting ease of interpretation and distribution.

Together, our team will provide the City with the project management, technical expertise, and community engagement experience necessary to meet the City's vision of an inclusive planning process that creates a plan for a dynamic yet sustainable neighborhood in Hartford.

Our team has the capacity to fully commit to the City of Hartford to craft an effective, actionable plans. We appreciate your consideration. Should you have any questions, please do not hesitate to contact Ken at (860) 256-4907 / [klivingston@fhistudio.com](mailto:klivingston@fhistudio.com).

Sincerely,



Susan D. VanBenschoten  
President/CEO  
FHI Studio



# Table of Contents

Proposed Work Program .....	1
Proposed Timeline.....	11
References .....	12
Project Team Information & Qualifications.....	32





# Proposed Work Program

## Project Understanding

The City of Hartford is undertaking a dynamic and democratic effort to create neighborhood plans for meeting the social, economic, physical, and environmental needs of current and future generations and in support of the Citywide 2035 POCD. Following the template, vision, and goals of the Hartford City Plan, success will be defined not only by the product but also by the process by which each neighborhood plan is created.

We understand that the neighborhood plans are meant to reflect a community consensus about the direction for future growth and community development over the next ten years. The plans will contain policies around zoning, economic development, housing, transportation, the environment, and other factors that impact the quality of life in each neighborhood. However, the plans will not be organized around topic issues but instead, a series of community identified goals or guiding principles that interweave multi-disciplinary recommendations

that speak to the lived experience of those who live in and work in and love their neighborhoods.

A successful effort will reflect equity and inclusion in both the process and the product. From a process perspective, this will include, but will not be limited to:

- Develop an inclusive program that brings stakeholders into the planning process and focuses on two-way communication.
- Providing multi-lingual access to all communications related to the plans and ensuring opportunities for bi-directional communication between non-native English speakers, project staff, and The FHI Studio team.
- Providing opportunities for participation that go beyond traditional public meeting structures, including state-of-the-art online virtual participation techniques.

- Enabling fruitful dialogue between stakeholders with different backgrounds and interests through professionally facilitated meetings.
- Employing techniques of empathetic deep listening to empower participants and encourage them to take ownership over the process.
- Generating buy-in and excitement for the Neighborhood Plan through events, communications platforms, and other means that meet our busiest and most vulnerable residents where they are.

The plans themselves will be guided by and measured against, the goals of the Hartford City Plan. The eight priorities and five action areas will serve as a guide for developing each neighborhood plan and be the litmus test for action strategies. This focus will ensure that the plans are not simply a list of policies and strategies addressing the topic areas required by CT OPM requirements but will instead be policies grouped and developed according to the community's core values and priorities and cross-cutting themes.



Source: Hartford Plan 2035







## Work Program: Phase 1

### Task 1: Project Management

The Neighborhood Plans for Northeast, Asylum Hill, Upper Albany, and Frog Hollow will be action-oriented plans that establish a vision for each neighborhood with goals, strategies, and action items linked to the Hartford City Plan 2035 that provide clear and specific guidance for implementation.

FHI Studio will develop a schedule and work plan for each of the four Neighborhood Plans. The work schedule included in the proposal is

based on conducting each neighborhood plan in a parallel effort. FHI Studio has assigned a core team with the capacity and capabilities to complete the schedule in this manner. Each core team will include technical experts, community engagement specialists, and bi-lingual staff. The Project Management task will also ensure coordination with City agencies, LISC, and HRA for each neighborhood plan.

### Task 2: Community Engagement and Participation

FHI Studio believes that equitable and informed plans result from a collaborative engagement process that contextualizes observed data trends. Public engagement begins at the neighborhood level, and outreach to neighborhood residents and business owners will be instrumental in developing a plan that is representative of the entire community. The goal of the public engagement effort is to allow every resident and stakeholder to engage in the planning process meaningfully. The perspectives and ideas of residents, businesses, and

community leaders will inform the consultant team and the NPC throughout the visioning and planning process, ensuring that the final plan recommendations are sensitive to the needs of all communities in the neighborhood. We aim to create an ongoing engagement process throughout the project, lasting beyond the Neighborhood Plan update.

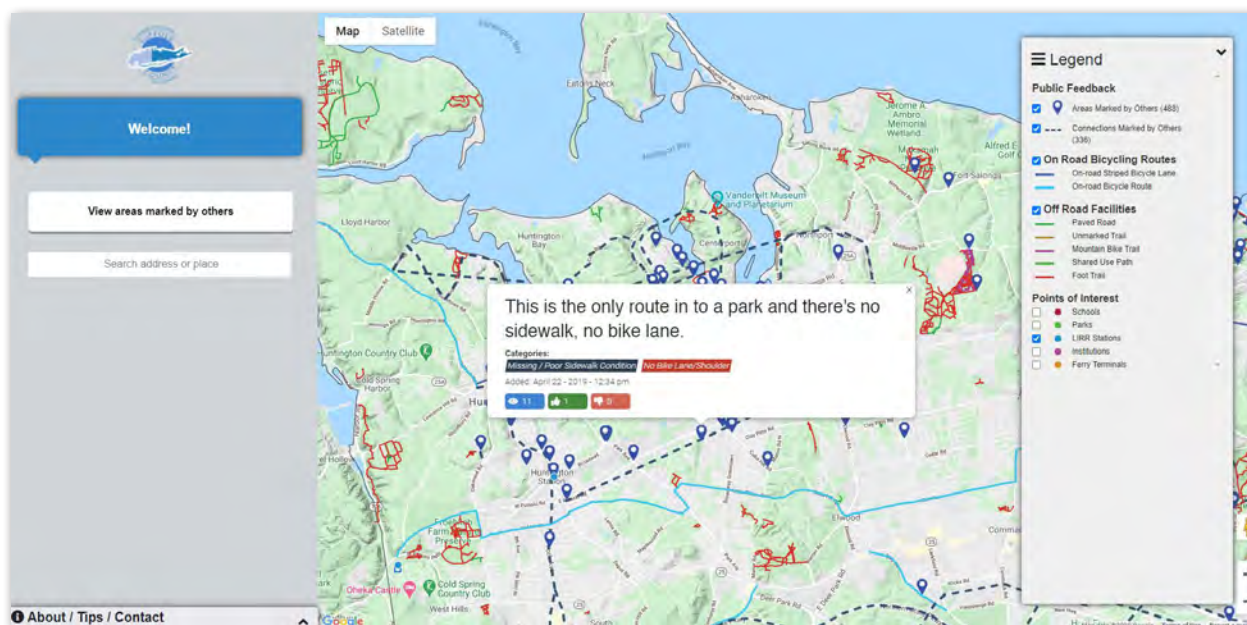
## 2.1 Community Engagement Plan

We will initiate the public engagement process by developing a Community Engagement Plan, following discussions with City staff and LISC. The Community Engagement Plan will be a detailed playbook that we will follow throughout the project. The public engagement plan will be intentional in its efforts to engage a representative range of residents and stakeholders. The Plan will include samples of communication materials, graphics, and branding guidelines for communications throughout the project.

The Community Engagement Plan will establish the considerations for selecting residents, business owners, and stakeholders to serve as community representatives on the Neighborhood Planning Committee, which will serve as the steering committee for the planning process.

The Community Engagement Plan will be sensitive to the need to plan around the limitations created by COVID-19. As such, we will develop and employ engagement strategies that consider the needs of physical distancing. Strategies may take the form of adequate physical distancing or require stakeholder participation via an online platform.

We understand that virtual engagement may exclude segments of the community from participating, and we are committed to employing techniques that engage all groups. We engage a wide variety of tools in our work, including in-person meetings and workshops; virtual meetings; communication materials distributed via local press, website, email blasts, or flyers; attendance of community events in a “pop-up” capacity; distribution of online surveys; and the welcoming and consideration of comments and letters submitted.



During outreach for a Hike and Bike Master Plan in Suffolk County, NY, participants were able to toggle existing off and on-road facilities, as well as local destinations when providing input. In this way, recommendations could focus on missing links.

## 2.2 Identifying and Engaging Stakeholders

FHI Studio takes an intentional and iterative approach to community engagement by seeking participation from a broad diversity of residents and stakeholders. The consultant team will work with the City and each Neighborhood Planning Committee (NPC) to identify the residents and stakeholders in the neighborhood and use various engagement methods to encourage participation across demographics. Strategies in the Community Engagement Plan will be revisited and reevaluated to ensure that participation is representative of the neighborhood.

We gain greater participation through employing our philosophy of “taking engagement to the community” and engaging busy residents in an environment where they work and live. We ensure that materials are developed in an eye-catching, public-friendly, easy-to-read format and available in multiple languages. Our multi-lingual staff are available to reach those individuals who may be hesitant to attend an official public meeting but are comfortable filling out an online survey or have a conversation at a community event. Providing multiple avenues of engagement ensures that we cater to all demographics and create spaces for underrepresented communities to make their voices heard.

We find online surveys to be effective and efficient tools that are instrumental in the public engagement process. These surveys provide two functions: they collect valuable information regarding participants feeling and ideas about issues that are central to a community and the development of a Neighborhood Plan. They allow us to present the community with an overview of the issues that the Neighborhood Plan will address. We are careful to design surveys that have a high completion rate. Our experience in designing hundreds of surveys for hundreds of projects and communities informs our work. We know how to push back against the desire to include everything, including the proverbial “kitchen sink” in favor of questions that strike

directly at the heart of an issue. We also can produce surveys with a visual preference component or mapping function to make the experience more dynamic and interactive.



*FHI Studio develops online surveys and interactive exercises for a wide variety of community engagement projects.*

### TASK 2 DELIVERABLES:

- Community Engagement Plan
- Communication materials such as press releases and flyers
- Outreach to neighborhoods and stakeholders as described in the Community Engagement Plan
- Online survey and summary of survey results



## Our Engagement Philosophy



Throughout the public engagement process, the FHI Studio team will use a variety of strategies to ensure we reach the community and help build consensus for the ultimate outcomes of the project, incorporating the following guiding principles:

**Make engagement interesting and convenient.** People are most likely to support a plan they helped shape from the start. The public will have various involvement opportunities through online engagement tools, pop-up events, workshops, Advisory Committee meetings, stakeholder interviews, and presentations to the City's Council. These methods will provide a broad range of stakeholder the opportunity to give their input and work with the Project Team to develop conceptual designs that serve all users.

**Seeing is believing.** Most people need to visualize a new idea before they understand, provide feedback, and ultimately support it. All project materials including presentations, handouts, social media, and website content will be graphically rich. Pop-up events and workshops will offer stakeholders opportunities to express their input through interactive activities.

**Engage people in every way possible.** People are more likely to support a plan that they have a personal investment in. We will use many tools

to reach out to the public. We do so throughout the planning process, starting early in the study process and engaging often at key milestones.

**Reach as much of the community as possible.** People of different ages, ethnicities, races, and incomes learn about community engagement events in different ways. Through a combination of flyers, fact sheets, and a website, the project team will keep the community informed. We can translate materials into any language identified by client.

**You learn more by listening than talking.** The public engagement approach offers many opportunities for discussion with the community. The project team will employ deep listening techniques to understand the comments, suggestions, and feedback at stakeholder meetings, pop-up events, and workshops to ensure all community members have a voice. Public comment and opinion will also be solicited through social media.

Skeptics can become your best advocates. Members of the public who challenge assumptions and ask tough questions force you to take a second look at your decisions to see if they are well thought out and grounded in reality. Engaging in dialogue and sharing information and experiences can have very positive results. Skeptics, once convinced, often become a project's best advocate!

# Task 3: Existing Conditions & Data Analysis

## 3.1 Review of Plans and Policies

We will initiate our work with a review of relevant local, regional, and state plans, including reviewing the Hartford City Plan and plans specific to each neighborhood, as listed in the RFP.

## 3.2 Data Gathering and Trend Analysis

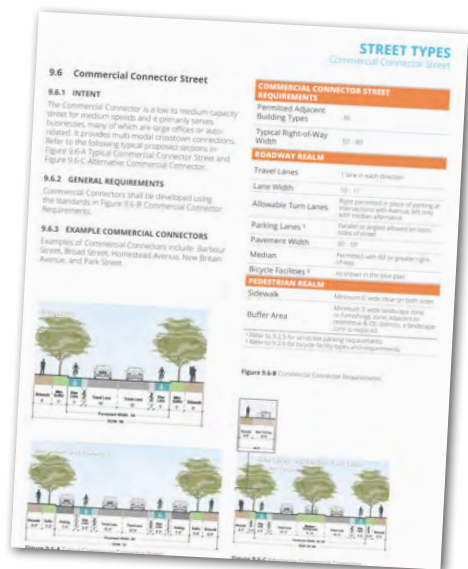
We place tremendous value in understanding the trends at work in communities. Every neighborhood is unique and evolving, and it is incumbent upon us to understand the demographic and socioeconomic forces that are driving change. This effort will include collection, organization, presentation, and review of data from US Census Bureau sources such as the US Census, American Community Survey, and Longitudinal Employer-Household Dynamics. State of Connecticut data will also be

incorporated, including data from the Economic Resource Center, Department of Community and Economic Development, Department of Housing, CT Data Center, Secretary of State, and Department of Labor. We will also review data available from data sets such as ESRI Community and Business Analyst. Engagement with neighborhood and community leaders that will occur through the Community Engagement task will be critical to help us comprehend what residents are experiencing in each neighborhood. A firm understanding and presentation of the trends at work will be foundational to the Plan and will assist us with confirming or challenging perceptions.

## 3.3 Asset Mapping

FHI will develop asset mapping for each neighborhood and partner with local organizations already involved in asset mapping activities to ensure collaboration, data sharing, and an efficient planning process. We will begin by obtaining available GIS data from the City, CROG, and coordination with project stakeholders, including LISC and HRA. We will also incorporate state-level and federal mapping and data into our mapping work. All maps will be housed in ArcMap GIS. We will post-process these maps within a graphic design application such as Adobe Illustrator to improve the appearance and legibility of mapping. We anticipate the production of the following maps:

- City facilities, parks, recreation, and schools
- Businesses
- Water and wastewater infrastructure (Public water supply area, municipal sewer area, stormwater infrastructure)
- Land uses
- Vacant buildings and lots, building condition
- Zoning



*FHI Studio was a member of the team that rewrote Hartford's zoning regulations that were adopted in 2016. The regulations are a hybrid code, with traditional and form-based elements. The code has won multiple awards including recently winning the Driehaus Award from the Form-Based Code Institute.*

- Future land use and planned projects (such as HRA Municipal Development Plans, Hartford 2035 City Plan transformative project areas)
- Transportation infrastructure (roads, transit, bicycle, and pedestrian facilities)
- Historic and cultural resources
- Open space
- Environmental resources
- Community services (job training, social services, child care, elderly programs)

### 3.4 Initial Neighborhood Plan Sections

FHI will develop the following draft plan sections for use and incorporation into each Neighborhood Plan document, NRZ Strategic

Plan Addenda (as requested), and CDC Strategic Plan: Introduction, Neighborhood Profile, Time and Place, and Corridor and Infrastructure Summary. These sections will introduce the Neighborhood Plan process, its links to the Hartford City Plan, and the neighborhood. They will provide a succinct summary of the existing conditions data, community asset mapping, and identified neighborhood trends. We will highlight each neighborhood’s history, preservation needs, and historic sites. We will also develop an analysis of each neighborhood’s land use, zoning, City-owned and vacant properties, corridors, connections, and streetscapes to highlight areas of focus and opportunity. The analysis will help inform recommendations for implementation actions at the neighborhood level and potential City or zoning regulation changes.

## Task 4: Vision & Goal Setting

FHI Studio will facilitate the visioning process with the City, project stakeholders, and each Neighborhood Planning Committee to develop a neighborhood-specific vision and related goals. Using the work effort, insights, and perspectives obtained during the community engagement process, we will work with the neighborhoods to develop consensus on a vision statement grounded in community knowledge and buy-in. The vision and goals will support the neighborhood and build on the Hartford 2035 City Plan priorities and action areas. The purpose of developing a vision statement is to establish a framework for collecting and assessing information in support of the Plan. The goals will build upon the vision statement and will identify the significant policies or initiatives that the Plan recommends.

FHI Studio will ensure feedback and coordination occurs with the parallel and related planning work happening in each neighborhood. This includes working with the NRZ’s strategic goals; coordinating with the Hartford Redevelopment Agency (HRA) and their consultant(s) for the

areas served by Municipal Development Plans in Frog Hollow, Asylum Hill and Upper Albany; and with the LISC CDC five-year plan updates for Upper Albany, Frog Hollow, and Asylum Hill.

**Vision**  
The vision describes what the community values and what the City will strive toward over the next 10 years. The vision is an expression of the desires and aspirations of the community in a statement that is meant to guide municipal leaders and organize the goals and strategies of this Plan.

**Goals**  
Goals are commitments towards achieving the vision. They are consistent with the guiding principles and establish a desired impact.

**Strategies**  
Strategies are the methods by which the goals will be achieved. They describe the interim outcomes that can lead to achieving the impact described in a particular goal.

**Actions**  
Actions are specific steps that can be taken to accomplish strategies. They are the first steps to be taken toward achieving the Plan’s vision.



## Work Program: Phase 2

### Task 5 Alternate Task: NRZ Strategic Planning Technical Assistance

FHI Studio will work with NRZs that request support to develop or update their Strategic Plans. We will use the analysis and draft Plan sections developed in Phase 1 to support the NRZ Strategic Planning process. The NRZ Strategic Plan Elements would be developed as addenda to the Neighborhood Plan to be adopted in accordance with the requirements of Connecticut State Statutes and the City Municipal Code.

We will work with the NRZ Planning Committee to facilitate the development, update, or confirmation of each NRZ's mission, vision and values to give board members an operational framework and common vision for the NRZ development. We will also develop a workshop setting (in-person or virtual) to share the results of the existing conditions analysis and work with the NRZ to develop a list of objectives, priorities, and actions in support of the neighborhood vision.

Using the Neighborhood Plan format, we will work with the NRZ to develop implementation steps to identify assets available, responsible parties and/or policy champions for strategies

and actions, organizations' roles, implementation partners, potential funding sources, missing elements, and other key information. We will document the identified priorities in an implementation timeline and matrix that describes methods for measuring achievement and outcomes for the Neighborhood Action Plan and Organizational Management.

The final deliverable will be an electronic NRZ Strategic Plan document that includes the following sections: Introduction, Neighborhood Profile, and Neighborhood Vision; Organizational Management Goals and Objectives; Action and Implementation Plan; Performance Measures and Monitoring System; and the Planning Process. These sections will include short narrative descriptions, images, data gathered, and the implementation timeline and matrix. The Strategic Plan document addenda will be developed in alignment with the CT General Statutes and formatted to be adopted in accordance with the requirements of Connecticut State Statutes and City Municipal Code as applicable.

## Work Program: Phase 3

### Task 6: Five Action Areas

FHI Studio will work with the Neighborhood Planning Committees to develop strategies and key implementation steps for each neighborhood based on the Neighborhood Vision, community engagement efforts, and existing conditions trends and findings. The project team will also incorporate the Hartford

2035 City Plan's ten key recommendations and ten transformative project areas related to each neighborhood. As in the Vision and Goals task, we will continue to ensure coordination, and information sharing occurs with the parallel and related planning work happening in each neighborhood to incorporate NRZ identified

strategic goals, HRA Municipal Development Plans, and LISC CDC strategic planning.

As with the established vision and goals for the neighborhood, the strategies will relate to the Hartford 2035 City Plan priorities and action areas and will be organized under the five action areas from the Hartford 2035 City Plan: Green,

Grow, Live, Move and Play. The implementation steps will identify assets available, responsible parties and/or policy champions for strategies and actions, organizations' roles, implementation partners, potential funding sources, missing elements, and other key information to feed the Action and Implementation Plan.

