

TOWN OF ULYSSES 2025-2045 COMPREHENSIVE PLAN PERIODIC UPDATE AND ENVIRONMENTAL IMPACT STATEMENT

Prepared for:
Niels Tygesen, Town Planner
Town of Ulysses
10 Elm Street
Trumansburg, NY 14886

March 8, 2024

March 1, 2024

Niels Tygesen, Town Planner
Town of Ulysses, New York
10 Elm Street
Trumansburg, New York 14886

RE: 2024-2025 Comprehensive Plan Periodic Update and EIS Qualifications Submittal

Mr. Tygesen:

The Town of Ulysses has demonstrated its commitment to sound planning and intentional growth by virtue of your engagement in an update to your comprehensive plan. The Climate Smart Communities program is a strong tool and framework for ensuring that plan elements result in a strong quality of life for residents and protection of the natural resources that have come to define Ulysses and the Finger Lakes.

MRB Group is a multi-disciplinary, local government services firm, consisting of planners, economic developers, designers, architects, and engineers, skilled at **developing implementation-focused, community-driven plans**. Our experience stands out in our:

- Longstanding Relationship with Ulysses: We have supported the Town and surrounding communities for many years with planning, grants, and infrastructure needs.
- Diversity of Expertise in Planning and the Environment: Our team of planners, economists, local government practitioners, and design professionals is integrated to ensure a cohesive, focused plan that accelerates you toward your community vision.
- Deep Familiarity with Climate Smart Communities: We have supported multiple communities in achieving the goals of the Climate Smart Communities program and understand and believe in program goals and priorities.

Our planning approach is hands-on – we propose live, in-person meetings with Town leaders and the steering committee, along with extensive public engagement and on-site facilities and conditions analysis. Our general liability coverage limits are \$1,000,000 per occurrence and \$2,000,000 general aggregate; we carry \$5,000,000 of professional liability coverage. Our planning approach is rooted in the idea that data-driven decision making, robust public engagement, and an action-oriented strategy framework is critical to community success.

We are pleased to submit herewith our qualifications, demonstrating our diverse technical and community planning skills, and our interest and availability to undertake this important project. We are thankful for our tenured relationship with the Town of Ulysses and are excited to discuss this opportunity.

Sincerely,



Matt Horn
Director, Local Government Services



David M. Doyle, P.E.
Vice President

The 2009 Ulysses Comprehensive Plan identified a vision for the Town, which includes preservation and reinforcement of your agricultural and rural character, a balanced economic development strategy that capitalizes on the vibrancy of village and hamlet centers, and charges the community with proactive planning to benefit current and future residents. The Town and community have done much work to move closer to that vision, and the 2025 update to the plan has the opportunity to capture those critical elements, and build on them to ensure a continued strong quality of life for your residents.

To get there, Town leaders must continue to commit to:

Smart growth techniques that allocate village and hamlet centers for economic growth, while protecting the rural landscape;

A commitment to environmental stewardship that ensures resilience against natural and man-made risks, and preserves your pristine ecological resources; and

A plan built upon strong foundations of public engagement, sound market and demographic data, and best practices in the fields of planning, infrastructure, environmental stewardship, and total community health.

MRB Group is prepared to support the community in this effort, and excited to partner with the Town on your plan for the next two decades.

A Longstanding Partnership

The Town of Ulysses and MRB Group have worked together for many years to ensure safe, reliable infrastructure and an unmatched quality of life for residents. This partnership will ensure that the planning process moves forward effectively, with a strong familiarity with Town priorities, assets, challenges, and opportunities.

Communication-Forward Project Management

Communication lies at the heart of our project management approach. To facilitate planning efforts, our Director of Local Government Services, Matt Horn, will serve as the project manager and primary point-of-contact with the Town's project leadership. Our communications approach includes:

- Initial Project Charter: Upon selection, our team will move immediately to meet with the Town's project leadership to formalize project scope, schedule, and approach. This will be documented in a project charter that will be our project management guidebook moving forward.
- Bi-Weekly Project Management Meetings: Our project manager will meet every two weeks with Town leadership to ensure that the plan is moving forward in alignment with Town expectations.
- Monthly Steering Committee Meetings: We will hold monthly meetings with the project steering committee for the duration of the planning process. Meeting notes will be developed and made available for public review.
- Project Website and Social Media Platforms: The project's digital presence will be the 24/7/365 "front door" to the project, providing meeting notes, draft elements, and other project documentation for review by interested stakeholders.

With aligned expectations, clear communication, and project transparency, the planning process moves effectively to project completion.

A Foundation of Reliable, Accurate Data and Information

An implementable plan must be grounded in actionable data. Our team maintains a vast collection of market and demographic data, which will serve to guide plan recommendations, and assist Town leaders, the steering committee, and the public as recommendations are considered, vetted, and formalized.

In addition to the data itself, we will leverage local expertise – Town staff, business owners, farmers, community stakeholders, and the general public to validate data results and to provide color to the numbers themselves. We will work with each of these groups to develop qualitative assessments of community infrastructure and other planning foundations to ensure that planning assumptions are based on the best data and information available.

