

Horsley Witten Group

Sustainable Environmental Solutions

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Technical Proposal for Open Space and Recreation Plan Update RFQ # 20-45

Arlington, Massachusetts

October 29, 2020



Prepared for:
Town Manager's/Purchasing Office
Town Hall Annex 2nd Floor
730 Massachusetts Avenue
Arlington, MA 02476

Prepared by:
Horsley Witten Group, Inc.



October 29, 2020

Domenic Lanzillotti
Purchasing Agent
Town of Arlington
Town Hall Annex, 2nd Floor
730 Massachusetts Avenue
Arlington, MA 02476

Re: Request for Quotes
RFQ #20-45 Open Space and Recreation Plan Update - Technical Proposal

Dear Mr. Lanzillotti:

Horsley Witten Group, Inc. (HW) is pleased to submit the enclosed Technical Proposal to provide our professional services for the Town of Arlington. HW is familiar with the Town's Open Space and Recreation Plan (OSRP) and provides the attached scope, fee, and qualifications for your review. Our firm has worked (and continues to work) with many Massachusetts communities in the successful updating of OSRPs, most recently Billerica, Burlington, Bourne, Brewster (twice), Marshfield, Stoughton (twice), and Weymouth. Our firm understands the tremendous value this plan has at the local level, and we recognize the potential financial gain available to communities that provide an exemplary document to local and state officials. We hope you will enlist our services and provide us with the opportunity to develop a plan that is educational, attractive, and effective.

Thank you for the opportunity to provide this proposal. If you have any questions, please contact me at (401) 272-1717.

Sincerely,

Horsley Witten Group, Inc.

Krista Moravec, AICP
Senior Planner

Enclosures



Arlington Open Space and Recreation Plan Update

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Résumés

A. Description of the Firm



The Horsley Witten Group, Inc. (HW) is a full-service planning and engineering firm with offices located in Boston and Sandwich, MA; Providence, Rhode Island; and Exeter, NH. The firm was incorporated in 1988 and consists of a professional staff of over 50 land use planners, engineers, landscape architects, hydrologists, wetland scientists, graphic artists, and other support personnel. HW specializes in providing consulting services in land use planning, zoning and subdivision reform, public outreach, coastal and watershed protection, hydrology, site design, and integrated water management. Our corporate goal is to create innovative solutions to land use problems by successfully integrating our planning, engineering, scientific, and management skills.

With our diverse areas of expertise, HW brings a long history of public participation, outreach, and training to this project and is uniquely qualified to help local stakeholders balance smart growth initiatives and targeted land planning with economic development objectives. HW has assisted over 100 local jurisdictions in planning for growth in their communities. Outreach efforts have included public forums, design charrettes, public surveys, targeted outreach (e.g., chambers of commerce, watershed groups, etc.), and web-page development.

Our corporate goal is to create innovative solutions to land use problems by successfully integrating our planning, engineering, scientific, and management skills.

Over the past 30 years, approximately two-thirds of our client base has been in the public sector covering the entire range of community, county, state, federal and tribal governments. In recent years, 86% of new contracts have been with repeat clients – a testament to the quality of our services and level of client satisfaction.

B. Minimum Qualifications

The following identifies where our proposal we respond to the minimum qualifications outlined by the Town of Arlington in its Request for Quotes (RFQ) to assist in the update of its Open Space and Recreation Plan (OSRP).

- 1. The firm/project manager/team must have at least five (5) years of experience in the successful preparation of Open Space and Recreation Plans for similar types of municipalities in Massachusetts.*

HW has been assisting Massachusetts communities in the development and subsequent updates of their OSRPs for over 15 years, starting in 2004 with the Town of Stoughton.

Section F. Similar Projects offers a list of our recent efforts.

- 2. The firm/team must have familiarity with all state guidelines and requirements for such plans. Successful completion and state approval of a minimum of three (3) such projects within the last five (5) years is required, and completion of five (5) overall is desired.*

Also noted in **Section F. Similar Projects** are the approval dates of OSRPs of the communities we served in the last five years, with five plans receiving approval, one under review, and one in progress.

- 3. The principal and project manager to be assigned to this project must be available for meetings with the committee on days or evenings, as required.*

Section E. Staffing Plan identifies Krista Moravec, AICP, as the project manager for the Arlington OSRP update. Krista is available for meetings with the Open Space Committee, days or evenings, as required.

- 4. The volume of the proposed project manager's and firm's current and projected workload must not adversely affect its ability to immediately initiate work and to follow through with the project in a timely and professional manner. The firm and all team members must be capable of devoting a significant amount of time to this project in order to complete the work within the schedule outlined in this RFQ.*

The key personnel listed in **Section E. Staffing Plan** along with supporting scientists, planners, and engineers at HW, have capacity to initiate work and follow through with the update of the Town's OSRP in a timely and professional manner. Our work backlog does not prevent us from dedicating the needed resources to the Town to produce a high quality plan that meets the needs of the community.

C. Selection Criteria

The following identifies where our proposal we respond to the selection criteria outlined by the Town of Arlington in its RFQ.

- 1. Staffing Plan and Methodology, including the professional qualifications of all project personnel with particular attention to training, educational background, professional certification or registration, and professional experience. Demonstrated expertise and experience of the Principal-in-Charge, Project Manager, and other key personnel, and any Consultants to be assigned to the Project, including professional registration of the Consultants and their qualifications.*

Section D. Approach and Scope of Work provides our approach, which reflects our experience with over a dozen OSRPs.

Section E. Staffing Plan highlights our key personnel who will be assigned to the Arlington OSRP update project. Resumes are also attached to this proposal.

2. *Depth of experience with managing and preparing similar Open Space and Recreation Plan updates.*

Section F. Similar Projects provides a list of our most recent OSRPs, both completed and in progress. Links to those available online are provided.

3. *Strength and credibility of client references. The Consultant shall demonstrate prior client satisfaction with working relationship, project management capabilities, technical expertise, and adherence to the state requirements in developing similar projects.*

Section F. Similar Projects also provides contact information for the primary contact at the municipality for the OSRP update process.