## Task 7: Action and Implementation Plan

Based on each neighborhood's identified strategies and implementation steps, FHI Studio will bring stakeholders together in a decision-making process to prioritize strategies, actions, and identified projects. We will work with the City and Neighborhood Planning Committee to prioritize goals and identify the probable time frame for implementing strategies. We will follow a similar fair-planning and equitable decision-making process utilized in the award-winning PlanBridgeport 2030 and our ongoing work in Danbury.

FHI Studio will reflect the decisions and identify priorities in an implementation timeline and matrix that prioritizes projects and objectives. The matrix will demonstrate the connection to the Hartford City Plan. The matrix will include identified implementation indicators,

benchmarks, and targets as feasible to measure progress towards the implementation of strategies related to the Hartford City Plan.

The implementation plan will be an integral element of the Neighborhood Plan document and be provided as a stand-alone resource. We believe that the implementation plan should be a dynamic resource that is used to track progress towards the Plan's goals, providing transparency and accountability to the planning process.

FHI Studio will compile the final Neighborhood Plan into an electronic document for adoption and approval. It is essential that the document be an engaging document that clearly establishes the vision for the neighborhood and steps to work towards achieving that vision. The Plan will also be formatted for adoption and approval.

## Task 8: Addenda

FHI Studio will develop and maintain an organized repository of gathered and produced project data, including: stakeholder mapping, data, the community engagement plan, public input gathered. The information will be organized electronically and delivered with an Excel matrix list of data.



# Project Timeline

TASK	MONTH												
	1	2	3	4	5	6	7	8	9	10	11	12	
Overall Project Coordination	[Pink bar]												
Overall Project Engagement		[Pink bar]								[Pink bar]			
Neighborhood Plans													
<i>Same Schedule for each Neighborhood Plan</i>													
<b>PHASE 1</b>													
Existing Conditions & Data Analysis													
Review of Plans and Policies		[Pink bar]											
Data gathering and trend analysis			[Pink bar]										
Asset Mapping				[Pink bar]									
Initial Neighborhood Plan Sections				[Pink bar]									
Vision & Goal Setting													
<b>PHASE 2</b>													
Alternate Task: NRZ Strategic Planning Technical Assistance						[Pink bar]							
<b>PHASE 3</b>													
Five Action Areas							[Pink bar]						
Action and Implementation Plan							[Pink bar]						
Addenda								[Pink bar]					

# References



**Todd Dumais**

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860-561-7556  
todd.dumais@westhartfordct.gov

**Lynn Haig, AICP**

City of Bridgeport  
203-576-7317  
lynn.haig@bridgeportct.gov

**Michael Piscitelli**

City of New Haven  
(203) 946-8067  
mpiscite@newhavenct.net



**Michael R. Smith**

Invest Detroit  
313-259-6368  
mike.smith@investdetroit.com

**Susan Sweitzer**

Norwalk Redevelopment Agency  
203-854-7810 x46791  
ssweitzer@norwalkct.org



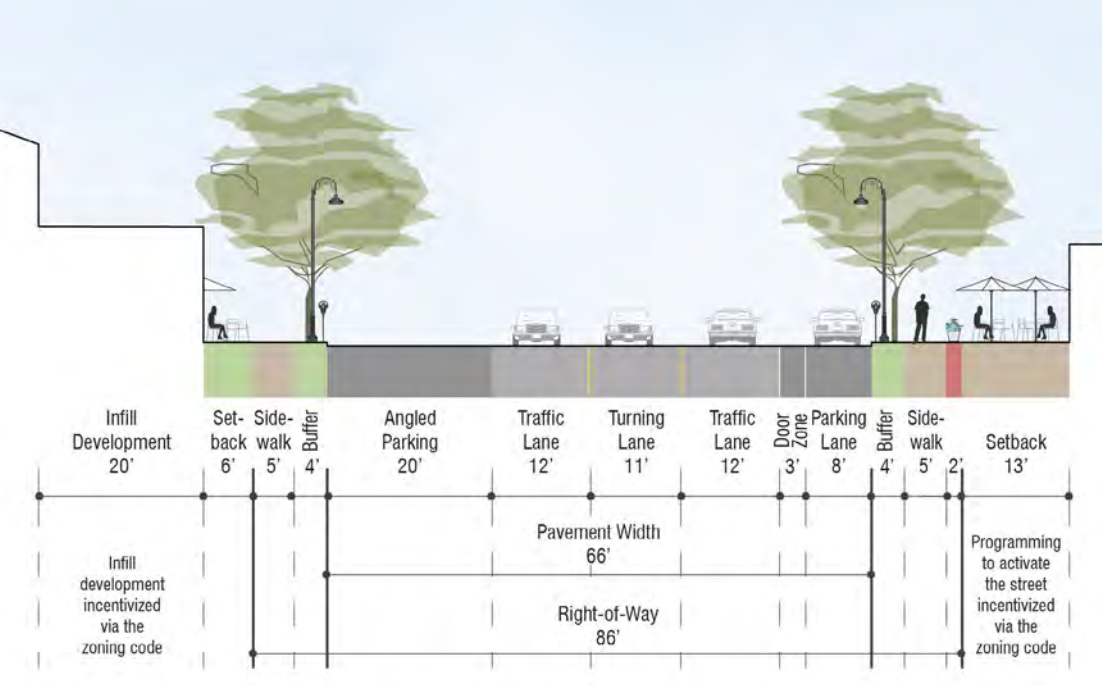
**Mark Moriarty**

City of New Britain  
860-826-3374  
mmoriarty@newbritainct.gov

**Karen G. Pollard, CEcD**

Director of Economic  
Development  
Town of New Milford  
860-355-5001  
kpollard@newmilford.org





### Key Tasks

- » Land Use Analyses & GIS Mapping
- » Community Engagement
- » Bicycle and Pedestrian Connectivity
- » Urban Design
- » Transportation Planning

### Location

Hartford, CT

### Client

Sara Bronin  
 City of Hartford  
 860-757-9050  
 sara.bronin@gmail.com

### Duration

2013 – 2015

### Fee

\$ 60,700

## Form-Based Code Zoning

FHI Studio was part of a planning team preparing a Form-Based Code to promote smart growth, mixed uses, and active transportation within Hartford’s Downtown Development District and primary transit nodes.

The code’s development began with the identification of the community’s valuable characteristics. FHI Studio assisted in a land use analysis that highlighted the discrepancies between existing uses and future goals. Additionally, FHI Studio served as team leaders at a series of community meetings that utilized image preference surveys, keypad polling, and small group discussions to establish the project’s goals.

FHI Studio played a key role in the development of street-type designs that were included in the code to ensure the streets were developed within the context of the neighborhood or district. After a thorough analysis of the city’s streets focusing on their use, design, and character, FHI Studio created a street typology with four main classifications, with varying numbers of subtypes.

For each of the street classification’s subtypes, FHI Studio presented recommended designs with illustrations and established a set of standards, including permitted pavement width, streetscaping elements, and bicyclist facilities. These street-type designs will be integral to the creation of a high-quality public realm, as defined in the code.



## Striped Bike Lane Typical Section



### Key Tasks

- » Bicycle Planning
- » Complete Streets

### Location

Hartford, CT

### Client

Sandy Fry  
City of Hartford  
860-757-9222  
sandra.fry@hartford.gov

### Duration

2017 – 2018

### Fee

\$ 57,000

## Hartford Bike Plan

FHI Studio worked with the City of Hartford to develop comprehensive bicycle planning and de-sign guidance for the City. FHI Studio provided the City with a bicycle facility selection guide, design guide, and recommended bicycle network.

The plan was the second phase of a more comprehensive integrated transportation strategy for the City. Building upon the recommendations of the first phase, FHI Studio assisted the City with balancing its transportation system by improving facilities for bicyclists. FHI Studio provided the City with a review of best practices and synthesized that information into a guidance document specific to Hartford's needs. The guidance is tailored to the challenges presented by Hartford's historical New England street grid, limited city rights-of-way, and the feasibility of maintaining bicycle facilities, particularly in winter months.

In addition to developing the facility selection and guidance documents, FHI Studio inventoried and characterized the City's entire street network. Multiple factors such as origins and destinations, traffic volume, right-of-way width, roadway width, on-street parking, topography, crash rates, and posted speed limits are being used to recommend a city-wide bicycle network comprised of bicycle boulevards, shared roadways, bicycle lanes, buffered bicycle lanes, separated bike lanes, and pathways.





### Key Tasks

- » Transportation Planning
- » Bicycle & Pedestrian Analysis
- » Community Engagement
- » Program Management

### Location

Greater Hartford Region, CT

### Client

Andy Fesenmeyer  
CT Department of Transportation  
860-594-3228  
andy.fesenmeyer@ct.gov

### Duration

2020 – 2022

### Fee

\$ 500,000

## Greater Hartford Mobility Study

The Greater Hartford Mobility Study (GHMS) is considering the travel needs of people using all modes of transportation, including bicycle, bus, car, train, truck, and walking to develop a plan for improved mobility in Greater Hartford. The study is evaluating several major initiatives collectively to provide a unified path forward to implementation. This holistic outlook will be reflected in one vision and plan to serve all mobility needs across Greater Hartford.

The Planning and Environmental Linkages study (PEL) will be done in two phases. Phase 1 involves collecting data, analyzing traffic, determining mobility needs, and identifying concepts to study in Phase 2. Phase 2 will involve developing and evaluating alternatives to meet these needs. The entire study is expected to be completed in two to three years.

FHI Studio is on the consultant leadership team and also serves as the consultant lead for community engagement.







## Key Tasks

- » Public Involvement
- » Community Engagement
- » Project Website Development
- » Land Use and Zoning Analysis
- » GIS Mapping for the Town

## Location

West Hartford, CT

## Client

Todd Dumais  
Town of West Hartford  
860-561-7556  
todd.dumais@westhartfordct.gov

## Duration

2018 – 2020

## Fee

\$ 75,000

# West Hartford Plan of Conservation and Development

FHI Studio worked with the Town of West Hartford to update their Plan of Conservation and Development. Public involvement was a vital component of the Plan. FHI Studio established a project website, developed an online survey, conducted stakeholder meetings and public workshops, and attended pop-up events at Town functions to engage the community.

FHI Studio also updated town-wide mapping for West Hartford, creating graphically rich maps that support the Plan chapters. The plan provides a robust implementation plan and a thorough assessment of the Town's vital retail districts. The plan focuses on measures necessary to expand housing choice and mixed-use development options as well as preserving and enhancing natural resources and valued town facilities.







### Key Tasks

- » Public Involvement
- » Community Planning
- » Urban Design

### Location

Bridgeport, CT

### Client

Lynn Haig, AICP  
City of Bridgeport  
203-576-7317  
lynn.haig@bridgeportct.gov

### Duration

2018 – 2019

### Fee

\$ 200,000

## Bridgeport Master Plan of Conservation & Development Update

FHI Studio worked to develop a comprehensive Master Plan served by a robust public outreach campaign. The Plan breaks from previous plans by engaging a broader cross-section of Bridgeport residents and constituents, incorporating the use of technology in plan development and distribution, and creating a policy-focused document that is easy to read. Project tasks included engaging the public in conversations on such topics as public health, community resiliency, economic development, and equitable growth; and developing clear, achievable priorities and action items based upon that community dialogue. The Plan focused on “planning with the community, not for the community,” by providing residents and visitors to Bridgeport every opportunity, across various mediums, to express their thoughts on the challenges facing Bridgeport as well as their vision for a stronger, bolder Bridgeport. Instead of relying solely on traditional large-scale community meetings, Plan Bridgeport brought opportunities to the people by establishing a presence through smartphones and computers, at community events, and in Bridgeport’s frequented public spaces. Online surveys, mapping tools, and project informational booths at community events allowed those with busy schedules to participate as part of their daily lives.





## Downtown Raritan Sustainable Economic Development Plan

The plan provides a community-driven 10-year economic, land-use, and multi-modal vision for Downtown Raritan. Recommendations included activating the riverfront, building a pedestrian-street that links the main commercial street to the river, and encouraging transit-supportive missing-middle housing. The community-driven plan was the outgrowth of extensive virtual engagement, including a custom-built online workshop that allowed participants to share their visions for the downtown, virtual visual preference surveys, asset mapping, and change analysis, among other activities. Highly-active workshop participants were invited to join the mayor, elected officials, and Borough staff in a Plan Implementation Working Group. The group studied other downtown organizations, identified the right structure for Raritan, and assumed responsibility for implementing the plan's recommendations.

FHI Studio also provided detailed hybrid form-based zoning ordinances. These recommendations focused on permitting more intensive residential development, particularly in 2- to 4-unit buildings, that would contribute to the character of the neighborhoods while allowing for the increased density needed to support a vibrant and sustainable commercial district.

Visit the project website for more information:

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

### Key Tasks

- » Online Community Workshop
- » Land Use Planning
- » Multi-Modal Transportation Planning
- » Form-Based Code
- » Zoning
- » Economic Development

### Location

Raritan Borough, NJ

### Client

Jeff Perlman  
NJTPA  
973-639-8445  
jperlman@njtpa.org

### Duration

2020 – 2021

### Fee

\$ 240,000







## Key Tasks

- » Public Involvement
- » Community Engagement
- » Online Survey Development
- » Land Use and Zoning Analysis

## Location

West Hartford, CT

## Client

Todd Dumais  
Town of West Hartford  
860-561-7556  
todd.dumais@westhartfordct.gov

## Duration

2017

## Fee

\$ 18,900

# West Hartford Center Visioning Study

Dealing with increasing development pressures, particularly within the Center, the Town of West Hartford took a proactive approach to planning for future development.

FHI Studio assisted the Town by conducting a public visioning workshop that focused on identifying strengths, issues, and ideas related to architecture, open space and the public realm, parking and mobility, and businesses and property uses. In addition to the public workshop, FHI Studio created an online visual preference survey that received over 700 responses.

As part of this effort, a density analysis was conducted, which studied floor area ratios and building footprints within the Town Center and throughout different zoning categories.

The Town used the information gathered during the study process to inform future zoning and land-use changes within the Town Center. The information gathered during this process will also supplement the Town's Plan of Conservation and Development.







### Key Tasks

- » Pedestrian Planning
- » Community Outreach
- » Tactical Urbanism
- » Website Design

### Location

Jersey City, NJ

### Client

Barkha R. Patel  
City of Jersey City  
201-547-5010  
bpatel@jcnj.org

### Duration

2017 – 2018

### Fee

\$ 180,000

## Pedestrian Enhancement Plan

FHI Studio partnered with the City of Jersey City to develop a Pedestrian Enhancement Plan for the City. The plan focused on six corridors located throughout the City. It provided recommendations for both near-term quick-fixes as well as longer-term capital projects and policy changes aimed at improving the safety, comfort, and attractiveness of the walking environment.

Key components of the planning process included developing a methodology for selecting the six priority corridors, selecting those corridors, holding community walkability workshops in each of those six corridors, and developing recommendations reports for each corridor. Additionally, FHI Studio held a series of pop-up meetings throughout the City. Each of the walkability workshops and pop-up events included the demonstration of potential pedestrian realm improvements. The City has already moved forward with implementing several of those tested early recommendations, including curb extensions at key intersections.







## Hartford Main Street Study

The Hartford Main Street project consists of a heavily trafficked, important north-south route through Downtown Hartford. The 4,000-foot study area has been mired in safety issues, highlighted by 338 vehicle crashes and 62 bike/ped crashes in three years, of which two crashes resulted in fatalities. The project aims to reimagine the role of Main Street in the City, improving mobility for non-motorized users while making Main Street a destination.

FHI Studio assisted in leading the traffic analysis, drone image and video collection, and implementing a demonstration project (parklet) for this project. Furthermore, FHI Studio played a pivotal role in the conceptual development of the operations of the proposed two-way protected bike lane proposed on the east side of the corridor.

### Key Tasks

- » Bicycle & Pedestrian Planning
- » SYNCHRO Traffic Analysis
- » Drone Image & Video Collection
- » Demonstration Project Implementation

### Location

Hartford, CT

### Client

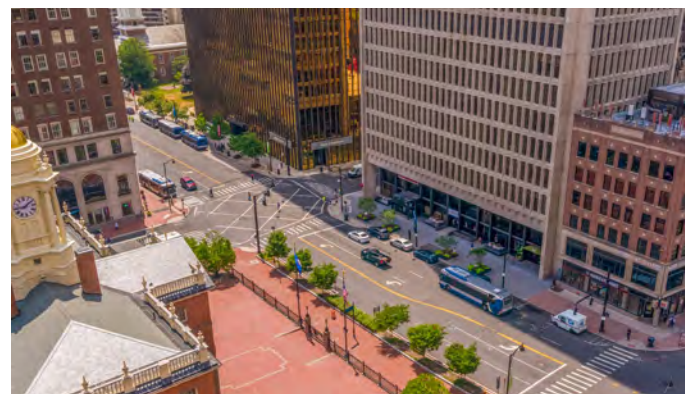
Sandy Fry  
City of Hartford  
860-757-9222  
sandra.fry@hartford.gov

### Duration

2020 – 2021

### Fee

\$ 57,800







## Community Plan for Southpoint Open Space

FHI Studio led the effort to develop a Community Plan for Southpoint Open Space on Roosevelt Island to enhance the area and ensure it continues to be an essential resource for the entire Roosevelt Island community. The project's purpose was to develop an implementable plan that will guide the future of Southpoint Park and the Smallpox Hospital for the next ten years. The planning and design process included a variety of opportunities for public and stakeholder involvement. The input from the community informed and guided the project, which resulted in the following components:

- Community vision for Southpoint Open Space
- Existing conditions analysis, including an assessment of opportunities to make improvements
- Illustrative concept plan accompanied by various supplemental material and an implementation plan.

The plan includes a project prioritization/phasing plan, level-of-magnitude cost estimates, and funding opportunities.

