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# PROPOSAL

Date  
May 15, 2015

Presented to  
Village of Nyack, New York

For  
Consultant Services Response to  
RFP for Village of Nyack Update of Comprehensive  
Plan (Project Identification # CGC42087)





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May 14, 2015

Mr. James Politi  
Village Administrator  
Village of Nyack  
9 North Broadway  
Nyack, NY 10960

**Re: Update of Comprehensive Plan (Project Identification #CGC42087)**

Dear Mr. Politi:

AKRF is pleased to submit this proposal to prepare an update to the Village of Nyack's Comprehensive Plan. We understand that the Village has received a grant from NYSERDA to integrate several sustainability concepts into its Comprehensive Plan, including multi-modal transportation options, transit oriented development, and sustainable neighborhood design. We are excited about the opportunity to work with another of our region's pioneering communities in the field of sustainability through this innovative NYSERDA program.

AKRF, Inc. is a multidisciplinary consulting firm specializing in planning, environmental, and engineering services. As a medium-sized company, we combine the breadth and resources of larger firms with the specialized know-how and attentiveness offered by smaller ones to complete a wide variety of projects, and deliver solutions with substantial, measurable value. Our experience in the field and commitment to our clients has made us one of the most respected firms in the Northeast.

We have worked on a wide range of Comprehensive Plans, Master Plans, Open Space and Recreation Plans, Waterfront, Economic Development and Corridor Management Plans through the years, for communities throughout the region. Our current assignment with the Town of Cortlandt preparing a Sustainable Master Plan using NYSERDA funding is remarkably similar to process Nyack is seeking to undertake. In Spring 2013, AKRF prepared an application for a NYSERDA Cleaner, Greener Communities (CGC) Program, Phase II Implementation Grant (Category 2: Planning & Technical Assistance – Round 2) for a Sustainable Master Plan for the Town of Cortlandt. After the Town was awarded the grant, AKRF was retained to lead the development of the Sustainable Master Plan alongside Town Staff, the Master Plan Committee, and the Cortlandt community to incorporate objectives and policies related to environmental sustainability, energy efficiency and climate resiliency into their Master Plan. This in-depth planning project occurring over a 24-month timeframe focuses on three key planning efforts: mixed-use downtown areas, waterfront revitalization, and transit oriented development. For this assignment, AKRF has developed an innovative methodology for performance metrics, which was recently approved by NYSERDA. This methodology,

which would be tailored to the needs of the Village of Nyack, is integral to ensuring that initiatives proposed in the Sustainable Master Plan will achieve not only the Village’s goals, but also those of the funding agency.

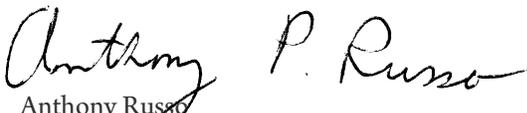
In addition to our extensive Master Planning practice, AKRF has considerable experience preparing zoning code amendments that respond to a community’s specific needs. Most recently, we completed a comprehensive rewrite of the City of Newburgh’s Zoning Code. The contemporary zoning code facilitates and encourages new and sustainable development with the goal of transforming the City as a great place to live, work and to conduct business. The code is a combination of a Euclidean Code and a Form Based Code, designed to identify specific, targeted areas of this diverse Hudson River waterfront community for development, redevelopment and revitalization. The project also included an extensive public engagement process in which AKRF led a City-appointed Steering Committee that met frequently to develop the new Code. We also led several public community forums to discuss the new zoning code and presented the recommendations to the City Council on several occasions.

AKRF is also a leader in environmental review services, having prepared literally thousands of SEQRA and NEPA reviews for large and small projects throughout the State. We believe that the SEQRA review of the Comprehensive Plan Update can be achieved through the preparation of a Long Form Environmental Assessment Form with accompanying narrative, particularly if the proposed zoning changes are modest in scope. The expanded EAF would be prepared to address the substantive issues and accomplish the SEQRA “hard look” within the ambitious project schedule.

We believe in building on our advantage of being an interdisciplinary firm. Because all of the transportation, economic, natural and cultural resource, and other technical studies would be performed in house, we are in a strong position to gather insights and make connections that might otherwise be lost. In addition, we have a deep bench of landscape architects, and graphic designers that will produce a model document for the Village of Nyack. The result of this process is a Comprehensive Plan that is truly comprehensive.

We appreciate the opportunity to submit this proposal. If you have any questions about our proposal or require any additional information, please don’t hesitate to contact us.

Sincerely,

  
Anthony Russo  
Vice President

  
Nina Peek, AICP  
Senior Technical Director

# RELEVANT PROJECT EXPERIENCE

## SUSTAINABLE MASTER PLAN AND CFA GRANT APPLICATION, TOWN OF CORTLANDT, NY

**Reference Name:** Chris Kehoe, AICP, Deputy Director of Planning

**Company:** Town of Cortlandt

**Phone Number:** 914-734-1081

**Email:** [chrisk@townofcortlandt.com](mailto:chrisk@townofcortlandt.com)

**Scope of Work:** AKRF was retained to prepare a Consolidated Funding Application (CFA) grant under the NYSERDA Cleaner, Greener Communities (CGC) Program, Phase II Implementation Grant (Category 2: Planning & Technical Assistance – Round 2) for a Sustainable Master Plan for the Town of Cortlandt. The firm worked closely with Town of Cortlandt staff and involved stakeholders on a tight schedule to develop an outline and scope of work for a Sustainable Master Plan. To meet the requirements of the grant application, AKRF developed sustainability indicators and metrics for the Town of Cortlandt that could be used to measure the Town's progress towards implementation of the Master Plan's goals.

The Town received a \$175,000 grant in the first round of NYSERDA grants providing funds to complete a Sustainable Comprehensive Master Plan. AKRF was hired by the Town of Cortlandt to develop the 2016 Cortlandt Sustainable Master Plan to establish goals and develop recommendations that will provide a guide for Cortlandt's future growth, with a focus on mixed-use downtown areas, waterfront revitalization, transit-oriented development, and sustainability.

## VERPLANCK WATERFRONT MASTER PLAN, TOWN OF CORTLANDT, NY

**Reference Name:** Chris Kehoe, AICP, Deputy Director of Planning

**Company:** Town of Cortlandt

**Phone Number:** 914-734-1081

**Email:** [chrisk@townofcortlandt.com](mailto:chrisk@townofcortlandt.com)

**Scope of Work:** AKRF and IQ Landscape Architects were retained by the Town of Cortlandt to develop a Master Plan for the Verplanck Waterfront in the Town of Cortlandt, New York. The culmination of more than two decades of grass-roots planning efforts along the Verplanck Waterfront, the plan provides a blueprint for continuing to plan, conserve, utilize and enjoy Verplanck's unique waterfront resources. Throughout a public outreach process that included visioning workshops with the Verplanck Waterfront Committee and a public meeting, AKRF, Inc. worked to better define and enhance opportunities for public waterfront access as well as passive and active recreation within the Town in a way that reflects the priorities of the Cortlandt Community. Key planning initiatives included: review of past planning documents and existing conditions data, preparation of GIS-based maps, planning and implementation of the public engagement process, development of recommendations for improvements and projects, and overall creation of the Master Plan.

## VILLAGE OF CROTON-ON-HUDSON FEASIBILITY STUDY FOR THE VILLAGE WATERFRONT PROPERTY AND LWRP UPDATE, VILLAGE OF CROTON-ON-HUDSON, NY

**Reference Name:** Richard F. Herbek

**Email:** rherbek@bestweb.net

**Scope of Work:** AKRF, in association with IQ Landscape Architects, completed a feasibility study for alternative uses for the Village's waterfront property along the eastern bank of the Hudson River. The feasibility study recommended that the Village proceed with a Proposed Waterfront Development Plan that included passive recreation areas of open space and meadows, multi-use trails and picnic areas, areas designated for seasonal exhibits and outdoor sculpture, a band shell for public entertainment events, the adaptive reuse of a building (previously owned by CSX) into a facility for water-dependent uses, and the enhancement of the existing beach area to accommodate a launching area for small non-motorized watercraft. The Plan was also designed to become a critical link in the New York State Greenway. The Waterfront Development Plan required that the Village's LWRP be updated to reflect the uses proposed in the Plan. The Development Plan/LWRP was completed in 2001 and the Waterfront Park opened to the public in 2009.

## NEW YORK RISING

**Reference Name:** William Harding

**Company:** NYS Department of State, Division of Local Government

**Phone Number:** (914) 734-1347

**Email:** william.harding@dos.state.ny.gov

**Scope of Work:** AKRF is leading a multi-consultant project team as part of the NY Rising Community (NYRC) initiatives to prepare Reconstruction and Resiliency Plans for several communities throughout New York State that were damaged by Superstorm Sandy, Hurricane Irene, and Tropical Storm Lee, as well as plans to deal with future natural disasters. AKRF has completed plans for ten municipalities in Ulster County, the Village of Bayville in Nassau County, the Town of Stony Point in Rockland County, and the entire County of Montgomery. In addition, AKRF is currently developing NYRCR plans for the Cities of Rye and Yonkers, the Town of Clarkstown, and the Village of Suffern.

The NYRC Plans are comprehensive documents that identify projects for reconstruction, how to build back better, and how to minimize future risks to community assets from extreme weather events. The NYRC Plans serve as the principal planning documents for communities to use for implementation funds. AKRF has worked closely with local communities to develop comprehensive and implementable plans integrate the communities' future and priorities, set the stage for stronger and more resilient communities in the face of increased risk of major storms, follow federal guidelines and national objectives in identifying projects, and incorporate global best practices in disaster response, economic development, and man-made and natural infrastructure resilience. Key components of the NYRC Plans include: assessment of risks to key assets and systems; plans to restore and increase resilience of key assets; projects with economic growth co-benefits; protection of vulnerable populations; regional coordination; detailed implementation approach; commitment to innovative design; commitment to inclusive public engagement; and commitment to local capacity-building and transferability.

### Round 1 (August 2013 – May 2014) Stony Point, NY

The AKRF team is also working with the Town of Stony Point in Rockland County, NY. Situated between the Hudson River and the peaks of the Hudson Highlands, Stony Point was badly damaged by both storm surge and flooding of inland creeks and streams during Irene and Sandy. AKRF is preparing a Reconstruction Plan for Stony Point in coordination with a 15-member Committee composed of local residents and officials, as well as the County and State.

The plan will outline a path forward for Stony Point including short-range as well as mid- and long-term projects that would make the Town more resilient and protect residents during future storms. Several public engagement events have been held to keep the local community informed and involved in the process.

### **Round 3 (June 2014–January 2015) Westchester and Rockland County**

The AKRF Team is currently completing the third round of the NYRCR Program by assisting the Cities of Rye and Yonkers in Westchester County, and the Town of Clarkstown and the Village of Suffern in Rockland County. This approximately six-month planning process will culminate in January 2015 with a final public engagement meeting in each community at which resiliency plans, programs, strategies and actions will be presented. The final resiliency plans will be distributed in March of 2015.