4. *Desirability of approach to the project, as well as a demonstrated understanding of all project components and public outreach needs.*

Section D. Approach and Scope of Work details our general process for OSRP updates, which includes how we will interact with the Open Space Committee and public engagement.

5. *Demonstrated ability to meet project budget and project schedule.*

The graphic in **Section G. Proposed Schedule** illustrates the timeline for completing the update. It is organized by task, as presented in Section D.

D. Approach and Scope of Work

HW proposes to lead the update of Arlington's most recent OSRP by using the four tasks described below.

Task 1: Public Outreach and Meetings

The public gathering restrictions imposed to reduce the spread of COVID-19 will likely impact the early outreach efforts of the update process. Even as the Commonwealth reopens and smaller gatherings are allowed, the public may be somewhat apprehensive in attending larger public events. As a result, virtual engagement will continue to be the norm in the coming months, and the Town should assume planning for a virtual platform to replace and/or support any in-person events throughout the update process. The following discussion of public outreach and meetings offers a mix of both in-person and online options to adapt as needed. To be as inclusive as possible, it is important to recognize the limitations of each approach and ensure alternatives are accessible to reach as many residents as we can. Collaborating with

groups such as the Council on Aging, Disability Commission, Housing Authority, and others will help identify gaps and how best to fill them.

1.1. Open Space Committee Meetings

HW proposes to meet with the Open Space Committee a total of five times over the course of the project at various milestones. Each meeting will require that we review and generate a significant amount of material; however, our staff is skilled in facilitating diverse groups, keeping them engaged and focused, and ensuring meetings are productive. A summary of the five meetings is provided below (note the OSRP section numbering used below reflects the Division of Conservation Services (DCS) *Open Space and Recreation Planner's Workbook* (2008)):

Meeting #1 Objectives:

1. Serve as the kickoff meeting to review goals and objectives of the update process, confirm expectations of HW Staff and Town Staff, and review available data, reports, and other information.
2. Receive general feedback on the most recent plan and review Action Plan (Section 9).
3. Determine best sources and contacts for data that is either missing or will be updated within the plan.
4. Draft a detailed public participation strategy that connects public engagement to the development of important milestones across the project.

Meeting #2 Objectives:

1. Review public input strategies that have occurred to date.
2. Review draft maps associated with Sections 2 through 5 (environmental inventory/analysis and open space and recreational sites inventory).
3. Review actual/perceived barriers encountered during initial data and information collection for Sections 2 through 5 and discuss “next steps” to address data gaps.
4. Determine date, location, format, and promotional methods for the first public workshop.

Meeting #3 Objectives:

1. Input on the review of draft Sections 2 through 5.
2. Discuss reactions to the community survey, first public workshop, and other public input strategies that have occurred to date.
3. Identify potential needs and themes for Section 7 (analysis of needs) and identify additional key stakeholders that need to be engaged.
4. Discuss potential revisions to Section 8 (goals and objectives) based on public input.
5. Discuss potential action items for Section 9 (action plan).

Meeting #4 Objectives:

1. Review draft Sections 6 through 9 (community vision, goals and objectives, and analysis of needs).
2. Determine date, location, format, and promotional methods for the second public workshop.

Meeting #5 Objectives:

1. Discuss reactions to the second public workshop and other public input strategies that have occurred to date.
2. Review Section 9 (Action Plan) to determine revisions based on Open Space Committee/Town feedback and outcomes of public input strategies.
3. Review final draft before distribution for comment and review by the Select Board, Planning Board, Conservation Commission, and Metropolitan Area Planning Council (MAPC) (at a minimum).

HW will provide all materials required to facilitate Open Space Committee meetings including, but not limited to, posters and maps, hardcopy drafts, PowerPoint presentations, and handouts.

1.2. Public Participation Strategy

During the first meeting with the Open Space Committee, a public participation strategy will be developed. This strategy will account for any work performed to date by the Open Space Committee, if any, and identify tools to effectively supplement that work. While the final public participation strategy will be developed collaboratively with the Open Space Committee, tools that can be considered include:

E-blast Campaigns

At the core of stakeholder engagement is the need to create a constant, growing awareness of the project. The pool of stakeholders should always be increasing and all of them should know where the project is on the timeline. E-mail is an effective means of maintaining a level of awareness at the community level and we will work with the Town to develop a mailing list that meets the needs of the project.

Local Media

HW staff prepared to develop press releases for the Town if this is deemed to be an effective means of communicating with stakeholders. Like e-blast campaigns, local media is best used to maintain awareness and keep people informed about the progress of the study. We have experience with distribution to local papers, news outlets (e.g., The Arlington Advocate, The Patch), radio, or community television outlets.

Social Media

Facebook and/or Twitter can offer another platform for project updates or to alert stakeholders of upcoming events and meetings. Because the timeframe of this project does not allow for the development of a significant following on Facebook or Twitter, the use of existing municipal and community-led accounts is proposed. HW can coordinate with administrators by providing content for postings.

One-on-One Interviews

The target audience for one-on-one interviews would include town officials and staff, as well as developers, residents, regional planners, and conservation professionals. The goals of public

sector interviews would be to obtain and verify conservation/recreation information, discuss the details of property restrictions, and understand current recreation programming/needs.

Focus Groups

Focus groups are extensions of one-on-one meetings. They will generally consist of six- to ten-person group meetings with a targeted audience that represents a particular sector or interest group in Arlington. Individuals with expertise in legacy properties, habitat valuation, or watershed issues are examples of potential focus groups. Additionally, youth typically do not participate in public engagement events, but are a significant user of open space and recreational resources. They can also be another target for a focus group. These groups can be an opportunity to reach residents in environmental justice communities who might not typically participate in larger public events.

Local Board Updates

Plans like the OSRP potentially affect many local boards and committees. The plan potentially sets policies for the Conservation Commission, the Recreation Department, Public Works, Disabilities Commissions, the Select Board, and many other bodies. Further, the success of the plan hinges on whether the seven-year Action Plan is carried out by numerous local boards specifically identified in the plan. HW finds that regularly updating boards on the progress of the plan and engaging them in what they feel they can contribute to meeting goals and objectives, can ensure that these agencies are supportive of the final product.