### Key Tasks

- » Public Involvement
- » Meeting Facilitation
- » Landscape Architecture
- » Pedestrian Wayfinding
- » Urban Design

### Location

Roosevelt Island, New York, NY

### Client

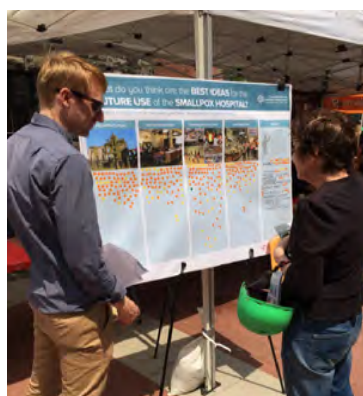
Erica Spencer-El  
Roosevelt Island Operating Corporation  
212-832-4582  
erica.spencer-el@rioc.ny.gov

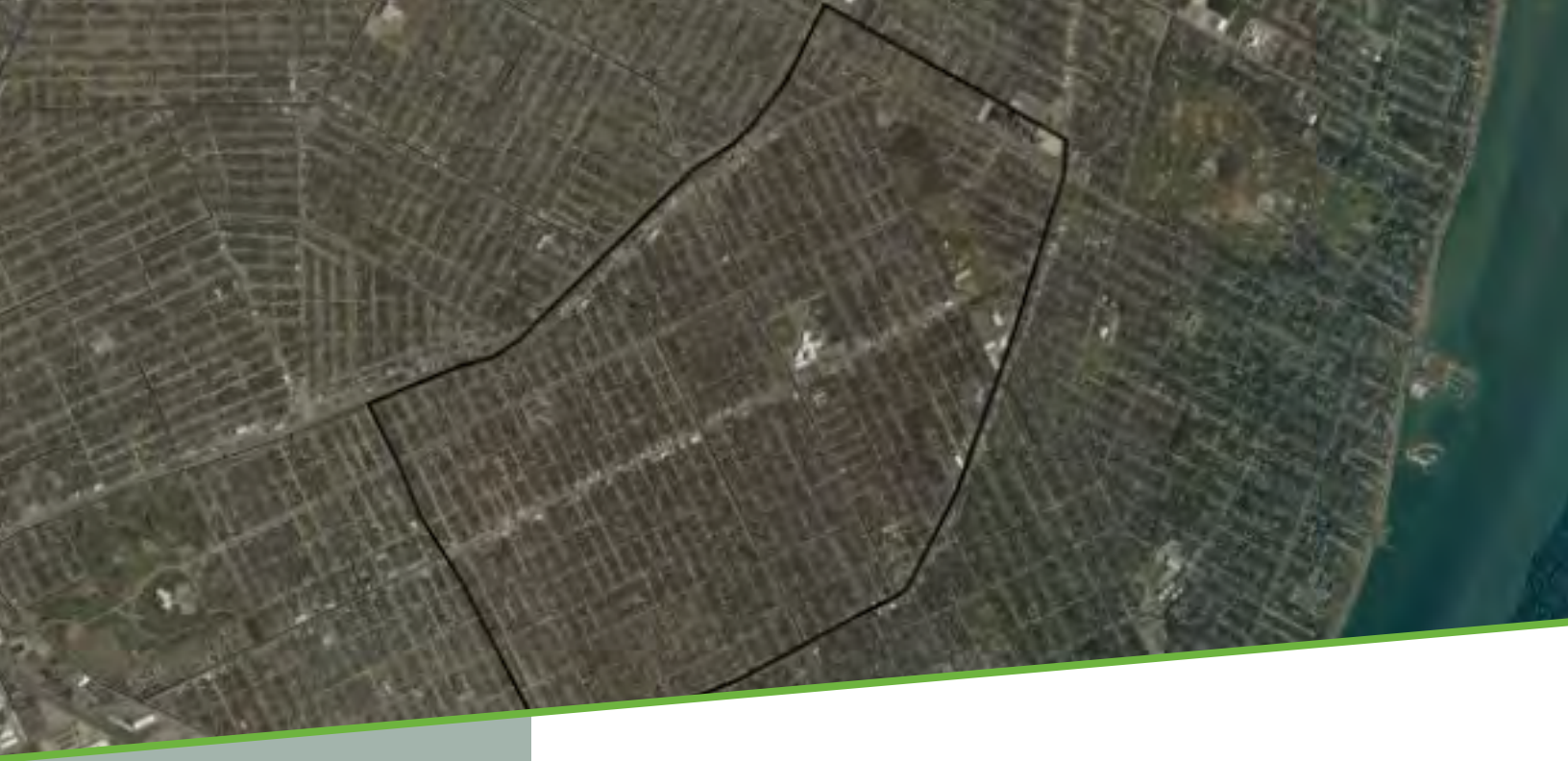
### Duration

2015 – 2017

### Fee

\$ 70,000





### Key Tasks

- » Socio-Economic Trends Analysis
- » Labor and Industry Trends Analysis
- » Real Estate Market Trends Analysis
- » Real Estate Supply/Demand Analysis
- » Financial Modeling

### Location

Detroit, MI

### Client

Michael R. Smith  
Vice President, Neighborhoods  
Invest Detroit

### Duration

2019 – 2021



# East Warren-Cadieux Economic Development Plan

## THE NEED

The City of Detroit was developing the East Warren-Cadieux Economic Development Plan, a plan of action guiding future growth and investment in the Morningside, East English Village, and Cornerstone Village neighborhoods. 4ward Planning was commissioned by Orchard, Hiltz & McCliment, Inc. (OHM) to conduct a market study in support of the development of this plan.

## THE STRATEGY

4ward Planning performed socio-economic, labor and industry, and real estate trends analyses to understand near- and long-term regional demand drivers and identify market-receptive land uses within the study area. Following this, we conducted financial modeling for prospective redevelopment and adaptive reuse projects. Our in-depth interviews with regional developers, real estate brokers, and local business and community leaders were used to supplement our study with a qualitative and on-the-ground view of market conditions.

## THE 4WARD IMPACT

4ward Planning's market study findings served as a powerful tool for identifying strategic project recommendations within the study area.





## Key Tasks

- » Demographic Market Analysis
- » Real Estate Analysis
- » Financial Feasibility Analysis
- » Fiscal & Economic Impact Analysis

## Location

Waterbury, CT

## Client

Kevin DelGobbo  
Waterbury Economic Development

## Duration

2013 – 2014

# Waterbury Next

## THE NEED

The City of Waterbury, like many other former industrial cities in the northeast, experienced significant disinvestment over the past quarter-century, as manufacturers closed facilities, middle- and upper-middle-class residents fled to the suburbs and blight increased. Looking to change its fortunes, the City identified the downtown area as the starting point for an economic resurgence.

## THE STRATEGY

4ward Planning, working as a sub-consultant to the RBA Group, undertook an extensive market study of the downtown, inclusive of examining residential supply/demand factors, the need for additional personal service and dining establishments, and the financial feasibility for adaptively reusing several historic buildings for mixed-use residential development.

## THE 4WARD IMPACT

4ward Planning's analysis – particularly its real estate, financial feasibility, and economic impact analyses – was critical in the City's award of \$19.2 million in revitalization funding from the State of Connecticut. The funding is targeted to six development and improvement projects in Waterbury's downtown, inclusive of \$5 million to support the redevelopment of the historic Howland Hughes building located at 114-116 Bank Street. Funding will also be used for needed infrastructure improvements and streetscape design elements. 4ward Planning continues to assist the City in its redevelopment efforts.







### Key Tasks

- » Socio-Economic Analysis
- » Labor and Industry Trends
- » Real Estate Analysis
- » Financial Feasibility Analysis
- » Fiscal Impact Analysis

### Location

Norwalk, CT

### Client

Susan Sweitzer  
Senior Project Manager for Development  
Norwalk Redevelopment Agency

### Duration

2015 – 2016



## Webster Street Planning and Urban Design Master Plan

### THE NEED

The City of Norwalk identified the Webster Street Municipal Parking Lot and adjacent areas in South Norwalk, known locally as the “Webster Street Block,” as an important opportunity to further transit-oriented development (TOD) within the City. Serving on a team with the RBA Group, 4ward Planning provided economic and real estate consulting services to the Norwalk Redevelopment Agency in support of the Webster Street Planning and Urban Design Master Plan update.

### THE STRATEGY

4ward Planning conducted a socio-economic and labor and industry analysis to understand near- and long-term TOD demand drivers within South Norwalk - specifically within the Webster Street Block Project Area. Our team performed an in-depth real estate trends analysis, inclusive of conducting interviews with knowledgeable real estate development professionals, and supply/demand analysis by land-use type. Finally, 4ward Planning created a financial feasibility analysis associated with identified market-viable land-use scenarios, and evaluated the fiscal and economic impacts associated with preferred redevelopment activities.

### THE 4WARD IMPACT

Our work made it possible for the City of Norwalk to evaluate the fiscal and economic impacts associated with market-viable TOD redevelopment activities for the Webster Street Block.



## Key Tasks

- » Vision Development
- » Concept Design
- » Community Outreach & Engagement

## Location

New Britain, CT

## Client

City of New Britain  
Mike Moriarty, Director of Public Works  
City of New Britain  
mmoriarty@newbritainct.gov  
860-826-3374

## Duration

2014 - 2016

## Fee

\$23,000

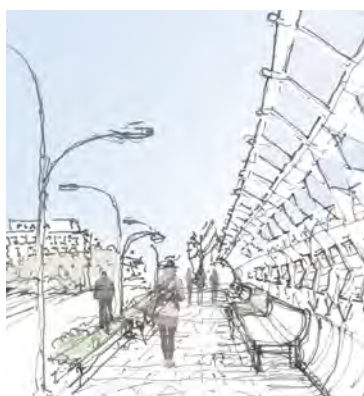
# Main Street "Beehive Bridge"

As part of the revitalization of the downtown area of the City of New Britain, Pirie Associates was selected as a part of an interdisciplinary team to create a vision for the Main Street overpass. Located immediately adjacent to the downtown and the new FasTrak station, the overpass serves as both a gateway as well as an icon for New Britain, referencing the City's Seal and Motto "Industry fills the hive and enjoys the honey."

During the six-month Conceptual Design Phase, a series of public design charrettes and work group meetings with local stake holders were held. The design charrette identified specific items that would make the overpass more inviting for people to use on a daily basis and also set a direction for the iconographic goals of the project. Two work group sessions further narrowed down design options until one preferred concept was chosen.

Visit the project website for more information:

[www.pirieassociates.com/main-street-bridge-architecture](http://www.pirieassociates.com/main-street-bridge-architecture)



**PIRIE**  
ASSOCIATES





## Key Tasks

- » Site Redevelopment Consulting
- » District Master Planning
- » Downtown Revitalization & Placemaking

## Location

New Haven, CT

## Client

Yale University Properties  
John Pollard  
Real Estate Advisors Ltd.  
203-578-5579  
john@readvisorsltd.com

## Duration

2015 - 2016

## Fee

\$38,000

# New Haven Placemaking

Yale University Properties engaged Pirie Associates to use Place-Making strategies to enhance the quality of the urban and retail experience in downtown New Haven in and around the Yale University campus. As part of this task, Pirie Associates was asked to develop Façade and Signage Design Guidelines to improve the overall continuity and quality of pedestrian experience while visiting downtown New Haven and the Yale University Campus.

The guidelines address façade continuity and signage design. They also encourage individual expression for each retailer and location within the downtown district.

Street lighting improvements, wayfinding, and cultural attraction programming are also a part of the Placemaking scope of services for this project.

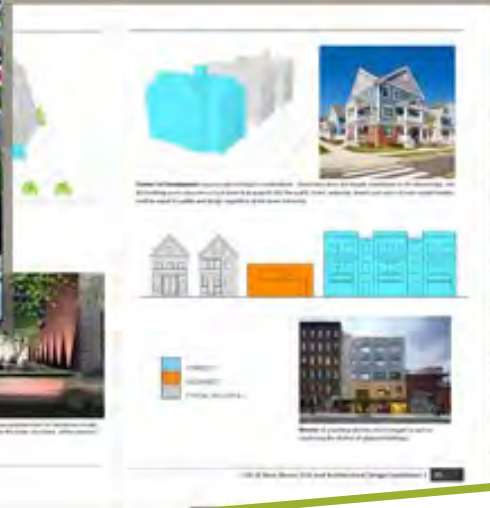
Visit the project website for more information:

[www.pirieassociates.com/urban-design-placemaking](http://www.pirieassociates.com/urban-design-placemaking)

**PIRIE**  
ASSOCIATES







### Key Tasks

- » On-Call Services for Planning and Project Review
- » Zoning Overlay Design Guidelines
- » Site Development Design Guidelines

### Location

New Haven, CT

### Client

City of New Haven  
 Aicha Woods, City Plan Director  
 City of New Haven  
 203-496-6379  
 AWoods@newhavenct.gov

### Duration

2010 - 2017

### Fee

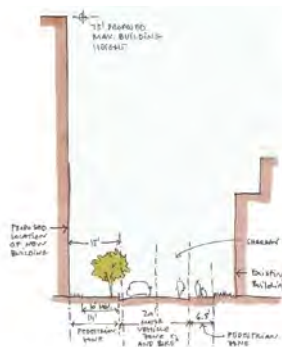
\$23,000

## New Haven Design Guidelines & Zoning Overlay

The City of New Haven Site and Architectural Design Guidelines is an essential tool for providing planning and design guidance of new and infill development throughout the West River / Rte. 34 Corridor. The Design Guidelines will ensure new, renovated and infill development is designed and constructed in a manner that is compatible with the historical context and neighborhood character.

The Design Guidelines are not intended to dictate one particular architectural style, prohibit new types of development, or discourage the use of progressive sustainable materials or new technologies. Rather they are intended to be a guide to designers, developers, and city staff to foster well-designed, livable, visually appealing neighborhoods.

**PIRIE**  
 ASSOCIATES





## East Street School Adaptive Reuse Study

Pirie Associates and CERC was engaged by the Town of New Milford to study options for the adaptive reuse of a historic school and its grounds. The Colonial Revival style school, which was built in 1930, is listed on both National and State Registers of Historic Places as part of New Milford's historic district. In addition, the building contains a stained glass window and murals created under the Works Progress Administration's Federal Art Project. The decommissioned school housed municipal offices for several decades, but is currently underutilized and in need of repair.

The nuanced project involved facilitating a visioning process with both town staff and the public to imagine what the building could be. Our team evaluated various use options based on their economic feasibility in their own right as well as how much they could contribute to the energy of their downtown business district. The final report assisted the Town to decide how to move forward by providing master plans and financial feasibility analysis for three reuse options.

### Key Tasks

- » Community Survey, Outreach, & Engagement
- » Historic Building Assessment
- » Pre-Development Feasibility Study & Pro-forma Modeling

### Location

New Milford, CT

### Client

Town of New Milford  
Karen G. Pollard, CEcD, MBA, Director  
of Economic Development  
Town of New Milford  
860-355-5001  
kpollard@newmilford.orgwww

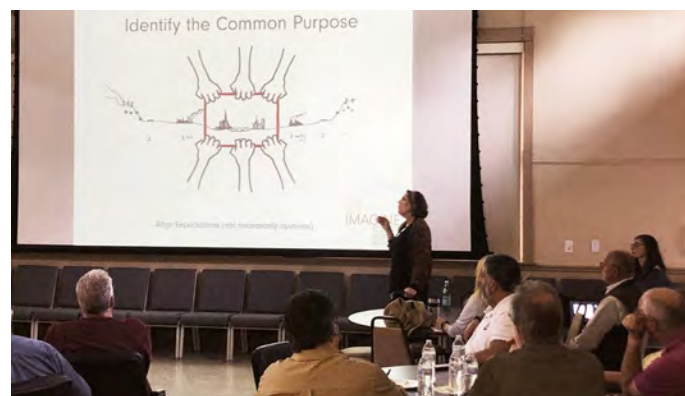
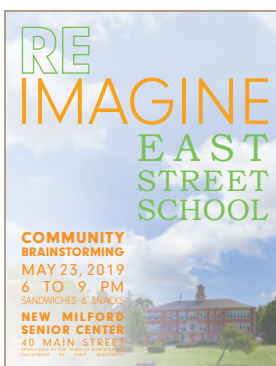
### Duration

2019 - 2020

### Fee

\$20,000

**PIRIE**  
ASSOCIATES







### Key Tasks

- » Community Outreach & Engagement
- » Site Redevelopment Consulting
- » Placemaking
- » Downtown Revitalization

### Location

Willimantic, CT

### Client

Willimantic Whitewater Partnership  
LAGI (Land Art Generator Institute)  
Jana Roberson  
Willimantic Whitewater Partnership  
janaroberson@outlook.com

### Duration

2017 - 2020

### Fee

\$32,000

## Rio Illuminado Placemaking & Energy-Generating Park

Willimantic Whitewater Partnership (WWP) recently remediated a prominent site in the heart of Willimantic, Connecticut and prepared it for development. Soon it will be home to a new whitewater park and other public amenities that WWP envisions will be powered with on-site renewable energy. WWP's main objectives with the LAGI Willimantic project are to enhance the city's identity as a uniquely "creative place" and to make a thoughtful and visually attractive statement about the enduring power and value of renewable energy.

Rio Illuminado is a restorative, place-making sculpture that reflects and connects the city to the river and the people to each other. It generates enough energy to power 3 to 4 suburban-sized homes over the course of a year. This is more energy than will be needed, and the extra power will be fed back into the grid, making this project net-positive.

Visit the project website for more information:

[www.pirieassociates.com/rio-illuminado](http://www.pirieassociates.com/rio-illuminado)

**PIRIE**  
ASSOCIATES







### Key Tasks

- » Community Engagement
- » Site & Landscape Master Planning
- » Placemaking & Energy-Generating Sculpture

### Location

Garrison, NY

### Client

Desmond Fish Public Library  
Anita Prentiss, Board President  
Desmond Fish Public Library  
845-424-3020  
anitaprentice@gmail.com

### Duration

2019 - present

### Fee

\$64,000

## Desmond Fish Public Library

The master plan includes a Discovery Path where visitors can explore the Library's place in the Hudson Valley ecosystem, experience both cultivated and naturalized landscapes, understand the changing habitats on site, and enjoy large group performances and gentle walks. The Discovery Path includes a pollinator garden, woodlands and wetlands, as well as cultivated landscapes for outdoor reading and tree-canopied amphitheater performances. Embracing their mission as an institution of innovation, knowledge, and leadership, the grandest expression of the Desmond Fish Public Library's aspirations is the sculptural photo-voltaic array, oriented to maximize solar energy collection and shaped like wind-captured ribbon as it lofts between the river and mountains.

The Discovery Path and Reading Garden will be built in spring 2020. The Ribbon Array will follow shortly thereafter. Additional elements along the Path will take shape over time.

Visit the project website for more information:

[www.pirieassociates.com/desmond-fish-library](http://www.pirieassociates.com/desmond-fish-library)

**PIRIE**  
ASSOCIATES





# Project Team Information & Qualifications



Mobility & Land Use



Community Engagement



Environmental Planning

Our goal will be to create community understood, supported, and embraced neighborhood Plans. The Plans will be action orientated with a focus on implementable activities. To achieve this goal, FHI Studio has chosen to pursue this work with two core teaming partners: Pirie Associates and 4Ward Planning. As a team, we bring technical expertise in comprehensive planning, urban design, architecture, community development, economic analysis, and real estate forecasting. This specialized experience is wrapped around a shared philosophy and work process of equitable and inclusive planning.

- **FHI Studio** will lead the core components of community engagement, comprehensive planning, and project coordination.
- **4Ward Planning** will take the lead on community development and market analysis.
- **Pirie Associates** will provide guidance on community design, architectural analysis, and community capacity.

Together we bring technical skills to develop thoughtful, community-driven neighborhood plans.



## FHI Studio

FHI Studio is a planning and engineering consulting firm that prides itself on strong knowledge of planning, design, and award-winning public involvement. FHI Studio works with communities to develop plans that are an expression of a community's values. Our work products are graphically driven, user-friendly, and focused on solution-driven standards. With in-house expertise in community engagement, mobility planning, and environmental planning, our team can easily tap a multidisciplinary team of experts to address any issue that may arise during the planning process. Recent FHI Studio's recent work includes the award-winning Hartford Form-Based Code, Plan Bridgeport 2030, West Hartford POCD, West Hartford Center Visioning and Zoning Revisions, and the Enfield TOD Focused Zoning Updates, among many others.

## 4Ward Planning

4ward Planning, LLC brings a unique perspective to land use and economic analyses. 4ward Planning provides project sustainability analyses, development advisory services, greyfield redevelopment analyses, and fiscal and economic impact studies. Todd J. Poole, Managing Principal, and President, has been performing economic analyses for urban redevelopment and land re-use projects of various sizes for more than 25 years. While Todd incorporates conventional economic and market analysis techniques within his assignments, he also examines the variables often overlooked by traditional approaches to market evaluation.