#### **Clarkstown, NY**

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

## **PLEASANT VALLEY OPEN SPACE AND FARMLAND PLAN**

**Reference Name:** Sandra Larkin

**Company:** Town of Pleasant Valley

**Phone Number:** (914) 456-9435

**Email:** slarkin@levyforecast.com

**Scope of Work** AKRF has been retained by the Town of Pleasant Valley, and the Town's Open Space Committee to prepare an open space and farmland protection plan. The project involves: conducting significant public outreach; working with stakeholder groups including land conservation groups, active commodity and gentlemen farmers; preparing a comprehensive inventory of existing open space and farmland; preparing recommendations for acquisition, conservation, preservation of open space and farmland; and identifying grants and other funding sources to effectuate goals.

## **VILLAGE OF PATCHOGUE MARITIME HERITAGE TRAIL ASSESSMENT PLAN, PATCHOGUE, NY**

**Reference Name:** Marianne Russo, Esq., Executive Director

**Company:** Village of Patchogue

**Phone Number:** 631-475-8851

**Email:** mrusso@patchoguevillage.org

**Scope of Work:** AKRF was retained by the Village of Patchogue as a result of our work on their Local Waterfront Revitalization Program (LWRP) and Harbor Management Plan to prepare a Maritime Heritage Trail Assessment Plan. AKRF is coordinating with the Village, Patchogue Maritime Heritage Trail Committee (PHMTC), the Department of State (DOS), South Shore Estuary Reserve (SSER), and other appropriate Project partners and community, through an interactive process, to understand the issues and forces affecting the development of this plan. As part of this project, the firm has been responsible for the development of the trail designs and identifying specific areas adjacent to the water for designation as part of the trail. The trails will be highlighted with appropriate interpretive wayside signage, which the firm also is responsible for developing, including text and graphics.

## CITY OF NEW ROCHELLE PLANNING AND ZONING STUDIES, NEW ROCHELLE, NY

**Reference Name:** Suzanne Reider, Senior Project Manager

**Company:** City of New Rochelle

**Phone Number:** 914-654-2023

**Email:** sreider@ci.new-rochelle.ny.us

**Scope of Work:** AKRF has prepared several planning and zoning studies for the City of New Rochelle. These include evaluations of development capacity in New Rochelle's downtown area, the North Avenue corridor, and the Fifth Avenue area (previously proposed as an Ikea store). In each of these studies, issues of traffic capacity and infrastructure capacity were central to the overall zoning or design strategy developed for the area. AKRF developed a Downtown Density Bonus zoning provision that allowed for additional density, provided that public benefits (e.g., additional public parking, open space, or green building strategies) were incorporated into the proposed project.

## NEW ROCHELLE MICROSIMULATION CORRIDOR STUDY, NEW ROCHELLE, NY

**Reference Name:** Suzanne Reider, Senior Project Manager

**Company:** City of New Rochelle

**Phone Number:** 914-654-2023

**Email:** sreider@ci.new-rochelle.ny.us

**Scope of Work:** Following the recommendations contained in the Traffic Circulation and Gateways to the City's Downtown Study, AKRF is evaluating proposed roadway circulation changes at various locations (including the main corridors of Main and Huguenot Streets) throughout the City through the use of traffic simulation (Synchro/Simtraffic) supplemented with stand-alone intersection analyses. This comprehensive analysis would result in the City of New Rochelle enhancing multiple modes of transportation (vehicular, transit, walking and biking) creating both a more sustainable community and a more inviting area to visit.

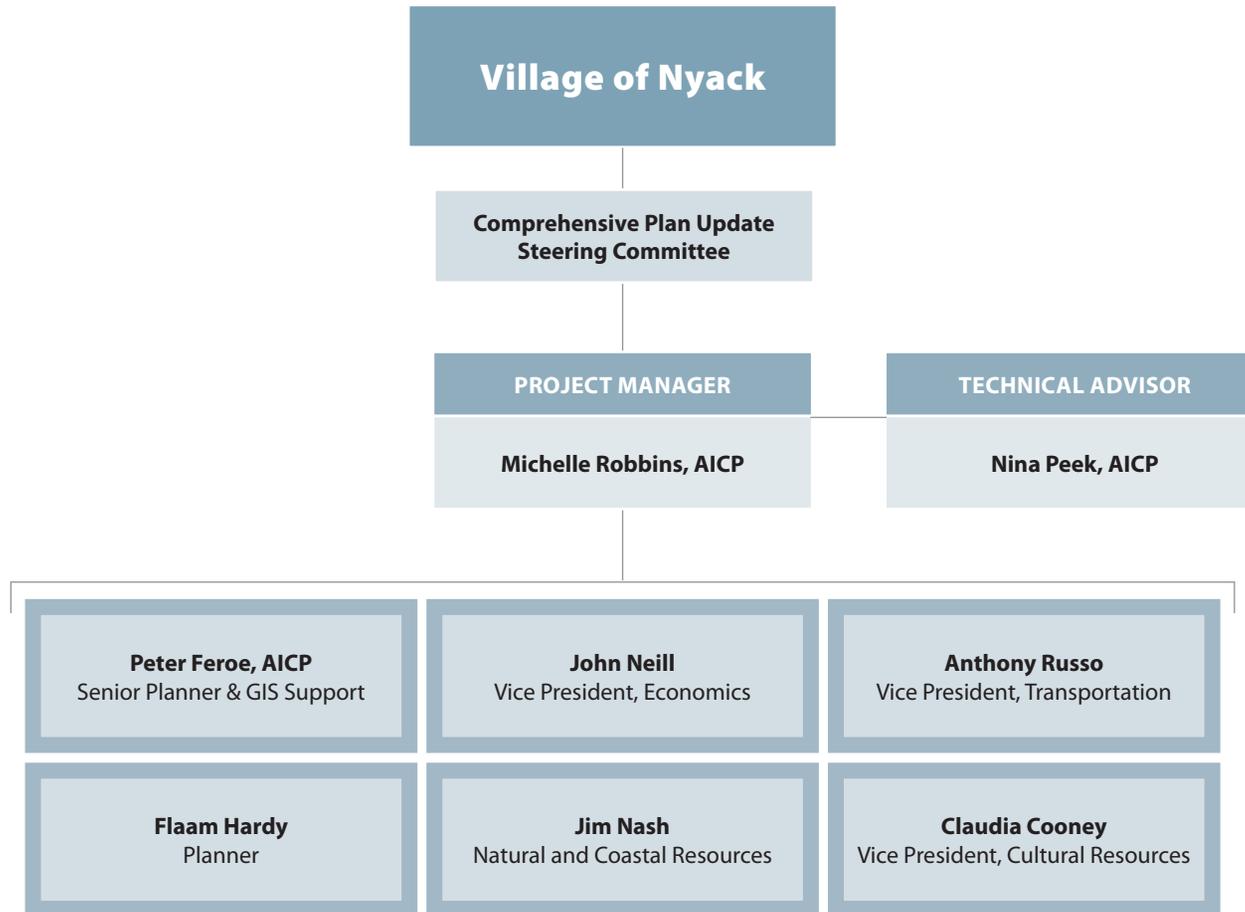
## HARBOR ISLAND PARK MASTER PLAN, MAMARONECK, NY

**Reference Name:** Kathleen Savolt

**Company:** Former Mayor of Village of Mamaroneck

**Phone Number:** 914-381-4525

**Scope of Work:** On behalf of the Village of Mamaroneck, AKRF developed a master plan for the 44-acre waterfront Harbor Island Park on the Long Island Sound, adjacent to the Mamaroneck central business district. The firm evaluated the park's existing conditions and facilities and prepared a new park master plan aimed at recapturing and capitalizing on the park's waterfront location. The plan relocated and renovated several existing facilities, and included landscape and recreational improvements, wetland restoration, and a reduction on impervious surface parking.





# NINA S. PEEK, AICP

## SENIOR TECHNICAL DIRECTOR

Nina Peek is a Senior Technical Director in AKRF's White Plains office with over 20 years of experience as a professional planner working in both the public and private sectors, leading public engagement and community participation initiatives, preparing Master Plans and Comprehensive Plans, both from the onset and updates; Recreation Plans and Farmland Protection Plans, and leading the environmental impact review process for multi-million dollar development, rehabilitation and reuse assignments. Ms. Peek has extensive expertise managing land planning, design, permitting, infrastructure and construction projects throughout the Hudson Valley. In addition, Ms. Peek has deep management experience assembling and directing teams, building consensus on goals and objectives, and completing projects on schedule and on budget.

### RELEVANT EXPERIENCE

#### New York Rising Community Reconstruction Plans, Governor's Office of Storm Recovery

##### Clarkstown, NY

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

##### Ulster NYRCR Communities, Ulster County, NY

Ms. Peek was the Project Manager for the preparation of Resiliency Plans for ten municipalities in Ulster County (the Village of Ellenville, Village and Town of New Paltz, Village and Town of Saugerties, Towns of Olive, Rochester, Rosendale, Wawarsing and Woodstock) that suffered extreme damage from Hurricane Irene, Tropical Storm Lee and Superstorm Sandy. The nine month long project involved bi-weekly meetings with a NYRCR Planning Committee comprising of local residents, business owners, and civic leaders to define the scope of the planning area, assess storm damage, identify critical issues, inventory critical community assets and their exposure to risk. Subsequently, recovery and resiliency needs, opportunities, reconstruction and resiliency strategies, projects, and implementation actions were identified. The NYRCR Ulster Communities are eligible for up to \$30 million in CDBG-DR funds (up to \$3 million per municipality) to implement proposed projects.

### BACKGROUND

#### Education

B.S., College of Architecture, Art & Planning, Cornell University, 1991

M.R.P., Regional Planning, Cornell University, 1993

#### Licenses & Certifications

American Institute of Certified Planners (AICP)

#### Professional Memberships

American Institute of Certified Planners

American Planning Association- Metro New York Chapter

Cornell University Class of 1991 Officer

New York Planning Federation – First Vice President (Current)

Town of Amenia, NY Planning Board (2006 – 2013, Chairperson January 2012 – December 2013)

#### Years of Experience

Year started in company: 2012

Year started in industry: 1993

### Montgomery County, NY

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

### Shawagunk-Joppenbergh Public Planning Process, Rosendale, NY

Ms. Peek served as Project Manager leading a focused public engagement process, encompassing twelve team, stakeholder, and community meetings over a three month project schedule. The goal of the project was to develop a plan and recommendations for trail connections between recreation resources in the Town of Rosendale, NY. The Project was a joint initiative funded by the Mohonk Preserve, Wallkill Valley Land Trust, and Open Space Institute, who were awarded a Conservation Catalyst Grant through the New York State Conservation Partnership Program, to promote appropriate access to and interconnectivity between the various recreation areas and activities in and around Rosendale, NY.

### Town of Fishkill Planning Services, Fishkill, NY

Ms. Peek is the Project Manager for provision of consulting services to the Planning Board in the Town of Fishkill. Services include preparing reviews, on behalf of the Planning Board, of site plan and subdivision applications, zoning compliance, and SEQRA (environmental review) documents. Sample assignments included the review of visual and traffic impact analyses, and the preparation of a noise impact study for the proposed expansion of the Splashdown Beach water park, and a comprehensive review of a proposed senior and assisted living residential development project in close proximity to Route 9 in the Town.