Shaped by Robust, Authentic, Meaningful Public Engagement

Great plans are built by the community. Our planning approach ensures that engagement efforts are:

- Robust: We ask a lot of questions, in many different venues, and different channels, to encourage the most participation possible from residents and stakeholders.
- Authentic: We ask for the right reasons – we're not checking a box. Feedback must be used to shape plan elements.
- Meaningful: Residents must see themselves in the plan. This doesn't mean every idea shows up in the final recommendations, but that there is a process for evaluating feedback.

Built on a Vision-Driven, Implementation-Focused Planning Framework

Far too many community plans are left to collect dust on the shelf of the Town Supervisor and Planner. This results from a lack of connection to the vision, and a failure to create implementable plans that are reflecting of community capacity and resources. Our plans are facilitated by local government practitioners – former city managers, economic developers, and community planners – all with an eye toward how to move the objectives forward.

Our planning process integrates the input of local elected and appointed leaders, Town residents, and community stakeholders; and layers on best practices in the field of planning, infrastructure, and local government operations to create a clear roadmap for community health.

The ensuing sections overview our qualifications, experience, and approach toward community planning.

Technical Approach

The Town of Ulysses is seeking a roadmap for its community and economic development efforts—a set of guiding principles that can advance quality of life in the Town for the next two decades. The Town has been clear in your Request for Qualifications, that this plan should address a full range of critical issues. Our team is prepared to develop analysis and strategic guidance on each element identified in the Request for Qualifications.

Our approach to comprehensive planning is rooted in three principles:

- Great Plans are Built by the Community: Authentic and meaningful public engagement is critical to any planning effort. A community must be heard during the planning process, and should see its fingerprints in the final recommendations. Our public engagement strategy is informed by a strong record of performance in bringing planning to the people, while being customized to meet the needs and appetites of the Ulysses community.
- Strong Plans are Grounded by Robust Market and Demographic Data: A plan should not be a wish list of projects offered by the community. Strategies and recommendations must be driven by a sound base of economic and demographic data. MRB Group maintains an expansive set of indicators that demonstrate the current potential of Ulysses. We will leverage this to identify what steps need to be taken to capture the community's potential.
- All Plans Must be Actionable: Residents can suffer from plan fatigue—paralysis by analysis. This most frequently occurs when a community has engaged in multiple planning efforts with little to no action. Our practitioner based team has been where you are sitting. Our recommendations are reflective of economic and operational reality—actionable strategies to showcase the power of planning to your constituents.

To advance the Town's planning goals in alignment with these principles, the following scope and approach are offered:

Project Management

Upon selection, our project team will travel to Ulysses to meet with key project leadership and refine/ finalize project approach, schedule, and deliverables. This initial meeting is designed to ensure that there are shared expectations with respect to project delivery, and to support the Town in developing the most appropriate project management strategy.

Following this meeting, we will provide the Town with a written project charter that includes:

- Project schedule
- Key milestones
- Deliverable descriptions
- Project communications plan

This charter will serve as our guide throughout the project, to ensure that we share expectations with all related project elements.

Our Director of Local Government Services, Matt Horn, has been assigned as the Project Manager for this effort. Mr. Horn will serve as the primary point of contact for community leadership. He will work with the Town Planner to ensure that all elements of the project charter are executed, and that communication is regular and thorough.

Deliverables: Project Charter, Monthly Steering Committee meetings and meeting notes, Bi-Weekly Project Management calls and call notes

Public Engagement / General Public Outreach

Great plans must be built by the community. If a community feels as though they have been part of the process, the plan and pursuant projects have built-in plan champions. That said, no two communities benefit from an identical public engagement model. As such, we will work with the steering committee to refine and execute the Public Involvement Plan. This will be our roadmap for how and when to loop the public into our effort.

Every engagement strategy is different, but some commonly used tools with which we've experienced success include:

- Community Surveying: Short, meaningful questions, distributed in paper and digital formats can provide a direct line from stakeholders to the planning process. Longer form and “pop-up” or issue specific surveys can be developed, depending on the steering committee’s assessment of value.
- Digital/Social Media Platforms: If Ulysses residents are digitally-oriented, we encourage the development of a project-specific website for the effort. There, we can post meeting minutes, announcements, plan element drafts, polls, and other points of information to keep the community informed. Similarly, the Town's social media channels can be leveraged to provide the community with information on plan activities. Finally, our team has partnered with the developers of Poll Everywhere and Instant Input for access to these platforms to gain deeper insights from the public, and to ensure that plan development is an interactive process.
- Public Forums/Events: We don't believe in stuffy public meetings, where we run through dozens of slides to a sleepy audience. Our public engagement events are “roll up your sleeves and plan” endeavors. We work to create highly interactive exercises, and “take the planning to the people” by identifying locations around the Town that are geographically convenient and issue-related.
- Policy-Oriented Focus Groups: Our team will work with the steering committee to identify individuals in the community who are passionate and informed regarding issues associated with your priority policy elements. We will host a series of focus groups designed to get deeper feedback on these areas.

Deliverables: Review of PIP and recommend alternatives, project website, deployment of Instant Input tool, policy-oriented focus group meetings (4) and meeting notes, public forums (2) and forum reports, public hearing (1), support for other PIP strategies.