“ We are in love with the plan. Just want to reiterate what a great job you have done and that we share your sentiment that it doesn't look like other plans, which is exactly what we wanted. ”

– Katie Deluca, Town of Greenwich  
In regards to the Plan of Conservation and Development

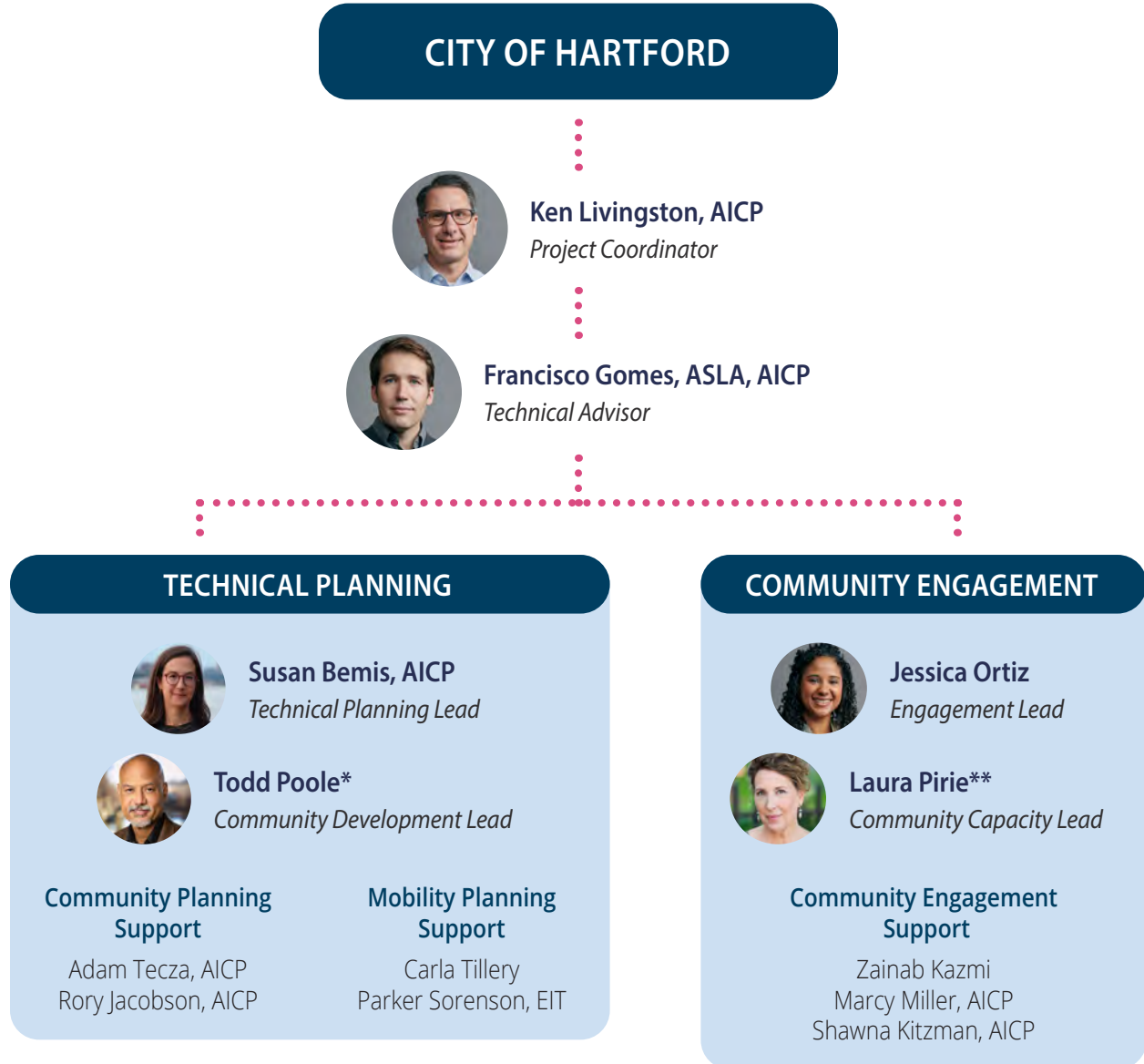
## Pirie Associates

In the world of architectural planning and community design, Pirie Associates brings a unique philosophy and perspective to their work. Pirie believes architecture can enrich our lives and embody our aspirations. We design environments that become collaborators in life: encouraging inhabitants to live more fully, work more authentically, and play more freely.

We are attracted to stories: stories of human beings. Stories of why people, enterprises, and communities do what they do, what they value, and how they live. We listen deeply to stories because through tone and nuance, stories reveal aspirations. Like good biographers, we shapeshift our awareness to grasp the details which allow us to design environments for our clients - not for us.

At Pirie Associates, we use human health and wellbeing as the ultimate metric for a successful design. Health is a comprehensive lens through which to understand design quality, including sustainability. We are all part of an interconnected living system, and human health is dependent upon environmental health. At a basic level, we, as a species, depend on healthy ecosystems to supply clean air, clean water, nutrition, and medicine. We also depend on nature for our physiological, psychological, and cognitive wellbeing.

# Organizational Chart



\*4Ward Planning (sub-consultant)

\*\*Pirie Associates (sub-consultant)



# Ken Livingston AICP

Vice President of Projects and Client Services  
Principal Associate

## Proposed Role

Project Coordinator

## Education

Master of Science, Environmental Science

Bachelor of Science, Environmental Science

Bachelor of Science, Political Science

## Affiliations

West Hartford Bicycle Advisory Committee

Congress for New Urbanism New England Chapter- Board Member and Treasurer

Connecticut Main Street Center- Board Member

American Planning Association

American Institute of Certified Planners

Former Treasurer and Board Member- Bike Walk Connecticut

## Years Experience

22 Years with Firm

27 Years in Industry

## Overview

Ken's expertise is focused in the area of multi-modal transportation planning, bicycle and pedestrian planning, and public involvement. Ken specializes in incorporating innovative technological applications to the planning profession. His experience includes a wide variety of projects such as statewide and regional pedestrian and bicycle plans, safe routes to school efforts, intermodal transportation centers, transit studies, comprehensive land use and master plans, and large-scale corridor studies.

## Experience

### West Hartford Plan of Conservation and Development | West Hartford, CT | 2019 – Ongoing

Ken serves as a senior advisor to West Hartford's Update of the Plan of Conservation and Development (POCD). West Hartford sought to develop an interactive, extremely public-friendly POCD that reflects the vision of the Town as a destination community to live, work and play. As part of the Plan development, Ken participated in steering committee meetings, moderated public workshops and provided technical expertise for the mobility and environmental sections of the Plan.

### Plan Bridgeport | Bridgeport, CT | 2018 – 2019

Plan Bridgeport was the the-year Plan of Conservation and Development for the City of Bridgeport. For this Plan, The City desired a significant non-traditional community engagement process. The engagement efforts focused on on-the-ground pop-up events and small group discussions. Ken helped to design and carry-out out the engagement events. Additionally, he was involved with the overall Plan development including QA/QC review, and leading steering committee meetings.



### **Plan of Conservation and Development | Danbury, CT | 2020 – Ongoing**

Ken is serving as technical advisor for an update and rewrite of the City's Plan of Conservation and Development. FHI Studio assembled a comprehensive team for this effort and is working closely with the City and its Oversight Committee to develop a plan that identifies key issues and establishes a clear vision and strategic plan for the City over the next decade.

### **Reimagine Main Street | Danbury, CT | 2019 – 2021**

Ken served as FHI Studio's project manager on a visioning and design project for Main Street in Hartford. The project's intent was to consider a new street that serves residents, businesses, transit, pedestrians and bicyclists in a more inclusive manner. As part of the effort, FHI Studio create a pop-up dining parklet to envision new uses for the public right of way. The concept design included separate bike lanes, dedicated transit space and share public spaces.

### **Bicycle and Pedestrian Plan | Statewide, CT | 2016 – 2018**

Ken served as a project advisor for the update to Connecticut's Statewide Bicycle and Pedestrian Plan. In this role, Ken worked with the Technical Advisory Committee, CT DOT staff and regional planners in develop bicycle networks, policy improvements, and design guidelines. His core focus was on furthering the development of a statewide bicycle network incorporating both on- and off-street linear corridors that will connect major employment business and recreational centers and serve as the spine of local bicycle networks. Additionally, Ken guided the development of an on-line, mobile accessible bicycle map to highlight bicycling amenities and opportunities across Connecticut.

### **Commercial Zone Parking Study | Greenwich, CT | 2017 – 2019**

Ken served as a senior advisor for this study which aims to rewrite commercial zone parking standards for Greenwich's downtown and village center commercial districts. As senior advisor, he has supported the conducting of land uses inventories of the commercial zones and compared those uses to parking inventory and utilization. These findings are informing FHI's recommendations, which will identify new parking requirements and administrative procedures for use and development applications in the commercial zones.

### **7/15 Norwalk Project | Norwalk, CT | 2016 – Ongoing**

Ken is serving as FHI Studio's project manager for the Route 7, Merritt Parkway and Main Avenue interchange study in Norwalk, CT. The current interchange is "incomplete", meaning many of the desired connections cannot be made between Route 7 and the Parkway, requiring travelers to use local streets, such as Main Avenue, to make the connections between the two roadways. A prior study and plan to complete the connections ended after a lawsuit, and the subsequent redesign process ran out of funding. This project is attempting to develop public support and consensus on a design alternative that suitably addresses the historic character of the Merritt Parkway and meets the needs of travelers and residents. Ken serves as the project's outreach coordinator. He is responsible for developing and implementing a comprehensive outreach strategy including multiple stakeholders, public, and individual meetings. Additionally, the project will be utilizing social media, newsletter, e-blasts, press releases, and numerous pop-up events to reach a wide range of interested parties.



# Francisco Gomes AICP, ASLA

Regional Mobility & Land Use Manager



## Proposed Role

Technical Advisor

## Education

Master of Regional Planning,  
University of Massachusetts

Master of Landscape  
Architecture, University of  
Massachusetts

Bachelor of Science,  
Environmental Geology,  
University of Dayton

## Affiliations

American Institute of Certified  
Planners

American Planning Association  
American Society of Landscape  
Architects

## Years Experience

11 Years with Firm

20 Years in Industry

## Overview

Francisco specializes in urban design and multimodal transportation planning. He integrates his technical expertise in the areas of transportation planning, community planning, and urban design within the broader discipline of placemaking for people. Francisco's experience includes the creation of bicycle and pedestrian master plans, transit-oriented development plans, town center revitalization planning and urban master planning. Francisco uses digital media to communicate design and planning concepts to stakeholders ranging from the general public to elected officials and planning professionals.

## Experience

### Plan of Conservation and Development | West Hartford, CT | 2018 – 2020

Francisco was project manager for the Town's update of its Plan of Conservation and Development. Francisco led a comprehensive project team that has used a diversity of community engagement techniques to identify the primary strengths, issues, and ideas for the community. Building upon the strengths of the Town's retail districts, the plan explores opportunities to expand housing options within or in proximity of those districts in addition to seeking to expand multimodal transportation options within West Hartford.

### City Bicycle Masterplan | Hartford, CT | 2017 – 2018

Francisco was FHI's project manager for the development of Hartford's first comprehensive bicycle masterplan. FHI's role on the multidisciplinary team was to map, inventory and characterize all streets in the city for their suitability for bicycling. FHI also provided recommendations for facility types and provided facility selection and design guidance.

### **Greater Hartford Mobility Study | Hartford, CT | 2020 – Ongoing**

Francisco is a member of multidisciplinary team that is conducting PEL study investigating transportation options for the I-84 and I-91 interchange and those highways in Hartford. Francisco is leading bicycle and pedestrian planning for the effort.

### **Plan of Conservation and Development | Bridgeport, CT | 2018 – 2019**

Francisco was project manager for an update and rewrite of the City's Plan of Conservation and Development. The project included a substantial community engagement component consisting of intercept surveys, an online survey, focus group meetings, workshops and working committee meetings. The plan establishes a vision for Bridgeport and several guiding principles which frame the multiple goals, strategies, and action items necessary to support the vision.

### **Plan of Conservation and Development | Danbury, CT | 2020 – Ongoing**

Francisco is project manager for an update and rewrite of the City's Plan of Conservation and Development. FHI Studio assembled a comprehensive team for this effort and is working closely with the City and its Oversight Committee to develop a plan that identifies key issues and establishes a clear vision and strategic plan for the City over the next decade.

### **Farmington Avenue Streetscape | Hartford, CT | 2017 – Ongoing**

Francisco has worked with the City of Hartford on an advocacy basis to redesign and rebuild historic Farmington Avenue from Downtown Hartford to the city line. While Francisco's efforts extend more than a decade back, FHI was recently selected as a member of a design team to redesign the western end of the Avenue.

### **Complete Streets Implementation | Capitol Region, CT | 2019 – Ongoing**

Francisco is a member of FHI Studio's team that is conducting Complete Streets demonstration projects for the Capitol Region Council of Governments (CRCOG). Francisco has led the design and implementation of a number of projects including a large demonstration project on Main Street in Downtown Hartford that engaged several volunteers and was covered by local press. Francisco managed all aspects of the implementation including design, material selection and purchasing, layout, installation, and before and after field studies.

### **West Hartford Center Visioning Study | West Hartford, CT | 2017**

Francisco was project manager for this study which included significant outreach to local residents, business owners, and property owners regarding future property uses and potential zoning changes to the central business zone in West Hartford Center. The process included a public workshop, online survey, working group meetings, and presentation to the Town Planning & Zoning Commission. Through this outreach, a vision and guiding principles were developed that will assist the Town in making modifications or allowing variances to the zoning district.

### **I-84 Viaduct Alternatives Analysis | Hartford, CT | 2015 – 2019**

FHI Studio was a member of the Program Management Team selected to advance the planning, design and construction of a replacement alternative for the aging I-84 Viaduct in Hartford, CT. The project spans the course of several years and involves intensive engineering evaluation, environmental review, public outreach, and design and construction coordination. Francisco led complete streets, bicycle and pedestrian planning for local streets within the project area.



# Susan Bemis AICP

Senior Project Manager

## Proposed Role

Technical Planning Lead

## Education

Master of Urban and Environmental Planning, University of Virginia

Bachelor of Arts, Policy Studies and Spanish, Dickinson College

## Certifications

American Institute of Certified Planners

## Affiliations

American Planning Association

## Awards

NJ APA Planning Excellence Awards for Outstanding Community Engagement, Rebuild by Design Hudson River, 2019

NY AIA Award of Excellence in Urban Planning/Design, Southwest Brooklyn, 2017

ASLA New York Merit Award for Analysis, Planning, Research and Communication, Southwest Brooklyn, 2017

## Years Experience

1 Years with Firm

13 Years in Industry

## Overview

Susan Bemis is a Senior Environmental Project Manager with a focus on complex, multidisciplinary projects. Her portfolio includes environmental analysis, resiliency planning, feasibility studies, and master plans. She has completed environmental analysis and documentation for multiple national parks and federal facilities.

## Experience

### Brooklyn Bridge-Montgomery Coastal Resilience Project | New York, NY | 2020 - Ongoing

FHI Studio is assisting NYCEDC with the preparation of an EAVEAS to assess the impacts of the construction of flood protection measures along the waterfront in the Two Bridges neighborhood on Manhattan's Lower East Side. FHI Studio has prepared the technical analysis for Land Use Zoning and Public Policy; Socioeconomics; Environmental Justice; Community Facilities; Urban Design and Visual Resources; and Neighborhood Character. FHI Studio will also be coordinating the public meetings conducted as part of the environmental review. Susan is serving as a project planner for this effort.

### Section 106 and NEPA Compliance for Lebanon I-89 Exit 18/NH Route 120 Project | Lebanon, NH | 2020 - Ongoing

Susan is FHI Studio's project manager for the environmental compliance, public outreach, and cultural resources assessment for potential improvements to a 1-mile segment of NH Route 120 and the Exit 18 I-89 interchange. FHI Studio is preparing an Individual Categorical Exclusion, Section 4(f) and 6(f) Evaluations, Section 106 compliance, a wetlands delineation, and a Stream Crossing Assessment. FHI Studio is also leading the public outreach, including a Project Advisory Committee, public meetings, stakeholder outreach, surveys, and an interactive website for users to provide comments on the conditions of the corridor.

### **Master Plan Vision | Jersey City, NJ | 2020\***

Susan served as Project manager leading the Prime Team to develop the updates to the Jersey City Master Plan and bring together recommendations from the Land Use and Open Space Element updates for the Master Plan. The vision process includes gathering information and input from stakeholder engagement and community outreach to create a strategic vision that identifies goals and benchmarks through a collaborative framework. Susan oversaw community engagement, developing web and social media content with a cohesive identity.

### **Jackson Creek Flood Diversion Bethune Street Streetscape | Peterborough, Ontario, Canada | 2016 – 2018\***

Susan was Design team project manager and planner for the streetscape master plan for Bethune and Charlotte Streets. The 11-block stretch along Bethune Street is being redesigned in concert with a below-grade flood mitigation system. The streetscape master plan included a robust stakeholder and public engagement process, including interactive design charrettes, workshops, and open houses. The master plan aims to create distinctive destinations and an exceptional environment for pedestrians and cyclists, provide universal access, incorporate green infrastructure, and increase the public realm and public art within the street right-of-way.

### **North Battery Park City Resiliency | New York, NY | 2019 – 2020\***

Susan served as Lead Planner and Urban Design team manager developing coastal resiliency measures to address flood risk from coastal storms and sea level rise on the northern edge of Battery Park City, along the North Esplanade and into the adjacent Tribeca neighborhood. The project included an alignment a planning and engineering feasibility analysis, public outreach, and conceptual design to develop flood infrastructure integrated as public realm.

### **Rebuild By Design Hudson River | Hoboken, NJ | 2017 – 2020\***

Susan served as Project planner and community outreach specialist for the preparation of the final-level design process. A winner of the Rebuild by Design competition in response to Hurricane Sandy in 2013, the Rebuild by Design Hudson River project is a comprehensive approach to securing a resilient future for the neighborhood of Hoboken and parts of Jersey City and Weehawken in New Jersey. The team was responsible for advancing the multipurpose flood risk reduction system, related stormwater components, integrated urban amenities, and Cove Park to a final-level design.

*\*Prior to joining FHI Studio*





# Jessica Ortiz

Senior Planner

## Proposed Role

Engagement Lead

## Education

Master in Urban Planning, CUNY Hunter

Bachelor of Science, Environmental Studies, SUNY College of Environmental Science and Forestry in Association with Syracuse University

## Affiliations

American Planning Association (APA), NY Metro Chapter

## Years Experience

6 Years with Firm

9 Years in Industry

## Overview

Specializing in public involvement and environmental documentation, Jessica has developed expertise in planning, research and analysis. Her experience includes leading, preparing, and organizing focus groups, open house events, presentations, and workshops while providing graphic support using a range of platforms in both English and Spanish. By engaging community groups, city agencies, and various stakeholder groups Jessica has contributed to various planning efforts promoting the structure, function, connectivity, and overall quality of communities.

## Experience

### **Connecticut Avenue and Stratford Avenue Transportation, Development, and Safety Corridor Study | Bridgeport, CT | 2020 – Ongoing**

Jessica is Community Engagement Task Lead for this corridor study in Bridgeport's East End, which seeks to improve multimodal connectivity in support of community vibrancy, economic development, and crash reduction goals. Jessica is currently carrying out stakeholder interviews with key representatives from the East End community, and will organize the development and lead a virtual Public Meeting in June. She is also working on creating press releases, social media content, and a flyer in a consistent brand identity.

### **Plan of Conservation and Development | Bridgeport, CT | 2018 – 2019**

Jessica assisted with community engagement activities for an update and rewrite of the City's Plan of Conservation and Development. The project included a substantial community engagement component consisting of intercept surveys, an online survey, focus group meetings, workshops and working committee meetings. The plan establishes a vision for Bridgeport and several guiding principles which frame the multiple goals, strategies, and action items necessary to support the vision.

### **Community Plan for Southpoint Open Space | Roosevelt Island, NY | 2015 – 2017**

Jessica assisted in the effort to develop an implementable and illustrative plan that will guide future development of Southpoint Open Space and The Smallpox Hospital on Roosevelt Island for the next ten years. The Open Space is located directly between the FDR Four Freedoms Park and the Cornell Tech development site in the southern half of the Island, where recent development has sparked a dynamic period of change. The project included a comprehensive public engagement strategy throughout its entirety to ensure the recommended concept plan builds upon and reflects the community's priorities, values, and vision. The combination of her skills in urban design, landscape architecture, and community engagement were integral in working towards an adaptable design that will serve the local community's vision.

### **Pedestrian Enhancement Plan | City of Jersey City, NJ | 2017**

FHI Studio is the lead consultant firm working with the City of Jersey City to study how to make streets safer and more appealing for walking. The plan includes two primary objectives: to improve safety and prioritize the pedestrian experience; and, to improve aesthetics and placemaking through pedestrian-level amenities. Development of the plan includes identification of six priority pedestrian corridors throughout the city and in-depth technical analysis and community input via walkability workshops. Jessica is assisting with the outreach activities for this project.