### Town of Philipstown Planning Services, Philipstown, NY

Ms. Peek is the Project Manager for provision of consulting services to the Planning Board in the Town of Philipstown. Services include preparing reviews and recommendations for site plan and subdivision applications submitted to the Planning Board. In addition, Ms. Peek completed a Local Government Efficiency Grant prepared on behalf of the Town Board, and in conjunction with the Villages of Cold Spring and Nelsonville. AKRF also prepared and conducted Planning Board training to help familiarize the new members with site plan and subdivision application processes and the requirements of the State Environmental Quality Review Act (SEQRA).

### Town of Pleasant Valley Open Space and Farmland Protection Plan, Pleasant Valley, NY

Ms. Peek was the Project Manager for the preparation of an open space and farmland plan for the Town of Pleasant Valley in Dutchess County, NY. This project represented the second step in implementing recommendations from the Town's adopted Comprehensive Plan. The first step was the preparation of the Recreation Master Plan, an assignment also led by Ms. Peek. This project involved: conducting significant public outreach; working with stakeholder groups including residents, elected and appointed Town representatives, land conservation groups, and active commodity and gentlemen farmers. The Open Space and Farmland Plan, which was adopted by the Town of Pleasant Valley Town Board in December 2013, included: a comprehensive inventory of existing open space and farmland; recommendations for acquisition, conservation, and preservation of open space and farmland; and identifying grants and other funding sources to effectuate goals. In March 2014, the Plan was awarded the Heissenbuttel Award for Planning Excellence by the New York Planning Federation, and received a Commendation from the Dutchess County Legislature in April, 2014.

### French-American School of New York, White Plains, NY

Ms. Peek assisted with the SEQRA review of a new school in the City of White Plains, NY. The French-American School buildings and recreational facilities are proposed to be constructed on approximately 45 acres of a larger 130 acre parcel. The balance of the property would be set aside for conservation. Student population from grades Pre K through 12 is anticipated to be approximately 1,200 students.

# MICHELLE L. ROBBINS, AICP

TECHNICAL DIRECTOR

Michelle L. Robbins is a Technical Director with AKRF with over 15 years of experience, specializing in issues of land use, zoning, open space, community resources, lighting, and natural resource planning, and managing a variety of private and public projects through the New York State Environmental Quality Review Act (SEQRA) process. Ms Robbins is involved in all steps of the SEQRA process, including preparation of Environmental Assessment Forms; compilation of scoping documents for Environmental Impact Statements (EIS); writing of Draft and Final EISs including response to public comments; assistance with preparation of Findings Statements; and general coordination with clients, municipal representatives, and the public. Ms. Robbins also attends local municipal meetings, client meetings, and public hearings. In addition, she provides planning services, with a focus on natural resource planning, stormwater quality, and lighting, to several municipalities in the Hudson Valley.

## RELEVANT EXPERIENCE

### Cortlandt Sustainable Master Plan

AKRF was hired by the Town of Cortlandt to develop the 2016 Cortlandt Sustainable Master Plan to establish goals and develop recommendations that will provide a guide for Cortlandt's future growth. The Town was the recipient of a \$175,000 planning grant from NYSERDA to complete a Sustainable Comprehensive Master Plan as part of the Cleaner, Greener Communities (CGC) Program, Phase II Implementation Grant (Category 2: Planning & Technical Assistance). Through this Master Plan update, Ms. Robbins, as Project Manager, is helping Cortlandt position itself as a model community and regional leader, by capturing the evolving priorities and interests of Cortlandt's stakeholders while addressing local and regional sustainability objectives through innovative community planning efforts. Key planning initiatives being considered as part of the updated Master Plan include strengthening the Town's mixed-use downtown areas, waterfront revitalization, transit-oriented development, and sustainability. AKRF's project services included review of previously completed planning efforts, preparation of GIS-based land use and zoning maps, monthly meetings with Master Plan Committee and Town staff, developing and implementing a public outreach strategy that includes an online survey, developing Master Plan goals and policies, creating metrics for measuring the implementation of the Master Plan's goals, and SEQRA compliance.

### Town of Cortlandt Grant Writing Services - Consolidated Funding Application (CFA)

AKRF, Inc. was retained to provide grant writing services for the Town of Cortlandt in Spring 2013. As Project Manager, Michelle Robbins led the preparation of a Consolidated Funding Application (CFA) grant under the NYSERDA Cleaner, Greener Communities (CGC) Program, Phase II Implementation Grant (Category 2: Planning & Technical Assistance – Round 2) for a Sustainable Master Plan for the Town of Cortlandt. Ms Robbins worked closely with Town of Cortlandt staff and involved stakeholders on a tight schedule to develop an outline and scope of work for a Sustainable Master Plan. To meet the requirements of the grant application, AKRF developed sustainability indicators and metrics for the Town of Cortlandt that could be used to measure the Town's progress towards implementation of the Master Plan's goals. The Town was successfully awarded a \$175,000 grant to develop a Sustainable Master Plan.

## BACKGROUND

### Education

M.E.S., Yale University School of Forestry and Environmental Studies, 1999

B.A., Environmental Conservation, University of Colorado, 1992

### Professional Memberships

American Planning Association

American Institute of Certified Planners

### Years of Experience

Year Started in Industry: 1994

Year Started in Company: 2001

AKRF has also been retained to assist the Town in the preparation of a CFA for an Electric Shuttle during the Round 5 of funding in Spring 2015.

### Verplanck Waterfront Master Plan

AKRF and IQ Landscape Architects were retained by the Town of Cortlandt to develop a Master Plan for the Verplanck Waterfront in the Town of Cortlandt, New York. The culmination of more than two decades of grass-roots planning efforts along the Verplanck Waterfront, the plan provides a blueprint for continuing to plan, conserve, utilize, and enjoy Verplanck's unique waterfront resources. Ms. Robbins led AKRF's effort as Project Manager. Throughout a public outreach process that included visioning workshops with the Verplanck Waterfront Committee and a public meeting, AKRF worked to define and enhance opportunities for public waterfront access as well as passive and active recreation within the Town in a way that reflects the priorities of the Cortlandt Community. Key planning initiatives included: review of past planning documents and existing conditions data, preparation of GIS-based maps, planning and implementation of the public engagement process, development of recommendations for improvements and projects, and overall creation of the Master Plan.

### Town of East Fishkill, East Fishkill, NY

Ms. Robbins has served as Town Planner for the Town of East Fishkill since 2008 providing a wide range of consulting services including: site plan and subdivision application review, State Environmental Quality Review Act (SEQRA) documentation, and preparing special village projects concerning land use, senior/workforce housing, traffic, lighting, and open space. Ms. Robbins also provides zoning and SEQRA guidance and staff support for the Planning Board and the Town Board and assistance with the Town Board to implement Comprehensive Plan recommendations and zoning map and text amendments, including revisions to the Town's bulk requirements, the addition of several new parking standards, and an outdoor lighting ordinance.

In addition, Ms. Robbins is working with the Town's Open Space Committee to develop an Open Space Plan. The plan is intended to create a strategic approach to guiding development and protecting open space resources by developing priorities and strategies for open space preservation. The Open Space Plan would serve important planning functions for the Town by 1) creating an inventory of open space resources; 2) prioritizing specific open space resources for preservation; 3) developing policy recommendations for the preservation of identified open space areas; and 4) providing guidance regarding the allocation of limited resources.

### New York Hospital, Westchester Division, White Plains, NY

AKRF, Inc. was retained by New York Hospital to conduct the full environmental review for a proposed 384,000 square-foot biomedical research facility for the New York-Presbyterian Hospital in support of master planning efforts for its 214-acre campus in White Plains. Additional studies included open space assessments and economic studies documenting the existing and potential local, regional, and state-wide economic contributions from existing and future operations at the hospital campus. Ms. Robbins assisted in the preparation of the Environmental Impact Statement focusing on land use, community facilities and open space impacts and mitigation initiatives.

### Pondview Commons, Town of Cortlandt, NY

As Deputy Project Manager, Ms. Robbins reviewed the Environmental Assessment Form (EAF) and Site Development Report for a proposed residential redevelopment project that would result in the revitalization of a highly visible 19.3-acre site, significantly improving the appearance of the site and helping enhance the blighted visual environment along a segment of Route 6 at the eastern gateway to the Town of Cortlandt. The project involved the redevelopment of the site's buildings, roadways and infrastructure and improvements to the site's landscaping and recreational facilities.

### Village of Mount Kisco Planning Services, NY

As part of AKRF's ongoing planning services for the Village of Mount Kisco, Ms. Robbins conducted comprehensive reviews of numerous Environmental Impact Statements (EISs) and related technical studies in the areas of zoning, land use, stormwater management, lighting, wetlands and natural resources impact assessment.

# PETER FEROE, AICP

## SENIOR PLANNER AND GIS SUPPORT

Peter Feroe is a Senior Planner in AKRF's White Plains office. Mr. Feroe works for public and private clients on land-use planning, zoning, master planning, comprehensive planning, environmental reviews and GIS-based mapping. Prior to joining AKRF, Mr. Feroe was a Sustainability Analyst with the Metropolitan Transportation Authority's (MTA) bus operations, where he analyzed and implemented projects advancing environmental sustainability throughout the organization. Mr. Feroe also worked for the Westchester County Department of Planning to advance their vision of Transit-Oriented Development along the I-287 corridor, linked by a new rapid transit service. Mr. Feroe also worked for Congresswoman Nita Lowey, gaining an in-depth knowledge of many of the region's most pressing challenges. Mr. Feroe is skilled in several technical computer programs including, ESRI ArcGIS, Google SketchUp, and SPSS.

### RELEVANT EXPERIENCE

#### New York Rising Community Reconstruction (NYCR) Program, Ulster County, NY

For the Governor's Office of Storm Recovery and the New York State Department of State, AKRF prepared NYRCR Plans for ten municipalities in Ulster County, NY. The Reconstruction and Resiliency Plan identifies risks to key community assets and systems and develops plans to restore and increase the resiliency of those assets. Mr. Feroe served as a Planner on this project, helping communities identify and map their critical assets, identify the vulnerability of those assets, and evaluate the benefit to those assets from various flood mitigation and resiliency projects. He also served as the principal GIS and mapping planner on the project.

#### Shawangunk-Joppenberg Public Planning Process, Rosendale, NY

Mr. Feroe participated in the facilitation of the public outreach process to evaluate interconnectivity between various public recreation areas and the Town of Rosendale, NY. AKRF and Taconic Site Design & Landscape Architecture worked with the Mohonk Preserve, the Wallkill Valley Land Trust and the Open Space Institute leading the public outreach process. The project involved meeting with Stakeholders, holding Public Engagement Meetings, and developing short, medium and long term recommendations to improve existing access and create new access to and parking for the Wallkill Valley Rail Trail, the Rosendale train trestle (opened June 2013), Mohonk Preserve lands and the surrounding community.