Community Visioning

A comprehensive plan is most valuable when it is designed as a filter, rather than an exhaustive task list. It would be very difficult for us to list out every possible project the Town should undertake in the next 20 years. It would be impossible for us to consider every potential development scenario that the Town is faced with over that time.

During this phase of the effort, we leverage the data and perspectives developed as part of the planning process, with the early engagement results we can draw from the community. MRB Group facilitators will guide the steering committee and Town Board through a series of exercises that work to identify a unified vision—a statement that describes the ideal condition of the Town of Ulysses, twenty years from today. We will also identify a set of planning principles or core values that describe the conditions that must be addressed to ensure advancement toward our vision.

These tools will allow local leadership to assess future investment opportunities and projects against these elements. How will this capital project advance us toward our vision? Does this development project align with our values? This element serves as a scorecard for all of your future endeavors.

Once the steering committee has identified vision and values, we will host a public forum to gain feedback on these elements. We will leverage public feedback to refine these for the final plan draft.

Deliverables: CPSC / Town Board work sessions (2), meeting materials and notes, draft and final vision statements

Environmental Analysis

We believe that a strong comprehensive plan is rooted in a firm foundation of data and local perspectives. During this phase of the effort, we will collect demographic and market data, review recent and other relevant plans, and interview key stakeholders in order to gain the best perspective on current conditions in Ulysses.

- Demographic and Market Data: We will conduct a thorough analysis of the area's demographic and real estate market conditions using our array of proprietary economic development data sources, particularly EMSI and CoStar. We will clearly describe recent and projected market trends and dynamics for office, retail, industrial, and multi-family residential real estate.
- Recent/Relevant Planning Foundations: We will work with Town leadership to identify recent and relevant planning documents, from which information and opportunities may be gleaned. This will ensure that no valuable planning effort will be lost due to a "start from scratch" mindset.
- Steering Committee/Stakeholder Perspectives: We will share data and information with the steering committee and other stakeholders identified by Town leadership, and get their take on trends and identified opportunities. This provides deeper context to the data we develop.
- Local Leadership Perspectives: Similarly, we will interview key Town, Village, and County staff and elected officials to gain a better understanding of their vision for the future of Ulysses, and any challenges or opportunities we should further explore.

In synthesizing the above-referenced data sources and planning foundations with local perspectives, MRB Group will provide data-driven conclusions regarding challenges and opportunities.

Once plan recommendations become clear, our environmental team will execute the preferred method of environmental review necessary to advance plan adoption. We have identified two alternatives for consideration by Town leadership. These include:

- SEQR Type 1 Review: Plan recommendations will be reviewed against criteria stipulated by the New York State Environmental Quality Review Act for a Type 1 review. We will work with the Town to identify the preferred lead agency (likely Town Board or Town Planning Board) and will prepare the documents necessary to designate. Additionally, we will prepare a full Environmental Assessment Form, and complete a coordinated review with stakeholder agencies, including Tompkins County, the Village of Trumansburg, adjacent Towns, and state/federal agencies charged with oversight. Once feedback is received, we will prepare a determination of significance for the lead agency to consider.
- Environmental Impact Statement (if required): In this alternative, we will work with Town leadership assess alternatives, and incorporate public feedback on each. We will prepare an environmental impact statement in alignment with Department of Environmental Conservation requirements, and provide all necessary documents to the Town for publication and final consideration.

It should be noted that comprehensive plans containing recommendations that would trigger a positive declaration, and hence, an Environmental Impact Statement, are highly unusual. The Request for Qualifications scopes this as a required item, but our understanding of the State Environmental Quality Review Act is that this is only a requirement if a positive declaration is declared. It is recommended that the identified project budget be used to support the development of the plan update and a Type 1 SEQR review. Should an EIS be required, it is recommended that the Town develop a separate budget. We have also noted this in our schedule and budget recommendations.

Deliverables: Existing Conditions Analysis Report, Type 1 SEQR Review, Environmental Impact Statement (if required)

Plan Update Development

The Town, by way of the Request for Qualifications, has identified 10 policy areas to be addressed by the plan update. With guidance from the vision and values, we will develop overarching strategies that address these areas, and key initiatives that the Town may consider in early implementation planning. This will serve as the basis for future planning efforts in the area of policy, programs, capital investment, operations, and community development strategy.

Specific section updates include:

- Land Use: As charged by the RFQ, our team will analyze existing land use patterns, natural resource conditions and constraints, environmental justice concerns, current land use regulations, future population projections, and other matters affecting land use recommendations to develop specific goals and objectives surrounding the allocation of land for a particular use.
- Housing: Leveraging our analysis of current conditions and demographic/market projections, we will facilitate the development of strategies to advance safe, accessible housing for all economic and market segments of the community.