### **Greater Nyack Bicycle and Pedestrian Master Plan | Nyack, NY | 2018**

FHI Studio is the lead consultant firm working with the Greater Nyack River Villages to study how to make streets safer and more appealing for walking and biking. As a public involvement specialist, Jessica organized and attended tailored community engagement pop-up events at Nyack Highschool and street fairs. Jessica also developed graphic communication materials to provide accessible information for meeting announcements and summaries.

### **Innovative Outreach for the NJTPA Plan 2045 | Northern NJ | 2016 – 2017**

FHI Studio was the lead consultant firm working with the NJTPA to develop a coordinated and innovative public outreach approach to inform the development of the NJTPA's Regional Transportation Plan (RTP) Update, Plan 2045. This Plan will provide a vision for the future of transportation planning over at least the next 20 years for the NJTPA's 13-county region. Jessica helped coordinate the outreach activities for Plan 2045 using both traditional and innovative outreach techniques.

### **Hudson Tunnel Project | Hudson County, NJ & New York, NY | 2016 – Ongoing**

The Federal Railroad Administration and NJ TRANSIT are jointly preparing an Environmental Impact Statement to evaluate the Hudson Tunnel Project, which aims to preserve the current functionality of the Northeast Corridor's Hudson River rail crossing between New Jersey and New York. Jessica is supporting the community engagement effort. She's assisted with public scoping meetings and contributed to the agency coordination efforts.



# Carla Tillery

Chief Operating Officer  
Principal Associate

## Proposed Role

Mobility Planning Support

## Education

Master of Science, Civil  
Engineering, University of  
Connecticut

Bachelor of Science, Civil  
Engineering, North Carolina A&T  
State University

## Affiliations

Conference of Minority  
Transportation Officials

Women's Transportation Seminar

Institute of Transportation  
Engineering

University of Hartford Civil  
Engineering Academic Advisory  
Board

## Years Experience

26 Years with Firm

27 Years in Industry

## Overview

Carla is an experienced professional in transportation planning and traffic analysis, both in consulting and government service. Carla's expertise is focused in the area of transportation planning and modeling, traffic engineering, transit and rail studies, and environmental analysis. Her experience includes a wide variety of projects such as: corridor studies, traffic impact studies, access management studies, traffic signal and coordination analysis, long range transportation plans, short range transit studies, environmental impact studies, and environmental assessments.

## Experience

### Connecticut-Stratford Avenue Corridor Study | Bridgeport, CT | 2020 - Ongoing

Project Manager leading the development of a transportation, strategy, and implementation plan for the Connecticut Metropolitan Council of Governments. The study, also referred to as East End Streets, focuses on solutions to address travel along the Connecticut Avenue and Stratford Avenue corridors in the East End of Bridgeport. The study will present opportunities to build on the existing assets in the East End Neighborhood, while enhancing opportunities for economic vitality. The study process will include 1) an evaluation of the current transportation and land use conditions and investigation of opportunities to make improvements, 2) an investigation of opportunities for continued economic growth using Smart Growth planning principles, and 3) the development of recommendations and an implementation plan for transportation and land use aimed to achieve the vision for the corridors.

### **Capital Region Council of Governments Eastern Gateways Study | Storrs, CT | 2016 – 2019**

Project Manager who led a multimodal transportation corridor study along the major corridors leading to and from UCONN's Storrs Campus Connecticut. FHI Studio developed a pro-active transportation strategy and implementation plan that focused on Route 195 between Interstate 84 (exit 68) and Route 66 and Route 44 between Interstate 384 (termination) to Route 195. The plan addressed current and long-range travel and community quality of life issues on the corridors. Based on public and stakeholder input, field data, existing plans, and innovative design options, the plan served as a conceptual plan for future design and construction of improvements or projects within the corridors. All improvements were designed to preserve the delicate environment and character and help move the corridor communities towards their long-term vision. The Plan included: vision, goals, and objectives, conceptual improvement plans and visualizations for roadways, transit, pedestrian and bicycle facilities, simulation models to illustrate operating characteristics, recommendations for regulatory changes, order-of- magnitude cost estimates, priority and phasing and a funding action plan.

### **South Norwalk TOD Redevelopment Plan | Norwalk, CT | 2017**

Project Manager who led the transportation planning efforts to forward the TOD redevelopment plan for the South Norwalk Railroad Station Area: TOD Strategy in Connecticut. The study identified potential traffic and access issues associated with the proposed program redevelopment concepts for four opportunity sites: Railroad Station area, Infill Development at Monroe Street, F.D. Rich Water Street, and the Corner of South Main Street and Elizabeth Street.

### **Coordinated Traffic Signal Timing Plan Evaluation | Capitol Region, CT | 2020 – Ongoing**

Senior Advisor on this project to evaluate and recommend timing modifications on 12 separate coordinated signal systems on several state-maintained routes in the Capitol Region in Connecticut (Hartford, CT area). Carla is responsible for providing oversight, guidance, and implementing quality control and quality assurance on coordinating travel-time survey on the corridors and managing an engineering team to develop calibrated SYNCHRO and SimTraffic models to match observed conditions. Based on the results of the calibrated travel models, SYNCHRO and Tru-Traffic are utilized to develop optimized timing conditions. Once these optimized timing plans are uploaded by CTDOT, a post-implementation travel-time study will be confirmed for improvement.

### **South Central Region Council of Governments Regional Transit Oriented Development Study, South Central Region, CT | 2014 – 2016**

Project Director who provided oversight of analyzing rail station areas throughout the South Central Region for development potential. The overall goal of this study is to identify opportunities to improve ridership on rail service in the South Central Region by studying potential for TOD enhancements at existing and proposed station areas. The study includes conducting a comprehensive review of land use and zoning, environmental factors, sewer and water infrastructure, historic resources, parking availability, local transportation infrastructure and service, developable parcels, and real estate market factors. In addition to this analysis, recommendations will be provided that are supportive of increased ridership.





# Parker Sorenson

Senior Transportation Planner/Engineer

## Proposed Role

Mobility Planning Support

## Education

Master of Science,  
Transportation and Urban  
Engineering, University of  
Connecticut

Bachelor of Science, Civil  
Engineering, University of  
Connecticut

## Certifications

Engineer-In-Training

## Affiliations

Institute of Transportation  
Engineers

## Awards

Eno Future Leaders Fellow, 2017

## Years Experience

5 Years with Firm

6 Years in Industry

## Overview

Parker's experience lies at the intersection of transportation planning, traffic engineering, and community engagement. At FHI Studio, Parker frequently works on multidisciplinary teams where he tackles big data and technical analyses to help clients, stakeholders, and the public understand their communities and transportation infrastructure. A large part of Parker's work is focused on technical communication and graphical representation of high-tech analytical processes so that clients may make more informed decisions on recommendations.

## Experience

### Hartford Main Street Study | Hartford, CT | 2020 – Ongoing

Parker serves as the traffic engineering lead for this project, which is reimagining the configuration of Main Street through Downtown Hartford to improve mobility for bike/ped and increase safety for all. This project aims to install a roundabout and a two-way separated bicycle lane. Parker took the lead in this project to unravel the challenges associated by these proposals at many of the very busy intersections through this corridor.

### Engineering Services On-Call | Hartford, CT | 2019 – Ongoing

This on-call assignment includes various engineering on-call assignments, mostly to assist in the implementation of the Hartford Bicycle Master Plan through striping changes on streets which are repaved as part of routine maintenance. In this project, Parker took the lead in developing conceptual striping plan for a portion of Hartford Main Street which is due to receive paving upgrades. Also, as part of this project, FHI Studio assisted the City in conducting a parking utilization study and evaluation of the feasibility of neighborhood traffic circles.

### **Regional Complete Streets Plan | Capitol Region, CT | 2017 – 2018**

Parker was a key member of this multidisciplinary team which resulted in a comprehensive vision and action plan for complete streets in the Hartford, CT area. Parker's role is centered on a needs assessment and prioritization of facilities across the region's 38 municipalities within GIS. Parker was also responsible for communicating this process and vision to stakeholders during regularly scheduled stakeholder meetings.

### **Active CT | Statewide, CT | 2019 – Ongoing**

Parker served as a critical resource for this project which was funded by the Center for Disease Control (CDC) and the Connecticut Department for Public Health (DPH) through the CDC's State Physical Activity and Nutrition Program (SPAN). The project funded 15+ mini projects through the state, for which Parker contributed a significant role on several. Parker served as project manager for the development of a recommendations report to develop a bicycle loop trail on-road with associated on-road improvements in Darien and New Canaan, CT. Parker also assisted in the development of several demonstration projects (Hartford, Cornwall, and Simsbury, CT), as well as contributed as critical CAD 2D visualization expertise for the Sport Hill Road Transportation Concept Plan in Easton, CT.

### **Coordinated Traffic Signal Timing Plan Evaluation | Capitol Region, CT | 2020 – Ongoing**

Parker serves as project manager on this project to evaluate and recommend timing modifications on 12 separate coordinated signal systems on several state-maintained routes in the Capitol Region in Connecticut (Hartford, CT area). Parker is responsible for coordinating travel-time survey on the corridors and managing an engineering team to develop calibrated SYNCHRO and SimTraffic models to match observed conditions. Based on the results of the calibrated travel models, SYNCHRO and Tru-Traffic are utilized to aide Parker and the engineering team to develop optimized timing conditions. Once these optimized timing plans are uploaded by CT DOT, Parker will coordinate a post-implementation travel-time study to confirm improvement.

### **I-84 Hartford Project | Hartford, CT | 2016 – 2019**

In this project, Parker assists the project team in outreach events, connecting with interested and concerned residents at pop-up events and open planning studios. In this capacity, Parker serves as a public face for the Department of Transportation and the project team. Through these events, Parker is responsible for effectively communicating project plans, and soliciting input from the public. Parker has also been involved in the creation of public-friendly graphics for use within the Environmental Impact Statement (EIS).



# Rory E. Jacobson AICP

Senior Planner

## Proposed Role

Community Planning Support

## Education

Master of Regional Planning,  
University of Massachusetts

Bachelor of Science, Landscape  
Architecture, University of  
Connecticut

## Certifications

LEED Green Associate  
Certification, 2013

## Affiliations

American Institute of Certified  
Planners

American Planning Association,  
CT Chapter

American Society of Landscape  
Architects

United States Green Building  
Council

## Years Experience

8 Years with Firm

9 Years in Industry

## Overview

Rory's skills focus on urban design, community planning, multimodal transportation planning, and cultural and historic resources. Rory combines her experience with an eye for enhancing the sense of place within the communities she works for. With a background in Landscape Architecture, she is able to visually depict graphically robust design scenarios that are both functional and aesthetically compelling to the user. Rory's experience includes the creation plans of conservation and development, historic and cultural resource plans, town and village center revitalization planning and urban master planning.

## Experience

### Plan of Conservation and Development Update | West Hartford, CT | 2018 - 2020

The Town of West Hartford updated its Plan of Conservation and Development. Rory was involved with all aspect of the update, including public involvement, demographics analysis, and mapping to support the Plan topics. Rory was also involved in all aspects of writing the Plan document.

### Master Plan of Conservation and Development Update | Bridgeport, CT | 2018 - 2019

Rory was part of the project team working to update Bridgeport's Plan of Conservation and Development. As Connecticut's largest City, Bridgeport's Plan encompasses a wide range of themes such as Interwoven Equity, Livable Built Environment, and Resilient Economy to name a few. Rory's role included assisting with public involvement efforts at community events as well as graphics and mapping to support the Plan.

### **Capital City Parks Guide | Hartford, CT | 2013 – 2014**

Rory assisted this effort to create a master plan for Hartford parks and parks connectivity. Duties included connectivity planning, a robust park system existing conditions analysis, GIS data inventory creation, bicycle and pedestrian expertise, and public engagement coordination for this project.

### **MDC South Hartford Conveyance and Storage Tunnel | Hartford Region, CT 2014 – 2015**

The purpose of the South Hartford Conveyance and Storage Tunnel is to eliminate and/or minimize sanitary sewer overflows and combined sewer overflows into the Park River, Wethersfield Cove, and the Connecticut River. These improvements addressed a portion of the MDC's Clean Water Project (CWP), which will reduce nitrogen released into the Connecticut River. Rory's role on the project was environmental permitting for wetland and diverse species impacts as well as visual impact analysis for various project elements. Rory was also responsible for creating the wetland remediation/restoration plan which required planting design and selection, cost estimates, as well as design drawings.

### **Transit Oriented Development Plan | Wallingford, CT | 2015 – 2016**

FHI Studio produced a development plan for Wallingford's downtown and planned Hartford Line station area. Rory was a key member of this project, assisting in developing graphic rich design scenarios that incorporated elements such as on road bicycle lanes, landscape medians and pedestrian network enhancements. Other tasks involved with the creation of the plan included public workshops, project advertising, and report creation.

### **Brooklyn Bridge - Montgomery Coastal Resilience Project | New York, NY | 2018 – Ongoing**

Rory is part of the Project Team working with the New York City Economic Development Commission (NYCEDC) for this environmental evaluation of an integrated coastal protection system aimed at reducing flood risk due to coastal storms and sea level rise in Lower Manhattan. Rory is involved in preparing the National Environmental Policy Act (NEPA) and City Environmental Quality Review (CEQR) evaluations for several resource areas including Land Use, Zoning and Public Policy, and Urban Design and Visual Resources.

### **Route 37 Corridor Study | Danbury – New Fairfield, CT | 2018 – Ongoing**

Rory is the deputy project manager on the Danbury and New Fairfield Route 37 Corridor Study. Objectives of the study are to reduce congestion during peak hours at problem sections of the corridor and recommend an alignment for a multi-use path along the Marjorie Lake Reservoir. The project includes traffic and environmental analyses and conceptual development. Rory's role has included existing conditions and background analysis, concept development, and extensive stakeholder engagement and outreach.

### **Plan of Conservation and Development | Monroe, CT | 2019 – Ongoing**

Rory is a part of FHI's team currently working with the Town of Monroe to create their 2021 Plan of Conservation and Development. Rory's role on the project has included a demographics analysis on issues and trends facing the Town, mapping and visuals for inclusion in the Plan which will be a graphically rich document, online survey development, and a robust public engagement campaign.





# Adam Tecza AICP, PP

Project Manager

## Proposed Role

Community Planning Support

## Education

Master of City & Regional Planning, University of Pennsylvania

Graduate Coursework in City Planning, University of Buenos Aires

Bachelor of Arts, Sociology, Chemistry, Philosophy, Boston College

## Certifications

Licensed Professional Planner, New Jersey

## Affiliations

American Institute of Certified Planners

## Awards

2018 APA-NJ Outstanding Plan Award, Cherry Hill Master Plan

2015 APA-NJ President's Award, Trenton250 Master Plan Visioning

2009 Ambassadorial Fellowship, Rotary International Foundation

## Years Experience

2 Years with Firm

10 Years in Industry

## Overview

Adam has led numerous multi-disciplinary teams in the creation of comprehensive plans, redevelopment plans, zoning ordinances, and urban design projects. His work emphasizes the value of culture, history, and economy of place as the foundation for bold yet viable proposals. Two of Adam's projects have won American Planning Association - New Jersey Chapter Awards: the Trenton250 Master Plan and the Cherry Hill Master Plan. In 2018, a number of Adam's illustrations were published as part of Site Planning: International Practice by Gary Hack.

## Experience

### Downtown Sustainable Economic Development Plan | Raritan Borough, NJ | 2020 - 2021

The Borough of Raritan's Sustainable Economic Development Plan will create a vision for economic development that revitalizes the downtown and promotes an integrated community that incorporates new developments into the downtown consistent with the vision. The vision will also leverage existing transportation assets, such as the Raritan Train Station, to attract development that is consistent with the vision. The project is part of the North Jersey Transportation Planning Authority's Emerging Centers program. As project manager, Adam oversees the development of the existing conditions analysis as well as the development of plan recommendations. Ultimately, the plan will include new zoning language which the Borough can adopt to help implement the plan recommendation. The project also includes the development of a plan implementation working group which will help the Borough develop the institutional capacity to execute the plan's recommendations.

### **Keyport Complete Streets Policy and Implementation Plan | Keyport Borough, NJ | 2020 – 2021**

The Borough of Keyport Complete Streets Policy and Implementation Plan will help the Borough build a network of complete streets through the development of two critical documents: A Complete Street Policy and Ordinance, and a Complete Streets Design Guide. The project is part of the North Jersey Transportation Planning Authority's Emerging Centers program. As project manager, Adam is involved in all aspects of the project, including the street and intersection typologies. The typologies include design standards, recommended complete streets tools (such as bulb outs, pedestrian lighting, etc.), and implementation priority. A detailed implementation strategy accompanies these standards. The project also includes a custom-built online workshop. Designed as a game, the workshop allows participants to rate streets, participate in virtual demonstration projects, evaluate alternatives, and watch presentations about complete streets implementation.

### **Emerging Centers Program | Freehold, Green Brook, and Boonton, NJ\***

The North Jersey Transportation Authority's (NJTPA) Program for Emerging Centers connects municipalities looking to better leverage their transit assets to technical assistance for both land use and transportation planning. In each municipality, Adam led a team to revitalize the downtown and encourage more growth around the existing transit assets. The recommendations in the plan were based on transit-supportive principles and included the creation of new housing options close to downtown and transit, improved walkability and quality of public space, parking management strategies, and several targeted redevelopment sites, among others.

### **Cherry Hill Township Master Plan | Cherry Hill, NJ | 2016 – 2018\***

The Cherry Hill Master Plan goes beyond the technical requirements for a master plan document—it tells the Township's story from its beginnings as an agricultural center and continues into today and years into the future to a 21st century suburb in 2028. Highlights of the plan include Land Use and Economic Development Toolkits and a detailed "Plans for Place" section. As Project Manager, Adam coordinated the development of all aspects of the Plan from existing conditions through final recommendations.

### **Smart & Connected Community Master Plan for the Philadelphia Navy Yard | Philadelphia, PA | 2019 – 2021**

The Connected Community Plan will define how the Navy Yard will evolve over the coming years to support new development and become more connected and resilient. This next chapter of development will elevate the Navy Yard as a regional employment hub and establish it as a destination for events, visitors, future residents, welcoming parks, and more – shaping the Navy Yard into a true 24/7 community. Adam Tecza led the focus group engagement effort, helping the project team identify current and projected future needs as well as how the site could serve as an incubator for innovative projects in the City of Philadelphia. Focus group participants ranged from local stakeholders and the general public to the director level position in the City of Philadelphia and industry thought leaders.

*\*Prior to joining FHI Studio*



# Zainab Kazmi

Planner II

## Proposed Role

Community Engagement Support

## Education

Master of City and Regional Planning, Rutgers University, expected 2022

Bachelor of Arts, Economics, New York University

## Years Experience

3 Years with Firm

3 Years in Industry

## Overview

Zainab has experience in public outreach, meeting planning and facilitation. She has experience in finding suitable public meeting places and coordinating mailings and materials for these meetings. She is also responsible for creating and maintaining databases, taking meeting minutes and managing project websites. Her concentration in urban economics and industrial organization provides a theorized approach and understanding to the planning process. She is passionate about public involvement, stakeholder engagement and focus groups. She is proficient in English, Spanish, and Urdu/Hindi.

## Experience

### City Master Plan of Conservation and Development Update | Bridgeport, CT | 2018 – Ongoing

Zainab was the outreach task lead for the 2018 update of Bridgeport's POCD. Zainab created a robust outreach strategy aimed at activating and engaging the diverse population of the city by utilizing a suite of tools and creating multiple opportunities for provision of feedback. These included pop-up tables at Bridgeport's cultural and community events, intercept surveys at key locations, an online survey, key-point mapping tool, and social media strategy. From this approach, thousands of comments were received from a wide demographic of Bridgeport residents that filtered into the final recommendations for Bridgeport's next ten years.

### Innovative Outreach for the NJTPA Plan 2045 | Northern Region, NJ | 2017

Zainab worked on the North Jersey Transportation Planning Authority's Regional Transportation Plan update, providing logistics, translation services and community engagement for fifteen community events throughout North Jersey. The team used virtual surveys to gather community feedback quickly while keeping the conversation engaging and informative. FHI Studio was the lead consultant firm for this project.