#### Westport Compo Beach Master Plan, Westport, CT

Mr. Feroe participated in the facilitation of the public outreach process for the preparation of the Compo Beach Master Plan for the Compo Beach Site Improvement Committee. The project objectives are to improve the traffic flow, circulation and pedestrian safety; create new pedestrian pathways and biking loops; evaluate existing facilities and Town needs; recommend landscape improvements; and review and evaluate potential flood impact and protection. The Master

### BACKGROUND

#### Education

A.B., Public Policy, Brown University  
M.U.P., Urban Planning, NYU Wagner Graduate School of Public Service

#### Licenses & Certifications

American Institute of Certified Planners (AICP)

#### Years of Experience

Year started in company: 2011

Year started in industry: 2007

Planning process has included extensive public engagement, including a community charrette, interactive website, and public outreach media campaign.

### City of Newburgh, NY Zoning Code Revisions, Newburgh, NY

AKRF has completed a comprehensive rewrite of the City of Newburgh Zoning Code, including conducting the environmental (i.e., SEQRA) review and leading an extensive public engagement process. Mr. Feroe prepared a comprehensive rewrite of the City's Zoning Code and map amendments. The project objective was to rewrite the City of Newburgh zoning code to align with the recently adopted Land Use Plan. The new code is a combination of a Euclidean Code and a Form Based Code, designed to identify specific, targeted areas of this diverse Hudson River waterfront community located in Orange County, New York, for development, redevelopment and revitalization.

As Project Planner, Mr. Feroe led the review of previously completed Newburgh planning and policy documents and led extensive fieldwork efforts. Mr. Feroe also prepared GIS-based land use and zoning maps, as well as drafted new zoning text, including the City's first Form Based Code for its downtown. In addition, Mr. Feroe led bi-weekly meetings of a Leadership Team comprised of city officials and staff, and representatives from various constituency, neighborhood and non-for-profit groups within the City. Finally, Mr. Feroe prepared the required SEQRA documents for the City Council, which was the Lead Agency for the adoption of the Zoning Code.

### French American School of New York (FASNY), White Plains, NY

Mr. Feroe served as Assistant Project Manager for the SEQRA review of a new school in the City of White Plains, NY. FASNY buildings and recreational facilities are proposed to be constructed on approximately 45 acres of a larger 130 acre parcel. The balance of the property would be set aside for conservation. Student population from grades Pre K through 12 is anticipated to be approximately 1,200 students. AKRF prepared an Environmental Impact Statement (EIS) to assess possible impacts from the proposed campus of FASNY. In addition to preparing various environmental review documents, and reviewing site plans and technical studies, Mr. Feroe managed the process for responding to the nearly 1,400 comments received from more than 260 people on the DEIS. This process required collaboration between the project team members – client, attorneys, architects, engineers, construction managers – as well as the City's Planning Department and their consultants and attorneys.

### Adelaar Resort (Formerly known as Concord Resort), Thompson, NY

Mr. Feroe serves as an Assistant Project Manager for the SEQRA review of the Adelaar Resort (formerly known as the EPT Concord Resort) in Sullivan County. The resort, spanning more than 1,700 acres, would include an 18-hole golf course, a casino, hotels, a residential village with a mix of unit types including condos, apartments, townhouses and detached single family homes, a civic center, an active adult residential community, an entertainment district with cinema and supporting retail, an RV park, and a multi-use trail system with abundant open space. Mr. Feroe worked on the planning, zoning, and environmental review of the proposed Adelaar Resort, which included both a Generic Environmental Impact Statement (GEIS) for the entire master-planned resort and a site-specific Environmental Impact Statement (EIS) for the first phase of the development-the Casino and Hotel. In addition, Mr. Feroe provided support for the site plan submissions for the first phase of the project. Mr. Feroe also provides continued support in obtaining all necessary permits for the project, including wetlands permits from the U.S. Army Corps of Engineers, permits from the NYS Departments of Transportation, Health, and Environmental Conservation, as well as local permits from Sullivan County and the Town of Thompson. Finally, Mr. Feroe is continuing to support the SEQRA and site plan reviews of the resort's future phases, including the re-constructed golf course, indoor/outdoor waterpark, and entertainment village.

Flaam Hardy is a Planner in AKRF's White Plains office. Ms. Hardy specializes in land-use planning and zoning, comprehensive planning, environmental review and public engagement, for both public and private clients. Prior to joining AKRF, Ms. Hardy completed a Bachelor of Science in Environment at McGill University in Montreal with a focus on sustainable urban systems. During her studies, Ms. Hardy worked on developing a conservation management plan for a wildlife refuge in Panama.

### RELEVANT EXPERIENCE

#### Verplanck Waterfront Master Plan, Cortlandt, NY

AKRF and IQ Landscape Architects were retained by the Town of Cortlandt to develop a Master Plan for the Verplanck Waterfront in the Town of Cortlandt, New York. The culmination of more than two decades of grass-roots planning efforts along the Verplanck Waterfront, the plan provides a blueprint for continuing to plan, conserve, utilize, and enjoy Verplanck's unique waterfront resources. Ms. Hardy served as the Assistant Project Manager for this initiative, which included a focused public outreach process with visioning workshops with the Verplanck Waterfront Committee and a public meeting. Through public engagement, AKRF, Inc. worked with the community to define and enhance opportunities for public waterfront access and passive and active recreation reflecting the priorities of the Cortlandt Community. Ms. Hardy assisted in key planning services including: reviewing past planning documents and existing conditions data, preparing GIS-based maps, planning for and implementing the public engagement meetings, developing recommendations for improvements and projects, and overall writing and construction of the Master Plan document.

#### Cortlandt Sustainable Master Plan, Cortlandt, NY

The Town of Cortlandt retained AKRF, Inc. to develop the 2016 Cortlandt Sustainable Master Plan that establishes goals and develops recommendations that will provide a guide for Cortlandt's future growth. AKRF was retained by the Town to prepare the CFA grant application to secure the funding for this project. Subsequently, the Town was the recipient of a \$175,000 planning grant from NYSERDA to complete a Sustainable Comprehensive Master Plan as part of the Cleaner, Greener Communities (CGC) Program, Phase II Implementation Grant (Category 2: Planning & Technical Assistance). When completed, this project is expected to position the Town of Cortlandt as a model community and regional leader, by capturing the evolving priorities and interests of Cortlandt's stakeholders while addressing local and regional sustainability objectives through innovative community planning efforts. Key planning initiatives being considered as part of the updated Master Plan include strengthening the Town's mixed-use downtown areas, waterfront revitalization, transit-oriented development, and sustainability. Ms. Hardy is providing planning assistance through all phases of the project including: review of previously completed planning efforts, preparation of GIS-based land use and zoning maps, monthly meetings with Master Plan Committee and Town staff, developing and implementing a public outreach strategy that includes an online survey, developing Master Plan goals and policies, creating metrics for measuring the implementation of the Master Plan's goals, and SEQR compliance.

### BACKGROUND

#### Education

B.Sc. Environment, McGill University, 2013

#### Professional Memberships

American Planning Association- Metro New York Chapter

#### Years of Experience

Year started in company: 2013

Year started in industry: 2013

## New York Rising Community Reconstruction Plans, Governor's Office of Storm Recovery

### Ulster County, Montgomery County, Clarkstown and Suffern, NY

For the Governor's Office of Storm Recovery, AKRF led a multi-consultant project team as part of the NY Rising Community Reconstruction (NYRCR) initiatives to prepare Reconstruction and Resiliency Plans for approximately 25 communities throughout New York State that were damaged by Superstorm Sandy, Tropical Storm Lee, Hurricane Irene, and unnamed storms that swept the Capital District region in June 2013. The NYRCR Plans are comprehensive documents that identify projects for reconstruction, methods to build back better, and techniques and projects to that would minimize future risks to community assets from extreme weather events.

Project funding – and funding for implementation of the projects identified in the Plans – is allocated from the US Department of Housing and Urban Development through NYS Department of Housing and Community Renewal. The NYRCR Plans serve as the principle planning documents for communities to use for implementation funds.

For the past two years, AKRF has worked closely with local residents, business owners, and community leaders to develop comprehensive and implementable plans that will: increase resiliency in the face of increased risk of major storms, follow federal guidelines and national objectives in identifying projects, and incorporate global best practices in disaster response, economic development, and man-made and natural infrastructure resilience. Ms. Hardy served as Deputy Project Manager for the NYRCR Plans for Ulster County, Montgomery County, Clarkstown, and Suffern, NY. Key components of the NYRCR Plans include: assessment of risks to key assets and systems; preparation of plans to restore and increase resilience of key assets; developing projects with economic growth co-benefits that focus on protection of vulnerable populations; promoting regional coordination, implementation, commitment to innovative design and inclusive public engagement; and commitment to local capacity-building and transferability.

### City of Newburgh, NY, Zoning Code Revisions

AKRF, Inc. was retained by the Greater Newburgh Partnership to revise the City of Newburgh Zoning Code and Map to incorporate proposed land use recommendations from the City's 2011 adopted Future Land Use Plan, and complete the SEQRA environmental review of the proposed action. The project included bi-weekly meetings for approximately nine months with a Leadership Team and Advisory Group comprised of city officials and staff, and representatives from various constituency, neighborhood and non-for-profit groups. The proposed code is a combination of a Euclidean Code and a Form Based Code, designed to identify specific, targeted areas within the City of Newburgh for development and redevelopment. Ms. Hardy focused on preparing an innovative Form-Based Code for several neighborhoods within the City to facilitate development of Newburgh's downtown and waterfront districts.

### Proposed Rezoning for Retail District, Village of Pelham Manor, NY

As part of ongoing planning services for the Village of Pelham Manor, AKRF has prepared the Draft Generic Environmental Impact Statement for amendments to the Retail (R) District zoning of the Village of Pelham Manor. Ms. Hardy prepared the community facilities impacts analysis and provided further support for the environmental review of the proposed revisions.

# ANTHONY P. RUSSO

VICE PRESIDENT

Anthony P. Russo is a Vice President and Senior Transportation Engineer with more than two decades of experience conducting and managing analyses of the traffic and transportation impacts of development projects. Some of his current and recent assignments include: conducting comprehensive analyses of traffic, parking, mass transportation, and pedestrian impacts in communities throughout the Hudson Valley.

Mr. Russo serves as Transportation Task Leader and Project Manager on many environmental and planning related projects. Current and recent assignments include: conducting a comprehensive analysis of the traffic, mass transportation, and pedestrian impacts of proposed large, mixed-use projects in New Rochelle, Yonkers and White Plains. Mr. Russo also served as Project Manager for the Environmental Assessment (EA) for the New Rockland Highway Garage. He was involved in the review of the traffic/transportation section of an Environmental Assessment Form (EAF) and an Environmental Impact Statement (EIS) for the proposed French American School of New York, Adelaar Resort (Formerly known as Concord Resort), Sullivan County, and the Westchester Mall project in White Plains.

