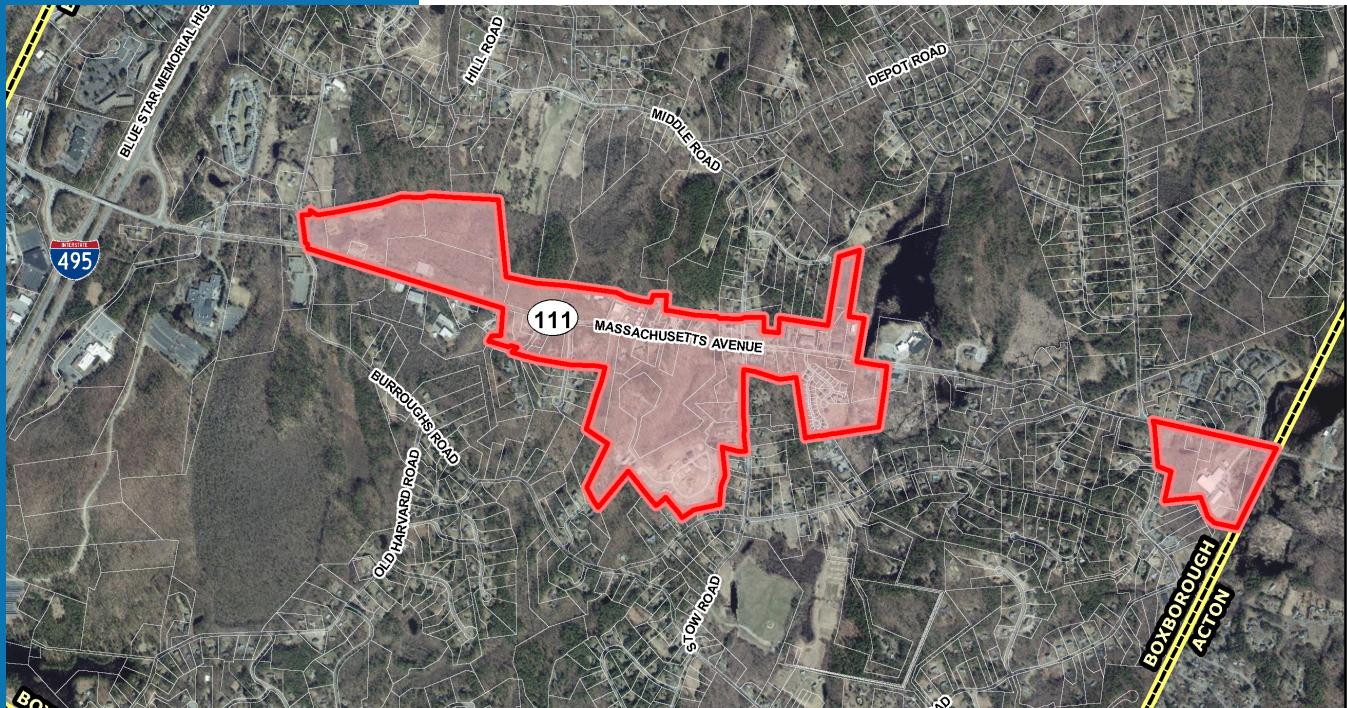


Tighe&Bond

QUALIFICATIONS FOR

Planning and Conceptual Design Services



SUBMITTED TO

Town of Boxborough, MA

September 19, 2023

Office of the Town Planner
Town of Boxborough Town Hall
29 Middle Road
Boxborough, MA 01719

Re: Proposal for Planning and Conceptual Design Services

Dear Mr. Wade:

We are pleased to provide this proposal to assist the Town of Boxborough in preparing conceptual plans and recommendations to revitalize its Business and Town Center zoning districts with the goal of creating a new village center. We understand the Town is seeking an assessment of the capacity of the area's infrastructure for development as well as environmental resource and/or existing zoning constraints to accommodate village center development and to develop conceptual plans depicting alternative development scenarios as well as case studies of best practices from other rural communities. We also understand that the Town is seeking to actively engage the public in the development of conceptual designs to invest townspeople in the project and incorporate public interests in the conceptual design.

Tighe & Bond's multi-disciplinary approach allows our team to offer integrated solutions. Tighe & Bond, with support from Innes Associates, has assembled a highly qualified and creative team capable of providing the Town with specific tools and techniques to help implement the vision to create a village center for Boxborough.

Additional Services/ Exclusions

If selected, Tighe & Bond would like the opportunity to negotiate mutually acceptable insurable terms, including incorporating non-conflicting portions of the Terms and Conditions including in Attachment F. In addition, we have included a sample of our insurance certificate; additional insured may apply to applicable policies, by way of blanket endorsement, excluding workers compensation and professional errors and omissions.

Should you have any questions, please contact me at the number below.

Very truly yours,

Tighe & Bond, Inc.



Joe Persechino, PE, LEED AP
Vice President
603.433.8818



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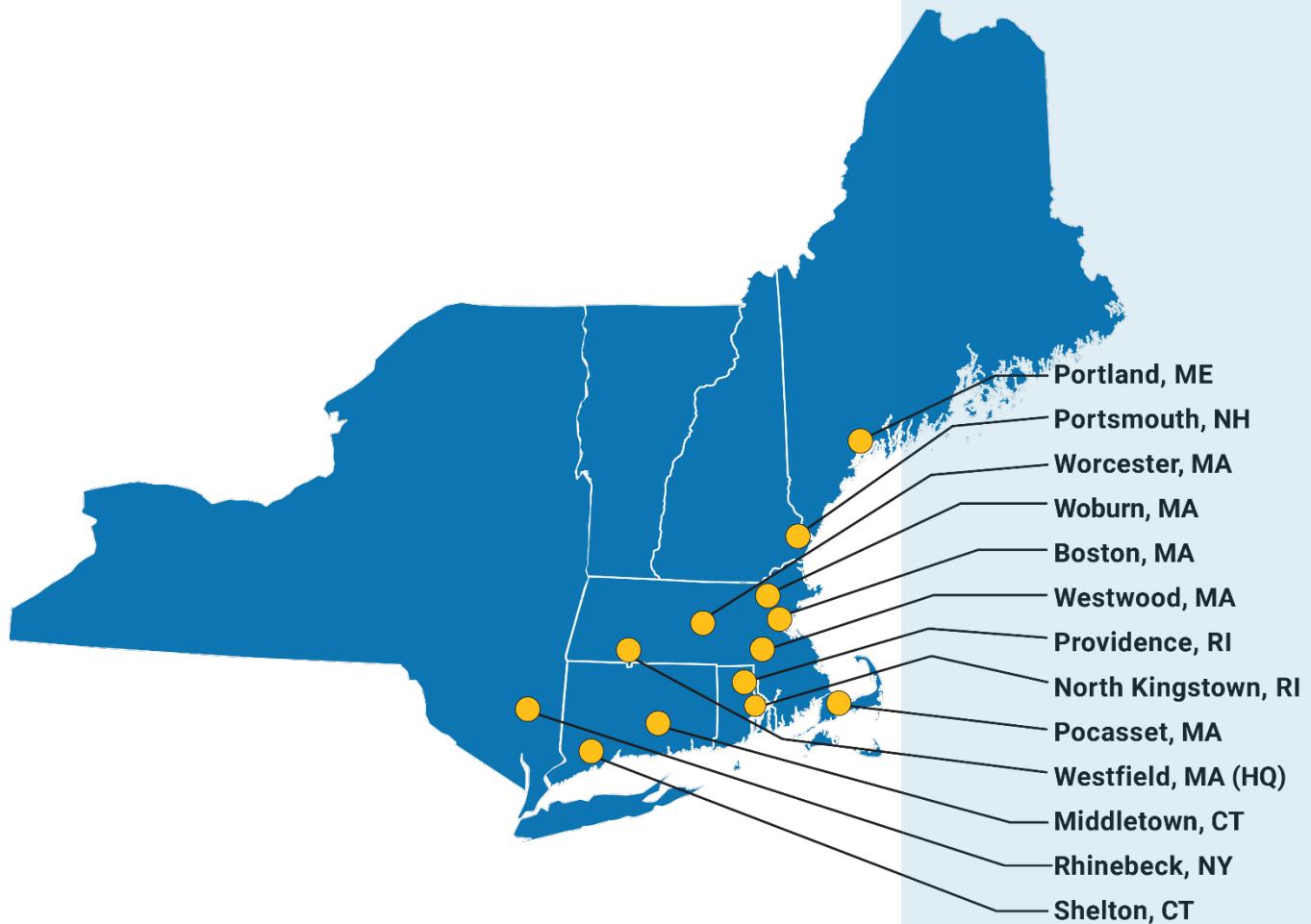
Appendix A: Representative Project Experience and Resumes

Appendix B: Required Forms

Minimum Criteria

1. Delivery to the Town of its proposal by the deadline as stated in this RFQ.
Hand Delivered for On-Time Delivery.
2. Technical proposal and cost proposal presented in separate, properly labeled envelopes as indicated in this RFQ.
Our submission is in accordance with the RFQ requirements.
3. Signature from an authorized representative of the firm where required by this RFQ.
Cover letter and all forms requiring signatures have been completed and submitted in our Appendix.
4. Proper completion of the Tax Certification Form and Corporate Vote
(if a corporate proposer) in the forms appearing in this RFQ
All forms requiring signatures have been completed and submitted in our Appendix.
5. Proof of professional licensure.
Licensure is listed on each team member's resume included in our Appendix. Also see our Corporate License in the Appendix.

OUR LOCATIONS



With 13 offices across the Northeast, we are ready to provide responsive, high-quality professional services to efficiently meet your project goals, schedule, and budget.

Tighe&Bond

FOUNDED

1911

TEAM MEMBERS

~500

ZWEIG GROUP

BEST FIRMS
TO WORK FOR

BANKER AND TRADESMAN'S BEST OF 2022

#1

for Engineering &
Environmental
Services

ENR NEW ENGLAND TOP DESIGN FIRMS

#8

SMPS BOSTON

2023
Employer of the year

Firm Overview

For over a century, Tighe & Bond has been a leading multi-disciplinary consulting firm in the Northeast, manifesting its clients' vision for a better-built environment by providing full-service engineering, landscape design, site planning, and environmental services. Innovative thinking and exceptional service have always been at the core of our work.

In addition to our planning, engineering, and environmental expertise, Tighe & Bond's landscape design team (Halvorson | Tighe & Bond Studio) offers a unique perspective to our work, creating more holistic solutions to unlock each site's potential. For this project, Tighe & Bond will be partnering with Innes Associates out of Newburyport, MA. Innes Associates works with communities of all size, assisting with planning and zoning strategies at all scales, from small neighborhoods to entire towns or cities.

Our experienced professionals provide concept-to-completion expertise to comprehensively address our public and private clients' needs. The Tighe & Bond team develops creative, collaborative responses to complex challenges by focusing on bright ideas, green strategies, and clear solutions. We always continue evolving to keep pace with our ever-changing industry because moving forward is what we do.



SERVICES

Comprehensive Planning
Urban
Design/Placemaking
Site Planning & Design
GIS/Asset Management

Landscape Architecture &
Urban Design
Transportation
Engineering
Water & Wastewater
Engineering
Environmental Consulting

Firm History

As a full-service professional consulting firm focused on serving clients throughout the Northeast, our array of services includes water and wastewater engineering; comprehensive/land use planning and site design; transportation engineering; environmental consulting; GIS and asset management; coastal and waterfront solutions; and building engineering (MEP, structural, and geotechnical).

With our signature attention to detail and project advocacy, we devise effective solutions to meet the unique needs of our clients and their stakeholders. Currently ranked #7 on Engineering News Record's Top New England Design Firms, we have approximately 500 professionals working together in 13 offices from New York to Maine. Our team provides professional services for clients in government (federal, state, and local), education, healthcare, industry, real estate development, renewable energy, power utility, and water/wastewater utility markets.

Our firm continues to grow to meet the needs of our clients across the Northeast, both organically and through acquisition:

- Our urban planning and landscape architecture practice was strengthened with the addition of Halvorson | Tighe & Bond Studio (2020).
- RT Group joined the firm in 2021, augmenting our waterfront and geotechnical service offerings.
- Earlier this year (2023), acquiring WorldTech Engineering bolstered the firm's transportation services.

Contact Information

Tighe & Bond, Inc.
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President
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Team Experience

Planning & Design

Comprehensive site planning and design are essential to a project's successful outcome. Our team of planners, landscape architects, civil, geotechnical, and transportation engineers; and environmental scientists helps clients evaluate development criteria and propose solutions based on each project's unique needs. This may include navigating the complex site approval process; infrastructure, traffic, and parking improvements; urban design and building massing; placemaking; and sustainable design strategies.

Tighe & Bond's multi-discipline approach allows our team to offer integrated solutions. Tighe & Bond, with support from Innes Associates, has assembled a highly qualified and creative team capable of providing the Town with specific tools and techniques to help implement the vision to create a village center for Boxborough.

There for You from Start to Finish

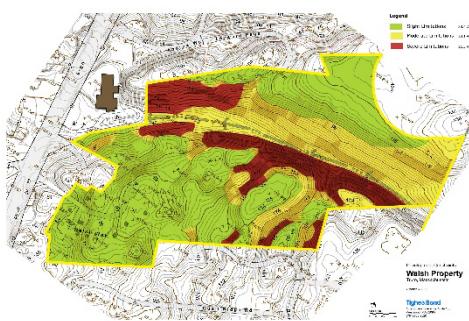
We assist clients from the initial conceptual stages of a project through schematic design, design development, construction documents, bidding, and construction oversight. Applying Tighe & Bond's "Whole Asset Approach," our multidisciplinary team is equipped to manage even the most complex projects efficiently from start to finish, with regulatory experts on staff so that permitting is achieved smoothly and swiftly with federal, state and local authorities.