Project Website

HW regularly creates basic but effective project websites that can be used for project awareness and can provide services for document sharing as products develop. Websites can also be used to host a “public event,” such as an online open house. Pre-scripted presentations and videos can be an alternative to reading text and add creativity. Diverse interactive features can be developed to share ideas and collect public feedback, including web surveys, discussed below.

1.3. Community Survey

Web surveys are low cost and easy to deploy, compile, and analyze. Target audiences for web surveys could include environmental groups, regional partners, and Town residents. HW regularly deploys tools from developers like SurveyMonkey® to create efficient, user friendly surveys that are equipped to produce reports at any point in the project schedule. Because these surveys are generally available to a broad audience, web surveys are well-suited to identifying topics of high interest and collecting ideas.

As part of the public engagement process, HW will distribute a community survey to understand experiences at Arlington’s open space areas and recreation facilities and community needs. Past surveys (e.g., Envision Arlington) can be used as a starting point to see if opinions and preferences have changed. The survey will be developed with input from the Open Space Committee and distributed through local networks such as the Recreation Department, schools, Senior Center, local Friends groups, Land Trust, and other stakeholders.

1.4. Public Workshops

Public workshops and other types of larger public events provide the Town with an opportunity to bring residents together to talk about local issues and understand the broader views of the community. They can be designed to work out ideas for future development or solicit feedback on proposed strategies and recommendations. In our experience with public workshops, interactive exercises and breakout groups encourage greater input by attendees, particularly from those who may not feel comfortable talking in front of a large group. A less formal option is the community open house, which can offer flexible drop-in periods for one-on-one engagement. The Open Space Committee may want to consider an open house as one of their larger public events.

Currently restrictions on public gatherings are still in place. As we move into 2021, these restrictions may lessen, however, the public may be somewhat apprehensive in attending larger public events. As a result, virtual engagement may continue to be the norm, and the Town should assume planning for a virtual platform to replace and/or support any in-person events throughout the update process. HW uses several online platforms such as Zoom, GoToWebinar, and Webex. Each has pros and cons, depending on the objective of the meeting and the level of participation from attendees. Facilitation can require a few staff members to manage the technical aspects of the online platform, acting as emcee, and monitoring participants for security purposes, but also to maximize attendee participation. Some platforms allow for “breakout rooms” and can mimic in-person small group discussions. Equitable access and participation are critical, and we will work with the Town to ensure that we are reaching all residents, providing access to those who want to participate.

HW will work with the Staff Open Space Committee and Town to determine the best approach to have meaningful engagement at each of these public events. Promotion should target as many residents, organizations, and interest groups as possible and we will discuss how best to promote these events to attract as many attendees as possible. HW will provide materials required to facilitate productive events including, but not limited to, posters and maps, PowerPoint presentations, and handouts. We will also help in developing graphics for promotional pieces like flyers, posters, and postcards.

First public workshop/event

The objectives of the first workshop will be to introduce the public to the process, understand how and if open space and recreation needs are being met today, and determine future needs. Small group discussions can focus on variations of three primary questions: What are we doing well? What could we do better? and What more can we do?

Second public workshop/event:

For the second workshop, HW’s primary objective is to present the goals and objectives along with the draft seven-year action plan to the public. At this point, the Open Space Committee will be comfortable with a complete draft of the action plan and ask if we “got it right,” what

changes need to be made, and what's missing. The discussion in these meetings generally revolves around prioritizing and the use of interactive exercises like keypad polling, dot voting, etc. An open house format (virtual or in-person) is ideal to allow people the opportunity to review in more detail each action and have a one-on-one conversation to ask questions.

Task 1 Deliverables

- Five project meetings (total) with the Open Space Committee.
- Development of a public engagement strategy.
- Ongoing outreach through one-on-one interviews, focus group meetings, and working group meetings as identified in the public engagement strategies.
- One community survey including summary of findings.
- Two public forums including all supporting staff, materials, and presentations.
- Written documentation of all public discussions and work sessions.

Task 2: Review of Existing Information/Plans

HW planners will review past reports, with particular attention to more recent documents, to assess the availability of data and information important to this process. While the many recent plans of Arlington will certainly provide much of the information and data HW needs to develop the OSRP, there may be gaps. Upon completion of our review, HW will develop an information needs plan. This plan will be organized as a matrix describing the information needed to update the baseline information and identifying the likely source of that information. This matrix will then be organized by different sources (e.g., Conservation Commission, Parks and Recreation, DPW, etc.) and disseminated to the appropriate individuals. HW staff will develop a “follow through” procedure to ensure that all information is gathered in the most efficient way possible. The information needs plan will be vetted with the Steering Committee and municipal staff to determine if there are items that need to be added and the most likely source of the information. Once the information needs plan (matrix) is complete, as described above, HW will begin our “fact finding” efforts with various data sources, municipal departments, or key stakeholders.

Equally important will be the integration of relevant recommendations from these recent planning efforts by the Town into the OSRP update, including the Municipal Vulnerability Preparedness (MVP) Program Planning Report, Hazard Mitigation Plan, Arlington's Master Plan, and ADA Self Evaluation, among other reports and studies completed and in progress. HW will work with the Open Space Committee on how best to reference and include relevant goals and strategies that are important for protecting, maintaining, and enhancing the benefits of open space and recreation resources.

Task 2 Deliverables

- Annotated bibliography of all relevant documents.
- Information Needs Plan for the project.
- Identification of goals, objectives, strategies, and recommendations of relevant documents that support the OSRP.

Task 3: Mapping

HW will develop each of the maps required for the plan in accordance with DCS guidelines. These include:

1. Community Setting
2. Environmental Justice Communities
3. Zoning
4. Soils and Geological Features
5. Unique Features
6. Water Resources
7. Open Space and Recreation Resources
8. Action Plan

The Town has two additional maps in its current OSRP (2015-2022). HW will create two additional maps as part of this budgeted item, as needed, for a total of 10 maps.