Although he specializes in transportation analysis, Mr. Russo's broad background also includes planning, hazardous waste engineering, and noise monitoring and analysis. He has coordinated and managed numerous planning and environmental review projects throughout New York City and Westchester County, and is the Traffic and/or Planning Consultant for several of the state's municipalities. For over a decade, he has worked extensively with the Town of Cortlandt on new zoning initiatives, EIS reviews, traffic flow, and pedestrian safety issues.

## RELEVANT PROJECTS

### New Rochelle Microsimulation Corridor Study, New Rochelle, NY

Following up on Traffic, Circulation and Gateway recommendations contained in the City of New Rochelle's Downtown Study, AKRF is evaluating the proposed roadway circulation changes at various locations (including the main corridors of Main and Huguenot Streets) throughout the City of New Rochelle through the use of traffic simulation (Synchro/Simtraffic) supplemented with stand-alone intersection analyses. This comprehensive and multi-faceted effort to reshape the transportation circulation system has been a priority for many progressive communities and cities across the nation and would result in the City of New Rochelle enhancing multiple modes of transportation (vehicular, transit, walking and biking) creating a more sustainable community and a more inviting area to visit. Mr. Russo served as Project Manager responsible for overseeing all aspects of this project.

### Traffic Circulation and Gateways to the City's Downtown, New Rochelle, NY

As a forward thinking effort to support the City's growth as a destination and desirable place to live, work and play and building on past and contemporary efforts, this study developed strategies for increasing pedestrian, bicycle, and transit

## BACKGROUND

### Education

MBA, Concentration in Management Information Systems (MIS), Manhattan College, 1990

B.E., Civil Engineering, Manhattan College, 1986

### Professional Memberships

Member, Institute of Transportation Engineers (ITE)

Member, American Society of Civil Engineers (ASCE)

### Years of Experience

Year started in company: 1988

Year started in industry: 1984

access; developing welcoming gateways; and solidifying connections to the City's downtown area. As a sub-consultant to Nelson Nygaard, AKRF assisted in the assessment of a complete street design approach on corridor operations along Main and Huguenot Streets and around the train station/bus depot area. Tasks included identifying potential capacity, circulation, and safety issues. AKRF assisted in the development of sketch solutions for problematic areas studied and the development of immediate, medium-term, and long term solutions to address these issues. Mr. Russo served as Project Manager responsible for overseeing all aspects of this project.

### Annsville Circle Pedestrian Improvements, Cortlandt, NY

AKRF assisted the Town of Cortlandt in preparing a grant application to New York State Department of Transportation (NYSDOT) for pedestrians safety and access improvement project at the Annsville Traffic Circle. As part of the vehicular transportation system, this circle functions as an intersection connecting two major regional routes. The traffic circle eliminates the necessity for a signalized intersection. However, the complexity of the traffic patterns and the roadway's high design-speeds result in a confusing and dangerous environment for pedestrians and bicyclists.

As Traffic and Transportation Task Leader, Mr. Russo contributed a variety of traffic calming tools to the design concept. These additions would slow the speed of traffic and provide a separated pathway for pedestrians and bicycles traveling north-east along the Annsville Creek. Other recommendations included: two at-grade pedestrian crossings of the roadway to the northeast and southwest of the circle. The design includes a parking area and a rest area adjacent to an existing structure, which is to be renovated as a separate project and used as a public facility.

### Cortlandt Sustainable Master Plan

AKRF was hired by the Town of Cortlandt to develop the 2016 Cortlandt Sustainable Master Plan to establish goals and develop recommendations that will provide a guide for Cortlandt's future growth. The project is being funded through a NYSERDA planning grant to complete a Sustainable Comprehensive Master Plan as part of the Cleaner, Greener Communities (CGC) Program, Phase II Implementation Grant (Category 2: Planning & Technical Assistance). Mr. Russo is serving as Principal-in-Charge on this assignment developing projects and strategies to strengthen the Town's mixed-use downtown areas, revitalize the waterfront, promote transit-oriented development, and sustainability. AKRF's project services included review of previously completed planning efforts, preparation of GIS-based land use and zoning maps, monthly meetings with Master Plan Committee and Town staff, developing and implementing a public outreach strategy that includes an online survey, developing Master Plan goals and policies, creating metrics for measuring the implementation of the Master Plan's goals, and SEQR compliance.

### Adelaar Resort (Formerly known as Concord Resort), Thompson, NY

As part of a multi-disciplinary team, AKRF is providing planning, permits/entitlements, environmental analyses, and civil engineering services for a 1,500 acre Master Planned resort community. The proposed project will transform a historically significant site in the Catskills into a world-class resort property. In addition to upgrading an already celebrated golf course, the all-season resort community will include 75,000 hotel rooms, recreation facilities and spas, a conference center, a casino/racino, entertainment village, and a diverse residential portfolio. The planning for the project will balance a beautiful and fragile ecosystem with a diverse development program. An extensive trail system will connect each component of the Master Plan to create a sustainable and multi-modal transportation program. AKRF is preparing an Environmental Impact Statement (EIS) to assess possible impacts from the proposed Adelaar Resort in Thompsonville, NY. The resort would include an 18-hole golf course, a racino and harness racing track, hotels, a residential village with a mix of unit types including condos, apartments, townhouses, and detached single family homes, a civic center, a medical home, an active adult residential community, an entertainment district with cinema and supporting retail, an RV park, and a multi-use trail system with abundant open space. Mr. Russo serves as the Traffic/Transportation/Permit Task Leader and is managing the NYSDOT Highway Work Permit process and the technical analysis, which involves preparing a detailed traffic volume network for existing and future conditions with and without the project, developing trip generation estimates for the proposed project, and performing capacity analysis. Mr. Russo is overseeing the team utilizing Synchro and VISSIM software to determine significant adverse traffic impacts.

# JOHN NEILL

VICE PRESIDENT

John Neill is the Director of the firm's Economic and Real Estate Advisory Services practice and has been an Economist with AKRF for 15 years. Mr. Neill emphasizes a multi-disciplinary approach to analyses, stressing the need to inform work products with a range of considerations including demographics, land uses, neighborhood character, and market trends.

Mr. Neill performs market and feasibility studies, economic and fiscal impact analyses, and provides redevelopment and financing strategy to public and private clients. Mr. Neill also serves as a project manager for major Environmental Impact Statements (EISs) such as the New York University (NYU) 2031 Manhattan Core Plan, and he is the technical lead on EIS socioeconomic analyses. In addition, Mr. Neill has particular expertise in developing public survey and outreach strategy. He designs merchant and consumer survey instruments, coordinates outreach efforts, and facilitates public discussions for development projects, policy making and design development. He has worked extensively with community boards and other stakeholder groups, and recognizes the importance of understanding the unique characteristics, challenges, and opportunities presented by a neighborhood.

## RELEVANT EXPERIENCE

### Cost of Services Study, Beacon, NY

The City of Beacon retained AKRF to estimate the economic and fiscal benefits of six potential development projects. Collectively, the six projects would introduce nearly 1,400 dwelling units, over 130,000 square feet of commercial space, a 166-room hotel and conference center, and over 3,000 parking spaces. AKRF estimated the economic and fiscal benefits of the project, estimated the project-generated populations (including school-aged children), and projected the fiscal costs and revenues to the City of Beacon and the Beacon City School District. Mr. Neill was Principal-in-Charge of the study, and formulated a methodology to provide department-level fiscal impact projections that applied cost factors dependent upon the unique characteristics of each development project. Mr. Neill also presented the findings at stakeholder sessions and a Beacon City Council hearing.

### Chappaqua Crossing Competitive Effects Analysis, New Castle, NY

AKRF was retained by the Town of New Castle to assess the potential for retail market competition between existing retail uses within the Hamlet of Chappaqua and the retail uses that could be introduced as part of the planned Chappaqua Crossing mixed-use project, which will be developed at the former Reader's Digest headquarters site. Mr. Neill managed AKRF's market and capture rate analyses, recommended optimal retail assemblages, and presented AKRF findings at a public meeting convened by the New Castle Town Board.

## BACKGROUND

### Education

B.A., cum laude in Economics and Public Policy Studies, Duke University, 1993

M.B.A., Yale School of Management, 2000

M.E.S., Yale School of Forestry and Environmental Studies, 2000

### Professional Memberships

Urban Land Institute (ULI)

International Council of Shopping Centers (ICSC)

### Years of Experience

Year started in company: 2000

Year started in industry: 1993

### Downtown Yonkers Redevelopment Review, Yonkers, NY

On behalf of the City of Yonkers City Council, AKRF reviewed and refined the EIS for the \$1.6-billion mixed-use downtown redevelopment plan proposed by the development team of Stuever Fidelco Cappelli (SFC). The development plan included nearly 1,400 housing units, 1.2 million square feet of commercial uses, nearly 5,000 parking spaces and a minor league ballpark. Mr. Neill facilitated the City Council's review of the potential socioeconomic effects of the project, and provided expert testimony at City Council hearings.

### SWRPA Employment Centers Accessibility, Various Locations, CT and NY

AKRF was retained by the South Western Regional Planning Agency (SWRPA) and Westchester County to assess the adequacy and affordability of housing near the major employment centers in Southwestern Connecticut and Westchester County, New York and to identify locations for new housing within commuter sheds of the employment centers. Mr. Neill evaluated the demand and supply relationship for housing in the region and identified potentially suitable sites for housing by focusing on urban infill, TOD and adaptive re-use opportunities.

### Suffolk County Master Plan, Suffolk County, NY

AKRF was retained by the Suffolk County Department of Planning and Economic Development to complete the Suffolk County Comprehensive Master Plan–2035, which examines a broad range of issues facing the County now and into the future. Mr. Neill was a project advisor for assessments related to housing and economic development strategy.

### Baltimore Avenue Corridor Revitalization Plan, Delaware and Philadelphia Counties, PA

AKRF was retained by the Delaware Valley Regional Planning Commission to prepare a market study for the revitalization of the 5-mile Baltimore Avenue Corridor, which stretches from 52nd Street in West Philadelphia to Bishop Avenue in Upper Darby. Mr. Neill analyzed existing retail sales in the area, compared those sales to the expenditures of area residents, and identified potential market opportunities for retail along the corridor. Mr. Neill is currently the Principal-in-Charge of an update to market analyses associated with the Clifton Heights portion of the original study area.

### Economic and Fiscal Impact Assessment, Quincy, MA

Mr. Neill served as a Project Manager for AKRF's work in analyzing the economic and fiscal benefits associated with a public-private partnership in the redevelopment of Quincy Center in downtown Quincy, MA. Mr. Neill managed the work of several assessments: an econometric evaluation of the benefits from the construction and operation of the project; a tax increment assessment of future municipal revenues; an assessment of revenues and costs associated with the public investment in the project; and a case study of how such downtown projects effect the overall economic base of the larger municipality.

### Regional Catastrophic Planning, New York City Metropolitan Area, NY

AKRF is providing technical support to the New York City Office of Emergency Management in their efforts to design action plans for managing natural and man-made catastrophic events. In his role as Project Manager for AKRF's involvement on the consultant team, Mr. Neill provided demographic analyses, identified critical infrastructure, and reviewed input-output modeling that forecasted the economic consequences of various catastrophic events.