### **East Side Coastal Resiliency | New York, NY | 2015 – 2017**

Zainab has assisted with many of the public engagement efforts on this project, which aims to build a more resilient Manhattan through flood protection measures in the Lower East Side, East Village, and Gramercy Park neighborhoods. The study, covering one of the world's most diverse and dense urban areas, requires extensive community outreach efforts, including dozens of public meetings, community workshops, and pop-up events. To promote the involvement of environmental justice and public housing communities, she works closely with two community-based organizations to advertise meetings through phone trees, canvassing, and additional flyer.

### **Hudson Tunnel Project | Hudson County, NJ & New York, NY | 2016 – Ongoing**

The Federal Railroad Administration and NJ TRANSIT are jointly preparing an Environmental Impact Statement to evaluate the Hudson Tunnel Project, which aims to preserve the current functionality of the Northeast Corridor's Hudson River rail crossing between New Jersey and New York. Zainab is supporting the community engagement effort by facilitating meeting logistics.

### **Lower Hudson Transit Link | Westchester & Rockland Counties, NY | 2015 – Ongoing**

Zainab is assisting in meeting facilitation for the NYSDOT project to develop a Bus Rapid Transit system that will traverse the New York Bridge between Westchester and Rockland counties. Her responsibilities include meeting planning and documentation support.

### **Baldwin Downtown and Commercial Corridor Resiliency Study | Nassau County, NY | 2016 – Ongoing**

Nassau County and the NY Governor's Office of Storm Recovery is evaluating potential opportunities for growth in the Hamlet of Baldwin to enhance public spaces and create a more economic and physically resilient community. The study is currently in the community analysis phase. It aims to obtain public input from stakeholders and citizens to determine their needs post-Hurricane Sandy. Zainab is facilitating public involvement and designed the project website to provide more information on the study and a way to comment virtually.

### **Rebuild By Design Hudson River Project | Hoboken, NJ | 2016 – Ongoing**

The New Jersey Municipalities of Hoboken, Jersey City, and Weehawken were devastated by the impacts of Hurricane Sandy. Half of Hoboken was flooded, and emergency services were disabled. Hoboken also contends with routine flooding during regular flood events. The Rebuild by Design Hudson River Project proposes a comprehensive series of urban water management strategies to protect these low-lying municipalities. Zainab aids with public involvement for the feasibility study and concurrent environmental review of the proposed strategy. Zainab organizes logistics for public meetings and maintains stakeholder contact and mailing list upkeep.





# Shawna Kitzman AICP

Project Manager

## Proposed Role

Community Engagement Support

## Education

Masters in Sustainable Transportation, University of Washington, expected 2022

Bachelor of Fine Arts, Illustration, Massachusetts College of Art

## Affiliations

American Institute of Certified Planners

American Planning Association

Women in Transportation Seminar

## Conferences & Events

2021 WTS CT Chapter Recipient of Leadership Legacy Graduate Scholarship

2020 SNEAPA: Healthy Transportation for CT Communities

2019 SNEAPA: Phoenix Rising - Community Resiliency in the Face of Adversity

2019 WTS CT Chapter Innovative Project of the Year: I-84 Multi-modal Station in Hartford, CT

## Years Experience

8 Years with Firm

15 Years in Industry

## Overview

As a connector of people, places, and ideas, Shawna manages communications, graphic design, and user experience within the planning process. Shawna is a grounded leader who uses the power of words and design to connect with others. As a trained artist, her background allows her to communicate transportation ideas in a way that people connect to, inspiring behavioral change across communities. Agility, curiosity, and grit render Shawna a valued team member, able to drive the bottom line while keeping a creative approach to all pursuits.

## Experience

### Plan of Conservation and Development | West Hartford, CT | 2018 – 2019

As Chair of the Town of West Hartford's Parks and Recreation Advisory Board, Shawna brought keen insight to West Hartford's POCD planning process.

Shawna managed communication tasks, staffed community events, building trust and support with stakeholders, gathered feedback, and led small group sessions at a town meeting.

### Greater Hartford Mobility Study | Hartford, CT | 2020 – Ongoing

Building upon the precursor I-84 Hartford Project, Shawna continues to develop a strong, recognizable PEL project brand. The plan goal is to strengthen multi-modal planning and design through the Greater Hartford region. The team is led by TranSystems for client CTDOT.

### Marketing and Branding Campaign | Windham, CT | 2019

FHI Studio led the brand development for the Town of Windham, CT in support of economic development goals. The project included a brand analysis, themed community focus groups, a SWOT analysis, public surveys. The team developed a logo, which the town has adopted, and technical memo outlining branding and promotional guidelines. Shawna created graphics and led the focus groups and SWOT analysis.

### **TOD Anchor Institutions Outreach | Hartford, CT | 2018 – 2019**

Working with the Capitol Region Council of Governments (CRCOG), Shawna led public outreach efforts for a 12-month program to apply best practices developed for engaging anchor institutions, government, and community organizations in the CTfastrak, CTfastrak East, and CTrail corridors. Shawna managed all facets of public engagement, and the high-water mark was co-leading a Design Sprint. The outcome was a blueprint for improved services and mobile applications to encourage TOD and economic growth in the region.

### **Active CT | Statewide, CT | 2019 – Ongoing**

Shawna is the Deputy Project Manager for a CDC-funded initiative to bring active transportation to diverse Connecticut communities. Using tactical urbanism, agency coordination, and educational outreach, Shawna is managing the day-to-day of this progressive project that increases exposure to safe, equitable non-motorized transportation systems for all.

### **I-84 Hartford Project | Hartford, CT | 2013 – 2019**

As the lead graphic designer and digital content manager for this Connecticut Department of Transportation (CTDOT) initiative to rebuild a 2-mile urban corridor, Shawna created the project branding, provides art direction, manages social media, creates public-facing content, conducts public and student outreach, and serves as website and newsletter editor.

### **I-84 Danbury Project | Danbury, CT | 2019 – Ongoing**

The I-84 Danbury Project is a Connecticut Department of Transportation (CTDOT) initiative to reduce congestion and improve the mobility of people and goods in the I-84 corridor in greater Danbury. Shawna lends expertise in brand development, social media management, and management of print and digital collateral.

### **Western Highlands Scenic Byway | Vernon, NJ | 2018**

To enhance tourism to the beautiful, protected lands of northwest New Jersey, Shawna created tourism marketing strategies, developed graphics, and identified responsible parties for a 21-miles scenic byway. Based on research, input from stakeholders, and guidance from the Project Committee, her Tourism Marketing strategies included connecting existing assets, adopting branding, and expanding offerings of recreation, agriculture, eco-tourism, and historic resources to ultimately benefit the local economy. Design outline of a website and mobile app complemented plan recommendations.

### **Vermont Public Outreach Coordination | Statewide, VT | 2014 – Ongoing**

Shawna provides public engagement project management on a variety of bridge, roadway, and facility initiatives. Working with Vermont Agency of Transportation (AOT) managers, Shawna facilitates public meetings, fields inquiries, develops print, digital, and social media communications, and engages with Vermont's residents, commuters, businesses, and other stakeholders to ensure the public is well-engaged from project initiation. Key projects include the Middlebury Bridge & Rail Project and Quechee Gorge Bridge Project.



# Marcy Miller AICP

Regional Community Engagement Manager  
Associate

## Proposed Role

Community Engagement Support

## Education

Master of Urban and Regional Planning, University of Colorado at Denver

Bachelor of Science, Environmental Conservation, University of New Hampshire

## Affiliations

American Institute of Certified Planners

American Planning Association

National Charrette Institute Certificate

## Conference Presentations

Public Involvement on Large-Scale Projects, Transport Hartford Multi-modal Summit, November 2018

APA Ambassador Program, SNEAPA Conference, October 2018

## Years Experience

15 Years with Firm

21 Years in Industry

## Overview

Marcy specializes in the areas of transportation planning, community engagement, and environmental documentation and analysis. Specifically, her experience includes long range transportation planning, short-term transportation programming, bicycle and pedestrian planning, Safe Routes to School efforts, and community outreach. She is familiar with the regulatory framework and processes of metropolitan planning organizations and has substantial experience with agency coordination at the local, state, and federal levels.

## Experience

### Greater Hartford Mobility Study | CT | 2020 – Ongoing

Marcy is the community engagement task lead on this study for the Connecticut Department of Transportation Planning and Environmental Linkages (PEL) study that is taking a holistic approach to serve all mobility needs across Greater Hartford. Marcy is responsible for leading all public outreach activities. Her work efforts include stakeholder engagement, social media outreach, environmental justice outreach, interactive website development, as well as organizing materials and logistics for committee and public meetings.

### I-84 Hartford Project | Hartford, CT | 2014 – 2019

Marcy is serving as the deputy project manager on this study for the Connecticut Department of Transportation to assess potential options for replacing the I-84 viaduct structure. In addition to reconstructing the highway, the study is seeking to evaluate the potential alternatives' ability to improve quality of life and provide opportunities for economic growth in the Capitol Region. Marcy is responsible for coordinating public outreach activities. Her work efforts include coordinating and organizing many staff and on-going outreach activities such as public meetings, committee meetings, environmental justice outreach, website development and updates, social media, advertising, newsletter development, and other public involvement tools and materials.

### **I-84 Danbury Project | Danbury, CT | 2018 – Ongoing**

Marcy is the project manager on this study for the Connecticut Department of Transportation Planning and Environmental Linkages (PEL) study to assess potential options for reducing congestion and alleviating other problems in this corridor. Marcy is responsible for public outreach activities. Her work efforts include coordinating with committee members and organizing materials and logistics for committee meetings, environmental justice outreach, social media, newsletter development, and other public involvement tools and materials.

### **Regional Transportation Plan 2050 | NYC, Nassau, Suffolk, Rockland, Westchester, & Putnam Counties, NY | 2019 – Ongoing**

FHI Studio is supporting the development of the next Regional Transportation Plan for the New York Metropolitan Transportation Council (NYMTC). FHI Studio is leading the outreach as well as updating the Pedestrian & Bicycle Visualized Profile element and Environmental Justice Plan Assessment for the Plan. Marcy is the project team lead for the update of the Pedestrian & Bicycle element of the plan.

### **Community Connectivity Grant Program Road Safety Audits | Statewide, CT | 2021 – Ongoing**

FHI Studio is leading a series of pedestrian and bicycle Road Safety Audits (RSAs) for the Connecticut Department of Transportation (CTDOT). The program, funded through the Community Connectivity Grant Program, allows municipalities to apply for small studies that recommend improvements on state and local corridors. Each RSA typically is completed within a one-month timeframe. Marcy is the project manager on the project.

### **Capitol Corridor Project | Nashua – Manchester, NH | 2021 – Ongoing**

FHI Studio is leading the public involvement and communications program for the New Hampshire Department of Transportation's (NHDOT) Capitol Corridor Project. Marcy is leading the public outreach program for the project, which includes Public Involvement Plan development, public meetings, stakeholder outreach, and notifications.

### **I-684/I-84 Transportation Corridor Study | Westchester & Putnam Counties, NY | 2019 – Ongoing**

Marcy is the project manager on this study for the New York State Department of Transportation that is examining the need for multimodal improvements as well as operational and safety improvements at this interchange. Marcy is responsible for leading the public outreach activities. Her work efforts include coordinating with committee members and organizing materials and logistics for committee and public meetings, website development, stakeholder meetings, and other public involvement tools and materials.

### **Ocean Boulevard (NH 1A) Project | Hampton, NH | 2020 – Ongoing**

FHI Studio is leading the public outreach for the rehabilitation or replacement of the 3.3-mile corridor for the State of New Hampshire Department of Transportation. The purpose of this study is to improve the safety and mobility of all users in the corridor. Marcy is leading a robust public outreach program for the project, which includes a Project Advisory Committee, business outreach, public meetings, stakeholder outreach and notifications, surveys, and an interactive website for users to provide comments on the conditions of the corridor.





# Todd Poole

Managing Principal



## Proposed Project Role

Community Development Lead

## Education

MPA: Finance, Rutgers University  
BA, Political Science and  
Economics, Rutgers University

## Certifications

Economic Development Finance  
Professional (EDFP)

## Affiliations

Urban Land Institute  
City Parks Alliance  
American Planning Association  
New Jersey Main Street Program

## Years Experience

29 Years in Industry

## Experience

### Allegheny Land Trust (ALT) TDR Study

ALT hired Todd and his team to lead this engagement and be principally responsible for all market, financial feasibility, fiscal, and transfer of development rights (TDR) analytical work.

### Ann Arbor Downtown Market Scan

Todd and his team have been providing the Ann Arbor Downtown Development Authority bi-annual market analysis updates for their downtown.

### Chester County Economic Recovery Plan

Todd and his team were hired by Chester County, Pennsylvania, to work collaboratively with its Economic Cabinet to develop an economic recovery planning strategy that will offer constructive guidance to 21 predetermined business and organizational sectors.

### Coatesville Area Economic Development Study

Todd and his team are providing market and financial analysis services in support of the City of Coatesville, the Borough of South Coatesville, and Valley Township's Multi-Municipal Economic Development Study.

### Franklin Township Development Advisory

Todd and his team have been providing the Township of Franklin, New Jersey with economic development consultation on a variety of projects.

### Hoboken Development Advisory Services

Todd and his team provided the City of Hoboken's (NJ) Department of Community and Economic Development with financial feasibility and affordable housing subsidy analysis services, and fiscal impact analysis services.



# Erin Camarena AICP, LEED AP

Senior Associate



## Proposed Project Role

Community Development Support

## Education

Master of City Planning, MIT  
BA, Urban Studies and Planning, UCSD

## Certifications

American Institute of Certified Planners  
LEED Accredited Professional  
Certified Green Building Professional, Build It Green

## Affiliations

American Planning Association  
U.S. Green Building Council  
Architects / Designers / Planners for Social Responsibility

## Years Experience

16 Years in Industry

## Experience

### Bank of America Building Market Study

Erin conducted a market and real estate analysis for a 26-story, 350,000-square-foot vacant office building located in Providence, Rhode Island.

### Bensalem TOD & Redevelopment Analysis

Erin conducted a market and real estate analysis to identify potential redevelopment opportunities within the Delaware River Waterfront Redevelopment Area located in Bensalem Township in Bucks County, Pennsylvania.

### DGS Annex Reuse Analysis

Erin conducted a market study for the grounds of the former Harrisburg State Hospital, also known as the Department of General Services (DGS) Annex complex, to identify market-receptive, near- and long-term land uses for the DGS lots.

### Irishtown Bend Redevelopment Plan

Erin conducted a market and real estate analysis in support of the Irishtown Bend Redevelopment Plan to identify prospective market-viable redevelopment opportunities within the 16-acre study area, located along the Cuyahoga River in Cleveland, Ohio.

### Lakewood Hospital Redevelopment Analysis

Erin evaluated market-receptive opportunities for the soon-to-be-vacated former Lakewood Hospital, located in the City of Lakewood, Ohio.

### Matrix Building Market Study & Impact Analysis

Erin evaluated the market-receptive opportunities and associated economic and fiscal impacts for the Matrix Corporate Center, the former Union Carbide International Headquarters corporate campus located in Danbury, Connecticut.



# Susan Crowell-Berigan

Senior Associate



## Proposed Project Role

Community Development Support

## Education

BA, English, Dickinson College  
Technical Writing, Rochester Institute of Technology

## Years Experience

12 Years with Firm

## Experience

### Lakewood Hospital Redevelopment Study

4ward Planning was hired by the City of Lakewood, Ohio, to evaluate market-receptive opportunities and associated fiscal impacts for the former Lakewood Hospital site and surrounding neighborhood. Susan conducted interviews with local real estate brokers, developers, and leading technology organization leaders. She prepared comparable redevelopment case studies.

### MetroHealth Neighborhood Area Housing Market Study

4ward Planning was hired to evaluate and identify market demand for a continuum of care retirement community (CCRC), as well as market-rate and “accessible” workforce housing redevelopment and opportunities near the MetroHealth campus in Cleveland, Ohio. In support of this analysis, Susan performed case studies of relevant hospital-adjacent hotels, as well as conducted interviews with local real estate professionals, developers, and neighborhood organizations.

### Millcreek Corridors Redevelopment Plan

4ward Planning was hired by Millcreek Township, Pennsylvania, to provide market, financial feasibility, and fiscal impact analyses in support of its redevelopment plan for the Presque Isle Park gateway area. Susan conducted interviews with local light industrial brokers.

### Norristown State Hospital Land Planning Services

Serving on a team with Baker Engineering, 4ward Planning was engaged by the Commonwealth of Pennsylvania to provide a market study for the grounds of the former Norristown State Hospital. In support of this study, Susan conducted interviews with local real estate professionals.

### Old Brooklyn TOD & Financial Feasibility Analysis

4ward Planning provided the Old Brooklyn Community Development Corporation with an in-depth market analysis of the City of Cleveland’s Old Brooklyn site. In support of this effort, Susan developed case studies featuring creative adaptive reuse of urban structures, with a focus on financing and operations profiles.



# Laura Pirie AIA

Principal

**PIRIE**  
ASSOCIATES

## Proposed Project Role

Principal Lead

## Education

Master of Architecture, Yale University School of Architecture  
Bachelor of Design, University of Florida College of Architecture

## Certifications

Georgetown University, Strategic Planning  
NCARB

## Affiliations

American Institute of Architects  
Lecturer, Yale School of Architecture  
Executive Committee, Board Member, CT Main Street Center  
Board Member, University of Florida Architectural Advisory Committee

## Awards

Distinguished Service Award, University of Florida  
Distinguished Alumni Award, University of Florida  
Henry B. Adam Gold Medal, Yale University

## Years Experience

19 Years with Firm  
38 Years in Industry

## Experience

### Willimantic Whitewater Partnership Bridge Street Site | Willimantic, CT | 2017 - 2020

Willimantic Whitewater Partnership (WWP) recently remediated a prominent site in the heart of Willimantic, Connecticut and prepared it for development. Soon it will be home to a new whitewater park and other public amenities that WWP envisions will be powered with on-site renewable energy. Through a broad-based community engagement process and with WWP, Pirie Associates designed a restorative, place-making sculpture that reflects and connects the city to the river and the people to each other. When built it generate enough energy to support site functions and be net-positive.

### Yale University Properties Placemaking | New Haven, CT | 2015 - 2016

Across two downtown districts adjacent to the Yale campus, Pirie Associates analyzed connectivity and wayfinding problems, as well as underutilized sites. With this perspective, we engaged placemaking strategies to enhance the connectivity and quality of the urban fabric. As part of this task, Pirie Associates was asked to develop Façade and Signage Design Guidelines to improve the overall continuity and quality of pedestrian experience while visiting the districts. Elements such as artwork, wayfinding, and other placemaking strategies were part of the design tool kit.

### Desmond Fish Public Library | Garrison, NY | 2019 - present

### City of New Haven On-Call, Design Guidelines & Zoning Overlay | New Haven, CT | 2010 - 2017

### East Street School Adaptive Reuse Study | New Milford, CT | 2019 - 2020

### Main Street "Beehive Bridge" | New Britain, CT | 2014 - 2016





# Paul Butkus

Associate

Landscape, Urban Design, & Community Engagement

## Proposed Project Role

Landscape, Urban Design & Community Engagement

## Education

Masters in Landscape Architecture, Harvard University

Bachelor of Science in Environmental Design, University of Massachusetts Amherst

## Affiliations

Elected Member of the Board of Directors, Meriden Economic Development Corporation, 2020 - present

Board Member, Meriden Connecticut Historical Society, 2017 - present

Commissioner, Building & Sacred Arts Commission for the Diocese of Bridgeport, CT, 2001 - present

Lecturer, Yale University School of Architecture, 2001 - 2002

Visting Lecturer, Tokyo University of Agriculture, 2001

## Years Experience

18 Years with Firm

30 Years in Industry

## Experience

### Main Street "Beehive Bridge" | New Britain, CT | 2014 - 2016

As part of the revitalization of downtown New Britain, Pirie Associates was part of an interdisciplinary team that created a new vision for the Main Street overpass. Through a series of public design charrettes and work group meetings with local stake holders, the public identified specific items that would make the overpass more inviting for people to use on a daily basis and also set a direction for the iconographic goals of the project.