- Economic Development / Tourism: Our economic development team will assess current market conditions, including employment base, workforce, placemaking objectives, and environmental impacts to assist in the development of strategies and objectives to expand private sector investment, job creation, and resident engagement in the workforce.
- Transportation: We will assess existing transportation networks, active transportation/multi-modal assets, and transit alternatives to develop a clear understanding of the mobility challenges and opportunities in the Town, and develop strategies and goals to assist the community in planning for enhancements to the network.
- Capital Facilities and Utilities: Our infrastructure and facilities assessment team will work with Town staff to identify publicly-owned infrastructure and assess for condition, capacity, and approximate replacement schedule. We will review existing Town-owned facilities to determine condition, alignment with current needs, and approximate capital needs.
- Environment and Natural Resources: We will work with local leadership to identify and assess local waterways and soil assets to determine threats to ecological health and potential mitigation opportunities. We will leverage this information to shape the land use and other pertinent sections of the plan, and develop strategies and recommendations for protection and enhancement of ecological assets.
- Climate Change and Resiliency: We will assess Town conditions and operations to identify opportunities for reduction of greenhouse gasses generated on the transportation network and in Town operations. Additionally, we will identify strategies and objectives designed to enhance the Town's resilience to the effects of climate change.
- Rural Issues: We will work with local leadership to assess existing plans and conditions affecting agricultural features and the rural landscape. We will develop strategies and objectives designed to prevent sprawl and encroachment of development into current agricultural and open space assets.
- Community Well-Being: Our team will assist Town leadership in assessing current parks, recreation, and active lifestyle assets, and recommend strategies and objectives designed to ensure adequate parks, recreation, and open space assets beyond the duration of the planning horizon.
- Historic Preservation / Built Environment: We will work with Town leadership to identify historic resources in the Town and develop strategies and objectives for reinforcing architectural character and mitigating deterioration of contributing and potentially contributing structures.

Deliverables: Memoranda of proposed changes for each section, summary of public input relative to section elements, implementation strategy / metrics, draft (3) and final (1) plan language recommendations for each section

Adoption Support

Once all planning recommendations have been developed and chapter updates complete, our team will work with Town leadership to schedule presentations to the Town Board and associated agencies, and will assist the Town in the statutory adoption process.

Deliverables: Presentation of final recommendations to Town Board, Draft adoption resolution language

Tasks	3/2024	4/2024	5/2024	6/2024	7/2024	8/2024	9/2024	10/2024	11/2024	12/2024	1/2025	2/2025	3/2025	4/2025
Project Management	[Dark Blue Bar]													
Project Chartering	[Dark Blue]													
Bi-Weekly Project Calls	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]
Steering Committee Meetings	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]
Public Engagement	[Grey Bar]													
PIP Review / Update	[Grey]	[Grey]												
Website / Social Media Launch	[Grey]	[Grey]												
Focus Groups			[Grey]	[Grey]	[Grey]	[Grey]	[Grey]							
Public Forums							[Grey]				[Grey]			
Public Hearing													[Grey]	[Grey]
Other PIP Execution		[Grey]	[Grey]	[Grey]	[Grey]	[Grey]	[Grey]	[Grey]	[Grey]	[Grey]	[Grey]	[Grey]	[Grey]	[Grey]
Community Visioning	[Dark Blue Bar]													
CPSC/Town Work Sessions					[Dark Blue]	[Dark Blue]	[Dark Blue]							
Draft Vision Statement					[Dark Blue]	[Dark Blue]	[Dark Blue]							
Final Vision Statement						[Dark Blue]	[Dark Blue]							
Environmental Analysis*	[Grey Bar]													
Draft Existing Conditions Report				[Grey]	[Grey]									
Final Existing Conditions Report				[Grey]	[Grey]									
SEQR Lead Agency Determined												[Grey]	[Grey]	
SEQR EAF Complete											[Grey]	[Grey]	[Grey]	[Grey]
SEQR Coordinated Review											[Grey]	[Grey]	[Grey]	[Grey]
SEQR Determination Issued													[Grey]	[Grey]
Draft Development	[Dark Blue Bar]													
Section Drafts Developed					[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]			
Section Refinement					[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]	[Dark Blue]			
Final Draft										[Dark Blue]	[Dark Blue]			
Adoption Support	[Grey Bar]													
Presentation to Board												[Grey]	[Grey]	[Grey]
Final Section Development												[Grey]	[Grey]	[Grey]
Adoption													[Grey]	[Grey]

*Schedule presumes SEQR Finding of No Significant Impact (Negative Declaration). Full EIS will extend environmental review by 3 - 6 months

Budget / Fee

Based on the scope of work presented in the previous section, the following is a preliminary cost summary of the work to be completed.

Project Management:	\$ 14,250
Public Engagement	\$ 30,500
Environmental Analysis*:	\$ 28,000
Community Visioning:	\$ 5,750
Draft Development:	\$ 27,750
Adoption Support:	\$ 3,500
Total:	\$109,750

*The preliminary cost for environmental analysis is inclusive of a Type 1 SEQR review and a finding of no significant impact (Negative Declaration). A full EIS will increase the cost by approximately \$65,000.

Upon award of the project , we will work closely with Town leadership to refine and finalize the plan scope and fees, and to negotiate a formal contract for services.

A Strong Team Facilitating Strong Projects

In order to address planning objectives for the Town of Ulysses, MRB Group offers a strong team of local government, community development, and engineers and architects. Our project team offers a diverse set of skills, and a creative approach at addressing your strategic goals.