# PROJECT SCHEDULE AND DETAILS

## OVERALL APPROACH

A Comprehensive Plan is an evolving long-term planning document that begins with a description of what a community looks like today and provides implementable strategies to guide its future. The Plan includes statements of community's goals and provides a conceptual road map for how to achieve them. The purpose of the Plan is to present, in an easily accessible and readable format, a guide to decision making on important issues, including land use, infrastructure, and construction. A Comprehensive Plan expresses a vision of what the Village residents want the community to be and become over a specified time period, usually between 10 and 20 years.

A successful Comprehensive Plan should address the challenges threatening the environmental, economic, and social vitality of a municipality and, where possible, should consider regional planning and economic initiatives. Nyack has established itself as a forerunner in efforts to address environmental sustainability, energy efficiency, and climate resiliency through its public policies and zoning as well as its participation in numerous programs, such as being a Climate Smart Community and a Greenway Community. AKRF proposes to work with the Village to develop an innovative Comprehensive Plan that promotes economic development by incorporating innovative and cost-effective sustainable design practices into community planning, transportation, and land developmental policies. The Plan will have tangible recommendations and will assign responsibilities for implementing those recommendations. In addition, AKRF, as requested, would prepare a zoning text amendments that would implement many of the sustainability strategies contained in the Plan.

The Village has, in its RFP and in the Statement of Work (SOW) for the CFA grant, defined a clear process for completing the Comprehensive Plan in an ambitious 12 month timeframe. We are excited about the opportunity that this schedule presents to maintain momentum within the community as well as retain a clear focus on the outcome. In keeping with the tasks identified in the RFP and SOW, we envision a multi-faceted approach to updating the Comprehensive Plan, which incorporates robust public participation, while at the same time maintaining the crucial role of the Steering Committee and Project Manager to keep the process moving.

We are confident that this program can be accomplished within the 12-month timeframe and have developed a proposed schedule to meet that objective. Our proposed schedule recognizes certain scheduling challenges related to summer vacation and holiday schedules and tries to use those periods for internal data collection or document preparation so that the community's and the Committee's time is used most efficiently.

AKRF assumes that the Comprehensive Plan will be prepared in accordance with New York State Village Law §7-772 which includes specific provisions for public hearings and referrals (e.g., to the Village Planning Board and the County Planning Board). It is considered common practice to have two formal public hearings for a Comprehensive Plan developed under §7-772: one public hearing held by the Steering Committee and one public hearing held by the Village Board. We have incorporated that requirement into our schedule.

## PROJECT SCOPE AND SCHEDULE

AKRF will perform the tasks and produce the deliverables detailed below. A summary project schedule is also included. We designed the process in order to maximize input from Stakeholders and the community and maintain the momentum necessary to complete the Plan in 12 months. Herein, for most of the substantive areas of the Comprehensive Plan, AKRF would solicit input and direction from the Project Team and Steering Committee before beginning our desktop analyses on the same subjects. Based on those analyses, we would develop preliminary recommendations and present those to the Steering Committee. Based on the Committee's feedback, we would revise the recommendations and review them with the Committee before presenting them to the community at a workshop. In addition, design charrettes would be included to gather public input on development concepts for targeted areas of the Village, specifically the Downtown, Waterfront, and Gateway areas.

### PROJECT INITIATION, DATA GATHERING, STRATEGIC PLANNING

#### Kick-off Meeting

AKRF would attend a kick-off meeting with the Village Administrator, Village Planner, and Village Sustainability Coordinator. The agenda for this meeting would include: introducing the AKRF team; reviewing and approving the Project approach and schedule, including the timing of committee, public, and Village Board meetings; producing a draft Steering Committee list; agreeing on the most relevant plans, studies, and developments to be analyzed; and, reviewing the Preliminary Project Benefits Metrics Report (PBMR) prepared in advance by AKRF. It should be noted that through our work on a Sustainable Master Plan in the Town of Cortlandt, we have prepared a preliminary PBMR that has been approved by NYSERDA and identifies community metrics and methodologies for measuring the implementation of the master plan. It is anticipated that key Village staff would assemble the Steering Committee list and coordinate Steering Committee meeting times and locations.

*Responds to Tasks: 1b, 1d, 2, 3*

#### Steering Committee Meeting #1 (Month 1)

AKRF would prepare for and attend the first Steering Committee meeting. At this meeting, AKRF would present to the Committee a description of the Comprehensive Plan process, focusing on the aspects that are unique to the Climate Smart process. In addition, the Committee members would be asked to provide feedback on the public outreach strategy, including the timing of the meetings. Finally, the Committee would be asked to provide feedback on the list of studies, plans and developments to be analyzed as well as the Preliminary PBMR.

*Responds to Tasks: 2, 3*

#### Initial Deliverables (End of Month 1)

AKRF would finalize the Preliminary PBMR and Public Outreach Strategy and would include them in the Project Execution Plan that would be forwarded to the Project Team and to NYSERDA.

*Responds to Tasks: 1b, 1d, 2*

#### Review and Analysis of Baseline Information (Month 1-3)

Using existing, available documents and GIS mapping provided by the Project Team, AKRF would assemble and analyze a range of information that would serve as the baseline from which the specific recommendations of the Comprehensive Plan would be developed. AKRF would rely on the Project Team to help provide additional information on affordable housing resources. The information to be analyzed would include:

- Demographics, including socio-economic trends;
- Existing housing resources, including affordable housing;
- Trends in housing and commercial development; and
- Existing plans, zoning regulations, and other relevant policies.

*Responds to Tasks: 3, 7*

### **Present Baseline Information to Community (Month 3)**

AKRF would present its analysis of the Village's baseline data to the Nyack community, along with the implications of the analyses for moving forward in the Comprehensive Planning process.

- *Steering Committee Meeting #2* – This meeting would be held during the middle of month three in advance of Public Workshop/Design Charrette #1. At this meeting, AKRF would:
  - ▶ Present preliminary baseline information and review the format and content of Public Workshop/Design Charrette #1;
  - ▶ Initiate an on-going process of “homework” assignments with the Steering Committee to update the conditions and recommendations included in the 2007 Comprehensive Plan. In particular, this meeting would focus on the historic, cultural and natural resources conditions and recommendations. To keep to the ambitious schedule, Steering Committee feedback on homework assignments would be provided to the Project Team within 1 week of the Committee meetings.

▶ *Responds to Tasks: 3, 7*

- *Public Workshop/Design Charrette #1* – Foundations

At the end of Month 3, AKRF would lead the first public workshop/design charrette. It is anticipated that the Project Team would arrange for the location and publicity for the Workshop/Design Charrettes through existing Village of Nyack mailing lists, websites and social media outlets. The purpose of the workshop/charrette would be to involve the community and present:

- ▶ An overview of the Comprehensive Planning process, specific to the sustainable plan being developed;
- ▶ An overview of the baseline information analysis; and
- ▶ The Preliminary PBMR that had been developed.

The workshop/charrette would also seek community feedback on the direction of the Comprehensive Plan as well as the methods proposed for measuring the plan's sustainability benefits. Most importantly, the workshop would give the community their first opportunity to guide the development of the Plan's recommendations. Working with the Project Team, AKRF would design specific exercises/break out groups to engage the community in the planning process and solicit feedback on goals, objectives, and vision for the community. AKRF would provide several charrette facilitators and would also look to the Steering Committee and Project Team to assist in the facilitation of the charrette. It is our experience that the more directly involved the community's stakeholders are in the public outreach events, the more ownership and 'buy-in' the public tends to feel.

*Responds to Tasks: 4, 7*

### **Local Economic Review & Beginning of Policies/Strategies Related to Downtown (Month 3-4)**

Based on data received from the Project Team, AKRF would analyze the current land uses of the Village, with particular attention paid to the downtown core. We would also perform an analysis of the local economic condition, including the ability of the downtown to continue to support retail and to allow for the expansion of cultural, educational and institutional uses. Our approach to this task would include three phases. First, we will update the demographic and socioeconomic information, asking the following questions and applying the following guiding principles:

- Is the data relevant? Demographic data should be presented in the body of the document only if it works to support the findings and recommendations of the plan. “Backup” data would be presented in an appendix to the document;
- Are there data gaps? The Comprehensive Plan update, with its focus on enhancing sustainable development, will require analysis of demographic data not currently found in the existing Village Plan. For example, where information is available, AKRF would provide more in-depth analysis of Nyack residents’ occupations and commuting patterns so that we can explore potential future development of commercial uses and flex workspace. The Plan should also consider residents’ consumer patterns (using consumer expenditure and sales data available from private sources) to better understand whether families’ day-to-day retail needs are being met within the Village, thereby reducing vehicular travel and promoting walking trips. And as a forward-thinking document, the Plan should provide additional information on residential growth projections in terms of total population, age cohort changes over time, and where in the Village projected residential growth is likely to be accommodated;
- Is the data current? AKRF will update all Census data with the latest available data from Census/American Community Survey. We will also coordinate with Rockland County Department of Planning to secure updated base maps for residential data that was presented spatially, and explore other available GIS data to consider its incorporation in the updated comprehensive plan;
- Is the data conveyed in a manner that is easy to understand? Much of the demographic information in comprehensive plans is generally presented in tabular format that some may find difficult to digest. While accompanying text is helpful in “walking” a reader through the numbers, we would supplement tabular presentation with graphics (e.g., Excel-based figures), and where appropriate, GIS-based presentation so that data can be viewed spatially.

In addition to providing an update of existing housing resources, AKRF will perform a housing market study that utilizes a combination of GIS-based spatial analysis and qualitative considerations based on market research, including discussions with residents and business owners at the first and second Public Workshop/Design Charrettes, as well as telephone interviews with local real estate brokers. AKRF’s economists and planners regularly consult with community members, real estate brokers and industry organizations on housing market research for stand-alone market studies and comprehensive plans. We find both the qualitative information and the more granular data from brokers to be an invaluable supplement to Census and land use trend data. AKRF will collect and analyze housing data in a GIS format, which will allow us to layer in information on planned projects, and study trends over space and time. In addition, our experience shows that reporting that is well-supported by graphics makes for a more readable, understandable document for public review.

Projecting future residential demand will play an important role in the analysis because the development of new housing at a range of price points is crucial for vibrant and sustainable communities, and can act as an anchor for new services and business activities. We will estimate future residential demand, including for affordable housing, based on housing

demographics and household and population projections, in combination with available information on real estate trends. Estimates on the desired type of housing will be based on the income and the household size distribution of the projected new population, as well as discussions with community members and brokers. Potential locations for new market-rate and affordable housing development also will be identified.

The second phase of this task includes an analysis of increased potential for downtown development including in particular the retail environment and strategies to continue support for retail activity downtown. Nyack has a very distinct character and appeal. Potential new retail uses have to be carefully vetted so that they are compatible (and not competitive) with existing businesses. New uses will have to meet the needs of the community, its visitors and potential new residents. Once potential uses are identified, we will explore options on how to influence an appropriate retail mix through zoning and design controls specific to the redevelopment area.