Sustainable Site Strategies

Sustainable design strategies benefit our clients, communities, and environment. Tighe & Bond's multi-discipline approach allows our team to offer integrated solutions. East Boston's Clippership Wharf, a waterfront residential complex developed by Lendlease with landscape design by Halvorson | Tighe & Bond Studio was named 2020 Climate Change Project of the Year by the Environmental Business Council of New England.

Designing within Environmentally Sensitive Areas

As a firm made up of highly skilled consulting planners, engineers and environmental scientists, we have extensive experience in providing design services that embody the principles of environmentally sensitive design. These include, for example, limiting land disturbance, protecting wetlands and other natural areas and habitats, limiting impervious surfaces, and providing innovative and effective stormwater management. In Truro, MA, Tighe & Bond assisted the Walsh Property Community Planning Committee with a feasibility assessment of an approximately 70-acre Town-owned property for its suitability for housing, recreation, and other municipal uses. The site is mapped for rare species habitat, wellhead protection, and includes slopes with greater than 25% adjacent to the Cape Cod National Seashore.



Relevant Project Experience

Tighe & Bond/Halvorson Design Studio has worked on numerous conceptual planning and design projects of all sizes and scales throughout New England. We work with multidisciplinary teams equipped to manage even the most complex projects efficiently from start to finish. Recent work featured at the end of our submission includes the Riverfront Island Master Plan Update in Lewiston, ME, the Nashua, NH Downtown Riverfront Plan, and Walsh Property Feasibility Study in Truro, MA.

Innes Associates works with communities of all scales, tailoring our services to meet the needs of the community. We find that smaller communities have many of the same concerns as larger ones, but the solutions to those concerns cannot simply be scaled down. Our practice includes a focus on the needs of smaller communities, many of them rural, with populations from 1,500 to about 7,000. This includes the towns of Groveland, Newbury, Egremont, and Leverett.

Capacity, Availability, & Financial Stability

As an approximately 500-person firm generating more than \$90 million in annual revenues, we have the appropriate staff and capacity to successfully execute this project. We have no 3rd party debt (i.e., no commercial loans) and a healthy backlog of project work that is typical for a multi-discipline consulting firm of our size. Tighe & Bond is confident that we have sufficient resources for this assignment and we've selected a well-qualified project team that is immediately available. We have successfully provided similar services in numerous communities including those highlighted in this proposal. We are confident that our currently contracted projects will not have any impact on availability or assigned staff over the next three years.

Legal History

Below find Tighe & Bond's litigation proceedings that are pending or have been concluded within the past five.

1. Troy J. Ellis vs Pepperell Cove Marine Services, Inc. et al – Case Number: 226-2022-CV-00494; A personal injury complaint has been filed against H.B. Fleming, LLC; Kingsbury Companies, LLC; Pepperell Cove Marine Services, Inc.; and Tighe & Bond, Inc. Tighe & Bond was notified on January 10, 2023 that it has been identified as a Defendant in a Civil Action Lawsuit filed by Teale Law on behalf of Mr. Troy Ellis. During construction activity in 2019, Mr. Ellis sustained personal injuries while performing concrete cutting services at a project site when a modular seal and/or plug affixed to the end of a concrete pipe failed, causing water to rush into a below-grade chamber. The injury was a direct result of construction means and methods for which Tighe & Bond is not responsible and for which it has no liability. Further, Tighe & Bond's scope of services did not include any responsibility and/or indemnity obligation for construction means and methods and/or construction site safety or procedures. We will pursue a motion for summary judgment in which we will seek dismissal of the plaintiff's claims against Tighe & Bond.
This is an active Complaint.

2. Reliable Roofing vs City of Brockton and Tighe & Bond. This claim was for extra costs for roof replacements for three schools in Brockton. The City and Tighe & Bond were unable to successfully negotiate change orders with the contractor during construction. Tighe & Bond provided engineering design services to the Owner. ***The case was settled in mediation in 2021.***
3. Industrial Client – Tighe & Bond was among several parties being sued in a personal injury lawsuit of a worker at a private industrial client (name is confidential) who was injured while working with a piece of manufacturing equipment. Tighe & Bond provides a variety of environmental services at the facility and was named in the suit along with several other companies. ***The case was settled out of court in 2020.***
4. Estate of Beth Nelson, Plaintiff v. Joseph Breault, et al, Defendants. Beth Nelson was crossing the street at night and was hit by a passing car in front of a developed site that had been designed by Tighe & Bond. The driver, the NHDOT, the developing company, and Tighe & Bond were sued by the estate. ***Tighe & Bond's summary motion was granted, and Tighe & Bond was dismissed from the case.***
5. Aslan Electric vs. Town of Lancaster, MA and Tighe & Bond. Aslan Electric, an electrical sub-contractor was not paid by the General Contractor. The general contractor went out of business, and it was found that the payment bond provided by the contractor was substituted prior to contract signing with a fraudulent bond. Aslan Electric claims that Tighe & Bond should have known the bond was fraudulent, despite the fact that the original payment bond reviewed by Tighe & Bond was valid and that the bond was replaced without our knowledge. Tighe & Bond found out about the fraudulent bond one year after completion of the project. ***This case settled out of court in 2019.***

Technology

Geographic Information Systems (GIS) will be used to complete an initial desktop assessment of existing land use, infrastructure and environmental conditions within the Study Area. GIS resource/base maps of existing conditions will be available to the Town at a small printable scale. Larger base maps will also be used to describe existing conditions for participants at the charette and during the conceptual design process as needed.

Our team is well versed in visualizations software and tools to represent the planning ideas, including AutoCAD for drafting, Adobe Illustrator and Photoshop for plan renderings and before-after visualizations; and Rhino, Sketchup, and Lumion for 3-D studies and presentation renderings. Tighe & Bond also has licensed drone operators that can capture aerial photos, which can be useful as part of the planning process. Sharon- please check whether our drone operators are licensed or required to be licensed.

Effectiveness of Community Engagement

One of the most important aspects in planning is attracting and engaging the public to participate in the planning process. Our process is founded on working with our clients and various project stakeholders, asking relevant questions, collaborating, and establishing meaningful dialogue throughout the planning process. This dependable partnering approach enables us to deliver clear, concise, and implementable plans. We have been involved with dozens of public and private stakeholder groups, conducting design charrettes, community meetings and presentations for cities and towns on projects ranging from master plans, parks and urban plazas, to multi-modal trails and wetland restoration.

Our approach begins by working closely with our clients to fully understand their project goals and objectives. These guiding factors support the development of a public engagement approach that addresses the project's needs, budget, and level of outreach required to ensure a successful project. We work with clients to identify key stakeholders and develop and implement an outreach plan to maintain consistent communication throughout the duration of the project.

Our project team includes highly skilled and experienced planners and landscape architects who conduct interactive public workshops designed to educate participants, solicit feedback throughout the planning process, and build stewardship for implementation.

We have recently participated in several successful community engagement efforts, including the Lewiston Riverfront Island Master Plan Update, the Nashua NH Downtown Riverfront Plan, and DCR Christian A. Herter Park Master Plan. Past engagement tools have included in-person and online meetings, presentations, workshops, and open houses, supplemented with interactive project web sites where the public could submit comments, ideas, answers to survey questions, and follow the project milestones and deliverables.

Assisting communities throughout New England.

Emily Keys Innes, AICP, LEED AP ND, founded Innes Associates in 2020 to continue her urban planning and design practices. Less than three years after opening, Innes Associates is entering our next phase **with a new office and expanded staff** to address our clients' needs.

Our office is in Newburyport, Massachusetts, a city of just over 18,000 people. We have easy access to the wide range of towns and cities we work with: our smallest client has a population around 1,500; our largest clients have populations of over 100,000. Our goal is to **provide excellent service to all our clients** by helping them address community-specific needs.

Municipalities have many challenges, using limited resources and capacity to address community needs, concerns and desires.

We work with communities of all sizes, assisting with planning at all scales: from lots to neighborhoods to entire towns or cities. Our goal is to **help people communicate** about meaningful change in their communities.

We develop our own tools and methodologies and, as needed, work with colleagues at other firms with complementary expertise to provide a complete skill set to address our clients' needs.

We define project success by how well we assist our clients and their communities.

Areas of Practice

- Zoning and Design Guidelines MBTA Communities Act
- Strategic Plans
- Comprehensive Plans
- Public/Private Partnerships
- Special Municipal Services

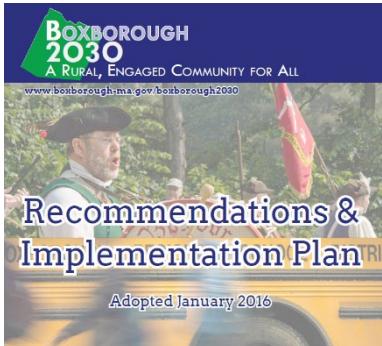
For more information, please contact:

Emily Keys Innes, AICP, LEED AP ND
President
Innes Associates Ltd.
emily@innesassocltd.com
(857) 226-3815

What could we create if we worked together?



Project Approach



BOXBOROUGH ECONOMIC DEVELOPMENT STUDY

Phase 1 Technical Memo
December 2019

The Town of Boxborough has made a significant commitment to preserving and enhancing its Business and Town Center zoning districts by preparing a Master Plan (Boxborough2030) and Economic Development Study by the Center for Economic Development at UMASS Amherst - School of Landscape Architecture and Regional Planning (LARP).

Among the key strategies identified for the Town Center and Business districts were the following:

- Preserve and reinforce the Town Center District as Boxborough's center for governance, municipal services, and town-wide events.
- Implement land use policies that support and encourage appropriately scaled and mixed-use developments in key areas of town.
- Conduct a thorough review of the Town's land use controls, including dimensional requirements and conservation bylaws on commercially zoned land, to identify barriers to growth for appropriately scaled development.
- Consider regulatory tools that can guide and encourage growth in appropriate areas.
- Catalyze private investment in key commercial districts.

Further, the 2019 – 2020 UMass Economic Development Study included a market analysis under four development scenarios, including: Baseline / Current Course, Rural / Agricultural Heritage; Village Style Development; Comprehensive Approach, with a market analysis focused on regional supply and demand of commodity types and businesses.

The analysis concluded that Village Style Development and Rural/Agricultural Heritage were highly rated by the majority of residents across a range of demographic profiles.

Our approach will build upon these prior planning efforts. We will structure the planning process in the following phases:

- Complete an existing infrastructural, environmental, and zoning analysis within the Town Center and Business districts (Study Area).
- Engage the public in a meaningful dialogue to further examine scenarios identified in the UMass Economic Development Study through a charrette-based planning process.
- Provide refined conceptual plans/illustrations for two alternatives, based on the analysis and public input
- Prepare a final report with case studies of other successful rural village centers in Massachusetts; and develop recommendations identifying opportunities for implementation.

Tighe & Bond, with support from Innes Associates, recently completed a similarly structured planning process for the Lewiston, ME Riverfront Island Master Plan update.

Project Understanding

We understand that the Town of Boxborough is seeking technical proposals to prepare conceptual plans and recommendations to revitalize its Business and Town Center zoning districts with the goal of creating a new village center. These zoning districts encompass approximately 265 acres or 0.4 square miles of both undeveloped and developed land, buildings and infrastructure in three zoning districts as depicted in Figure 1.

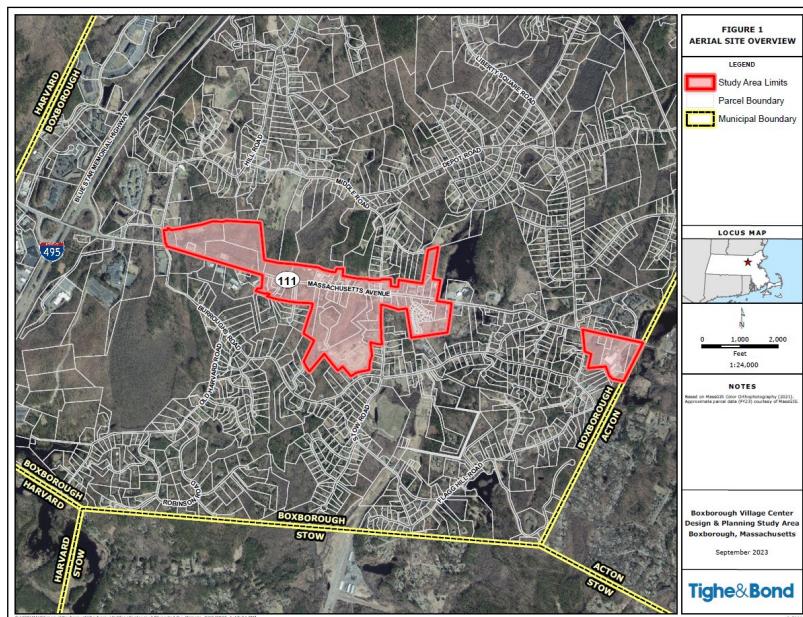
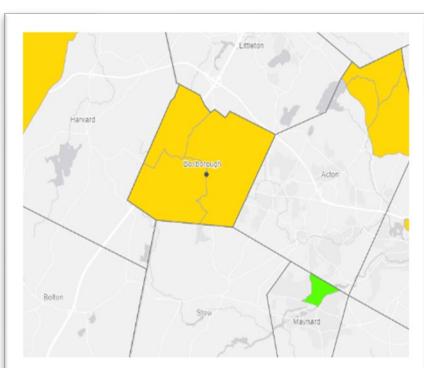


Figure 1. Study Area Limits

We understand the Town is seeking an assessment of the capacity of the area's infrastructure for development as well as environmental resource and/or existing zoning constraints to accommodate village center development and to develop conceptual plans depicting alternative development scenarios as well as case studies of best practices from other rural communities. We also understand that the Town is seeking to actively engage the public in the development of conceptual designs to invest townspeople in the project and incorporate public interests in the conceptual design, with consideration for Environmental Justice populations that comprise 100% of the Town (as shown in Figure 2).



Tighe & Bond/Innes Associates has completed numerous similar projects including the following:

- **Lewiston, ME Riverfront Island Master Plan Update:** Halvorson/Tighe & Bond Studio with support from Innes Associates worked on updating the City's master plan and provided specific recommendations in five areas, including: new riverwalk and multi-modal downtown connections, revitalization of a waterfront park, and infill and redevelopment strategy for vacant and underutilized land.