Task 4: Plan Development

Using the guidelines prepared by Massachusetts Executive Office of Energy and Environmental Affairs (EEA) – Division of Conservation Services (DCS), HW will draft the OSRP. It will be prepared in separate parts as follows:

4.1. Sections 2 through 5

Sections 2 through 5 focus on data, mapping, and inventories—providing the backdrop and context for the plan. Data sources HW will mine include U.S. Census and American Community Survey (ACS) data, state and regional data, historical information, environmental resource information, and other data necessary to update the OSRP to meet the DCS requirements. HW will be able to update information from readily available public sources (e.g., U.S. Census, ACS, MassGIS, Metropolitan Area Planning Council (MAPC), etc.). The Open Space Committee and Town will be responsible for providing the historical and environmental updates that are rooted in local knowledge. Where local data are required related to building permits and similar items, HW will need to rely on local agents to provide that information. As noted in Task 2, HW will also review the Town’s planning documents noted in its RFQ as well as other ongoing planning efforts to meet some of the data need requirements. HW will also interview any key stakeholders identified by the Open Space Committee where these interviews can enhance the local knowledge required for these sections of the plan.

During the update, the Open Space Committee and Town will need to play an active role in completing the inventory of conservation and recreation lands with HW, particularly updating new lands acquired and their level of protection, use, and access by the public. The Open Space Committee will also identify parcels of land considered to be a priority for protection (lands of conservation and recreation interest). HW will assist the Open Space Committee in articulating the benefits and rationales for the acquisition and protection of these lands.

4.2. Sections 6 to 9

Sections 6 to 8 focus on the community vision, recreation, and open space needs, and the OSRP goals and objectives. At this point in the plan development process, the Open Space Committee will have provided HW with feedback on Sections 2 to 5. The first public workshop and community survey will have been completed, which focuses on community needs. Additionally, HW will have interviewed a variety of stakeholders and reviewed municipal and regional plans that discuss conservation and recreation needs in the community. Using all this input, Sections 6 to 8 will be updated. Draft material will be distributed to the Open Space Committee and various municipal departments for feedback.

The final step in this task is crafting the Action Plan (Section 9). Based on input from all prior work, HW will work with the Open Space Committee to develop achievable action items within the seven-year timeframe. The review of the current plan's Action Plan (Open Space Committee Meeting #1) will start as a base, building on actions that were not completed but still deemed relevant. New action items will be discussed with an eye toward partnerships with local and regional organizations. With limited resources, leveraging resources can help the Town meet common goals and objectives with these groups. The Open Space Committee may also want to think longer-term (beyond seven years) and talk through what could be done now to reach these future objectives. A key component to Section 9 is the Action Plan Map. HW will work with Town staff in the development of this map to ensure that it is visually appealing, well organized, and highlights the goals and objectives of the OSRP. It can be a marketing piece to the public illustrating what the Town will be doing in the next seven years.

4.3. Assembling the Open Space and Recreation Plan

The remaining sections of the plan will be incorporated after the Open Space Committee is satisfied with Sections 2 to 9. These include *Section 1 – Plan Summary* and *Section 11 – References*. Appendices will be prepared as appropriate. HW will assist in the circulation for local review, soliciting comments from the Arlington Select Board, Planning Board, Conservation Commission, and MAPC (*Section 10 – Public Comments*). Any comments received will be reviewed by the Open Space Committee and incorporated into the OSRP.

4.4. Plan Approval

HW will submit the draft OSRP to DCS for review. Any comments received by DCS will be reviewed with the Open Space Committee and addressed to prepare the final OSRP. As final deliverable, HW will prepare 25 color, bound copies of the updated plan to the Town with an electronic copy (MSWord document).

Task 4 Deliverables

- Drafts, review, and final drafts of all sections of the OSRP, delivered in phases as described above.
- Support letters
- Final cohesive draft of the OSRP.
- Final, full illustrated document in the following formats:
 - 25 color, bound hardcopies
 - Complete PDF
 - MSWord document file
 - All supporting files (e.g., Excel)

Assumptions for Proposed Scope of Work

HW makes the following assumptions for this scope of work:

- Any mailing or advertising associated with the project will be conducted and paid for by the Town.
- The Town will provide HW with updated town GIS files (e.g., parcels, buildings, zoning, right-of-ways, etc.), if available, as well as an updated assessor's database to determine land ownership and prepare the required maps as needed to provide support.
- HW will not need to make significant amendments or repairs to either the Town's GIS (e.g. line work, etc.) or Assessor's data. Where such amendments are needed, HW will help to organize the efforts of the Town to make said amendments.
- The Town will provide all data required to complete the updated inventory of conservation and recreation lands. This will include a review and update of anecdotal information that may be included in the current background sections of the OSRP.
- Town officials will provide HW with any required research of town-owned properties to confirm ownership, deed restrictions, methods of purchase, etc.
- The Town will coordinate scheduling and logistics of Open Space Committee meetings and public workshops.
- HW will use 2019 ADA Evaluation and Transition Plan to satisfy DCS requirements.

E. Staffing Plan

Key Personnel

The following key personnel will be assigned to this project as its core team. The respective roles of each individual are provided along with a brief bio. More detailed resumes are attached to this proposal. Support staff include staff planners, graphic designers, and GIS technicians.



Nathan Kelly, AICP – HW Principal in Charge

Role: Principal-in-Charge; responsible for ultimate project oversight and Quality Assurance/Quality Control; also responsible for assisting with the design of public process, meeting facilitation, and technical support for the 7-year action plan.