To characterize the Village's retail environment, we will conduct an inventory of existing retail businesses, which will include:

- The number of retailers by category;
- Operational characteristics, such as hours of operations;
- Size and physical conditions;
- Parking options and needs;
- General businesses activity; and
- Rents.

To quantify the demand for additional goods and services, we will conduct a retail gap analysis, which will compare the expenditure potential of the trade area population and potential new residents with existing sales of retail businesses. To refine the demand profiles, we will supplement our analysis with Consumer Segmentation data, which classifies potential customers based on their socioeconomic composition and consumption behaviors.

The third component of this task would include an assessment of existing policies and strategies - including those within the existing comprehensive plan and in other documents (e.g., HR&A's analysis of feasibility of downtown redevelopment) - and provide recommendations on how to fine-tune and supplement those strategies to provide for sustainable economic growth. We will identify measures to:

- Promote and support the development of green jobs;
- Secure and have in place infrastructure investment to support long-term viability/sustainability;
- Recommend regulations and incentives to facilitate long-term growth; and,
- Determine how to secure and have in place investment in education, and have developed links to educational assets to facilitate long-term growth and development of competitive modern workforce.

*Responds to Tasks: 7*

### **Transportation Analysis (Months 3-7)**

AKRF would review previously completed traffic, transportation, parking, and ferry studies for the Village of Nyack and its environs. As a component to the Comprehensive Plan update, AKRF would draft a new Transportation Chapter that would include: updated transportation data and analyses; traffic volumes; parking analyses and capacity; and the location of potential parking garage(s). The new chapter would also address roadway classifications in the Village, traffic calming, emergency service response time and safety, streetscape enhancements/improvements, innovative technology (e.g, adaptive traffic signals, pre-emption devices, etc.), ferry landing alternatives and feasibility, Bus Rapid Transit (BRT),

bike path routing, bike and pedestrian infrastructure, vehicular, bike and pedestrian education and safety, and the possible creation of a Transit-Oriented Development (TOD) in the Gateway to the Village at the NYS Thruway Interchange or at other locations. AKRF would consult with local agencies including: the Village Department of Public Works, the Village Parking Authority, local police/emergency services, as well as County and State transportation agencies to obtain information that would assist with developing the new Traffic and Transportation Chapter.

Goals, objectives, and policies would be developed, which would support the goals of the Mid-Hudson Regional Sustainability Plan (RSP), including:

- Increase carpool, transit, and non-motorized vehicle work and non-work trips and decrease single-occupancy vehicle work trips;
- Intersection Delay Reductions;
- Reduce annual Vehicle Miles Traveled (VMT);
- Reduce Hudson River bridge crossings per registered vehicle;
- Reduce transportation greenhouse gas (GHG) emissions per capita; and
- Reduce stationary fuel consumption GHG emissions.

Metrics related to transportation would be developed that align with the indicators included in the RSP to support RSP goals for inclusion in the PBMR.

*Responds to Tasks: 7*

#### **Historic, Cultural, Coastal, Natural Resources Analysis (Month 4)**

Based on publicly available data and any other data provided by the Project Team, AKRF would analyze the condition of the Village's known historic, cultural, coastal, and natural resources. Specifically, we would consult:

- The NYS Natural Heritage Program (NHP) regarding threatened and endangered species that may be present in the Village;
- The NY State Historic Preservation Office (SHPO) regarding known historic and archaeological resources within the Village, including the results of any surveys of cultural resources that have recently been undertaken; and
- The most recent information regarding flood zones and flooding risks available from FEMA as well as data regarding the potential impacts of sea level rise.

In addition to providing information that will help with updating the Comprehensive Plan, these consultations will also be used to support the SEQRA review conducted for the new Plan.

*Responds to Tasks: 7, 9<sup>1</sup>*

#### **Waterfront Development Review (Month 4-5)**

AKRF would review the current, and previous, development proposals for the Waterfront. Using information provided by the Project Team, initial research on ferry landing alternatives, the economic review of the Village, and the best available information on flood risk and resiliency, AKRF would develop preliminary themes that could guide future waterfront development. These themes would include public and private development opportunities as well as design recommendations for developing a cohesive and sustainable waterfront.

<sup>1</sup> Task 9 is understood as "Planning and Environmental Review". While this is listed as Task 7 in the RFP on page 8, it is understood that there is some confusion regarding task numbers on pages 8 and 9.

*Responds to Tasks: 7*

### **Steering Committee Meeting #3 (beginning of Month 5)**

- AKRF would present the Steering Committee with Draft Recommendations for the following areas based on its desktop analysis and the feedback of the Steering Committee:
  - ▶ Historic, Cultural, Coastal, and Natural Resources; and
  - ▶ Local Economic Strategies and Climate
- The Committee would review and provide input regarding proposed recommendations as well as suggest other recommendations.
- Steering Committee homework would focus on the review and updated recommendations to the following sections of the 2007 Plan: Utilities, Infrastructure, Recreation, and Parkland.
- AKRF would present the results of its desktop analysis with respect to the Village's economic climate and downtown. Using the themes developed by AKRF as a baseline, the Steering Committee would develop the major questions and opportunities that would be reviewed during the second Public Workshop/Design Charrette, which would focus on the Downtown.

*Responds to Tasks: 7*

### **Utilities, Infrastructure, Recreation, Parkland Analysis (Month 5)**

AKRF would use information provided by the Project Team and Steering Committee to update the existing conditions with respect to village utilities, infrastructure, recreation and parkland. We would then analyze that information through the lens of sustainability and adequacy with regards to the development strategies being proposed.

*Responds to Tasks: 7*

### **Steering Committee Meeting #4 (Middle of Month 6)**

At the fourth Steering Committee meeting, AKRF would review the following substantive areas of the Comprehensive Plan. These areas would have already been the subject of one or more rounds of Steering Committee and/or public input. The goal of this review would be to present the draft final recommendations to the Steering Committee for their sign-off for incorporation into the final Plan update. It is not intended that the Steering Committee or Project Team would revisit these sections after this meeting.

- Historic, Cultural, Coastal, Natural Resources;
- Economic Climate; and
- Downtown Development.

AKRF would present the Steering Committee with draft recommendations for utilities, infrastructure, recreation and parkland based on its desktop analysis and the feedback of the Steering Committee. The Committee would review these recommendations and provide their input on the recommendations, as well as suggest other recommendations.

AKRF would present the results of its desktop analysis with respect to the Village's waterfront. Using the themes developed by AKRF as a baseline, the Steering Committee would develop the major questions and opportunities that would be reviewed during the second Public Workshop/Design Charrette.

Steering Committee Meeting #4 would also include a discussion of the format and content for the second Public Workshop/ Design Charrette, which would be anticipated to include a summary of completed draft recommendations with a focus on economic development opportunities in the Village's Downtown core and the waterfront.

*Responds to Tasks: 7*

### **Public Workshop/Design Charrette #2 – Economy, Sustainability and the Built Environment (End of Month 6)**

At the end of month 6 of the project, half way through the process, AKRF would facilitate the second Public Workshop/ Design Charrette. At this Workshop/Charrette, AKRF, together with help from the Steering Committee and Project Team, would present the draft final recommendations of the Comprehensive Plan with regards to:

- Downtown Development;
- Economic Climate; and
- Historic, Cultural, Coastal, Natural Resources.

These recommendations will have been thoroughly vetted by the Steering Committee, but will be finalized through focused discussion with the community. It is anticipated that the meeting attendees would break out into smaller groups for discussion of specific plan components, including in particular, downtown plans and waterfront issues. Given the high degree of prior stakeholder involvement, it would be expected that the workshop would not result in wholesale changes to the recommendations. Rather, it would likely be the case that the public would offer refinements and enhancements to the policies that they helped to develop.

*Responds to Tasks: 4, 7*

### **LEED-ND Review of Zoning Code and Draft Zoning Code Amendments (Months 8-9)**

Beginning around the beginning of Month 8, AKRF will begin drafting updates to the zoning code that focus on removing barriers to sustainable development and generating opportunities for the type of development that the Village has prioritized during its Comprehensive Planning process. In addition, AKRF's review of the Code will identify opportunities to promote Green Infrastructure, waste reduction strategies, greenhouse gas emission reductions, and energy conservation. Among other tools, we will use the Technical Guidance Manual for Sustainable Neighborhoods (LEED-ND) to assist our review of the code. The result of this analysis will be draft zoning code amendments that will be presented to the Steering Committee for their review.

*Responds to Tasks: 6, 7, 8*

### **Steering Committee Meeting #5 (Beginning of Month 8)**

At the fifth Steering Committee meeting, AKRF would review the following substantive areas of the Comprehensive Plan. These areas would have already been the subject of one or more rounds of Steering Committee and/or public input. The goal of this review would be to present the draft final recommendations to the Steering Committee for their sign-off for incorporation into the final plan. It is not intended that the Steering Committee or Project Team would revisit these sections after this meeting.

- Utilities, Infrastructure, Recreation, Parkland; and
- Waterfront Development

AKRF would present the results of its desktop analysis with respect transportation. Included would be a discussion of traffic patterns and parking capacity, bike and pedestrian infrastructure, bus rapid transit, and opportunities for TOD in the Gateway area of the Village. For the TOD discussion, AKRF would use the results of the previous land use and economic analyses together with its transportation infrastructure analysis to identify opportunities for sustainable and transit-oriented

development in the Gateway. We would present concepts, organizing principles, and themes that could guide a new type of development for the Village. The Steering Committee would be asked to react to this outline and help shape the form of the final Public Workshop/Design Charrette, which would focus on TOD and transportation infrastructure.

Steering Committee homework would involve coordinating with the Green Plan Committee to review and submit their recommendations for updating the Village Code to promote sustainability. These recommendations would complement the desktop analysis simultaneously being performed by AKRF. Homework assignments would be due within two weeks following Steering Committee #5.

*Responds to Tasks: 7, 8*

## FINALIZE AND ADOPT COMPREHENSIVE PLAN AND ZONING AMENDMENTS

### Steering Committee Meeting #6 (beginning of Month 9)

At the sixth Steering Committee meeting, AKRF would review the draft final recommendations with regard to TOD and transportation infrastructure. These areas would have already been the subject of one or more rounds of Steering Committee and/or public input. The goal of this review would be to present the draft final recommendations to the Steering Committee for their sign-off for incorporation into the final plan. It is not intended that the Steering Committee or Project Team would revisit these sections after this meeting.

AKRF would also present the results of its technical review of the zoning code with respect to sustainability and sustainable development. This review, together with the recommendations previously submitted by the Green Plan and Steering Committees, will form the basis of the recommended amendments to the zoning code.

*Responds to Tasks: 7, 8*

### Public Workshop/Design Charrette #3 (Middle of Month 9) - Transportation – Linking it All Together

About two-thirds of the way through the process, AKRF would facilitate the final Public Workshop/Design Charrette, which would focus on TOD opportunities at the Gateway area and the Village's transportation infrastructure. At this workshop/charrette, AKRF, together with help from the Steering Committee and Project Team, would present the draft final recommendations of the Comprehensive Plan with regards to:

- Waterfront Development;
- TOD and Transportation Infrastructure; and
- Sustainable Development amendments to the Zoning Code.