Particularly relevant was the study of solutions for the scenic but challenging Island Point: our team's zoning analysis and market study pinpointed suitable land uses and proposed zoning revisions to enable their easier implementation, while our team created an attractive 3-D visualization of what the development might look like.



Figure 5. Concept plan for Island Point with key zoning recommendations.

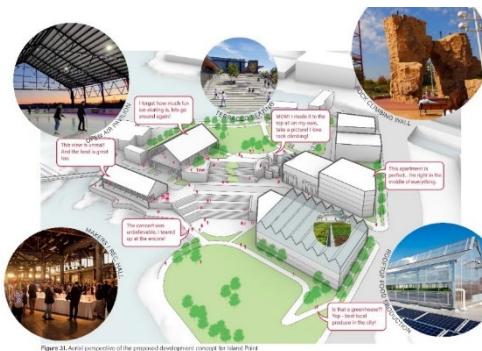


Figure 6. Aerial perspective of the proposed development concept for Island Point.

- **Nashua, NH Downtown Riverfront Plan:** Halvorson Design Studio assisted the City to create a vision and conceptual plan to guide improvements and uses along the Nashua River corridor in downtown Nashua. The process involved an extensive community engagement component with both in-person and online engagement opportunities, cost estimates and project prioritization. Halvorson developed a framework plan that: highlights the Nashua River as an asset to the downtown, creates connectivity between the riverfront and local businesses, improves waterfront amenities for public gathering, minimizes development impacts on the riparian ecosystem and identifies focus areas for future development.
- **Truro, MA Walsh Property Site Development Feasibility Assessment:** Tighe & Bond evaluated capacity of the 70-acre Walsh property for development, led committee discussion of feasible uses of the property and community planning process for long-term site master planning. Tighe & Bond completed a desktop GIS analysis of the site to evaluate environmental constraints, reviewed existing zoning, and prepared a potential site use plan.
- **Lovett Brook Land Use Plan:** Innes Associates led a team of consultants, including Tighe & Bond, to assess an underutilized site in Brockton. The site included excellent highway access, a hospital, a bank headquarters, and diagnostic lab space. The plan proposed a mixed-use site, including additional diagnostic lab or biomedical manufacturing space, to take advantage of Brockton's competitive advantages in the region.
- **Town of Egremont:** Innes Associates recently completed a comprehensive plan for the Town of Egremont; we are now kicking off a town-wide rezoning project to implement the recommendations of that plan. These recommendations include enhancing Egremont's two villages as small mixed-use centers, supporting agriculture and related businesses, and promoting expanded home-based businesses suitable for a rural economy.
- **Town of Harvard MVP Plan:** While at Harriman, Emily Innes led the Municipal Vulnerability Plan for the Town of Harvard, partnering with Daniel Cooley, Associate Director and Professor at the Stockbridge School of Agriculture at UMass Amherst to understand the impact of climate change on agriculture. The study focused on strategies that a municipality could take to support agriculture and actions the farmers themselves could implement.

Scope of Services

We have prepared the following scope of services to assist the Town of Boxborough in this planning effort.

Task 1. Gather/Analyze Existing Conditions/Permitting Requirements

1A. Gather/Review Existing Reports/Data.

Tighe & Bond/Innes Associates will gather and review existing Town documents and data with background information on the project, including: 2016 Master Plan (Boxborough 2030), 2019-20 Economic Development Study by the Center for Economic Development at UMASS Amherst - School of Landscape Architecture and Regional Planning (LARP); and existing zoning bylaws and regulations affecting development.

Using available MassGIS and/or Town data, orthoimagery, and publicly available plans for the Study Area from the Town, we will create GIS data layers and illustrative diagrams of existing conditions and features affecting potential development and uses within the Study Area, including: topography and land cover; soil type(s); natural resources; location of public and/or private drinking water supply wells; existing transportation, water and/or wastewater infrastructure.

1B. Conduct Desktop Environmental Analysis.

Tighe & Bond will complete an initial desktop infrastructure and environmental analysis of the Study Area. The initial environmental analysis will include a desktop evaluation of sensitive environmental resources; available capacity of the Study Area to provide drinking water for potential development; existing buildings/setbacks; available transportation infrastructure; wastewater disposal capacity under Board of Health/DEP Regulations; easements and/or rights-of-way. Illustrative diagrams showing opportunities and constraints will be prepared for use in the planning charette in Task 2 below.

1C. Review Permitting Requirements.

The project team will review the scope of jurisdiction of various regulatory agencies, including existing zoning under the Boxborough Zoning Bylaw, Boxborough Subdivision Regulations, Board of Health, and other applicable regulations affecting potential development of the Study Area. We will summarize applicable standards, dimensional requirements, and general permitting requirements. We will create a table summarizing permitting requirements under existing zoning regulations.

Task 1 Deliverables: GIS existing conditions figures; opportunities and constraints diagram(s); Master Plan/Economic Study summary memo; permitting requirements table.

Task 2. Public Engagement/Alternative Concepts

2A. Prepare Initial Concepts.

Based on existing conditions data, kickoff meeting with key stakeholders, and information gathered in Tasks 1 & 2, Tighe & Bond/Halvorson Studio

will prepare one (1) initial concept diagram depicting each of the four scenarios from the UMass Economic Development Study as follows:

- Scenario 1 - Baseline / Current Course
- Scenario 2 - Rural / Agricultural Heritage
- Scenario 3 - Village Style Development
- Scenario 4 - Comprehensive Approach

2B. Conduct Community Charette.

The Project Team will prepare for and facilitate a one-day community charette to generate community interest and investment and incorporate public interest in conceptual plans for the Study Area.

This charette will begin in the morning with a kick-off meeting to discuss the day's events. Options include the following: a morning site walk/site tours, interviews with stakeholders, team design charette, afternoon community workshops and an evening workshop. This structure allows people who cannot make the traditional evening meeting to participate at different times; it also gives the consultant team an in-depth understanding of community desires and concerns. The outcome of the workshops will be consensus on two alternatives that can be used in the scenario-based zoning review in Task 3.

Boxborough has three census tracts; all three have a Minority (as defined by the Environmental Justice regulations) population of over 30%; two have language isolation of about 3% of the population; and one has a lower median household income than the other two. We will work with the Town of Boxborough to develop outreach and engagement strategies to include those who are historically underrepresented in planning processes. This may include outreach to local organizations, including religious, cultural, or neighborhood-based groups.

Task 2 Deliverables: PowerPoint presentation, charette materials including up to four (4) presentation boards, agenda for charette; summary findings from charette for inclusion in final report.

Task 3. Refine Alternatives

3A. Refine Concept Plan Alternatives.

Based on input received at the community charette, the project team will work to refine the proposed concepts to create two (2) alternatives for further study.

3B. Interviews with Town Staff.

The Project Team will interview land use staff and officials to understand the impact of the two alternative scenarios on potential zoning and administrative changes.

Task 3 Deliverables: Two (2) alternative concept plans in PDF format for inclusion in final report; meeting notes from interviews.

Task 4. Conduct Case Study Research

The Project Team will draw on best practices throughout New England and beyond to understand the steps municipalities and their partners have taken to revitalize their village/town centers. We will use the

community charrette to guide our research, but will include service-based community development as one of the criteria for precedents.

Task 4 Deliverables: Case study summaries for inclusion in final report.

Task 5. Identify Opportunities for Improvement

Based on input received at public meetings/interviews, Tighe & Bond will finalize the two conceptual plans illustrating potential uses, general areas for site development and other improvements. Tighe & Bond will attend one (1) public meeting or workshop hosted by the Town to receive public input. Based on comments received from the public and the Town, Tighe & Bond will prepare final conceptual plans/illustrations for inclusion in the final report.

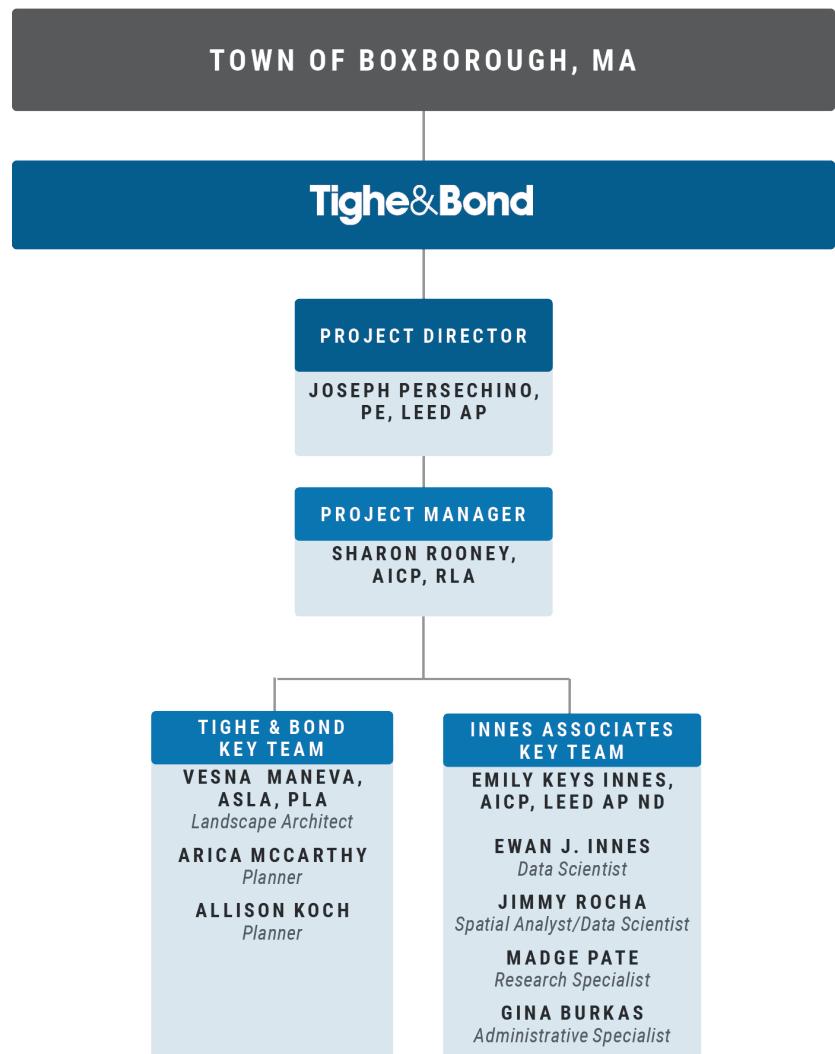
Task 5 Deliverables: Draft and Final Report with methodology and findings, with at least two (2) development alternatives; conceptual designs and visuals to effectively demonstrate development style or alternatives; recommended action plan to facilitate legislative, infrastructure, or other changes to facilitate proposed development alternatives.

Key Personnel

The team we have assembled for this project has experience in planning and design services. Below, please find our Organizational Chart with profiles of key personnel on the following page. Full resumes can be found in Appendix A.

Officers

Our board of directors consists of Bob Belitz, Chief Executive Officer; Douglas Cheppo, Chief Financial Officer; and Peter Grabowski, Chief Technology Officer. Full resumes with more detailed information on degrees, licenses, professional designations, individual experience, and comparable projects for our officers are included in Appendix A.



Team Biographies

JOSEPH PERSECHINO, PE, LEED AP | VICE PRESIDENT



Joe Persechino specializes in the development, design, and engineering of site/civil projects for institutions, real estate, commercial, educational, municipal, and renewable energy projects throughout New England. He has more than 18 years of experience from project initiation and site evaluations to comprehensive site/civil design and permitting. His permitting experience includes acquiring the necessary permits for a range of projects at the local, state, and federal level. Joe advocates for sustainability and Low Impact Design (LID) whenever possible.

SHARON ROONEY, AICP, RLA | PRINCIPAL PLANNER



Sharon Rooney specializes in land use and community planning, master plans and zoning strategies, and coastal resilience planning. Her planning experience includes preparation of regional and local coastal community resilience plans and grant support for implementation efforts; preparation of local comprehensive plans; and master planning for site development. Ms. Rooney utilizes a variety of community engagement and online decision support tools to educate, inform and seek consensus on complex planning as her exceptional project delivery skills.

VESNA MANEVA, ASLA, PLA | SENIOR LANDSCAPE ARCHITECT



Vesna Maneva is a senior landscape architect with over 20 years of experience in the planning and design of sustainable sites and vibrant urban environments. Applying her unique combination of professional training in architecture, landscape architecture, and planning, Vesna has contributed to a diverse array of projects including master plans, commercial and institutional site design, multi-modal streetscapes, and parks and urban spaces. Her projects have benefited from her conceptual planning, design, and public engagement capabilities, as well as her exceptional project delivery skills.

ARICA MCCARTHY | PLANNER



Arica McCarthy is a Planner specializing in municipal land use and community planning. Her professional experience and background involve support in report and grant writing, design specification, preparation of local comprehensive plans, and environmental site plan permit preparation for multiple municipalities in New York State and Massachusetts

ALLISON KOCH | PLANNER



Allison Koch is a Planner with more than four years of experience in municipal land use and community planning. Her professional experience and background involve support in historical and regulatory record review, cultural and community impact assessment, report writing, preparation of local comprehensive plans, and environmental site plan permit preparation for multiple municipalities across New England.

Innes Associates includes the following staff:

EMILY KEYS INNES, AICP, LEED AP ND | PRESIDENT

Emily Innes founded Innes Associates in 2020 to continue collaborating with communities throughout New England. She brings over thirteen years of experience in urban planning and design, including as a project manager of complex projects that focus on the revitalization of downtowns and industrial areas, zoning changes to promote community goals, and comprehensive and strategic plans at a variety of scales.

Emily Innes founded Innes Associates in 2020 to continue collaborating with communities throughout New England. She brings over thirteen years of experience in urban planning and design, including as a project manager of complex projects that focus on the revitalization of downtowns and industrial areas, zoning changes to promote community goals, and comprehensive and strategic plans at a variety of scales.