Nate has successfully managed projects for 20 years at HW, providing professional planning and zoning services to more than 50 New England municipalities. Nate's work has ranged from comprehensive zoning revision projects to developing affordable housing, open space, land preservation, and neighborhood revitalization studies. Many of his projects require extensive public outreach in the form of charrettes, public workshops, or public hearings. Nate was one of the primary authors of the Massachusetts Smart Growth/Smart Energy Toolkit, the Rhode Island Low Impact Development Site Planning and Design Guidance Manual, and over a dozen neighborhood/comprehensive plans in Southern New England. He recently served as the President of the Rhode Island Chapter of the American Planning Association. Nate has played the role of Project Manager or Principal-in-Charge for all of HW's Open Space and Recreation Plan projects.



Krista Moravec, AICP – Project Manager

Role: Project Manager; responsible for ensuring that project expectations are met, including project timelines and high quality deliverables; plan development and public outreach.

Krista has managed and provided technical support for dozens of community-based projects nearly 20 years. HW often relies on Krista, a truly interdisciplinary professional, to lead the development of land use concepts based on the typical elements of a master plan (e.g., housing, transportation, economic development, etc.). At the community level, Krista is particularly skilled at developing outreach strategies that weave together diverse perspectives in a way that adds depth and credibility to local plans. In addition to her community-based work, Krista is one of HW's primary project managers for US EPA contracts related to water quality and infrastructure training. In Massachusetts, Krista worked with the Towns of Billerica, Bourne, Burlington, Marshfield, Stoughton, and Weymouth in updating their OSRPs. She is currently assisting the towns of Brewster and Reading through this process.



Craig Pereira, ASFPM – Project Planner

Role: Project Planner; responsible for assisting in data collection, plan development, and public outreach.

Craig is one of HW's leading community planning consultants and has worked locally with dozens of community-based organizations on efforts related to public health, hazard mitigation, and climate adaptation. Because of these skills, and his certification by the Association of State Flood Plain Managers, Craig will play an integral role in addressing many of the technical issues related to coastal resiliency. His work on

projects like Healthy Places by Design; the Bristol, RI Health Equity Zone; numerous Hazard Mitigation Plans; and several Community Master Plans has created a decade of experience that will be of tremendous use to Arlington. Craig recently helped Oak Bluffs perform an inventory and conditions assessment of its recreation and open space areas. He also assisted with OSRP updates in Stoughton and Dedham.

F. Similar Projects

The following table provides a summary of our OSRP projects and, where available, reference contact information.

OSRP Projects – Approved and Ongoing

Town	Status	Contact
Stoughton	DCS Approved 2018	Ardis Johnston Stoughton Staff Open Space Committee (617) 495-2472
Available at https://www.stoughton.org/sites/stoughtonma/files/uploads/180119_stoughtonosrp_final.pdf		
Bourne	DCS Approved 2018	Barry Johnson Bourne Staff Open Space Committee (508) 759-0600 x1505 bjohnson@townofbourne.com
Available at https://www.townofbourne.com/sites/g/files/vyhlf316/f/uploads/180208_bourne_final_osrp.pdf		
Marshfield	DCS Approved 2018	Karen O'Donnell Staff Open Space Committee Chair (781) 837-8727 knodonnell55@gmail.com
Available at https://www.marshfield-ma.gov/sites/marshfieldma/files/uploads/180330_marshfieldosrp_final_wappendices_reduced.pdf		
Burlington	DCS Approved 2019	John Keeley Conservation Administrator 781-270-1655
Available at http://www.burlington.org/190627_BurlingtonOSRP.pdf		
Weymouth	DCS Approved 2020	Robert Luongo Director, Planning and Community Development 781-340-5015
Currently not available online Available at: https://www.weymouth.ma.us/mayor/news/state-approves-weymouth%E2%80%99s-open-space-and-recreation-plan-update		
Brewster	Draft submitted to DCS	Elizabeth Taylor Brewster Staff Open Space Committee 508-896-3701 x 1149
Reading	In progress	Charles Tirone Conservation Administrator 781-942-6616

G. Proposed Schedule

	2020												2021					
TASKS	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1. Public Outreach and Meetings																		
1.1 OS Committee Meetings	M		M			M				M		M						
1.2 Ongoing Public Engagement																		
1.3 Community Survey																		
1.4 Public Workshops						P					P							
2. Review of Existing Plans																		
3. Mapping																		
4. Plan Development																		
4.1 Sections 2-5																		
4.2 Section 6-9																		
4.3 Assembling the Plan																		
4.4 Plan Approval																		

M – Meeting with Open Space Committee

P – Public Workshop/Larger Public Event

ATTACHMENTS

A decorative graphic consisting of two parallel, wavy blue lines that span the width of the page, positioned below the 'ATTACHMENTS' header.

Resumes





Nathan Kelly AICP, NCI

Principal Planner
nkelly@horsleywitten.com
401-272-1717

Areas of Expertise

Comprehensive Planning
Low Impact Development
Downtown & Neighborhood
Revitalization
Watershed Planning & Assessment
Regulatory Reform

Professional Registrations & Affiliations

AICP
National Charrette Institute (NCI)
Charrette System™ and Charrette
Management and Facilitation™ Training
Certification
APA, MA Chapter
APA, RI Chapter
APA, CT Chapter

Academic Background

Masters of Arts,
Urban and Environmental Policy and
Planning, Tufts University
Graduate courses in Applied Watershed
Management, Negotiation and Conflict
Resolution, Land Use Management,
Urban Planning, and Environmental Law
Bachelor of Arts, Philosophy and English,
Boston College

Professional Experience

Horsley Witten Group, Inc.,
Principal Planner, 2000 to present

Horsley Witten Group

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Nathan Kelly is an Associate Principal with HW and directs the firm's Providence, Rhode Island office. Nate has over 20 years of project management experience, and has provided professional planning, zoning, and facilitation services to more than 50 New England municipalities. Nate is the Immediate-Past-President of the Rhode Island Chapter of the American Planning Association and serves on Grow Smart Rhode Island's Land Use Training Collaborative. He received his Masters Degree in Urban and Environmental Policy from Tufts University and currently resides in Providence, RI.

KEY PROJECTS

Community Master Plans: Managed the development of Community Master Plans for over a dozen municipalities in Connecticut, Massachusetts, New Hampshire, and Rhode Island.