### Desmond Fish Public Library | Garrison, NY | 2019 - present

Pirie Associates led community charettes and meetings with the Garrison NY community to the design of the grounds of the town's library. The final design, the Discovery Path, includes cultivated and naturalized landscapes and spaces for large group performances and gentle walks. Embracing their mission as an institution of innovation, knowledge, and leadership, the grandest expression of the Desmond Fish Public Library's aspirations is the sculptural photo-voltaic array, oriented to maximize solar energy collection and shaped like wind-captured ribbon as it lofts between the river and mountains.

### City of New Haven On-Call, Design Guidelines & Zoning Overlay | New Haven, CT | 2010 - 2017

As part of a multi-disciplinary team, Pirie Associates developed the City of New Haven Site and Architectural Design Guidelines is an essential tool for providing planning and design guidance of new and infill development throughout the West River / Rte. 34 Corridor. The Design Guidelines were intended to expedite and ease development and at the same time maintain and enhance the neighborhood character in the district to foster well-designed, livable, inclusive, healthy and visually appealing neighborhoods.



# Danielle Davis RA

Architect & Community Engagement

**PIRIE**  
ASSOCIATES

## Proposed Project Role

Project Manager, Architect & Community Engagement

## Education

Masters of Architecture, Yale University School of Architecture  
Bachelor of Environmental Design, Minor Art & Architecture History, Texas A&M University

## Certifications

Fitwel Ambassador

## Years Experience

3 Years with Pirie Associates  
7 Years in Industry

## Experience

### East Street School Adaptive Reuse Study | New Milford, CT | 2019 - 2020

Closed for decades, the East Street School was in need of redevelopment as it sits on a critical spot on the edge of downtown New Milford. Pirie Associates facilitated an engagement, visioning, design, and pre-development pro-forma process with both town staff and the public to imagine what the building could be. Our team evaluated various use options based on their economic feasibility in their own right as well as how much they could contribute to the energy of their downtown business district.

### Fund for Teachers Design Workshop | New Haven, CT | 2019

Fund for Teachers (FFT) is a nonprofit geared toward supporting the professional and personal growth of public school teachers. Pirie Associates lead a workshop for about 60 FFT fellows through a process of design thinking to learn about spatial qualities and needs, educational space typologies, and how to describe and envision changes to their teaching environments for the future.

### Pequot Library Building Assessment & Exterior Renovations | Southport, CT | 2018 - present

Pequot Library is a thriving community center and library built in 1894. Pirie Associates prepared a Condition Assessment Report for them, which included space needs & programming, a prioritized list of work to rehabilitate building failures, concept budgeting, and construction phasing feasibility. The Pequot Library engaged Pirie Associates for architectural services for exterior renovations, including the roof replacement of their historic tile roof.

# Hourly Breakdown

TASK	TOTALS	HOURS									
		Ken Livingston, AICP	Francisco Gomes, AICP, ASLA	Susan Bemis, AICP	Jessica Ortiz	Zainab Kazmi	Carla Tillery	Parker Sorenson	Adam Tecza, AICP, PP	Laura Pirie**	Todd Poole*
Overall Project Coordination	112	24		40	24	24					
Overall Project Engagement	144	16		40	40	40				8	
Neighborhood Plans <i>Four (4) neighborhoods</i>	1424	128	48	160	192	208	128	144	96	160	160
<b>TOTAL HOURLY BUDGET</b>	<b>1680</b>	168	48	240	256	272	128	144	96	168	160
Below is an hourly breakdown per phase for each neighborhood											
<b>PHASE 1</b>											
Existing Conditions & Data Analysis											
Review of Plans and Policies	64	8		8	4	16	4	4	4	8	8
Data gathering and trend analysis	44	4		4	4	8		4	4	8	8
Asset Mapping	44	4		4	8	8	4	8		4	4
Initial Neighborhood Plan Sections	44	4		4	8	8		8	4	4	4
Vision & Goal Setting											
<b>PHASE 2</b>											
Alternate Task: NRZ Strategic Planning Technical Assistance	(Not included in proposed total budget)										
<b>PHASE 3</b>											
Five Action Areas	56	4	4	4	8	4	8	4	4	8	8
Action and Implementation Plan	56	4	4	8	8	4	8	4	4	4	8
Addenda	48	4	4	8	8	4	8	4	4	4	

\*4Ward Planning (sub-consultant)

\*\*Pirie Associates (sub-consultant)



# Response Forms & Certifications





**BIDDERS EEO REPORT**


**Part 1 – IDENTIFICATION OF VENDOR**

1. NAME & ADDRESS (As shown on BID)	Fitzgerald & Halliday, Inc. d/b/a FHI Studio 416 Asylum Street Hartford, CT 06103
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2. CHIEF EXECUTIVE OFFICER FOR ABOVE BIDDER (NAME)

Susan D. VanBenschoten
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4. ADDITIONAL LOCATIONS IN CONNECTICUT	ADDRESS	TELEPHONE #

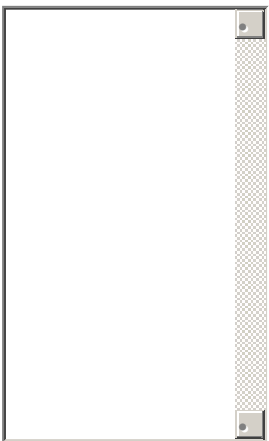
**Part II: NONDISCRIMINATION POLICIES AND PRACTICES**

<p>1a. Have you put into effect a company wide equal opportunity program to promote nondiscrimination? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>1b. If "Yes" have all your employees been informed of this in writing? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>2a. Do you sponsor or promote any educational or training programs for your employees or prospective employees? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>2b. If "Yes" are all such persons given the opportunity to participate in accordance with your nondiscrimination statement? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>3a. Have all your recruitment sources been notified that all qualified applicants will be considered without discrimination? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>3b. Has this been done in writing? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p>	<p>3c. Do all your employee recruitment advertisements state a nondiscrimination policy? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>4a. Do you have a collective bargaining agreement or other contract or understanding with a labor union representing the employee employed by you? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>4b. If "Yes" does each such agreement assure full compliance nondiscrimination requirements? Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>4c. If "No" check here, and explain on a separate attached sheet. Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>5a. Is there a person in your employ who is responsible for assuring equal employment opportunities? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>5b. If "Yes" give Name and Title Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <span style="border: 1px solid black; display: inline-block; width: 150px; height: 15px; vertical-align: middle;"></span></p>
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**Part III-HIRING AND RECRUITMENT**

<p>1. Which of the following recruitment sources are used by you? (Check "Yes" of " No" Estimate % if not known)</p>	<p>2. Check any of the following that you use as hiring qualifications.</p>	<p>3a. Describe any other practice which show that you hire, train and promote employees without discrimination.</p>												
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">SOURCE</th> <th style="width: 10%;">Yes</th> <th style="width: 10%;">No</th> <th style="width: 55%;">% of all applicants provided by this source.</th> </tr> </thead> <tbody> <tr> <td>State Employment Service</td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input style="width: 50px;" type="text"/></td> </tr> <tr> <td>Private Employment Agencies</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input style="width: 50px;" type="text"/></td> </tr> </tbody> </table>	SOURCE	Yes	No	% of all applicants provided by this source.	State Employment Service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input style="width: 50px;" type="text"/>	Private Employment Agencies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input style="width: 50px;" type="text"/>	<p>(x)</p> <p><input checked="" type="checkbox"/> Work Experience</p> <p><input type="checkbox"/> Ability to speak or write English c</p> <p><input checked="" type="checkbox"/> Written Tests</p>	
SOURCE	Yes	No	% of all applicants provided by this source.											
State Employment Service	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input style="width: 50px;" type="text"/>											
Private Employment Agencies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input style="width: 50px;" type="text"/>											

Schools and Colleges	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	• High School Diploma
Newspaper Advertisements	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	College Degree
Walk-ins	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	• Union Membership
Present Employees	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Personal Recommendation
Labor Organizations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	• Car Ownership
Minority/Community Organizations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Employment Resource Development Agency	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
OTHER (Specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	



**PART IV – STATISTICS** – Employment at bidder’s location (as shown on bid submittal). In lieu of completing this section, bidder may submit copy of its most recent Federal EEO-1 report for the reporting location or a copy of its consolidated report for the total organization, if filed within the last year.

EMPLOYMENT FIGURES WERE OBTAINED FROM							CLOSING DATE OF REPORT PERIOD				
<input type="checkbox"/> Visual Check <input type="checkbox"/> Employment Record <input type="checkbox"/> Other							<input type="checkbox"/>				
JOB CATEGORIES	OVERALL TOTALS (Sum of all columns A-E Male & Female)	A WHITE (Not of Hispanic Origin)		B BLACK (Not of Hispanic Origin)		C HISPANIC		D ASIAN or Pacific Islander		E AMERICAN INDIAN or ALASKAN NATIVE	
		Male	Female	Male	Female	Male	Female	Male	Female	Female	Male
Officials and Managers	7	2	3		1		1				
Professionals	34	17	13		1	1	1		1		
Technicians											
Sales Workers											
Office and Clerical	6	1	4						1		
Craft Workers (Semi-Skilled)											
Operatives (Semi-Skilled)											
Laborers (Unskilled)											
Service Workers											
TOTALS ABOVE	47	20	20		2	1	2		2		
TOTALS ONE YEAR AGO	45	17	23		2	1	1		1		
ON THE JOB TRAINEES (Enter figures for the same categories as shown above)											
Apprentices											
Trainees											

**PART V- DOCUMENTATION AND COMMITMENT REQUIRED**

1. Please submit as part of this EEO report, a copy of your Company Policy Statement of Equal Employment Opportunity.

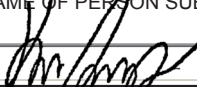
2. For companies employing more than 10 persons, please submit as part of this EEO report a written commitment to hire minority and female workers if your work force statistics are not representative of the minority and female work force availability in your labor market area.

3. If your company is not located in Connecticut, please submit a copy of your local labor market area statistics.

---

**AFFIDAVIT**

The Bidder understands and agrees that its failure to meet the equal opportunity requirements established by section 2-573 of the Code will preclude such bid from being considered. The bidder agrees to the procedures set forth in section 2-573 of the Code in regard to the determination of whether such bidder is an equal opportunity employer. The Bidder also understands and agrees that the equal opportunity documents will become a part of the contract, and that a breach of the provision of the equal opportunity documents will constitute a breach of the contract subject to such remedies as provided by law.

NAME OF PERSON SUBMITTING BID	TITLE	DATE SIGNED	TELEPHONE NO. (Include Area Code)
x 	Vice President	5/6/2021	860-247-7200





# CITY OF HARTFORD

## PROCUREMENT SERVICES UNIT

550 MAIN STREET, Room 100  
HARTFORD, CT 06103  
Telephone: (860) 757-9785  
Fax: (860) 722-6607  
[www.hartford.gov](http://www.hartford.gov)

**LUKE BRONIN**  
Mayor

**LEIGH ANN RALLS**  
Director of Finance

November 17, 2020

Kenneth Livingston  
Fitzgerald & Halliday, Inc.  
416 Asylum Street  
Hartford, CT 06103

Dear Mr. Livingston:

Please be advised that your firm's Affirmative Action Plan Update has been approved effective immediately.

The City of Hartford has instituted a new comprehensive Affirmative Action procedure to assist you as a vendor in administrating your Equal Employment Opportunity program (sample documents enclosed). Therefore, we are only issuing provisional certifications to all new and renewal applications.

Your next review will be conducted any time after the first six (6) months of the effective date of this certification. Please start preparing for the audit 30 days in advance of the review.

When updating your Program, you must include documentation to substantiate your efforts as an equal opportunity employer. As hiring opportunities occur, you must maintain copies of letters to minority and female organizations requesting specific referrals, copies of advertisements placed with minority media and any other information available to demonstrate that an equal opportunity was provided during the next update period. This information will be requested in your update.

As copies may be required to be submitted for future contracts during your certification period, it is recommended that you have this Certification readily available in your files.

If your company is located in the Greater Hartford area, please provide this office with written notification of any employment opportunities in your company when such occur. This information will be disseminated to other City agencies as well as to the general public.

If you have any questions regarding this certification, please feel free to call me at 757-9613.

We look forward to your continued effort to provide equal access to employment opportunities in your firm. If you have any questions, please contact me at the number listed above.

Sincerely,

*Concha Lawrence*

Concha Lawrence  
Procurement Services Unit

Enclosure: Sample Forms/Documents of New Affirmative Action Procedures

*An Affirmative Action/Equal Opportunity Employer*

**Fitzgerald & Halliday Inc.  
is an Equal Opportunity,  
Affirmative Action,  
Vietnam Era Veteran,  
Disabled  
(EO, AA, VEV, Disabled)  
Employer**



## EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

It is the policy of Fitzgerald & Halliday, Inc., (FHI) not to discriminate against any applicant for employment, or any employee because of age, color, sex, disability, national origin, race, religion, or veteran status.

FHI will take affirmative action to ensure that our EEO Policy is implemented, with particular regard to: advertising, application procedures, compensation, demotion, employment, fringe benefits, job assignment, job classification, layoff, leave, promotion, recruitment, re-hire, social activities, training, termination, transfer, upgrade, and working conditions.

FHI will continue to make it understood by the employment entities with which it deals, and in employment opportunity announcements, that the foregoing is company policy and all employment decisions are based on individual merit only.

All current employees of FHI are requested to encourage qualified disabled persons, minorities, and military veterans to apply for employment, or on the job training accommodations for qualified disabled individuals.

It is the policy of FHI that all company activities and facilities are non-segregated. Separate or single-user toilet and changing facilities are provided to assure privacy.

It is the policy of FHI to ensure and maintain a working environment free of coercion, harassment, and intimidation at all job sites, and in all facilities at which employees are assigned to work. Any violation of the policy should be immediately reported to your supervisor or the company EEO Officer.

Sandra H. Nafis, EEO Officer

## Section 1 RESPONSE FORMS

### 1.1 RESPONSE INFORMATION & SIGNATURE FORM

Vendor Name - Fitzgerald & Halliday, Inc. d/b/a FHI Studio				
Trade Name -				
Address - 416 Asylum Street, Hartford, CT 06103				
Phone # - 860-247-7200		Fax # - 860-247-7206	Email Address - klivingston@fhistudio.com	
Contact Person - Kenneth M. Livingston			Tax ID# - 06-1206345	
Delivery / Service Start Date: Spring 2021			# Calendar days after receipt of executed contract:	
Bid Surety - 10%	For electronic bonds enter bond number, otherwise check the appropriate box	Electronic Bond # n/a	<input type="checkbox"/> Bond (hard copy)	<input type="checkbox"/> Cashiers / Certified Check
Cost of Performance Bond included in base bid (if applicable)			\$ n/a	Per thousand
EEO Certification Status (check one) See General Information for Preparing a Response paragraph 3.6.3			<input checked="" type="checkbox"/> Current & on file	<input type="checkbox"/> EEO form attached
DAS Prequalified Contractor? (non highway construction projects >\$500,000) <a href="http://das.ct.gov/cr1.aspx?page=10">http://das.ct.gov/cr1.aspx?page=10</a>			<input type="checkbox"/> Certificate attached n/a	<input type="checkbox"/> Update Statement attached
Insurance Agent Name	Margaret Hannon		Phone # 860-828-8888	
Insurance Agent Address	John M. Glover Agency, 9 Webster Square Road, Berlin, CT 06037			

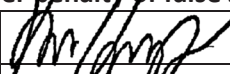
Vendor acknowledges receipt of all addenda issued during the bidding period (if applicable) and understands that they are a part of the bidding documents.

The undersigned hereby declares that he/she or they are thoroughly familiar with the specifications, the various sites, the City's requirements, and the objectives for each element of the project item or service and understands that in signing this proposal all right to plead any misunderstanding regarding the same is waived. The undersigned further understands and agrees that he will furnish and provide all the necessary material, machinery, implements, tools, labor, services, and other items of whatever nature, and to do and perform all the work necessary under the aforesaid conditions, to carry out the contract and to accept in full compensation therefore the amount of the contract as agreed to by the Contractor and the City.

The undersigned hereby declares that no reason or persons other than those named herein are interested in this proposal, which is made without any connection with any other person or persons making any proposal for the same work and is in all respects fair and without collusion or fraud; that no person acting for or employed by the City of Hartford is directly or indirectly interested therein, or in the supplies or works to which it relates, or will receive any part of the profit or any commission there from in any manner which is unethical or contrary to the best interest of said City of Hartford.

The undersigned additionally declares that they are not debarred or suspended, or otherwise excluded from, or ineligible for, participation in City of Hartford, State of Connecticut or federally funded projects (Executive Order 12549).

**The undersigned certifies under penalty of false statement that the information provided in this response is true.**

Submitted by ( <i>Signature</i> )				
Printed name and title	Kenneth M. Livingston, Vice President		Date May 6, 2021	

(Authorized Agent of Company)



**1.2 RESPONSE PRICING**

**Pricing shall be submitted in the proposal.**

The City of Hartford is exempt from all sales and use tax; bid prices shall not incorporate such taxes.

Upon request by the successful respondent, a sales tax exemption certificate will be issued.

**1.3 STATEMENT OF QUALIFICATIONS**

**Please complete the following information. Failure to respond to all items may result in the rejection of your response.**

1. Number of years in business - 34      D-U-N-S Number:19-796-5239

2. Number of personnel employed Part time - 0 , Full time - 47 ,

3. List up to six past contracts of this type/size your firm has completed within the last three (3) years:

Project	Date	Contact Person	Phone No.
Hartford Bike Plan	2018	Sandy Fry	860-757-9222
Greater Hartford Mobility Study	2022	Andy Fessenmeyer	860-594-3228
West Hartford POCD	2020	Todd Dumais	860-561-7556
Bridgeport POCD	2019	Lynn Haig	203-576-7317
West Hartford Center Visioning Study	2017	Todd Dumais	860-561-7556
Hartford Main Street Study	2021	Sandy Fry	860-757-9222

<p><b>4. DAS CONTRACTOR PREQUALIFICATION</b> <i>(required for construction / infrastructure projects only)</i></p> <p>DAS prequalified?  <input type="checkbox"/> Yes   <input checked="" type="checkbox"/> No</p>	<p>You certify that there has been no substantial change in your financial position or corporate structure since your most recent prequalification certificate was issued or renewed, other than those changes noted in the update statement (attached).</p>	<p>YES <input type="checkbox"/></p>	<p>NO <input type="checkbox"/></p>
--	--	---	--

5. ORGANIZATIONAL STRUCTURE OF BUSINESS ENTITY (select one)	<input type="checkbox"/>	General partnership (GP)
	<input type="checkbox"/>	Limited partnership (LP)
	<input type="checkbox"/>	Limited liability corporation (LLC)
	<input type="checkbox"/>	Limited liability partnership (LLP)
	<input checked="" type="checkbox"/>	Corporation
	<input type="checkbox"/>	Individual doing business under a trade name (sole proprietor)
	<input type="checkbox"/>	other (specify)

6. CITY OF HARTFORD TAX STATUS / OTHER FINANCIAL OBLIGATIONS	<b>Hartford Businesses</b> – All City of Hartford taxes & financial obligations (real, motor & personal property) are current and paid in full or subject to a current and approved payment plan. Please attach RFR Affidavit.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
	<b>Non-Hartford Businesses</b> - All City of Hartford financial obligations are current and paid in full or subject to a current and approved payment plan. Please attach RFR Affidavit.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7. STATUS OF THE BUSINESS AND ITS CURRENT STANDING WITH THE SECRETARY OF STATE'S OFFICE	<b>Connecticut businesses</b> - Are all required filings current with the Secretary of State and will the Secretary of State be able to issue a Certificate of Legal Existence?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
	<b>Out-of-State (foreign) businesses</b> – Have you filed a Certificate of Authority / Application of Registration with the Connecticut Secretary of State? If so, submit a copy of your filing with your response. If not, submit a copy of your Certificate of Good Standing from your state of incorporation.	Yes <input type="checkbox"/>	No <input type="checkbox"/>

8. Is your local organization an affiliate of a Parent company? If so, Indicate the principal place of business of the parent company and the name of agent for service.				
Business Name	. n/a			
Address	.			
City	.	State	.	Zip
Name of Agent	.			