EWAN J. INNES | CTO AND DATA SCIENTIST

Ewan Innes is responsible for managing all technology at Innes Associates. Ewan brings his experience in programming and data management to the urban planning field and is leading the data science division. Ewan is an experienced project manager, collaborating with clients directly to address project needs and ensure a smooth process and successful outcomes.



His past professional experience includes seventeen years at Dunkin' Donuts, working in IT and marketing and 12 years at Oracle in client-focused data analysis management and e-commerce platform development. Ewan has a Masters in Scottish History from the University of Edinburgh. He is also a candidate for the Certificate in Applied Data Science from MIT's Professional Education program from the University of Massachusetts Amherst. He has a passion for cartography, GIS, and urban planning. His skills in spatial analysis will help our team uncover the interrelationships between data and topics of community concern. This will better support public conversations about options and solutions that can promote healthy environments and sustainable communities that work well for everyone.

MADGE PATE | RESEARCH SPECIALIST

Madge Pate is a research specialist at Innes Associates, Ltd. She has a strong interest in real estate and urban community development. Madge grew up in Gloucester, MA and after attending the College of the Holy Cross in Worcester, MA, and earning her BA in Political Science, she moved to Boston and began building a career in Real Estate and Corporate law. She went on to receive her Paralegal Certification at Northeastern University and worked for several years at local firms.





GINA BURKAS | ADMINISTRATIVE SPECIALIST

Gina was born in Salem, MA but grew up in Southern Greece. She studied Business Management & Administration at the University of Piraeus. Her childhood dream was to help design a better community for everyone.

As IA's Administrative Specialist, Gina brings a positive attitude and customer service experience to coordinating communications among our communities, our clients and our team - internal and external.



Engineers | Environmental Specialists

APPENDIX A

References

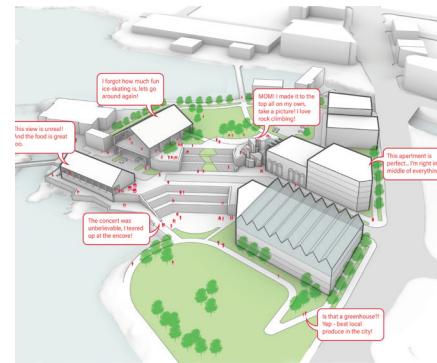
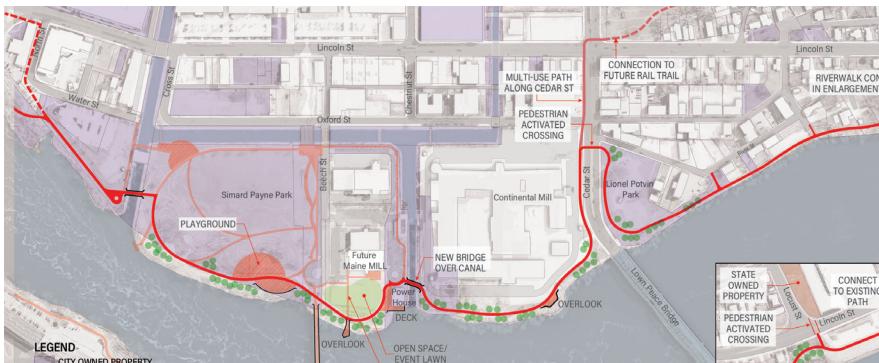
Barbara Carboni
Town of Truro, MA
24 Town Hall Road
Truro, MA 02666
(508) 214-0201
bcarboni@truro-ma.gov

Rob May, CEcD
Director of Planning and Economic Development
City of Brockton
45 School Street
Brockton, MA 02301
508-580-7113
rmay@cobma.us

Sarah Merchant
(Formerly Community Development Division Director for City of Nashua)
Chief of Staff and VP of ROC NH
New Hampshire Community Loan Fund
7 Wall Street
Concord, NH 03301
smerchant@communityloanfund.org
603 224-6669

RIVERFRONT ISLAND MASTER PLAN UPDATE

Lewiston, ME



OWNER

City of Lewiston, ME

Lewiston's pre-existing Riverfront Island Master Plan (RIMP, 2010) envisioned the revitalization of the historic mills area on the banks of the Androscoggin River as a destination vibrant with new housing, open space, and commercial uses. The City of Lewiston hired the Halvorson | Tighe & Bond team in 2021 to update this master plan and provide more specific urban design recommendations in five areas: New Riverwalk and improved multi-modal downtown connections, redevelopment for Island Point - a former industrial land fronting on the scenic Great Falls, urban infill and redevelopment strategy for vacant and underutilized land, revitalization of the waterfront Simard-Payne Park as a cultural and community destination, and revitalization of the historic canals.

The Halvorson | Tighe & Bond team studied existing opportunities and challenges to create viable options for the layout of the new Riverwalk, further enhancing links to the downtown with proposed multi-use paths and on-road bike connectivity improvements. For the revitalization of the waterfront park, Halvorson proposed a new community pavilion, destination playground, and footbridges to link to adjacent future residential uses. Halvorson envisioned revealing the potential of the historic canals with a pilot project, featuring a canal-side promenade as well as steps to the water for kayaking or winter skating. A market and regulatory analysis performed by consultants informed the recommendations on desirable land uses for redevelopment area, and included specific suggestions on zoning language revisions that would help encourage desirable uses and development types. The RIMP Update planning process benefited from ongoing collaboration with the City's team and robust public engagement that included in-person workshops and an interactive web platform.

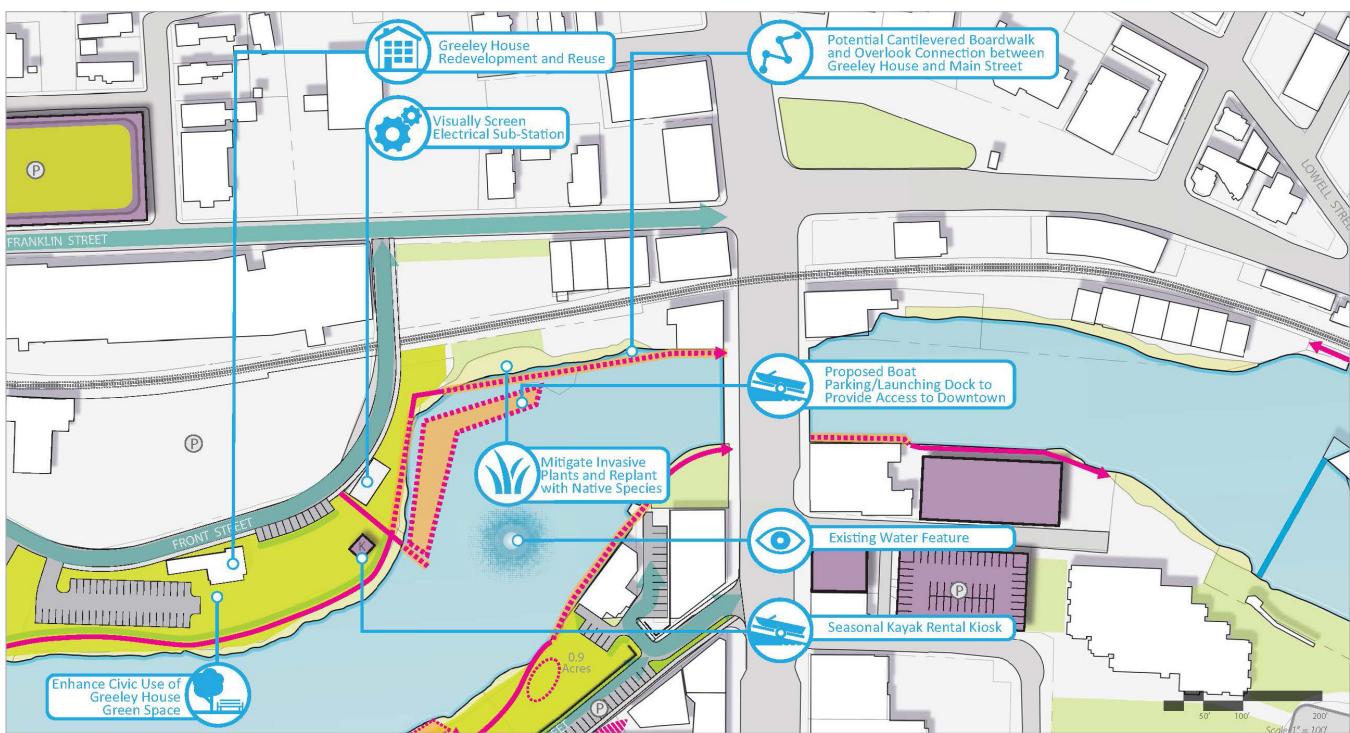
Riverfront Island Master Plan Update

INITIATIVE DESIGN ADVANCEMENT



NASHUA DOWNTOWN RIVERFRONT PLAN

Nashua, NH



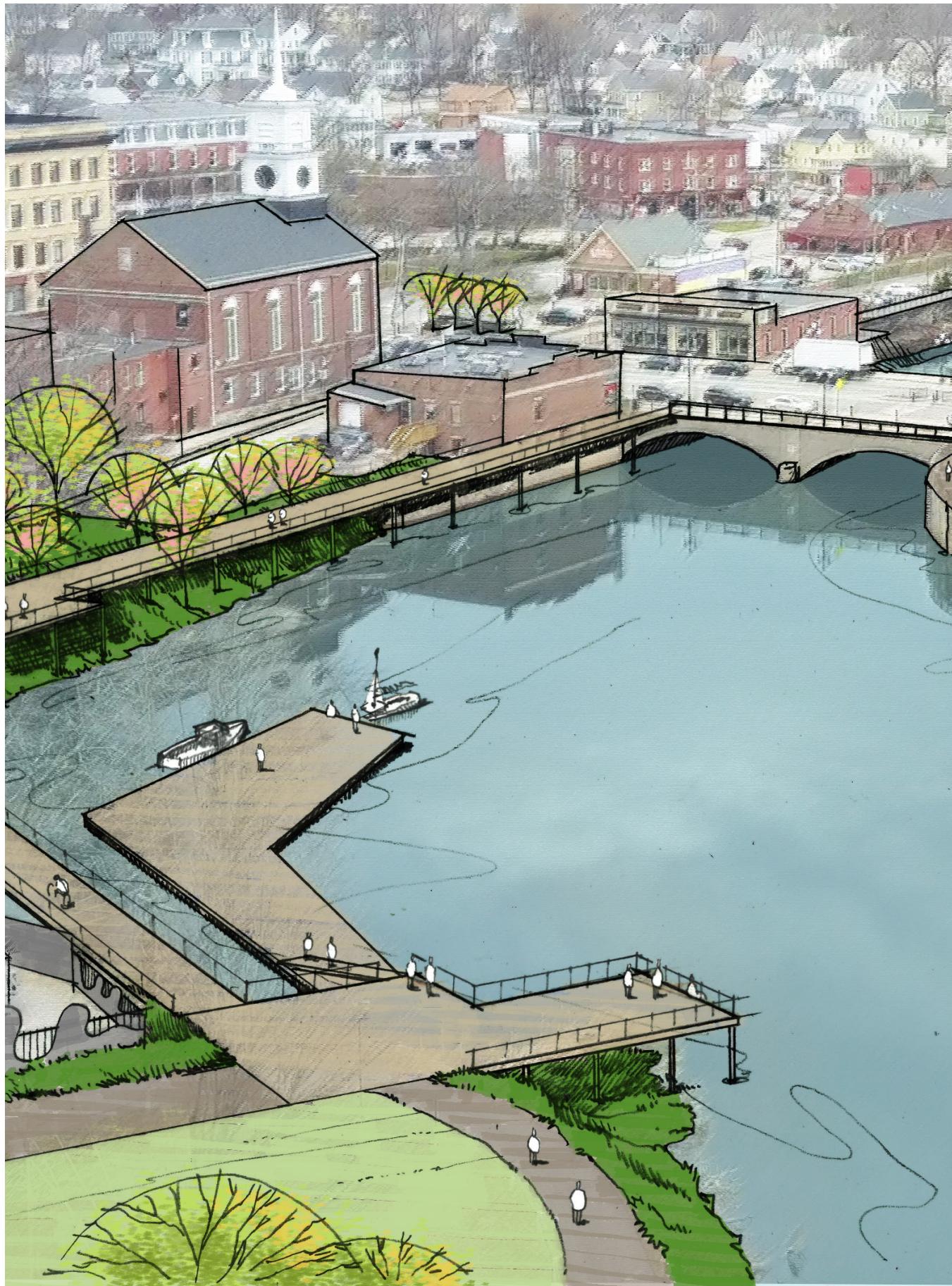
OWNER

City of Nashua

Halvorson assisted the City to create a vision and conceptual plan to guide improvements and uses along the Nashua River corridor in downtown Nashua. The process involved an extensive community engagement component with both in-person and online engagement opportunities, cost estimates and project prioritization.

By taking the City and community's input into consideration, Halvorson developed a framework plan that: highlights the Nashua River as an asset to the downtown, creates connectivity between the riverfront and local businesses, improves waterfront amenities for public gathering, minimizes development impacts on the riparian ecosystem and identifies focus areas for future development.

This framework will guide the City's development strategy for the next 10 to 20 years. Halvorson is currently working with VHB on the first phase of implementation.