The MRB Group team offers expertise in the following areas:

Local Government Leadership

Our leadership team is made up of former Mayors, City Managers, Finance Directors, and Community Development professionals. This **practitioner-based team** ensures that the solutions recommended for the Town of Ulysses are **actionable**, and that all strategy recommendations have been tested through the lens of your **ability to implement**, and the critical nature of **public engagement** in all elements of local government operations.

Community Development Experience

The MRB Group planning and economic development teams have a wide range of experience in developing and executing community development policy at all levels of government. We have strong experience at all points on the community development spectrum; from facilitating and **developing long range comprehensive and strategic plans**, to managing **incentive programming** in order to foster development, to **working directly with developers** in order to ensure that development activity achieves the objectives first identified by stakeholders and community leadership.

Infrastructure and Facilities Insight

MRB Group's infrastructure and facilities team has served the Town of Ulysses for many years, and understands the unique challenges and opportunities facing the community. Our engineers and architects bring insight into water, wastewater, flood mitigation, energy performance, and building sciences, to ensure that plans are reflective of the community's capacity and desire to ensure strong value for taxpayer investment in infrastructure, facilities, parks, and the natural environment that's so critical to the future of Ulysses.

Grant Research, Acquisition, and Management

Central to any actionable local government strategy is the ability to develop the resources necessary to reach your objective. Our team has developed nearly **\$300 million in successful grant applications** for a wide range of community development activity, including **housing for special populations**, downtown revitalization, **economic development**, and the planning and construction of critical **community infrastructure**. Once funding is acquired, our team is skilled in the navigation of federal, state, and private funder compliance issues, and the management of funding agreements to ensure **maximum reimbursement** of local investment.

Team Members

Resumes Included in Appendix A.

Matt Horn, Director of Local Government Services (Project Manager), Geneva, NY

Matt has over twenty years of experience as a local government practitioner, including tenure as a City Manager, Assistant City Manager, Economic Developer, and operations lead. He oversees the Local Government Services team at MRB Group, bringing a local government leadership perspective to projects. He will serve as project manager for this effort, providing operational and community development guidance to the team, and serving as the primary point-of-contact for the Town.

Bill Davis, Director of Water Resources (Infrastructure Lead), Rochester, NY

Bill Davis provides team leadership to MRB Group's water and wastewater divisions. With over three decades of experience in the local government infrastructure field, many of those years directly serving the Town of Ulysses, Bill brings a wide range of design and technical experience to the infrastructure assessment and enhancement effort. On this project, Bill will lead the team charged with assessment and recommendation for enhancements of infrastructure, facilities, and parks.

Matt McKenna, Project Engineer (Infrastructure), Rochester, NY

Matt McKenna has also served as a key contributor to MRB Group's Ulysses infrastructure team. Matt will assist the project team in understanding local infrastructure challenges, and provide valuable engineering insight into our recommendations.

Alyson Slack, Senior Economic Manager (Economic Development Lead), Saratoga Springs, NY

Alyson Slack has served local and state governments in creating economic and community development strategies for nearly two decades. She will facilitate the development of housing and economic development recommendations for the project.

Lance Brabant, Director of Planning (Planning Lead), Rochester, NY

In his role as Director of Planning for MRB Group, Lance serves over fifty local governments in evaluating project impacts on community health. He has significant experience in the field of SEQR and environmental impact assessment, and will lead the land use, environmental review, and associated recommendations.

Dan Allen, Senior GIS Analyst, Rochester, NY

Dan Allen provides data management and visualization support for our project teams. He will take in team feedback in the creation of mapping and other visual tools needed for analysis and communication of project goals.

Elizabeth King, Landscape Architect, Rochester, NY-Subconsultant

Liz is the leader of Highland Planning's trained and experienced multi-disciplinary team. They are a **New York State certified WBE**, specializing in public engagement. Liz will communicate with the community, create a detailed engagement plan, manage all outreach logistics, facilitate dialogue, and document the results.

Individuals assigned to this project will have reliable transportation for trips within Tompkins County.

TOWN OF ONTARIO COMPREHENSIVE PLAN

MRB Group's familiarity and long-standing relationship with the Town of Ontario made our professional staff uniquely qualified to assist in updating the Town's Comprehensive Plan.

The Town is at a critical crossroads in terms of development potential, with several key drivers poised to shape its future, including housing growth pressure moving east from Rochester, and new development opportunities along the NYS Route 104 corridor and other strategic development areas, such as Beh Industrial Park.

The comprehensive plan update process, guided by a diverse representation of the community, and supported by MRB Group's robust planning, engineering, and local government operations expertise, sought to:

- Identify key community stakeholders to ensure strong engagement throughout development of the plan;
- Create a set of feedback loops, including a dedicated project website, interactive community forums, and a community survey specifically designed to support this project;
- Facilitate a community visioning process that identifies a unified, long-range vision for the community, a set of core values to guide decision making, and a series of key initiatives to ensure progress toward the community vision;
- Develop future land use and economic development plans to support Town growth

Client

Town of Ontario

Location

Ontario, New York

Project Completed

2021

Contact

Adam Cummings
(315) 524.7105

ENVISION HILTON 2030: VILLAGE OF HILTON COMPREHENSIVE PLAN

MRB Group facilitated a robust public outreach process, designed to identify and understand the community's vision for the future development and preservation of Hilton's character. This process included public workshops and "design charrettes," or sessions that provided community members with the opportunity to "roll up their sleeves" and contribute to the design conversation.