Comprehensive Zoning Reform: Led the development and adoption of comprehensive zoning and subdivision reform in Attleboro, Athol, Braintree, and Walpole, MA; Groton and Waterford, CT; and Jamestown and North Kingstown, RI.

Open Space and Recreation: Served as project manager or principal-in-charge for over a dozen open space and recreation plans/needs assessments for Massachusetts communities including, but not limited to, Billerica, Bourne, Scituate, and Yarmouth.

Pawtucket Downtown Design Plan: Provided technical expertise in the areas of civil engineering and zoning reform. Developed final language for the Zoning Ordinance that addresses revitalization opportunities for large mill structures, urban corridors, transitional zones, riverfront development, and historic preservation.

Middletown on the Move, City of Middletown, CT: Worked with the City to identify brownfield properties that may be appropriate for reuse as active recreation space. Organized public engagement activities for the project, including community interviews, site tours, open houses, public forums, on line surveys, and a project website and social media.

Smith Island Vision Plan, MD: Supported the Consensus Building Institute (CBI) in developing a Vision Plan for the island residents in the wake of Hurricane Sandy. Facilitated the process, and developed the final document.

Quonset Development Corporation Permitting and Development

Standards: Unified the separate Town Zoning Districts on QDC land into a single Quonset Zone and Developing complementary enforcement mechanisms between the Town and QDC Quonset Development Corporation Permitting and Development Standards. Updated all of QDC's performance standards for building design, site design, and utilities.

Rooftop Solar Bylaw & Policy Guidance: Worked with the Massachusetts Executive Office of Energy and Environmental Affairs (EEA) to develop a model local bylaw and accompanying guidance document for use by Massachusetts municipalities to regulate the development of small-scale solar energy systems.



Commonwealth of Massachusetts Smart Growth/ Smart Energy Toolkit: The Executive Office of Energy and Environmental Affairs developed a Smart Growth/Smart Energy Toolkit as an interactive CD-ROM training manual. Served as one of the lead planning consultants for this effort and authored the material for many of the Smart Growth techniques that were examined in detail.

Rhode Island Community LID Site Planning and Design Guidance: Served as the project manager for the development of a local guidance manual that will serve as a companion to the upcoming revision to the Rhode Island state stormwater standards. The manual will provide a variety of techniques that can be used at the local level to promote better site design and compact development.

Healthy Places by Design, Pawtucket and North Kingstown, Rhode Island: Lead consultant to both the City of Pawtucket and Town of North Kingstown on a Rhode Island Department of Health pilot initiative, which seeks to strengthen land use, transportation and urban design policies and local ordinances that guide the decision making process for the built environment to be more supportive of health, particularly as it relates to physical activity and healthy eating.

West Kingston, Peace Dale, Wakefield, and Matunuck Village Plans, South Kingstown, RI: Developed four village plans as part of two separately funded projects. Each village plan assessed the unique opportunities and challenges related to housing, economic development, infrastructure, zoning, and environmental issues. Intensive public engagement was used to generate an action plan for each village and the individual plans were incorporated into the Town's larger Comprehensive Plan.

Inclusionary Zoning Guidance, Department of Administration, State of Rhode Island: Developed definitive guidance manual for municipalities to effectively implement inclusionary zoning. The manual focused on suburban and rural communities that would expect incremental development through small subdivisions.



Krista D. Moravec, AICP

Senior Planner

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401-272-1717

Areas of Expertise

Comprehensive/Master Plans
Neighborhood/Corridor Planning
Open Space and Recreation Planning
Public Participation Programs

Professional Registrations & Affiliations

Certified Municipal Vulnerability Preparedness Provider
AICP
APA, RI Chapter Board, SNEAPA
Chapter Representative
National Charrette Institute (NCI)
Charrette System™ and Charrette Management and Facilitation™ Training Certification

Academic Background

Master of Community Planning,
University of Rhode Island
Bachelor of Arts, Marine Affairs,
University of Rhode Island

Professional Experience

Horsley Witten Group, Inc.,
Senior Planner, 2011 to Present
Maguire Group, Inc.,
Principal Planner, 2001 to 2011



Krista Moravec has been a practicing professional planner for nearly 20 years. She has worked on a variety of planning and engineering projects for both public and private sector clients. Her experience focuses on the interconnectedness of economic, social, and environmental issues. She takes a comprehensive approach to neighborhood, municipal, regional, and statewide planning to find equitable approaches that meet these challenges. Much of Krista's work requires public input. She works with her clients to develop creative and inclusive outreach programs that can effectively engage all members of a community.

KEY PROJECTS

Shrewsbury Municipal Vulnerability Preparedness – Shrewsbury, MA:

Project Planner assisted with the completion of a vulnerability assessment and development of an action-oriented resiliency plan for the Town of Sudbury. Worked with a Core Team to develop stakeholder's list, workshop approach, materials and presentation. Facilitated Two half day sessions of working groups utilizing the Community Resilience Building framework.

Sudbury Municipal Vulnerability Preparedness and Multi-Hazard Mitigation Plan Update – Sudbury, MA (current):

Project Planner assisted with the completion of a vulnerability assessment and development of an action-oriented resiliency plan for the Town of Sudbury. Worked with a Core Team to develop stakeholder's list, workshop approach, materials and presentation. Facilitated one full day session of working groups utilizing the Community Resilience Building framework.

Master Plan Update, Sudbury, MA: Manages the update of the Town's 2001 Master Plan. An appointed Master Plan Steering Committee, made up of representatives from local boards and committees as well as residents, guides the process. This point of the project focuses on data collection, interviews, and information review to analyze existing conditions and trends over the past 20 years. In addition to facilitating Steering Committee monthly meetings, Krista's current tasks include overseeing the development of a Baseline Report and a diverse public outreach process.