NASHUA DOWNTOWN RIVERFRONT PLAN

WALSH PROPERTY SITE DEVELOPMENT FEASIBILITY ASSESSMENT

TRURO, MA

OWNER

Town of Truro



SERVICES

Planning Services

GIS and Asset Management

Site Assessment and Remediation

Site Planning and Design

Environmental Analysis

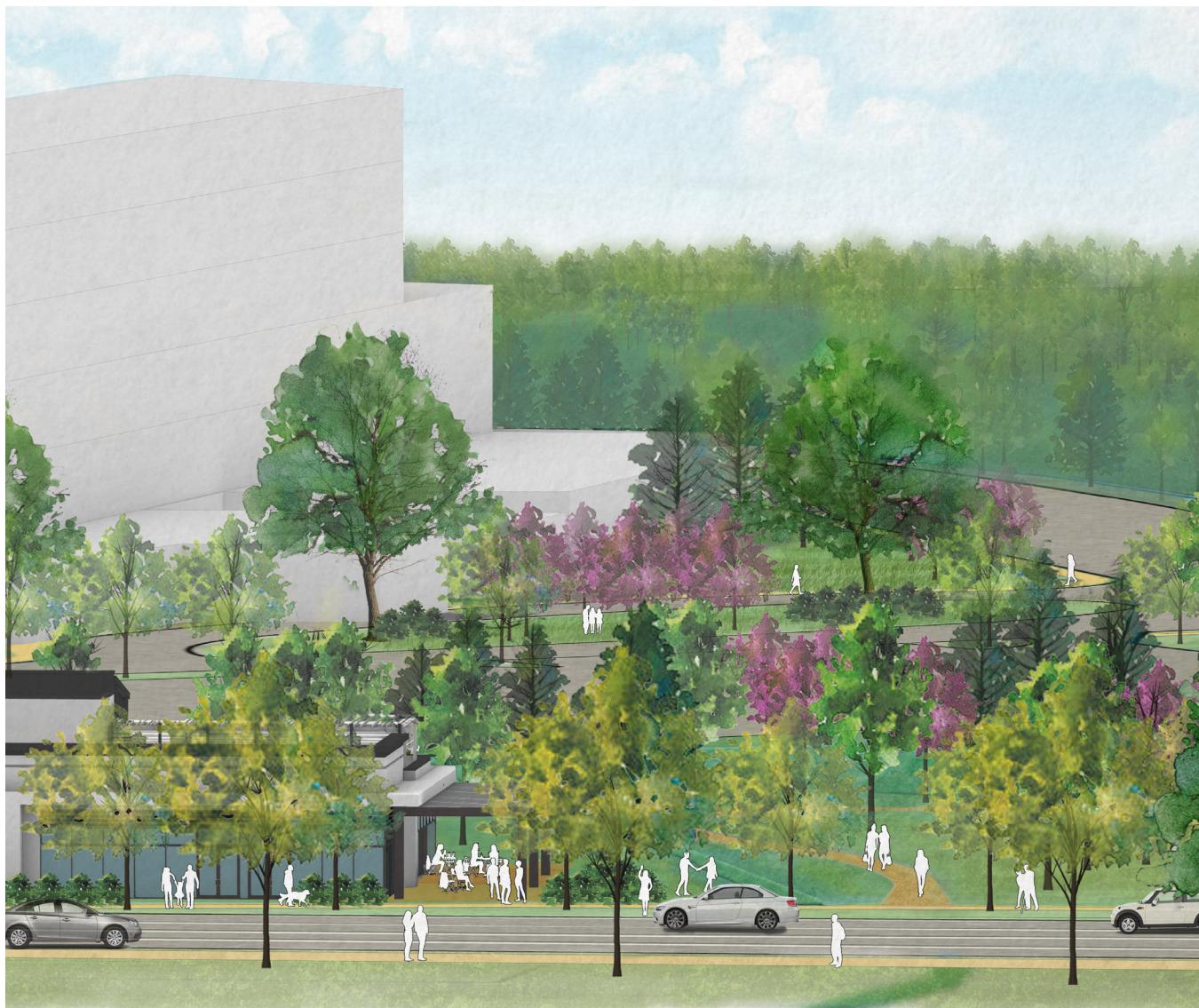
In 2019, the Town of Truro acquired eight parcels totaling approximately 69 acres located along Walsh Way in Truro with the intent of developing all or a portion of the site for housing, recreation, open space, Town facilities, and/or infrastructure. The Walsh Property is primarily wooded and undeveloped with seven wood framed seasonal dwellings, out buildings, and several paved driveways.

Tighe & Bond completed an assessment of the capacity of the site for development to allow the Walsh Property Community Planning Committee to have an informed discussion of feasible uses of the property and to engage in a community planning process for long-term site master planning.

Tighe & Bond completed a desktop analysis of site and environmental constraints, GIS figures of resource constraints, a site analysis diagram, and potential site use plan. This was summarized in a technical memorandum that discussed site conditions and permitting necessary for the proposed development and improvements for the parcels.

LOVETT BROOK LAND USE STUDY

Brockton, MA



OWNER

City of Brockton
Brockton Redevelopment Authority
MassDevelopment

Tighe & Bond collaborated with Innes Associates and RKG Associates to assist the City of Brockton with the development of a 70-acre underutilized site for its potential to become a vibrant, mixed-use district. This development will support manufacturing related to life science, continuous use by the Good Samaritan Medical Center and Harbor One Bank, additional multi-family housing to support Brockton's housing needs, and amenities for public open space, restaurants, and retail that will attract employers, employees, and residents both current and future.

Halvorson | Tighe & Bond Studio provided landscape architectural services for overall site planning, which included scenarios for potential land uses and development volumes in phases as well as enhancing the site circulation and open space. The Tighe & Bond engineering team provided transportation system assessment on existing and proposed land use. Tighe & Bond's environmental scientists assisted with environmental assessment, provided conceptual environmental financial planning, and assisted with an Environmental Notification Form (ENF) filing.



LOVETT BROOK LAND USE STUDY

Client Contact

Maren A. Toohill, AICP
Town Planner
Town of Littleton
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MToohill@littletonma.org

Firm Contact

Emily Keys Innes
emily@innesassocltd.com
(857) 226-3815

Innes Associates Ltd.
40R Merrimac Street
Suite 201 West
Newburyport, MA 01950

Project Purpose

The Town of Littleton hired Innes Associates and RKG Associates to assist with the Town's efforts to comply with the MBTA Communities act. The Town has made significant changes to the zoning for their downtown area, but the Compliance Guidelines require that a certain amount of both land and zoned housing units be located within a half-mile of the Littleton commuter rail station.

Innes Associates and RKG have tested options for different housing types and scenarios for different levels of development intensity. Innes Associates is working with the Town to draft the zoning now. The process is expected to be complete in fall 2023.

Special Features

Scenario planning helps community members understand the different impacts of potential zoning strategies.

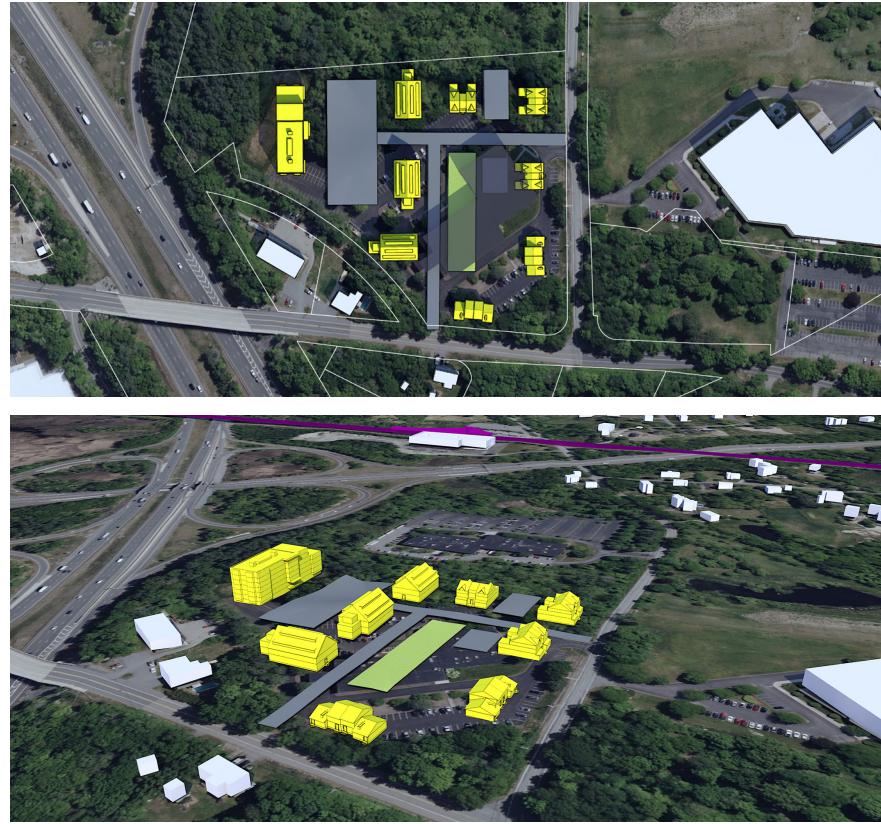


Image source: Town of Littleton/Innes Associates/RKG Associates

Client Contact

Andrew Shapiro, AICP
 Assistant Town Manager /
 Director of Community &
 Economic Development
 Town of North Andover
 ashapiro@northandoverma.
 gov
 (978) 688-9533

Firm Contact

Emily Keys Innes
 emily@innesassocltd.com
 (857) 226-3815

Innes Associates Ltd.
 40R Merrimac Street
 Suite 201 West
 Newburyport, MA 01950

Project Purpose

Innes Associates assisted the Town of North Andover with a review of the Town's zoning bylaws for its downtown. The Downtown Overlay district has not been a successful driver of redevelopment, although its Historic Mills subdistrict has been effective, it has required changes.

Innes Associates undertook a detailed analysis of uses and dimensional standards, showing where certain requirements are working against each other, reducing the ability of a property owner to develop at a desired level. This project overlapped with the Town's work with its Regional Planning Agency on its potential compliance with the MBTA Communities Act. The draft zoning for this project anticipates several possibilities for compliance, based upon the final outcome of the testing.

Special Features

Community feedback on zoning changes was initially negative; with revisions to the plan area, proposed uses, and proposed dimensional standards, the Town has addressed some of the comments received during the public process. This project has used a variety of visual techniques to help people understand the current challenges, the proposed changes, and the implications of those changes.

North Andover
Downtown Zoning Study

Current Downtown Overlay		Center Subdistrict	
LOT AREA Minimum	Per underlying	No minimum	
LONG. COVERAGE Maximum	Per underlying	80%	
HEIGHT Maximum; New construction	3 stories/45 feet	3 stories/45 feet	
STREET FRONTAGE Minimum	Underlying	50 feet	
SETBACKS Minimum	Underlying 10' on other side 10' on side 10' on side 10' on side	20' 10' 10'	
FLOOR AREA RATIO Maximum	1.0		

Proposed Center Subdistrict Dimensional Standards

Proposed Parking Changes

Multifamily: 1.75 spaces per unit
 Restaurant: 1 space for every three seats.

Existing Conditions




Possible Future Condition
 For illustrative purposes only; not a proposed project.



PUBLIC MEETING #3
APRIL 12, 2023


Questions for You
 Are these the right dimensional standards for this district?

Comments/Questions

Image source: Town of North Andover/Innes Associates



JOSEPH PERSECHINO, PE, LEED AP VICE PRESIDENT

Joe Persechino specializes in the development, design, and engineering of site/civil projects for institutions, real estate, commercial, educational, municipal, and renewable energy projects throughout New England. He has more than 20 years of experience from project initiation and site evaluations to comprehensive site/civil design and permitting. His permitting experience includes acquiring the necessary permits for a range of projects at the local, state, and federal level. Joe advocates for sustainability and Low Impact Design (LID) whenever possible.

EXPERIENCE

20 Years

SPECIALTIES

Site/Civil Design

Low Impact Design

Stormwater Design

Water & Wastewater Design &
Permitting

Solar Array Design & Permitting

Local, State, & Federal Permitting

EDUCATION

Bachelor of Science

Civil Engineering

University of New Hampshire

Institute of Corporate Sustainability

University of New Hampshire

Designer of Subsurface Disposal
Systems, New Hampshire

LICENSES & REGISTRATIONS

Professional Engineer

MA #52349

NH #12389

Leadership in Energy and
Environmental Design (LEED)
Accredited Professional

Septic Designer Permit (#1620)

PROFESSIONAL AFFILIATIONS

Rye Recreation Commission

Leadership Seacoast Alumnus – Class
of 2010

SITE/CIVIL DESIGN

QUAD WAY-UNIVERSITY OF NEW HAMPSHIRE–DURHAM, NH

Designing utility replacement and roadway reconstruction that includes the removal and replacement of utilities along Quad Way and within the Lower Quad. The utilities include approximately 900 feet of domestic hot water and heating lines, 1,200 feet of sewer, 1,200 feet of domestic hot water, and 100 feet of drain lines.

QUINCY MARITIME CENTER–QUINCY, MA

Served as Project Manager for the design, permitting, and bidding support for the replacement of the boat ramp and the installation of a 100' pile-supported pier at the Maritime Center in Hough's Neck. The project also included Master Planning for the site to contain a new Maritime Center building, parking and boat trailer storage, and green infrastructure to address the stormwater runoff. The project included permitting and coordination with ACOE, Mass DCR, MassDEP, and the City of Quincy.

STORMWATER MASTER PLAN–MANCHESTER-BY-THE-SEA, MA

Served as Project Manager for the “Downtown Low Impact Development Feasibility Study” for the Town of Manchester-by-the-Sea. The Town was awarded a Coastal Pollutant Remediation Grant from the Massachusetts Office of Coastal Zone Management (CZM). The project consisted of a feasibility study to assess the suitability of installation for various LID Best Management Practice (BMP) alternatives for use in mitigating stormwater runoff to Manchester-by-the-Sea’s municipal stormwater system and improving the water quality of the runoff prior to discharge into the surrounding waterways. The study included a geotechnical and environmental subsurface exploration of the underlying soils for the suitability of various LID BMPs as well as recommendations for the construction of the BMPs.

TUSCAN VILLAGE–SALEM, NH

Served as Project Manager for the design and permitting of a 120-acre multi-phase mixed-use development located at the old Rockingham Park Horse Track in Salem, NH. Provided civil engineering, stream and floodplain design, stormwater management, local, state, and federal permitting, and construction phase services for the project. This project includes more than 1,000,000 SF of retail, office, and residential uses in a contemporary urban style design.