A substantial cross-section of the community helped to shape the long-range planning for all aspects of community development including infrastructure, economic development, smart growth and sustainability, recreation, the environment, housing, and the Village's business district.

The comprehensive plan update process, guided by a diverse representation of the community and supported by MRB Group's robust planning, engineering, and local government operations expertise, successfully:

- Identified key community stakeholders to ensure strong engagement throughout development of the plan;
- Created a set of feedback loops, including a dedicated project website, interactive community forums, and a community survey specifically designed to support this project;
- Facilitated a community visioning process that identified a unified, long-range vision for the community, a set of core values to guide the decision-making process, and a series of key area plans to ensure progress toward the community vision; and
- Featured a StoryMap—a visual journey of the planning process, targeted area plans, and outcomes.

Client

Village of Hilton

Location

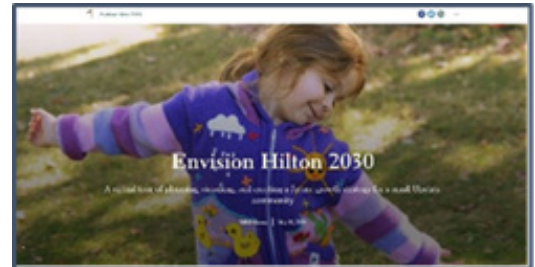
Hilton, New York

Project Completed

2020

Contact

Shari Pierce
 Administrator
 585.392.4144



SITE ASSESSMENT

Schoharie County stakeholders are taking a proactive approach to competing for economic investment by ensuring that the area can provide viable real estate options to prospects. MRB Group was engaged by the Mohawk Valley Economic Development District to help Schoharie County to conduct an assessment and prioritization of viable commercial/industrial sites in this rural area.

MRB Group undertook a market review of industry growth projections and regional real estate dynamics to assist in profiling the types of sites in highest demand, and their sizing and infrastructure requirements. We completed a detailed matrix of 35 parcels under consideration, including develop-able acreage, utilities, distance to interstate, site control information, zoning, etc. We engaged local stakeholders in education and discussion of developers' expectations for site readiness and potential models for public-private co-investment.

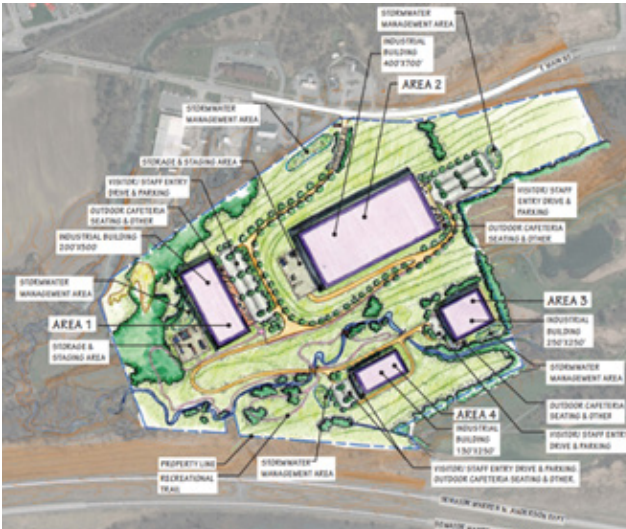
MRB Group developed a site improvement strategy for advancing three strategic sites to shovel-ready status. And with our partner Elan Planning & Design, we provided site design concepts to assist the county in marketing the key sites.

Client
Mohawk Valley Economic Development District

Location
Schoharie County, NY

Project Completed
2021

Contact
Mari Kate Mycek
Senior Project Manager
315.866.4671
mmycek@mvedd.org



HOUSING MARKET ANALYSIS

Livingston County, NY, sought a comprehensive housing market needs assessment and analysis, recognizing that in the modern age of economic development, there must be a focus on attracting people and talent as much as attracting firms. Moreover, housing is a key factor in a community's quality of life, while blight and disinvestment have direct implications for communities' revenue and ability to maintain excellence in service delivery.

Livingston County engaged MRB Group to undertake an analysis of its housing market and to develop strategies for housing that meets the needs of its current and future residents and workforce, as well as people with special needs (the elderly, people with disabilities, victims of domestic violence, those in recovery from substance abuse, parolees and probationers, etc.).

MRB Group developed a data-driven housing market analysis informed by the County's economic and demographic trends, and identified strategies that the County and its local partners will undertake to shape the housing marketplace. MRB reached out to variety of housing developers, both to understand their perspectives on the Livingston County market and to test possible housing strategies.

For this project, MRB undertook significant community engagement, interviewing municipal leaders across the County, code enforcement officers, and residents. MRB spoke with a wide range of agencies that work on housing and homelessness issues, as well as many of the clients they serve, which helped inform MRB's understanding the needs Livingston County faces in ensuring safe, affordable housing for all its residents.