These recommendations will have been thoroughly vetted by the Steering Committee. In addition, the community would have also been directly involved with the creation of the waterfront and transportation/TOD plans. Given the high degree of prior stakeholder involvement, it would be expected that the workshop would not result in wholesale changes to the recommendations. Rather, it would likely be the case that the community would offer refinements and enhancements to the policies that they helped to develop.

*Responds to Tasks: 4, 7*

### Comprehensive Plan Design (Month 9-10)

During months 8 and 9, AKRF would begin the graphic design and layout of the Comprehensive Plan. The design would create a document that is visually appealing and easy to navigate. Text presented would be concise and would complement

graphics, figures, and photos. The result would be a document that would be intuitively understood by residents, developers, businesses, and other stakeholders.

*Responds to Tasks: 7*

#### **Steering Committee Meeting #7 (Middle of Month 10)**

At the final Steering Committee meeting, AKRF would present a draft of the Comprehensive Plan Update, which would be substantially complete in content, design and format. The draft Plan would include all of the recommendations that had been developed by the Committee and publicly vetted through design charrettes and workshops. The draft Plan would also include a description of the public process that was undertaken to develop the plan's recommendations. Finally, the Plan would include the metrics by which the plan's success would be measured, including the quantifiable metrics that would be used to identify the sustainability benefits generated by the Plan. Within two weeks following Steering Committee meeting #7, the Committee would provide AKRF with final comments on the Plan's design and layout, as well as any enhancements and modifications to the previously reviewed recommendations and policies presented.

Finally, AKRF would present the Steering Committee with the final text of the proposed zoning code amendments. The Committee would review these amendments for the final time and provide comment within one week following the meeting.

*Responds to Tasks: 7, 8*

#### **Public Workshop #4 and Steering Committee Hearing (Middle of Month 11) – Referral of Final Draft Plan**

AKRF proposes that the fourth public workshop also be considered the formal public hearing by the Steering Committee on the proposed Plan and would serve as the official referral of the Plan to the Village Board. The Steering Committee would present the final draft Comprehensive Plan Update to the community and to the Village Board. While the entire Plan would be presented, the hearing would focus on recommendations regarding sustainability and sustainable development, as well as the metrics by which the plan's success will be measured. In addition, the Steering Committee's proposed zoning code amendments will be presented for public and Village Board review and comment.

*Responds to Tasks: 4, 9, 10*

#### **Submit Comprehensive Plan and Zoning Changes to Village Board for Final Review and SEQRA (Middle of Month 11)**

Immediately following the final Public Workshop/Steering Committee hearing, the Comprehensive Plan Update and zoning amendments would be formally submitted to the Village Board for their review. At the same time, the Village Board would initiate the SEQRA review of the project by adopting Part 1 of the EAF, declaring their intent to be Lead Agency, and making the §239 referral to Rockland County.

*Responds to Tasks: 10*

#### **SEQRA Documentation Preparation (Months 11-12)**

AKRF would prepare the documentation necessary for the SEQRA review of the Comprehensive Plan and the Zoning Amendments. We would propose that SEQRA compliance be achieved through the use of an Expanded/Long Environmental Assessment Form (EEAF), rather than a Generic Environmental Impact Statement. We have used this approach in several communities with much success. The EEAF would address the substantive comprehensive planning and zoning issues and would take approximately two months to complete. The analysis in the EEAF would be comparable to a typical analysis in a DGEIS, but with a limited scope. Preparing a GEIS, and adhering to the required procedural milestones, would necessarily extend the project timeline by several months.

The EEAF would include an analysis of the potential environmental impacts that could result from the adoption of the Comprehensive Plan Update and zoning amendments. Particular attention would be paid to natural and cultural resources,

energy use and conservation, transportation, and community services. The technical analyses prepared as part of the Plan would be used to evaluate the potential impacts of the Plan's recommendations in the EEAF.

*Responds to Tasks: 9*

#### **Village Board Public Hearing (Middle of Month 12)**

Approximately one month after the Comprehensive Plan and Draft Zoning Amendments are formally submitted to the Village Board, the Village Board would hold a formal public hearing on both documents. By this time, it would be expected that the County would have completed its §239 review and the Village would have the benefit of their comments. Also at this hearing, or immediately after, AKRF would present the Village Board with drafts of Parts 2 and 3 of the Expanded EAF for their review and comment.

*Responds to Tasks: 9, 10*

#### **Adopt Final Comprehensive Plan and Zoning Code Updates (End of Month 12)**

At the end of the twelfth month, the Village Board would have completed all the steps necessary to conclude the SEQRA process and adopt the Comprehensive Plan and Zoning Amendments.

*Responds to Tasks: 11*

### **CONTRACT MANAGEMENT**

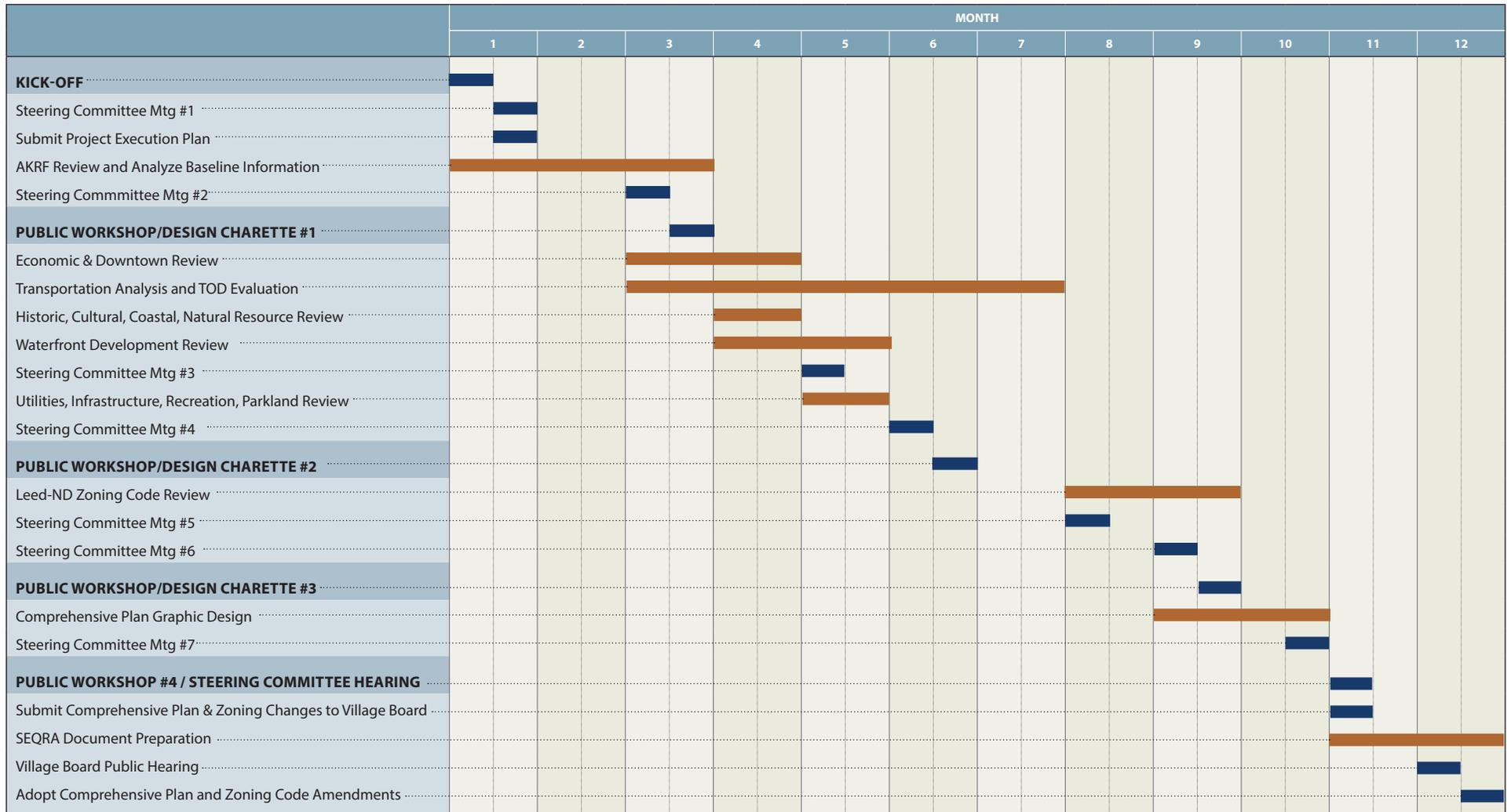
AKRF would prepare quarterly progress reports that conform to the template provided by NYSERDA. Each report will summarize the previous quarter's substantive progress and would include the necessary administrative information (timesheets, etc). In addition, the reports would summarize the plans for the upcoming quarter's activities and discuss any major issues or deviations from the schedule or budget that was submitted. AKRF would also participate in conference calls, and limited additional meetings, to discuss administrative issues.

In addition, AKRF would prepare meeting minutes and summaries from the Project Team and Steering Committee Meetings, as well as the Public Workshops and Design Charrettes. These would be forwarded to NYSERDA in conformance with the Village's contract.

Finally, AKRF would prepare a final report, in a template provided by NYSERDA, which describes the work performed and the associated results. AKRF would make all deliverables available to the Village, as well as the mapping and other technical files that are requested.

*Responds to Tasks: 1a, 1b, 1c*





█ AKRF Desktop Work

█ Public Meetings



# COST AND PAYMENT SCHEDULE

All invoices will reference the specific work scope item identified in the RFP or otherwise specified in the contract between AKRF and the Village. In addition, each invoice will include information on the name and title of the AKRF staff person providing the services, details of the services provided, and a percentage of work completed for each task.

Direct reimbursable expenses would be billed to the Village at cost. A total, not-to-exceed value for the direct expenses associated with each individual task would be specified. These values will be based on the Village's specific requirements as to the level of detail required for each scope item. For example, direct expenses would include the cost for parking and traffic counts, mileage and tolls to attend meetings, printing posters and other visuals for public meetings, and producing hard copies of the final Comprehensive Plan Update.

Expenses associated with subcontractors, such as traffic survey firms, and for materials procured specifically for this project, such as poster boards, would be billed at cost. Costs associated with printing and mileage would be billed based on the table below.

## DIRECT EXPENSE RATES

CATEGORY	RATE
Mileage	\$0.575 / mile
Tolls	At Cost
8.5 x 11 B&W Print	\$0.12 / page
8.5 x 11 Color Print	\$1.00 / page
11 x 17 Print	2 times 8.5x11 Pages
Poster Print	\$0.75 / square foot

Based on these rates, we can estimate a total direct cost for printing of the final report, based on the following assumptions. AKRF could produce 20 full-color copies of a 150-page Plan for \$3,000 if the report was 8.5x11. If the report was 11x17, the printing cost would be \$6,000 for 20 copies.