ANALOG DEVICES—WILMINGTON, MA

Served as Project Manager for the design and permitting of a 175,000 SF office building addition at the Analog Campus that also included a 675-space parking garage, and central HUB building. Work included stormwater management, utility design, and landscape design. The scope of services also included local and state permitting and construction administration services.

SOUTH DRIVE-UNIVERSITY OF NEW HAMPSHIRE—DURHAM, NH

Provided design and permitting services for a 3,000-foot roadway extension of South Drive. The design included four bus stops, a separate multi-use path, intersection realignment, a 65-car parking lot, athletic field, and an 18-foot wide open bottom box culvert with stream simulations for the College Brook stream crossing.

PETTEE BROOK RESTORATION-UNIVERSITY OF NEW HAMPSHIRE—DURHAM, NH

Provided design and permitting services for a 500-foot section of Pettee Brook in Durham, NH. Geomorphic and natural channel design guidelines were used to realign the brook from eroding the adjacent parking area. The floodplain around the brook was also expanded to allow for additional flood storage. The NHDES Wetlands Bureau deemed the project "self-mitigating" as erosion was reduced, the floodplain was expanded, and wetland plantings were used to enhance bordering wetland.

NEW HAMPSHIRE ARMY NATIONAL GUARD—VARIOUS LOCATIONS

Project Manager for multiple Army National Guard site improvement projects throughout New Hampshire. As part of the projects improvements were made to bring the sites closer to compliance with the Department of Defense Anti-terrorism standards. Work included the design and permitting of the projects from conceptual phases through construction documents.

THE COTTAGES OF DURHAM STUDENT HOUSING DEVELOPMENT—DURHAM, NH

Designed and permitted a 21-acre "cottage" style student housing development at the University of New Hampshire that includes 99 buildings that collectively house a total of 600 students. The stormwater design included over an acre of porous asphalt and two state of the art gravel wetlands. Permitting included approval from the NHDES Wetlands Bureau, Alteration of Terrain Bureau, Wastewater Bureau, Strafford Regional Planning Commission review, and local approvals from the Town of Durham.

HOOD HOUSE DRIVE-UNIVERSITY OF NEW HAMPSHIRE—DURHAM, NH

Partnered with the University of New Hampshire Stormwater Center and the Interlocking Concrete Pavement Institute to design and reconstruct a parking area and roadway at the University of New Hampshire. The design included the complete replacement of the existing pavement with porous pavers by use of a mechanical installation process. A long term monitoring plan has been implemented to compare the stormwater treatment capacity of the porous paver system with other porous pavement systems.

WEST STADIUM-UNIVERSITY OF NEW HAMPSHIRE—DURHAM, NH

Designed the construction of a new stadium across from the existing fieldhouse with seating for approximately 10,000 spectators. Engineering services included all utilities, service/emergency access, and pedestrian access. These enhancements greatly improve the overall functionality of the stadium where intercollegiate Division 1 football and soccer games, as well as track occur.

COMMERCIAL, RETAIL, AND OFFICE PROJECTS—NEW ENGLAND

Provided design, permitting, and construction administration services for numerous commercial, retail, supermarket, and office projects in Massachusetts, New Hampshire, and Maine. Site designs included traffic circulation, parking lot layout, stormwater quantity and quality measures, utilities services, and landscaping.



SHARON ROONEY, AICP, RLA PRINCIPAL PLANNER

Sharon Rooney specializes in land use and community planning, master plans and zoning strategies, and coastal resilience planning. Her planning experience includes preparation of regional and local coastal community resilience plans and grant support for implementation efforts; preparation of local comprehensive plans; and master planning for site development. Ms. Rooney utilizes a variety of community engagement and online decision support tools to educate, inform and seek consensus on complex planning issues.

COMMUNITY/LAND USE PLANNING

LOCAL COMPREHENSIVE PLANS—BREWSTER, TRURO, SANDWICH, MA

Project manager for updates to Local Comprehensive Plans to develop community vision and goals to guide future growth and resource protection in coastal communities on Cape Cod addressing a range of issues including housing, economic development, land use and environmental protection and provide consistency with the Cape Cod Regional Policy Plan. Plan development includes extensive public outreach including community surveys, visioning workshops, and committee coordination and facilitation; completion of existing conditions inventory and analysis of needs; draft and final action plans for implementation.

COMPREHENSIVE PLAN UPDATE—VILLAGE OF RHINEBECK, NY

Project manager for update to comprehensive plan for Village of Rhinebeck, NY in accordance with New York State Village Law. Scope of work includes developing framework for baseline assessment of existing conditions; work with Committee to develop community engagement strategy and online survey; assist Committee w/development of Community Vision, Goals, Strategies and Action Plan; review and edit Draft and Final Plan documents, prepare figures and graphics; and assist Committee with SEQR review and coordinate referral to Dutchess County Planning.

WALSH PROPERTY MASTER PLAN—TRURO, MA

Project manager for a community-led process to develop a master plan for a 70-acre site in North Truro for a variety of uses including housing, municipal, and recreational uses. Co-facilitator for a 13-member Town-appointed advisory committee seeking consensus on future uses of the site. Project lead for community outreach to garner support for the master plan at a future Town Meeting. Previously led development of feasibility study to determine site development potential of the Walsh property including identification of environmental, permitting, and other considerations.

RESIDENTIAL ZONING TASK FORCE—EASTHAM, MA

Assisted Town of Eastham Zoning Task Force in preparing amendments to the Eastham zoning bylaw to expand housing opportunities in the Town through inclusionary zoning, revisions to cluster residential zoning bylaw, and motel/cottage colony conversion to residential use. Prepared draft amendments in collaboration with Town Planner and assisted in development of draft bylaw amendments for review by Town Counsel and Planning Board. Bylaw amendments were adopted at Spring 2022 Town Meeting.

URBAN FORESTRY MASTER PLAN—NEW BEDFORD, MA

Assisting New Bedford Department of Public Infrastructure (DPI) in development of comprehensive urban forestry master plan for the City's existing public street trees, including development of short-and long-term goals and objectives; GIS mapping of existing tree canopy; and development of short-term and long-term recommendations.

COASTAL RESILIENCE PLANNING

MUNICIPAL VULNERABILITY PREPAREDNESS (MVP) PLANNING—MULTIPLE COMMUNITIES, MA

Project manager and team member for MVP planning process for multiple MA communities to assess the community's vulnerability to and prepare for climate change impacts, build community resilience, and receive designation from the Executive Office of Environmental Affairs as an MVP-certified community.

CLIMATE AND COASTAL RESILIENCE GRANT SUPPORT—MULTIPLE COMMUNITIES, MA

Assisted multiple communities in successful grant applications for climate and coastal resilience design, permitting and construction projects in Massachusetts including MA Coastal Zone Management (CZM) Community Resilience grant program, FEMA BRIC and Hazard Mitigation Grant Programs, MVP Action Grants, and MA Dam and Seawall Repair and Removal Grant Program.

MULTI-JURISDICTIONAL HAZARD MITIGATION PLAN—MONTGOMERY COUNTY, NY

Project manager for a five-year update to the Multi-Jurisdictional Hazard Mitigation Plan (HMP) for Montgomery County, NY. Scope of work includes development of GIS-based tool for data collection and mapping of community assets and vulnerabilities; coordination of County HMP Planning Group and participating jurisdictions; outreach efforts to stakeholders including representatives of Environmental Justice communities; preparation of draft HMP update; coordination for plan approval at regional and local levels; Submission of Final Draft Plan to DHSES and FEMA for review and provide response to comments.



VESNA MANEVA, ASLA, PLA SENIOR LANDSCAPE ARCHITECT

Vesna Maneva is a senior landscape architect with over 20 years of experience in the planning and design of sustainable sites and vibrant urban environments. Applying her unique combination of professional training in architecture, landscape architecture, and planning, Vesna has contributed to a diverse array of projects including master plans, commercial and institutional site design, multi-modal streetscapes, and parks and urban spaces. Her projects have benefited from her conceptual planning, design, and public engagement capabilities, as well as her exceptional project delivery skills.

EXPERIENCE

23 Years

SPECIALTIES

Landscape Architecture

Urban Design

Planning

Public Engagement

EDUCATION

Master of Regional Planning
University of Massachusetts Amherst
1999

Master of Landscape Architecture
University of Massachusetts Amherst
1996

Dipl. Ing. Architect,
Saints Cyril and Methodius University
(Skopje)
1993

LICENSES & REGISTRATIONS

Professional Landscape Architect
MA #1322

US Green Building Council
LEED Green Associate

LANGUAGES

Macedonian (Native Speaker)
Serbian (Native Speaker)
Bosnian (Fluent)

Her recent work includes several transformative projects: master planning for revitalization of Lewiston, ME Riverfront Island into a vibrant work-live-play neighborhood; the Master Plan for the DCR Herter Park, collaborating with the DCR throughout a robust public engagement process; and design through implementation for campus-wide renewal of Bristol County Agricultural High School in Dighton, MA. As one of Halvorson's cemetery sector leads, Vesna has also contributed to the firm's renowned work in planning and design for historic cemeteries such as Mount Auburn Cemetery in Cambridge, MA, and Mount Hope in Rochester, NY.

Vesna serves on the Conservation Commission for the Town of Westwood, MA and is a registered landscape architect in Massachusetts. Recently, she has presented at the 2021 Crew Boston Miami Exchange, the 2021 NESEA, and the 2020 ABX.

REPRESENTATIVE PROJECTS

Lewiston Riverfront Island Master Plan Update, Lewiston, ME

DCR Christian A. Herter Park Master Plan, Brighton, MA

Bristol County Agricultural High School, Dighton, MA (Design + CA)

Allston Green | Multi-Family Development, Allston, MA

Lynn Harborwalk + Breakwater Residences Site Design, Lynn, MA
(Design + CA)

Frederick Douglass Park, Lynn, MA (Design + CA)

General McConvile Way Streetscape and Generals Parks, Quincy, MA

Boston College | Vanderslice Hall Plaza, Chestnut Hill, MA

Salem Common Master Plan, Salem, MA

San Souci Drive Bicycle + Pedestrian Improvements, Providence, RI

Mount Auburn Cemetery Asa Gray Garden, Cambridge, MA

Cambridge Cemetery Master Plan, Cambridge, MA

Historic Mount Hope Cemetery Master Plan, Rochester, NY

WITH OTHER FIRMS

Waltham Public Schools: Fitzgerald Elementary, Macarthur Elementary, Northeast Elementary Playground and Playfield, Waltham MA (Design + CA)

Salem High School Renovation, Salem MA (Design + CA)

Facilities Master Plans for SUNY Colleges
Fredonia, Morrisville, Alfred, NY

Master Planning for Massachusetts State + Community Colleges
Boston, Worcester, Fitchburg, Gardner, Framingham, Wellesley, MA

SPEAKING ENGAGEMENTS

2021 NESEA (Northeast Sustainable Energy Association) Conference: "Schools of Thought",
Panelist

2021 CREW Boston Miami Learning Exchange: "Teaching by Example: Sustainable
Landscape Design for Bristol County Agricultural High School", Presenter

2020 ABX | Architecture Boston Expo: "Water Use Reduction: Low Priority, Too Complex?
Think Again!", Panelist

2019 NECA (New England Cemetery Association) Conference, "Landscape Planning for
Cemeteries: Longevity through Beauty, Harmony & Innovation", Stowe, VT, Presenter



ARICA MCCARTHY

PLANNER

Arica McCarthy is a Planner specializing in municipal land use and community planning. Her professional experience and background involve support in report and grant writing, design specification, preparation of local comprehensive plans, and environmental site plan permit preparation for multiple municipalities in New York State and Massachusetts.

PUBLIC OUTREACH AND COMMUNITY PLANNING

LWRP UPDATE—VILLAGE OF TIVOLI

Serving as a point of communication for the Village Local Waterfront Revitalization Plan (LWRP) update to improve their economic development and coastal environment along the Hudson River. Facilitating the various tasks required to complete the update and organizing the Village's advisory group and public meetings.

LOCAL COMPREHENSIVE PLAN—TRURO, MA

Currently serving as an assistant planner for the Truro Local Comprehensive Plan update to prioritize actions addressed in the Town's 2017 Housing Production Plan, soon to be updated, coordinate the public outreach process with the community's various stakeholders, and develop required plan elements for certification by the Cape Cod commission. Anticipate completion in 2024.

TEACHING SEMINAR—DUTCHESS COUNTY LIGHT ORDINANCE

Researched and developed public outreach materials in support of teaching Dutchess County residents and municipality workers information on lighting to promote the creation of lighting ordinances in their zoning codes.

LAND USE PERMITTING

SITE PLAN PERMITTING—VARIOUS LOCATIONS

Researched and filled out multiple local permit applications for various projects in municipalities such as the City of Hudson, City of Kingston and Town of Pawling to name a few. Edited site plan drawings in AutoCAD to make plans adequate for permit submission.

SEQRA PERMIT DEVELOPMENT—VARIOUS LOCATIONS

Assessed permit requirements for various projects in support of the New York State federal environmental laws and regulations in support of municipal development and improvement projects. Completed both Short and Long Environmental Assessment Forms.

SCENIC HUDSON QUARRY WATERS RESTORATION SITE – CITY OF KINGSTON

Reviewed historic documents for a previous quarry site in the City of Kingston along the Hudson River to assess the existing pollutants in the onsite material piles as they border the new Empire State Trail. Coordinated with a multidisciplinary team and organized a charrette meeting with all the relevant stakeholders (local, private, and state) to determine the best practices for the restoration project. Prepared a Monitoring Report for the site. Completed stormwater pollution prevention plan (SWPPP) visits to the site during construction activities and during the site's winter shutdown.

ADDITIONAL PLANNING AND CONSTRUCTION EFFORTS

GRANT WRITING—VARIOUS LOCATIONS

Prepared grants for various municipalities on New York State Grants Gateway and the New York State Consolidated Funding Application.