RESULTS

MRB Group provided Livingston County with a market-tested strategic action plan to stimulate housing growth and housing product diversification. MRB Group recommended specific housing products, pricing, and locations based on its market analysis. The strategy identifies sources of funding for implementation as well as developers that would be suited to various projects. Livingston County and its local government partners have a comprehensive, shared understanding of their housing stock and housing market, as well as the economic and demographic trends that will shape its future, and are well-positioned to take targeted steps to influence needed housing development and ensure that it meets the needs of the County's future residents and workforce.

Client

Livingston County

Location

Livingston County, NY

Project Completed

2020

Contact

Megan Crowe, Senior Planner
585.243.7565





BETHLEHEM COMPREHENSIVE PLAN

Bethlehem, NY

In Fall 2020, The Town of Bethlehem initiated a Comprehensive Plan Update (CPU) process to develop a plan to guide development and community-related decisions toward the community’s vision for years to come.

Public engagement consisted of:

- More than 30 one-on-one interviews with key stakeholders as well as small group meetings with key stakeholder groups
- A project website hosted on publicinput.com at www.bethlehemforward.com
- Social media pages on Instagram and Facebook
- One survey
- Two virtual public meetings
- One in-person public meeting

The survey received nearly 1,800 responses. Highland Planning assisted the Town in setting up the project website, www.bethlehemforward.com, using the PublicInput.com platform. This website contained a project timeline, links to social media feeds, key documents from the process, meeting notices, and opportunities for users to sign up for email updates or to leave a comment. Highland Planning also helped the Town set up Facebook and Instagram pages for Bethlehem Forward, which were then maintained by the Town.

Dates of Work

2020 - 2022

Services

Public Engagement
Stakeholder Outreach
Survey

Client

Town of Bethlehem
Bill Price, SWBR
585.232.8300
wprice@swbr.com

Awards

New York State Upstate APA
Best Practice Comprehensive
Planning Award (2022)

REQUEST FOR QUALIFICATIONS (RFQ) RESPONSE FORM

Please review the RFQ. Complete the following information and include this form with your proposal. Include all items listed in Section 6 of the RFQ: Submission Requirements in your proposal.

Name of Organization: MRB Group Engineering, Architecture & Surveying, D.P.C

Address: 145 Culver Road, Suite 160

Rochester, NY 14620

Is this address your company's principal place of business? Yes No

The term "principal place of business" is defined as follows:

A company's principal place of business is generally considered to be the enterprise's main office, where a company's business is managed, conducted, and directed, regardless of where the administrative departments or the physical property of the business are located. For purposes of determining the principal place of business, a foreign business enterprise's principal place of business is not necessarily the same as its state of incorporation. In sum, the determinate is where the actual "business" of the corporation takes place.

If the above address is not your principal place of business, please indicate the full address of your principal place of business:

Organization Contact Information

Name of individual or consulting firm (lead consulting firm name if applicable):

MRB Group Engineering, Architecture & Surveying, D.P.C

Contact info including mailing address, email, and telephone:

145 Culver Road, Suite 160

Rochester, NY 14620

info@mrbgroup.com

585.381.9250

Website:

www.mrbgroup.com

Lead contact name, email, phone number:

Mathew D. Horn

matt.horn@mrbgroup.com

585.340.3668

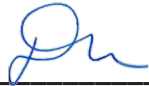
Form of Organization (partnership, corporation, sole proprietorship, etc.):

Design Professional Corporation (DPC)

Names of principals, officers, and directors:

Principals: Ryan T. Colvin, P.E., James J. Oberst, P.E., and David M. Doyle, P.E.**Officers:** Ryan T. Colvin, P.E. (President), James J. Oberst, P.E. (Executive Vice President & COO), David M. Doyle, P.E. (Vice President), Tanya Reed, AIA (VP Architecture), William J. Johnson, L.S., (VP Survey), and Patrick A. Nicoletta, P.E. (Secretary and Treasurer)**Directors:** Ryan T. Colvin, P.E., James J. Oberst, P.E., David M. Doyle, P.E., Patrick A. Nicoletta, P.E., Robert Sciarrone, P.E., Tanya Reed, AIA, William Davis, Gregory Hotaling, P.E., and Trey Taylor, P.E.

Proposer warrants that all information provided by its connection with the proposal is true and accurate.



Signature

David M. Doyle, P.E.

Name

Vice President

Title

MRB Group Engineering, Architecture & Surveying, D.P.C.

Company

2/8/2024

Date

MRB Group acknowledges its ability to meet the contract requirements as outlined in the contract terms section of the RFP, assuming that final contractual terms and conditions will be refined and negotiated at the time of the contract.



MATHEW D. HORN

DIRECTOR OF MUNICIPAL SERVICES

Matt is engaged with client communities to conduct a range of studies, identify best practices and implement solutions to address challenges and support long-term community sustainability. He develops feasible implementation plans utilizing innovative approaches, based on direct knowledge of local government operational costs, fiscal constraints, staff capacity, labor impacts, regulatory requirements, and statutory guidelines.