Master Plan Update, Canton, MA: Manages the update of Canton's 2004 Master Plan. To lead the process, the Town assembled a Canton Master Plan Steering Committee with representation of town boards and committees as well as residents. A draft of the Master Plan is currently being vetted by the community and municipal departments. It is organized around how people experience Canton – Live, Work, Play, Protect, Connect, and Adapt, and highlights three unique areas of Town that could benefit from more focused efforts for a variety of reasons. Krista oversees the drafting of the Master Plan, the public outreach process, and communication with the Town.

Master Plan Update, Stratham, NH: Manages the update of the Town's 1998 Master Plan. Essentially starting from scratch, the Stratham Master Plan Steering Committee leads the charge to develop a master plan that expresses the Town's dedication to its agricultural past while planning for its future. Tackling issues around an aging population, increasing housing costs, a changing business model for farms, and the anticipated loss of critical businesses like Lindt Chocolate, Stratham's Master Plan articulates actions that protect its heritage, diversify its housing, and build walking and biking connections, all in a rural landscape. Krista facilitated Steering Committee meetings, designed public outreach events, and wrote the Baseline Report, among other tasks as Project Manager.



Norton Village Center Vision Plan, Norton, MA: Managed the development of a vision plan for the Norton Village Center. Library Square in Norton, MA, is considered by some residents as “downtown” Norton, but the town has never really had a traditional New England town center. Library Square has all the elements, a town common, civic uses, Eaton College, and designation as a historic district. But it is plagued by traffic, an unsafe walking and biking environment, and no cohesive vision to make the area a true village center. Krista oversaw the creation of a vision plan that involved a stakeholder group that met monthly and extensive public outreach efforts.

Sustainable Jamestown, Jamestown, RI: Managed the Sustainable Jamestown project, which used extensive public engagement to understand the environmental, social, and economic issues of the island community. Krista worked with the Planning Department and Planning Commission to organize public input and ideas to develop sustainable principles that can guide municipal actions and inspire residents and businesses to take action themselves. Priorities were protecting the island’s character, adapting to climate change and sea level rise, managing drinking water supply, rising housing costs, supporting local businesses year-round, and promoting ecotourism. Sustainable Jamestown lives online and provides the community with a platform to connect residents with government and each other on sustainability issues to maintain the current high quality of life on the island for generations.

Master Plan Update, Exeter, NH: Managed this update that overhauled the Town’s Master Plan. The process included an extensive public engagement program and an active Steering Committee. The updated plan presented traditional planning topics in a more readable and user-friendly way that will help town staff, boards, and committees make decisions that reflect the community’s vision. The plan also touched on future challenges, including sea level rise, water quality, and affordable housing. As project manager, Krista was involved in all aspects of the project.

Open Space and Recreation Plans; Billerica, Bourne, Burlington, Marshfield, Weymouth, and Stoughton, MA: Managed these updates of the towns’ Open Space and Recreation Plans. Krista was involved in all aspects of these projects. Revisions included updated mapping, demographics, and open space and recreational resources inventories. Engaged residents and stakeholders through a variety of approaches, including community surveys, focus groups, interviews, and public workshops. This input informed updates to open space and recreational needs as well as goals and objectives and was the basis for development of a seven-year action plan.

Plan of Conservation and Development (POCD) Update, Haddam, CT: Managed the Town as they update their local POCD. The update aims to create a plan that focuses on the places of Haddam and how they are connected through natural, built, and social networks. Public engagement included two public workshop events. Krista is involved in all aspects of the project.

Comprehensive Plan Update, Pawtucket, RI: Managed update of the City’s 2011 Comprehensive Plan. The update meets the new requirements of the Rhode Island Comprehensive Planning Standards Manual. The succinct, user-friendly plan highlights “creative placemaking” to drive downtown and riverfront redevelopment, overall business growth, and neighborhood revitalization. Krista was the lead writer for the updated plan.

Rhodemap RI: A Regional Plan for Sustainable Development, State of Rhode Island Division of Planning: Worked as part of a team that developed a regional plan for sustainable development for the State of Rhode Island, emphasizing the inter-dependent challenges of economic competitiveness and revitalization, social equity, and housing affordability as well as energy use, climate change, public health and environmental impact. Coordinated an extensive public input and outreach program, supported to project citizen advisory committees, and provided technical assistance to sub-consultants.

Master Plan Update, Shrewsbury, MA: Managed this update of the Town of Shrewsbury Master Plan. Working with a Steering Committee, the process included public forums and other methods of outreach to identify formative issues around land development, the local economy, municipal services, preservation and housing needs. The final update has a 20-year outlook for the Town and focused on goals, policies, and actions the Town will take to reach a shared vision. Krista participated in all aspects of the project.



Craig S. Pereira, CFM, NCI

Senior Planner

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Areas of Expertise

Urban Design & Physical Planning
Municipal Planning & Community
Outreach
Geographic Information Systems
Hazard Mitigation/Emergency Response
Planning
Climate Change/Adaptation
Public Health
Landscape Architecture

Professional Registrations & Affiliations

Certified Municipal Vulnerability
Preparedness Provider
Association of State Floodplain
Managers, Certified Floodplain
Manager (CFM)
National Charrette Institute (NCI)
Certified Charrette Planner
APA, RI Chapter
RI Flood Mitigation Association

Academic Background

Masters of Arts, Urban Design &
Physical Planning, University of
Rhode Island
Bachelor of Landscape Architecture,
University of Rhode Island

Professional Experience

Horsley Witten Group, Inc.,
Senior Planner 2011 to Present
Pare Corporation,
Senior Planner 2004 - 2010

Horsley Witten Group

Sustainable Environmental Solutions



Craig Pereira has fifteen years of professional experience in community planning. His specific expertise is in municipal planning and community outreach, hazard mitigation and emergency response planning, climate change and adaptation planning and public health planning, assessment and implementation. He has presented at several regional workshops on the intersection of planning and public health and led a statewide training on Emergency Action Plans for both publicly and privately-owned dams. He also has experience working with federal clients (US EPA and Indian Health Services), geographic information system (GIS) mapping, analysis and modeling and a background in Landscape Architecture.