SPECIFICATION PREPARATION

Reviewed and prepared design specifications for several construction projects in New York State. Attended pre-bid and pre-construction meetings.

SWPPP INSPECTIONS AND PERMITTING

Obtained multiple New York State Pollutant Discharge Elimination System (SPDES) General Permits (GP-0-20-001) through the electronic Notice of Intent (eNOI) filing process. Completed SWPPP inspections on behalf of a number of these projects during active and post construction.

INVENTORY RESEARCH

Developed the Distribution of Emergency Supplies (DES) inventory for the New York City chapter of the Mass Care Department. The inventory analyzed the floodplains of the City and which households were in hazard zones to calculate how many people of each borough would need an emergency supplies bucket from the Red Cross in the event of a disaster.

COMPLETE STREETS—VARIOUS

Prepared Complete Streets grant analysis reports and conducted field work for various municipalities in Massachusetts.



ALLISON KOCH PLANNER

Allison Koch is a Planner with over 4 years of experience in municipal land use and community planning. Her professional experience and background involve support in historical and regulatory record review, cultural and community impact assessment, report writing, preparation of local comprehensive plans, and environmental site plan permit preparation for multiple municipalities across New England.

PUBLIC OUTREACH AND COMMUNITY PLANNING

LOCAL COMPREHENSIVE PLAN—TRURO, MA

Currently serving as an assistant planner for the Truro Local Comprehensive Plan update to prioritize actions addressed in the Town's 2017 Housing Production Plan, soon to be updated, coordinate the public outreach process with the community's various stakeholders, and develop required plan elements for certification by the Cape Cod commission.

WALSH PROPERTY ACQUISITION MASTER PLAN—TRURO, MA

Currently serving as an assistant planner for the Town of Truro and Walsh Property Community Planning Committee (WPCPC) as they develop master plans for the Walsh Property. Additional support includes WPCPC meeting facilitation and coordination, public outreach, master plan development, and community adoption strategy and assistance.

FLOOD RESILIENCY PLANNING—VARIOUS LOCATIONS

Performed Asset Resiliency and Vulnerability Assessment memorandums and mapping for major oil storage facilities under consideration of acquisition in Massachusetts, Connecticut, and New Jersey. Evaluated potential impacts on facilities as a result of flooding events with the cumulative impacts associated with sea level rise.

LAND USE PERMITTING

SITE PLAN PERMITTING—NEEDHAM, MA

Prepared State of Massachusetts Notices of Intent (NOIs) and Requests for Determination of Applicability (RDAs) to apply for wetland permits to alter wetlands as a result of open space, recreational, and geotechnical boring projects in Needham and Quincy, MA. Edited site plan drawings to make plans adequate for permit submission, prepared Certified Abutters mailings, and packaged NOIs and RDAs for town submittals.

SEQRA PERMIT DEVELOPMENT—WESTERN NY

Assessed permit requirements for various projects in support of the New York State federal environmental laws and regulations in support of municipal development and improvement projects. Completed both Short and Long Environmental Assessment Forms.

ADDITIONAL PLANNING AND CONSTRUCTION EFFORTS

GRANT WRITING—VARIOUS LOCATIONS

Prepared grant applications for various municipalities including Springfield and Marshfield, MA.



ROBERT BELITZ

PRESIDENT AND CEO

Robert Belitz is Tighe & Bond's President and CEO. Bob has served in this role since January 2019. In this role he is responsible for company vision, strategy, and growth, including the development and implementation of the firm's strategic plan and business plan. Prior to being elected President and CEO, Bob served as Chief Financial Officer, directing financial operations and priorities, as well as contributing to growth strategies consistent with the firm's continued expansion in the marketplace.

EXPERIENCE

28 Years

SPECIALTIES

Financial Management
Corporate Governance

Strategic Planning

Financial Reporting

Compliance

Acquisitions

EDUCATION

Bachelor of Arts
Accounting
Muhlenberg College

Tighe & Bond is one of the leading engineering and environmental firms in the northeastern United States, with 410 employees occupying 11 offices across six states. Engineering News Record ranks Tighe & Bond a top 10 New England design firm, number 222 on its Top 500 national design firms ranking, and a top 200 environmental firm. Zweig Group has recognized Tighe & Bond numerous times as one of the best engineering firms to work for in the United States. The firm is a member of PSMJ's 2019 Circle of Excellence.

Bob's background includes extensive experience in corporate governance, leadership development, strategic planning, financial management, team building, and has a proven record of success at both private and public firms. He also has demonstrated the ability to lead through challenging economic conditions, and in the role of President and CEO, is heavily involved in areas including risk management, expansion and growth, learning and development, and business process improvement.

Some of Bob's professional experience at Tighe & Bond includes leading the strategic planning process, oversight of the performance management program, completion of strategic acquisitions, and spearheading the implementation of a new organizational structure. Bob also serves as Tighe & Bond's Chairman of the Board and as the Chair of the 401(k) Retirement Investment Committee. He is currently on the Executive Board of ACEC Massachusetts as Treasurer.

ARCADIS U.S., WHITE PLAINS, NY

Controller for newly created division of ARCADIS, U.S., a leading consulting, design and engineering firm. The water division had approximately 1,200 employees and revenues of \$300 million. Responsible for developing and implementing financial plans and processes, as well as providing insight and analysis to allow the division to achieve its strategic and operational objectives.

MALCOLM PIRNIE, INC., WHITE PLAINS, NY

CFO, Secretary, and Executive Committee member for \$375M nationally recognized design and engineering firm. Extensive experience working with operations leadership and external advisers, including banks, attorneys, accounting firms, and transaction advisors. Significant efforts devoted to complex elements of merger with ARCADIS in July 2009, including buy and sell side due diligence, financial analysis, tax, and integration.

MALCOLM PIRNIE, INC., WHITE PLAINS, NY

Corporate Controller responsible for financial reporting, analysis, compliance, planning, budgeting, acquisitions, new ventures, tax, and treasury. Enhanced

company-wide systems and reporting infrastructure to support growth plans. Led financial due diligence and integration for four acquisitions, accounting for \$10 million in revenue. Transitioned organization from annual credit line to multi-year facility arrangement with consortium of banks. Facility arrangement provided foundation to support 10% annual growth over a five- year period.

ERNST AND YOUNG LLP, NEW YORK, NY

As Senior Manager, coordinated all stages of audit engagements, including planning, budgeting, review, and staff supervision. Specialized in construction and engineering industries with additional focus on real estate. Responsible for various public filings. Spearheaded task force to generate practice development opportunities. Created a curriculum and instructed seminars on accounting and auditing for the construction and engineering industry.

KPMG PEAT MARWICK LLP, NEW YORK, NY

Advanced from Junior Staff Accountant to Senior Manager, serving in various industries with ultimate specialty in middle market companies, including engineering, construction, and real estate. Responsible for public filings, including forms 10-K, 10-Q, S-3, S-4, and 8-K for a real estate investment trust. Related procedures in certain of these filings included preparation of comfort letter and review of pro-forma financial information.



DOUG CHEPPO, CFO SENIOR VICE PRESIDENT

As Chief Financial Officer, Doug Cheppo leads Tighe & Bond's finance and information technology functions and aids the firm in its ongoing strategy to expand its presence throughout the Northeast. He brings 37 years of diverse A/E/C industry experience in accounting, finance, information technology, contract administration, project management, and operations.

FINANCE AND OPERATIONS MANAGEMENT

TIGHE & BOND, WORCESTER, MA

As a part of Executive Leadership, Doug oversees key aspects of the company's operations, innovation, and strategy. His role includes technical leadership to ensure projects align with the company's goals in finance and information technology. Doug is also a key contributor to the financial management of the company's budgets and resources.

THORPE PLANT MAINTENANCE AND ENGINEERING, INC., HOUSTON, TX

Served as Operational financial leader (CFO / COO) for private equity-backed construction and industrial services firm serving EPC firms and large industrial firms in the US Gulf Coast and Ft. McMurry Oil Sands regions. Responsible for Accounting, Financial Planning and Analysis, IT, Contract Administration and Risk Management.

Managed \$110M P&L for 5 US Refractory Services Branches and US Corrosion Services Group. Led complex contract negotiations and claims for construction contracts and master services agreements. Implemented proposal estimating and contract risk reviews. Developed branch P&L leaders and support staff members.

Improved EBITDA from a loss to \$12.5M returning company to bank covenant compliance. Reduced bank debt from \$64M to \$30M. Grew revenue organically from \$155M to \$183M. Implemented monthly and quarterly business reviews, annual budgeting, strategic planning, go-to-market initiatives, estimating & contract terms processes, project reviews and working capital improvement processes. Led bank group relationship and two debt refinancings (\$60M facility). Led IT systems infrastructure and processes improvements. Managed investor and bank group confidence and credibility. Board of Directors and subcommittee presentations.

AECOM, INC., CENTURY CITY, CA

Served as Vice President Finance – Sales & Marketing Group. Provided financial & business support to Chief Marketing Officer for post-URS acquisition integration of a new 70-person global sales and marketing team. Responsibilities included budgeting, forecasting, sales initiatives planning, and supporting complex contract pursuits (P3, DBFO).

KBR, INC., HOUSTON, TX

Served as Vice President Finance and Controller – Hydrocarbons Business Segment. Responsible for financial reporting, accounting, audit, internal controls, budgeting, forecasting and project accounting for \$2.5 billion business segment. Planned and executed shared services center in Chennai, India to reduce cost.

Responsible for review and approval of project pursuits (EPC, Design-Build, CM at-risk), contract terms and risks for projects over \$50M lump sum and \$200M cost plus. Performed project reviews and recovery planning for largest projects in LNG and Petrochemicals. Reviewed and approved major transactions including M&A and joint ventures. Managed 3 business unit controllers, 20 accounting staff and Operations project accounting staff.

CH2M HILL, INC., DENVER, CO AND BRISBANE, AUSTRALIA (2 YEARS AS EXPAT)

Luggage Point Advanced Wastewater Treatment Project (\$350M located in Australia) and Spokane (Washington) Country Regional Water Reclamation Facility (\$200M). Commercial Director in the engineering office and then mobilized to site. Led negotiations of prime contracts (FEED, Design-Build), subcontracts, procurements and joint venture agreements. Issued tenders and performed bid tabulations for all major procurements. Resolved change orders and claims. Managed project staff in procurement, project controls, quantity surveyors, accounting, and IT. Provided business development support for design-build water / wastewater pursuits. Member of joint venture management board.

EARTH TECH, INC., LONG BEACH, CA (AECOM)

Served as Senior Vice President – Subcontracting and Procurement. Responsible for Subcontracting and Procurement organization. Implemented centralized aggregate procurement for EPC & Design-Build projects including global supply agreements and procurement processes.

Served as Senior Vice President Finance and Head of Government Compliance November 2001 to April 2004 Divisional CFO and member of Earth Tech's executive management team for \$700M US Federal Government and Environmental Services Division. Responsible for 50-member team in accounting and corporate governance including 6 controllers. Responsible for financial reporting, budgeting, financial controls, and accounting. Led and project managed company-wide SOX implementation program.

COPPERCOM, INC., SANTA CLARA, CA AND BOCA RATON, FL

Served as Sr. Finance Director - Silicon Valley Pre-IPO Telecom Hardware and Software. Senior Finance Director & executive management team member. Firm developed hardware and software for packet voice-over-broadband. Co-led fundraising efforts for \$65 million venture capital round. IPO S-1 filing preparation. Led financial planning and investor due diligence activities. Monthly financial forecasting and reporting to Board of Directors. Relocated accounting from Silicon Valley to Boca Raton saving more than \$2M/yr.

FLUOR CORP., ORANGE COUNTY, CA AND SUGARLAND, TX

Served as Division Controller / Finance Director. Division controller and finance director for divisions ranging from \$1B to \$7B serving Energy and Chemicals clients. Financial leader for SAP implementation for finance (FI module), controlling (CO module) and Global Reporting Processes (Business Warehouse & Intelligence Module).

JOHN BROWN ENGINEERS AND CONSTRUCTORS (AKER), BRIDGEWATER, NJ

Served as Vice President - Accounting and Administration - \$500 million Engineering and Construction Division Managed accounting and administration organization, bank credit relationships, real estate and facilities. Relocated accounting operations from Stamford, Conn. to Bridgewater, NJ. Managed 40 staff members consisting of 3 regional controllers, a project accounting controller and a facilities manager. Directly responsible for \$70 million annual overhead budget.



PETER GRABOWSKI, PE

CHIEF OPERATING OFFICER

Peter Grabowski is Tighe & Bond's Chief Operating Officer, working with the firm's management to ensure optimum client service delivery across all geographic locations. He serves as a Project Director and Project Manager for a variety of water projects. His experience includes project management, planning, pilot testing, engineering evaluation, design, permitting, cost estimating, and construction project supervision. He is currently the Co-Chair of the Connecticut Section AWWA Education and Program Committee as well as the Education and Public Affairs Council Chair. He also serves on Worcester Polytechnic Institute's Civil and Environmental Engineering Advisory Board and Endicott College's Engineering Professional Advisory Committee. In addition, Peter is a frequent technical speaker at AWWA and NEWWA programs, and has authored numerous technical publications. Peter also co-leads the Project Management training program. Peter has been an At-Large Director on Tighe & Bond's Board of Directors since 2018, and he participates on several Board committees.