**9. List all Affiliated Businesses (attach additional sheets as necessary):**

Business Name	Address	Ownership Interest %
. n/a	.	.
.	.	.
.	.	.
.	.	.

**10.** Based on the organizational structure of your business, provide a current listing of all corporate officers, principals, general or managing partners, limited partners, managers and members. If sole proprietorship or general partnership, attach trade name certificate filed with the town clerks office.

**11.** Submit copies of all required business (trade & occupational) licenses with your response.

**12.** Your company may be asked to submit information relative to your company's financial statements and/or a Dun & Bradstreet report may be obtained prior to receiving an award. This information will be protected to the fullest extent required by law.

**13.** Additional information/documentation may be requested subsequent to your responding to this solicitation.

**FHI Corporate Officers**

Susan D. VanBenschoten, President & Treasurer, 11/10

Carla D. Tillery, Secretary, 4/08



# State of Connecticut

Department of Administrative Services  
Supplier Diversity Program



*This Certifies*

**Fitzgerald & Halliday, Inc.**

**416 Asylum St Hartford CT 06103**

*Woman Owned*

*As a*

*Small/Minority Business Enterprise*

*April 16, 2020 through April 16, 2022*

**Owner(s):** Carla Tillery; Dan Hageman; Kenneth Livingston; Kristen D. Ahlfeld; Laurel Stegina; Marcy Miller; Michael Morehouse; Sandra H. Nafis; Stephanie Dyer-Carroll; Susan VanBenschoten

**Contact:** Claudia Massie

**Telephone:** (860) 247-7200 Ext: 227 **FAX:** (860) 247-7206

**E-Mail:** [cmassie@fhiplan.com](mailto:cmassie@fhiplan.com)

**Web Address:** <http://www.fhiplan.com>

**\*\*Affiliate Companies:** N/A

Supplier Diversity

Supplier Diversity Director

Supplier Diversity Specialist

\*\* A contractor awarded a contract or a portion of a contract under the set-aside program shall not subcontract with any person(s) with whom the contractor is affiliated.



CITY OF HARTFORD  
PROCUREMENT OFFICE  
SUPPLIER DIVERSITY

**FITZGERALD & HALLIDAY, LLC**

HAS BEEN CERTIFIED BY THE CITY OF HARTFORD AS A BONA FIDE  
WOMAN BUSINESS ENTERPRISE

OWNER/CONTACT: SUSAN VANBENSCHOTEN

TELEPHONE: 860.247.7200

**CERTIFIED SERVICES: CONSULTANT PLANNING SERVICES-COMMUNITY, ENVIRONMENTAL,  
AND MOBILITY PLANNING**

NAICS Code(s): 541611 Administrative Management and General Management Consulting Services

Date Issued: December 22, 2020



Matthew Larson  
Purchasing Agent

Expiration Date: December 22, 2022



Concha Lawrence  
Supplier Diversity Coordinator





# Hartford Neighborhood Plan Development

## Scope of Services

September 8, 2021

The below scope of services is for completing neighborhood plans for the Asylum Hill and the Northeast neighborhoods.

### **TASK 1: PROJECT MANAGEMENT**

An initial kick-off meeting with the City of Hartford will set the tone for the planning process. We will provide a detailed project schedule to be finalized at this meeting. During the meeting, we will work with the City of Hartford to:

- review project goals and deliverables;
- discuss this scope of services, especially the public outreach strategy presented below;
- identify communication and scheduling best practices;
- and have a preliminary conversation to discuss the Neighborhood Planning Committees (NPC) composition for the Northeast and Asylum Hill.

The meeting will also reserve time to address the City's questions or concerns. The goal is to ensure that everyone has a clear understanding of the process and individual roles and responsibilities are clearly defined.

Thereafter, monthly progress meetings (11) will be held with the City.

#### Task 1 Deliverables

- Twelve monthly meetings with City of Hartford staff. Kick-off meeting with the City of Hartford to discuss project administrative and technical aspects of the study.
- Monthly progress reports and updated progress schedule corresponding to the invoices.

### **TASK 2: COMMUNITY ENGAGEMENT AND PARTICIPATION**

For the neighborhoods of the Northeast and Asylum Hill, our goal is to collaborate with residents and stakeholders on the creation of two unique Neighborhood Development

Plans. The following provides a detailed description of the tasks we will undertake to accomplish this.

### **2.1 Community Engagement Plan**

The FHI Studio Team will collaborate with the City of Hartford, LISCs, and NPCs to formulate a plan to engage stakeholders and the public throughout the planning process. The goal of a Community Engagement Plan (CEP) is twofold:

- To provide concise and accurate information about the Neighborhood Development Plan to the public and stakeholders; and
- To facilitate proactive participation, with the objective of achieving consensus among a diverse group of stakeholders on a vision and/or recommendations for implementation in their neighborhood.

The CEP will be detailed enough to provide the City, LISCs, and NPCs a strong understanding of our approach to public engagement but be flexible enough for dynamic changes throughout the outreach period. At the initial kick-off meeting, the FHI Studio Team will present a draft CEP for the main outreach activities for discussion. The FHI Studio Team will incorporate input from the City, LISCs to revise the CEP.

The CEP will be sensitive to the need to plan around the limitations created by COVID-19. As such, we will develop and employ engagement strategies that consider the needs of physical distancing. Strategies may take the form of adequate physical distancing or require stakeholder participation via an online platform. The CEP will incorporate a variety of engagement mechanisms so that anyone who would like to participate in the planning process and/or provide input on the Neighborhood Development Plans can easily do so. Strategies in the Community Engagement Plan will be revisited and reevaluated to ensure that participation is representative of the neighborhood.

#### Task 2 Deliverables

- Community Engagement Plan
- Communication materials
- In partnership with LISC, outreach to neighborhoods and stakeholders as described in the Community Engagement Plan

## **TASK 3: EXISTING CONDITIONS AND DATA ANALYSIS**

### **3.1 Review of Plans and Policies**



FHI Studio will conduct a thorough review of existing relevant plans and documents, including:

- Hartford 2035 City Plan
- Zoning Regulations, as amended (06/05/2020)
- Historic Preservation Ordinance and Design Guideline (2005)
- Complete Streets Plan
- Bicycle Master Plan (2019)
- Neighborhood Revitalization Zones
- Hartford Parks Guide (2016)
- Blighted and Vacant Properties Survey
- Asylum Hill Association Strategic Plan (2009)
- Asylum Hill Neighborhood Plan with NINA

This initial review will allow the FHI Studio team to align future recommendations with past plans and studies.

### 3.2 Data Gathering and Trend Analysis

Every neighborhood is unique and evolving, and it is incumbent upon us to understand the demographic and socioeconomic forces driving change. This effort will include collecting, organizing, presenting, and reviewing data from US Census Bureau sources such as the US Census, American Community Survey, and Longitudinal Employer-Household Dynamics. State of Connecticut data will also be incorporated, including data from the Economic Resource Center, Department of Community and Economic Development, Department of Housing, CT Data Center, Secretary of State, and Department of Labor. We will also review data available from data sets such as ESRI Community and Business Analyst.

### 3.3 Asset Mapping

FHI will develop asset maps for each neighborhood and partner with local organizations already involved in asset mapping activities to ensure collaboration, data sharing, and an efficient planning process. Available GIS data from the City, CRCOG, and coordination will be shared with project stakeholders, including LISC and HRA. We will also incorporate state-level and federal mapping and data into our mapping work. All maps will be housed in ArcMap GIS. We will post-process these maps within a graphic design application such as Adobe Illustrator to improve the appearance and legibility of mapping. We anticipate the production of the following maps:

- City facilities, parks, recreation, and schools
- Businesses

- Water and wastewater infrastructure (Public water supply area, municipal sewer area, stormwater infrastructure)
- Land uses
- Vacant buildings and lots, building condition
- Zoning Future land use and planned projects (such as HRA Municipal Development Plans, Hartford 2035 City Plan transformative project areas)
- Transportation infrastructure (roads, transit, bicycle, and pedestrian facilities)
- Historic and cultural resources
- Open space
- Environmental resources
- Community services (job training, social services, child care, elderly programs)

### 3.4 Initial Neighborhood Plan Sections

FHI will develop the following draft plan sections for use and incorporation into each Neighborhood Plan document, NRZ Strategic Plan Addenda (as requested), and CDC Strategic Plan:

- Introduction
- Neighborhood Profile
- Time and Place
- Corridor and Infrastructure Summary

These sections will introduce the Neighborhood Plan process, its links to the Hartford City Plan, and the neighborhood. They will provide a brief summary of the existing conditions data, community asset mapping, and identify neighborhood trends. We will highlight each neighborhood's history, preservation needs, and historic sites. We will also develop an analysis of each neighborhood's land use, zoning, City-owned and vacant properties, corridors, connections, and streetscapes to highlight areas of focus and opportunity. The analysis will help inform recommendations for implementation actions at the neighborhood level and potential City or zoning regulation changes.

### Task 3 Deliverable

- Neighborhood Plan including the sections listed above

## **TASK 4: VISION AND GOAL SETTING**

FHI Studio will facilitate the visioning process with the City, project stakeholders, and each Neighborhood Planning Committee to develop a neighborhood-specific vision and

related goals. The vision statement will establish a framework for collecting and assessing information in support of the Plan. The goals will build upon the vision statement and will identify the significant policies or initiatives that the Plan recommends. The vision and goals will support the neighborhood plans and build on the Hartford 2035 City Plan priorities and action areas.

#### Task 4 Deliverables

- Vision and goals to guide each neighborhood plan

### **TASK 5 ALTERNATE TASK: NRZ STRATEGIC PLANNING TECHNICAL ASSISTANCE**

FHI Studio will work with NRZs that request support to develop or update their Strategic Plans. We will use the analysis and draft Plan sections developed in Task 4 to support the NRZ Strategic Planning process. The NRZ Strategic Plan Elements would be developed as addenda to the Neighborhood Plan to be adopted in accordance with the requirements of Connecticut State Statutes and the City Municipal Code.

#### Task 5 Deliverables

- Electronic NRZ Strategic Plan document. The sections below will include short narrative descriptions, images, data gathered, and the implementation timeline and matrix.
  - Introduction
  - Neighborhood Profile
  - Neighborhood Vision
  - Organizational Management Goals and Objectives
  - Action and Implementation Plan
  - Performance Measures and Monitoring System

### **TASK 6: FIVE ACTION AREAS**

FHI Studio will work with the Neighborhood Planning Committees to develop strategies and key implementation steps for each neighborhood based on the Neighborhood Vision, community engagement efforts, and existing conditions trends and findings. As with the established vision and goals for the neighborhood, the strategies will relate to the Hartford 2035 City Plan priorities and action areas and will be organized under the five action areas from the Hartford 2035 City Plan: Green, Grow, Live, Move and Play.

The implementation steps will identify assets available, responsible parties and/or policy champions for strategies and actions, organizations' roles, implementation partners, potential funding sources, missing elements, and other key information to feed the Action and Implementation Plan.

#### Task 6 Deliverables

- Hartford 2035 City Plan action areas incorporated into the Action and Implementation Plan

### **TASK 7: ACTION AND IMPLEMENTATION PLAN**

FHI Studio will bring stakeholders together in a decision-making process to prioritize strategies, actions, and identified projects. The project team will reflect the decisions and identify priorities in an implementation timeline and matrix that prioritizes projects and objectives. The matrix will demonstrate the connection to the Hartford City Plan. The matrix will include identified implementation indicators, benchmarks, and targets as feasible to measure progress towards the implementation of strategies related to the Hartford City Plan. The implementation plan will be an integral element of the Neighborhood Plan document and be provided as a stand-alone resource.

#### Task 7 Deliverable

- Stand-alone Action and Implementation Plan included as attachment to the Neighborhood Plan

### **TASK 8: ADDENDA**

FHI Studio will develop and maintain an organized repository of gathered and produced project data, including: stakeholder mapping, data, the community engagement plan, public input gathered. The information will be organized electronically and delivered with an Excel matrix list of data at the end of the project.

#### Task 8 Deliverables

- Repository of project data with excel matrix



We were able to meet and go over your updated/revised proposal.

As a starting point, the City would like you price-out the engagement in a “per-plan” view that includes the Alternate Tasks for the two neighborhoods. **We have included the \$15k per neighborhood for the Alternate Task.** Rather than engage in a prolonged dialogue, we would like the following to be accommodated so that we can finish the contract next week. Please incorporate and accept the following requests:

- As currently built, it appears that you have held the Project Management fee steady as the initial proposal for 4 neighborhoods, while reducing the hours. This doesn’t make sense. Can you properly reflect the PM effort for the 2 neighborhoods?

**These were assumed to be meetings and coordination with the City on a monthly basis and additional coordination with neighborhoods and others. We had expected the level of effort to remain the same as we will still be attending the same number of meetings but only discussing two neighborhoods instead of four. For this reason, we did not assume a reduction in hours or fee. We are willing to further discuss.**

- Task 6 would inherently be accomplished as part of Task 2. The City requests that you remove the fee for Task 6. Is there still a Task 6 identified to be completed?

**Will the work be completed by the LISC or what role does FHI Studio have for this Task if there is no hour associated with the Task? Our assumption is that Task 6 includes the clarification, summarizing and organizing of the Strategies and Action items that may be identified within Task 2 but also may require work and coordination with others beyond community engagement input.**

**The initial RFP states this effort for the Five Action Areas:**

***Develop strategies and key implementation steps for each neighborhood as it relates to the goals and objectives identified in the Hartford City Plan. The output will be organized within the five action areas (Green, Grow, Live, Move and Play) of the Hartford City Plan to communicate how that plan can be implemented at the neighborhood scale. This coordinated strategy and implementation plan shall clearly identify assets available, each organization’s role, implementation partners (as applicable), and missing elements.***

- ***Please recognize that the presence of LISC has been communicated within the bid documents and therefore should be acknowledged. Would you like this included within our scope of work?***

**We have noted that FHI Studio will partner with LISC for the community engagement work. LISC will serve as the lead for conducting engagement with FHI Studio working on development of a Community Engagement Plan and providing technical resources and analysis of the engagement effort.**

- ***For Task 2, we request that you revert back to the original proposal, which did not require specificity on the number of meetings. Please remove that specificity and price Task 2 as your***

*initial proposal, as the City recognizes that these will be better defined once the engagement begins.*

*We can include a general dollar amount for Task 2 but would believe it is helpful to clarify expectations early on as it will direct how the rest of the schedule and plan contents are developed.*

If you have any questions on this, please call Tara early next week so that she can complete the draft agreement to be shared. We are excited to work with you, and really need to finish this out next week.

Thanks, Matt

Matthew A. Larson, MBA  
Procurement Manager  
City of Hartford  
Office: 860.757.9786  
Mobile: 860.716.8467  
Email: [Matthew.Larson@Hartford.gov](mailto:Matthew.Larson@Hartford.gov)



**EXHIBIT B – Compensation**



			Ken	Francisco	Susan	Jessica	Zainab	Carla	Parker	Adam	Laura	Todd
	<b>Budget</b>		<b>Totals</b>									
Task 1	Project Management	\$ 20,000	112	24	40	24	24					
Task 2	Overall Project Engagement	\$ 20,000	144	16	40	40	40					
	Neighborhood Plans		600	56	16	72	80	96	48	64	40	64
	<u>Assume two Neighborhoods</u>	\$ 125,000	\$ 49,320	\$ 6,440	\$ 1,520	\$ 6,480	\$ 5,000	\$ 4,800	\$ 5,760	\$ 4,000	\$ 3,000	\$ 6,240
	<u>Total Budget</u>	<u>\$ 165,000</u>	856	96	16	152	144	160	48	64	40	64
	<b>PHASE 1</b>											
Task 3	<b>Existing Conditions &amp; Data Analysis</b>											
	<i>Review of Plans and Policies</i>	\$ 10,000	64	8	8	4	16	4	4	4	8	8
	<i>Data gathering and trend analysis</i>	\$ 7,500	44	4	4	4	8		4	4	8	8
	<i>Asset Mapping</i>	\$ 7,500	44	4	4	8	8	4	8		4	4
	<i>Initial Neighborhood Plan Sections</i>	\$ 7,500	44	4	4	8	8		8	4	4	4
Task 4	<b>Vision &amp; Goal Setting</b>	\$ 10,000	72	8	16	16	16				16	
	<b>PHASE 2</b>											
Task 5	<b>Alternate Task: NRZ Strategic Planning Technical Assistance</b>	\$ 15,000	96	16	24	24	16				16	
	<b>PHASE 3</b>											
Task 6	<b>Five Action Areas</b>											
Task 7	<b>Action and Implementation Plan</b>	\$ 10,000	56	4	4	8	8	4	8	4	4	8
Task 8	<b>Addenda</b>	\$ 10,000	48	4	4	8	8	4	8	4	4	4
	<b>Total Hours</b>		<u>1456</u>	<u>152</u>	<u>32</u>	<u>224</u>	<u>224</u>	<u>256</u>	<u>96</u>	<u>128</u>	<u>80</u>	<u>128</u>

**EXHIBIT C – Insurance**



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/18/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> John M. Glover Agency Insurance Services 9 Webster Square Road Berlin CT 06037	<b>CONTACT NAME:</b> Rochelle Remillard <b>PHONE (A/C. No. Ext):</b> 860-828-8888 <b>E-MAIL ADDRESS:</b> rremillard@jmg.com		<b>FAX (A/C. No):</b> 860-828-5699													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : Lloyd's of London</td> <td>11220</td> </tr> <tr> <td>INSURER B : Hartford Accident and Indemnity Company</td> <td>22357</td> </tr> <tr> <td>INSURER C : Twin City Fire Insurance Company</td> <td>29459</td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>			INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Lloyd's of London	11220	INSURER B : Hartford Accident and Indemnity Company	22357	INSURER C : Twin City Fire Insurance Company	29459	INSURER D :		INSURER E :		INSURER F :
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INSURER F :																
<b>INSURED</b> Fitzgerald & Halliday, Inc. dba FHI Studio 416 Asylum Street Hartford CT 06103	FITZ&HA-01															

**COVERAGES**

CERTIFICATE NUMBER: 1691353636

REVISION NUMBER:

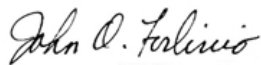
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	Y	Y	31SBAAB3631	5/1/2021	5/1/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
C	<input type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS	Y	Y	31SBAAB3631	5/1/2021	5/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
C	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000	Y	Y	31SBAAB3631	5/1/2021	5/1/2022	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
B	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	31WECAD1UVK	5/1/2021	5/1/2022	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER CT NY E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Valuable Papers			31SBAAB3631	5/1/2021	5/1/2022	Limit 500,000
A	Professional E&O			PSJ0130992976	5/1/2021	5/1/2022	Per Claim/Agg 5,000,000
A	Cyber Liability			ESJ0028560895	2/22/2021	2/22/2022	Limit 3,000,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

Re: p1813 / Hartford Neighborhood Plans  
 City of Hartford and the Hartford Public Schools are included as additional insureds under the General Liability, Auto Liability, and Umbrella Liability policies if required by written contract executed prior to a loss. General Liability and Umbrella Liability are on a primary and non-contributory basis. Waiver of Subrogation in favor of additional insureds applies under the General Liability, Auto Liability, Umbrella Liability, and Worker's Compensation policies if required by written contract executed prior to a loss.

**CERTIFICATE HOLDER****CANCELLATION**

City of Hartford 550 Main Street Hartford CT 06103	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
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