KEY PROJECTS

Mashpee Wampanoag Tribe Hazard Mitigation Plan Development – Mashpee Wampanoag Tribe (current):

Project Manager for the creation of the Tribe's first multi-hazard mitigation plan. Working with the Tribe's Emergency Management Director and Tribal Hazard Mitigation Committee, conducted a Risk and Vulnerability Assessment, created GIS mapping of high-hazard areas, developed a capability assessment and developed/prioritized mitigation actions towards improved resiliency. Also conducted Tribal interviews, Tribal workshops and coordinated with MEMA and FEMA officials.

Sudbury Municipal Vulnerability Preparedness and Multi-Hazard Mitigation Plan Update – Sudbury, MA (current):

Project Manager for the completion of a vulnerability assessment and development of an action-oriented resiliency plan for the Town of Sudbury. Worked with a Core Team to develop stakeholder's list, workshop approach, materials and presentation. Facilitated one full day session of working groups utilizing the Community Resilience Building framework. Also working with the Sudbury Local Hazard Mitigation Committee to develop the 5-year update for the Town's Multi-Hazard Mitigation Plan. Updated the Risk and Vulnerability Assessment, as well as GIS mapping of high-hazard areas. Developing mitigation actions for inclusion in the update, conducted municipal interviews, public workshops and coordinated with MEMA and FEMA officials.

RI Statewide Comprehensive Outdoor Recreation Plan Update, Statewide (current):

Project Planner for the outreach and public engagement component of the SCORP update. Conducted 11 focus groups across the state to identify demand, satisfaction, and gaps related to outdoor recreation. Coordinating with Working/Advisory Groups to develop vision and goals for the update. Managing online Survey 123 application to solicit the general public for comments and images.

Bristol's Health Equity Zone, Bristol, RI (current): Project Manager for CDC/HRSA-funded Rhode Island 4th-year statewide initiative to establish Collaborative of partners to more efficiently deliver services surrounding Food and Nutrition, Physical Activity, Mental Health and Wellness and Substance Abuse Awareness and Prevention. Conducted town-wide Baseline Assessment, developed annual Work Plan, and implemented initiatives throughout the community over the past 3 years.

Providence Hazard Mitigation Plan Update, Providence, RI: Project Manager for the 5-year update of the City's Hazard Mitigation Plan. Updating Risk/Vulnerability Assessment, GIS-mapping of high-hazard areas, and Higher Education/



Healthcare Cluster Annexes. Working with Local Hazard Mitigation Committee to develop, select and prioritize mitigation actions for inclusion in the Update and coordination with RIEMA and FEMA officials.

National Grid Easement Trail Feasibility Study, Bristol/Warren, RI: Project Manager for the development of a conceptual trail alignment along the Grid's utility easement through Warren and Bristol. Conducted Existing Conditions Analyses, GIS mapping, public workshops/stakeholder interviews, and coordinated with municipal officials to integrate multi-modal transportation alternatives with recreational land uses.

Shrewsbury Municipal Vulnerability Preparedness, Shrewsbury, MA: Project Manager for the completion of a vulnerability assessment and development of an action-oriented resiliency plan for the Town of Shrewsbury. Worked with a Core Team to develop stakeholder's list, workshop approach, materials and presentation. Facilitated two half day sessions of working groups utilizing the Community Resilience Building framework.

Easton Comprehensive Master Plan, Easton, MA: Project Planner for the update of Easton's Master Plan. Project included GIS data/mapping, demographic data updates and public input garnered through a range of outreach activities including public forums, surveys, feedback loops and the project website.

Marblehead Hazard Mitigation Plan Update – Town of Marblehead, Marblehead, MA: Project Manager for the 5-year update of the Town's Hazard Mitigation Plan. Updated the Risk and Vulnerability Assessment, as well as GIS-mapping of high-hazard areas. Worked with Local Hazard Mitigation Plan Implementation Committee to develop, select and prioritize mitigation actions for inclusion in the Update. Conducted municipal interviews, public workshops and coordinated with MEMA and FEMA officials.

Comprehensive Community Plan Update, South Kingstown, RI: Project Planner for the plan's five-year update. The project included a full update of community baseline information, GIS data/mapping, demographic data updates and public input garnered through a range of outreach activities.

Bristol Hazard Mitigation Plan Update, Bristol RI: Project Manager for the 5-year update of the Town's Hazard Mitigation Plan. Conducted Vulnerability Analyses for projected sea level rise on residential and commercial structures, and roadway infrastructure. Conducted municipal interviews, public workshops and coordinated with RIEMA and FEMA officials.

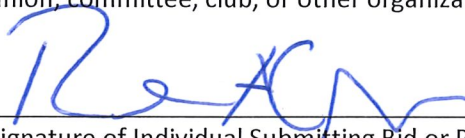
Emergency Action Plan Workshop, Lincoln, RI: Developed and co-facilitated a day-long workshop for the Rhode Island Department of Environmental Management and Rhode Island Emergency Management Agency focused on educating stakeholders in their role and responsibility in the development and maintenance of Emergency Action Plans for high/significant hazard dams.

Forms



CERTIFICATE OF NON-COLLUSION FORM
TOWN OF ARLINGTON
Open Space and Recreation Plan Update

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.



Signature of Individual Submitting Bid or Proposal

Richard Claytor

Name of Individual Submitting Bid or Proposal

Horsley Witten Group, Inc.

Name of Business

October 26, 2020

Date

BY STATE LAW THIS NON-COLLUSION FORM MUST BE SIGNED AND SUBMITTED WITH THE BID OR PROPOSAL.

CERTIFICATE OF TAX COMPLIANCE FORM
TOWN OF ARLINGTON
Open Space and Recreation Plan Update

Pursuant to MGL Chapter 62C, Section 49A, I certify under the penalties of perjury that I have complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

04-2959513



Richard Claytor, President

Social Security Number or
Federal Identification Number

Signature and Title of Individual or
Responsible Corporate Officer

BY STATE LAW THIS CERTIFICATE OF TAX COMPLIANCE FORM MUST BE SIGNED AND SUBMITTED WITH THE BID OR PROPOSAL.