EXPERIENCE

26 Years

SPECIALTIES

Water

Capital Improvement Plans

Treatment Facility Upgrades

EDUCATION

Bachelor of Science
Civil Engineering
Worcester Polytechnic Institute

Master of Science
Environmental Engineering
Worcester Polytechnic Institute

LICENSES & REGISTRATIONS

Professional Engineer
MA #41013
CT #21450
NH #13938
RI #12136

10-hour OSHA Construction
Safety & Health

Grade 3T OIT – Drinking Water Supply
Facility (#6047)

PROFESSIONAL AFFILIATIONS

American Water Works Association
New England Water Works
Association/CT Section of AWWA

Western Massachusetts Water Works
Association

Chi Epsilon (Civil Engineering Honor
Society) / Tau Beta Pi (National
Engineering Honor Society)

WATER RESOURCES

LAKE WHITNEY WATER TREATMENT PLANT (WTP)—HAMDEN, CT

Managed design and services during construction for various disciplines (demolition, civil, structural, electrical, and process mechanical) on the demolition of an existing facility and the design of a new 15.45-MGD water treatment plant in Hamden, CT. The project included modifications to the intake structure, including an air burst system and new screens. Involved coordination between three other entities on a project team, a 45,000 CY demolition project, installation of a traffic signal, rigorous permitting requirements, a sensitive neighborhood with stakeholder commitments, an aggressive schedule, and partnering with the contractor.

WTP IMPROVEMENTS—STONINGTON, CT

Managed design for Palmer Dam/Dean's Mill Water Treatment Plant Improvements project in Stonington, CT. This project included demolition of the existing concrete dam, construction of new concrete dam with adjustable crest gates, a new chemical treatment facility integral to the dam structure, and site accessibility and security improvements. Included a temporary intake and construction of a new intake system with bar racks and an air burst system. Developed a capital improvements plan (CIP) for the water treatment facility that addressed regulatory compliance issues, treatment process deficiencies, hydraulic capacity, and facility improvement needs that resulted in upgrades. Project awarded Engineering Excellence Grand Award from CT ACEC in 2009.

PUMP STATION ELECTRICAL IMPROVEMENTS—NORTH BRANFORD, CT

Served as Principal-in-Charge for providing design, permitting, and construction administration and observation services for the three phases of this \$9M electrical improvements project at an 80-MGD pump station in North Branford, CT. This included replacing all power generation and distribution equipment. The project included customizing the new equipment to meet the reliability and performance needs of the pump station, as well as achieve the equipment safety goals. The project was awarded the ACEC/CT's 2017 Engineering Excellence Award.

WTP DISSOLVED AIR FLOTATION SYSTEM—WOODBRIDGE, CT

Serving as the Principal-in-Charge for the design of a new dissolved air flotation (DAF) system to enhance treatment at this 10.4-MGD water treatment plant in Woodbridge, CT. Winter and summer pilot testing were conducted to verify process improvements associated with the addition of DAF to the existing treatment process, including enhanced filter performance and runtimes, particularly during algae blooms in the summer. The DAF facility design includes a new stand-alone building adjacent to the existing treatment facility, piping modifications, chemical feed modifications, electrical improvements, and temporary work to maintain facility operation during construction.

PRESSURE ZONE PROJECT—SOUTHBURG, CT

Served as Principal-in-Charge of a comprehensive master plan study for the Southington, CT Water Department. One of the recommendations of the master plan study was the creation of a new pressure zone. Managed design and construction of a new 1-MG concrete storage tank (\$1,760,000), new pump station (\$943,000) located on property of the local high school, and 1,500 LF of 12-inch diameter ductile iron transmission main (\$349,000) to serve the new East Side Pressure Zone.

WOONASQUATUCKET RIVER CROSSING—PROVIDENCE, RI

Served as the Principal-in-Charge for the design, permitting, and construction phase services for Providence Water's replacement of a failed high-pressure 16-inch diameter water main across the tidal Woonasquatucket River adjacent to Providence Place. This design-build project was under a tight schedule and required the installation of sequenced cofferdams for cut and cover pipe installation to limit impacts to river and tidal flows, as well as seasonal herring runs. Construction management and inspection services were completed under permit conditions and the purview of Rhode Island Department of Environmental Management, the Coastal Regional Management Council, and the U.S. Army Corps of Engineers. Additionally, the work required coordination with ongoing adjacent projects including Viaduct Bridge & Bath Street Bridge projects with the Rhode Island Department of Transportation.

CAPITAL IMPROVEMENTS PLAN—HARTFORD, CT

Served as Principal-in-Charge for the preparation of a comprehensive capital improvements plan for the Hartford Metropolitan District's three water treatment facilities, ranging in size from 1.5 MGD to 82 MGD. The plan included a comprehensive evaluation of plant hydraulics, process upgrades, and infrastructure improvements and prioritized critical needs for capital budgeting purposes.

EMERGENCY TEMPORARY BYPASS PUMPING SYSTEM—NORTH BRANFORD, CT

Served as Principal-in-Charge for technical assistance with the construction of an emergency temporary bypass pumping system for an 80-MGD WTP in North Branford, CT. The system included four parallel 6,100 foot runs of 18-inch fused HDPE pipe, four 12-inch high performance butterfly valves for pressure control, nine Godwin dry-prime centrifugal pumps with VFDs, and nine 500 kW diesel generators, together capable of providing up to 40 MGD of flow to the WTP. Assistance included hydraulic modeling, technical reviews, and design oversight for the bypass system, as well as on-site construction observation, technical assistance during startup, and assistance with optimization of controls and water quality at the WTP. The bypass project was part of an overall emergency response project to address deficiencies in a transmission tunnel and 48-inch diameter cast iron water main. The project was awarded the ACEC/CT's 2020 Grand Award in Engineering Excellence.

MCLEAN RESERVOIR GATEHOUSE IMPROVEMENTS—HOLYOKE, MA

Served as Project Director for the design of vertical screens, pumps, and an electric hoist for a gatehouse used by the Holyoke Water Works for their 14.8-MGD drinking water facility.

**Education**

MIT Professional Certificate in Real Estate Finance and Development

University of North Carolina at Chapel Hill: Bachelor of Arts, Linguistics

Professional Affiliations

American Planning Association

Urban Land Institute

ACADEMIC POSITIONS

CPUA, Metropolitan College, Boston University: Adjunct Faculty

Certifications

American Planning Association: Certified Planner (AICP)

USGBC:
LEED AP Neighborhood Development

Commonwealth of Massachusetts:
MVP-Technical Services Provider

Emily Innes, AICP, LEED AP ND is an award-winning planner with over twelve years of experience in planning and urban design. In 2020, she founded Innes Associates to work with communities throughout New England. Her clients are communities of all sizes, state agencies, and private developers, and her primary focus is understanding and guiding the physical use of land, including helping communities use zoning and other land use regulations to achieve their goals. Emily was the former Director of Planning for Harriman and began her planning career at The Cecil Group, which merged with Harriman in 2015.

A former member of the Milton Planning Board and the town's finance committee, Emily also served as the chair of Milton's Master Plan Committee. She co-teaches the capstone course for Boston University's City Planning and Urban Affairs Program, and has partnered with Marshfield, Lowell, and Malden as part of the course. She holds a Professional Certificate in Real Estate Finance and Development from MIT's Center for Real Estate.

Selected Projects**ZONING, PLANS, AND URBAN DESIGN**

Town of Arlington, Massachusetts**
Industrial Area Zoning Recommendations

Town of Arlington, Massachusetts*
Residential Design Guidelines

City of Brockton, Massachusetts
Downtown/Trot Brook Form-Based Code

MassHousing/City of Brockton, Massachusetts
Campello Land Use Plan
Campello Form-Based Code

MassDevelopment/Brockton Redevelopment Authority/City of Brockton, Massachusetts
Lovett Brook Land Use Plan
Lovett Brook Form-Based Code

Town of Egremont, Massachusetts
Comprehensive Plan
Rezoning Study and Recommendations

Town of Leverett, Massachusetts
Comprehensive Plan, Phase I
Comprehensive Plan, Phase II

Selected Awards

APA-MA Comprehensive Plan:
 2021

*Scituate2040 Master Plan
 Update*

APA-MA Planning Project:
 2020

*Easthampton Downtown
 Strategic Plan.*

APA-MA Neighborhood Plan:
 2019

CSX Area Master Plan

APA-MA President's Award:
 2017

*LawrenceTBD Urban Renewal
 Plan*

Salem Historic Inc: 2011

Salem Downtown Renewal Plan

Selected Projects (continued)

MassDevelopment/NBEDC/City of New Bedford, Massachusetts**
 Zoning for Advanced Manufacturing Campus

Town of North Andover, Massachusetts
 Downtown Zoning Study

MassDevelopment /Nitsch Engineering/Town of North Andover,
 Massachusetts
 Route 125 Corridor Study

City of Pittsfield, Massachusetts
 Westside Form-Based Code
 Zoning Evaluation and Arts District Design Guidelines
 Downtown Hybrid Form-based Code*

Town of South Hadley, Massachusetts**
 Comprehensive Plan
 Route 202/Route 33 Corridor Plan

MBTA COMMUNITIES ACT

Massachusetts Housing Partnership/Massachusetts DHCD
 Sample Zoning for MBTA Communities

Massachusetts Housing Partnership/RKG Associates
 MBTA Communities Compliance Model

Massachusetts Housing Partnership/RKG Associates
 Technical Assistance for MBTA Communities

Massachusetts Housing Partnership/RKG Associates
 Technical Assistance for MBTA Communities

Amesbury, Arlington, Littleton, Braintree, Brockton, Brookline, Easton, Hull,
 Mansfield, Medfield, Middleborough, Peabody, Reading

CURRENT MBTA COMMUNITIES ACT PROJECTS

Town of Littleton

City of Methuen

Town of Medfield

Town of Middleton

Town of Natick/ RKG Associates lead

Town of Needham/ RKG Associates lead

Town of Randolph/ RKG Associates lead

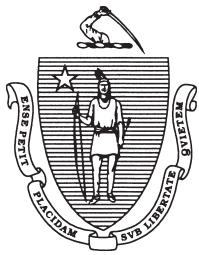
*Experience with The Cecil Group/Harriman Associates.

** As Harriman Associates and Innes Associates.



Engineers | Environmental Specialists

APPENDIX B



The Commonwealth of Massachusetts
Secretary of the Commonwealth
State House, Boston, Massachusetts 02133

William Francis Galvin
Secretary of the
Commonwealth

Date: February 25, 2021

To Whom It May Concern :

I hereby certify that according to the records of this office,

TIGHE & BOND, INC.

is a domestic corporation organized on **March 30, 1984** , under the General Laws of the Commonwealth of Massachusetts. I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156D section 14.21 for said corporation's dissolution; that articles of dissolution have not been filed by said corporation; that, said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



In testimony of which,
I have hereunto affixed the
Great Seal of the Commonwealth
on the date first above written.

William Francis Galvin

Secretary of the Commonwealth

Certificate Number: 21020736090

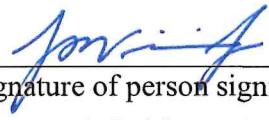
Verify this Certificate at: <http://corp.sec.state.ma.us/CorpWeb/Certificates/Verify.aspx>

Processed by: mso

ATTACHMENT C

CERTIFICATE OF NON-COLLUSION

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 person signing the proposal)

Joseph P. Viamari, PE, Senior Vice President

Tighe & Bond, Inc.

(Name of Business)

ATTACHMENT D

CERTIFICATE OF TAX COMPLIANCE

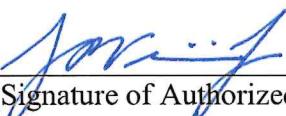
Pursuant to Chapter 62C of the Massachusetts General Laws, Section 49A(b), I,

Joseph P. Viamari, authorized signatory for

Tighe & Bond, Inc., do hereby certify under the pains and penalties
(Name of Contractor)

of perjury that said contractor has complied with all laws of the Commonwealth of
Massachusetts relating to taxes, reporting of employees and contractors, and withholding and
remitting child support.

CONTRACTOR

By: 
(Signature of Authorized Representative)

Title: Joseph P. Viamari, PE
Senior Vice President

Date: September 14, 2023

SEE ATTACHED

ATTACHMENT E

CERTIFICATE OF CORPORATE AUTHORITY

At a duly authorized meeting of the Board of Directors of _____
(Name of Corporation)
held on _____ it was VOTED that:
(Date)

(Name) _____ (Officer)

of this corporation, be and he/she hereby is authorized to execute contracts, deeds and bonds in the name and on behalf of said corporation, and affix its corporate seal hereto; and such execution of any contract, deed or obligation in this corporation's name on its behalf by such _____ under seal of the company, shall be valid and binding upon this
(Officer)
corporation.

A True Copy,

ATTEST: _____

TITLE: _____

PLACE OF BUSINESS: _____

DATE OF THIS CERTIFICATE: _____

I hereby certify that I am the clerk of the _____
that _____ is the duly elected _____ of said
corporation, and that the above vote has not been amended or rescinded and remains in full force
and effect as of the date of this contract.

(Clerk)

CORPORATE SEAL:

CERTIFICATE OF CORPORATE SECRETARY

I, Peter J. Grabowski, hereby certify that I am Corporate Secretary of Tighe & Bond, Inc. and that the following vote was duly adopted by the Board of Directors of the Corporation on November 30, 2022, as amended on January 24, 2023.

VOTED:

That Robert S. Belitz, Richard J. Benevento, John W. Block, Christopher C. Bone, Douglas C. Cheppo, Jason L. Curtis, Peter B. Galant, Peter J. Grabowski, Francis J. Hoey, III, Tiffany T. Labrie, April S. Lassard, Miles H. Moffatt, Daniel P. Rukakoski, Peter M. Valinski, and Joseph P. Viamari, acting singly, be and are hereby authorized and directed for and on behalf of the Corporation, to negotiate, enter into, execute, and deliver any and all proposals, agreements and contracts, required by the Corporation in the performance of all of its services, and all other related matters in the ordinary course of the Corporation's business, such proposals, agreements and contracts to be on and subject to such terms as said signatory may deem necessary or appropriate and in the best interest of the Corporation; the execution and delivery of same to be conclusive evidence that such proposals, agreements and contracts and terms and conditions thereof are binding on the Corporation and authorized by this Resolution.

September *14th*
IN WITNESS WHEREOF, I have hereunto set my hand on this _____ day of


Peter J. Grabowski
Corporate Secretary



OFFICES ACROSS THE NORTHEAST

Connecticut

Maine

Massachusetts

New York

New Hampshire

Rhode Island

www.tighebond.com | 800.561.0416

Tighe&Bond