EDUCATION:

BS, Public Administration

MEMBERSHIPS:

Member, International City-County Managers Association

Named to 2016-2017 "Top 100 Local Government Influencers" Engaging Government Leaders

Member, Local Leaders Council, Smart Growth America

EXPERIENCE

ADVANCE Seneca Falls 2040 Comprehensive Plan-Seneca Falls, NY

Director of Municipal Services for the comprehensive plan that will guide Seneca Falls for the next 20 years. The comprehensive plan focuses on solidifying the Town's position as the historical and cultural center of the Finger Lakes Region through quality-of-life initiatives organized around resident retention and attraction, economic development and financial security, preservation and enhancement of the built and natural environment, and curation of arts, culture, and placemaking.

Downtown Revitalization Initiative (DRI) Administration-Seneca Falls, NY

Project Manager for the administration of the town's successful DRI, which included improvements to the north side of the Cayuga-Seneca Canalway, enhancements to the Heritage and Information Center, and upgrades to the Community Recreation Center.

Downtown Revitalization Initiative-Geneva, NY

Led effort to author and submit a Downtown Revitalization Initiative (DRI) proposal, successfully obtaining investment from the State of New York in the form of a \$10 Million award. Developed for the Geneva Master Plan for Downtown Redevelopment, fostering more than \$30 Million in private and public investment in downtown revitalization, with an additional long-term commitment for another \$30 Million. Reduced first-floor vacancies from 50% to less than 15% in just five years and facilitated public and business engagement, and established a multi-year, grass roots redevelopment effort for the central business district.

Finger Lakes Food and Beverage Innovation District

Coordinated a multi-stakeholder effort, centered on Brookings Institution research suggesting enhanced linkages between academia, local government, and the private sector would result in stronger economic development results. Collaborated with Cornell University, Hobart and William Smith Colleges, and Finger Lakes Community College to facilitate innovation ecosystems, consisting of co-working opportunities, a food innovation lab, micro-housing development, and small business counseling to accelerate success of firms in the craft food and beverage sectors.

Geneva Full Occupancy Initiative-Geneva, NY

Facilitated a collective impact program with a full slate of regional stakeholders including County and City IDAs, Local Business Improvement District, Local Development Corporation, and private sector partners to boost first floor occupancy in the central business district. Developed incentive programs for building improvements, facilitated microenterprise grant and loan programs, developed cooperative advertising campaigns, and modified prohibitive regulatory framework.



BILL DAVIS

DIRECTOR OF WATER RESOURCE ENGINEERING (INFRASTRUCTURE LEAD)

Bill has years of expertise in civil and environmental engineering, including the analysis, evaluation, design, construction, and operation of water and wastewater treatment facilities and system components. He is well-versed in regulatory compliance, and maintains excellent, long-standing working relationships with agency officials.

EDUCATION

B.S., Environmental Studies, SUNY College of Environmental Science and Forestry, 1995

A.A.S., Individual Studies, SUNY College of Technology at Delhi, 1992

PROFESSIONAL CERTIFICATIONS

Water Operator 2A
Water Operator 2B
Water Distribution "D"
Wastewater Treatment Operator 2
Code Enforcement Compliance Certified

PROFESSIONAL AFFILIATIONS

New York Water Environment Association – Member Education Committee Chair
Former President Genesee Valley Chapter of NYWEA
Water Environment Federation Finger Lakes Water Works Association
New York Rural Waters Association (NYRWA)

EXPERIENCE

Wayne County Water and Sewer Authority, NY – Wayne County Regional Wastewater Treatment Plant

Project Manager for the \$110 million project for the consolidation of four WWTP's and management of six. Involved municipal entities (planning, management, and oversight of project overall) requiring: coordination of design, approvals, agency reviews, intermunicipal agreements, property acquisitions, final design & bidding, budget and finance management, grant applications and coordination. Project received over \$30 million in grant funding.

Town of Farmington, NY

Managed and assisted client with development, incentive zoning negotiations, staff training and management, capital and O&M plan management, budget and finance, planning and development review, major capital project design, bidding, and management, etc.

Van Lare Wastewater Treatment Plant-Monroe County, NY

Provided assistance with troubleshooting and operational strategies for over 135 MGC WWTP.

Other Projects

- Western Wayne County Regional Wastewater Treatment Plant
- City of Ithaca Wastewater Treatment Plant, Headworks Analysis
- Village of Belmont Wastewater Treatment Plant Headworks Analysis
- Village of Seneca Falls, Facility Plan
- Villages of Waterloo, Genesee, and Dansville, Flow Management Plans
- Town of Savannah, Sewer District No. 1 Treatment System Evaluation
- Wayne County, Regional Wastewater Treatment Facility Plan
- City of Canandaigua, Water Treatment Plant Evaluation
- Town of Farmington, Building Code Review
- Village of Bergen, Wastewater Treatment Plant Regional Study
- Village of Trumansburg Water Treatment Plant Study
- Village of Trumansburg Wastewater Treatment Plant Plan
- Village of Hamilton Wastewater Treatment Plant Facility Plan
- Village of Dryden Water Treatment Plant Study
- Village of Geneseo Water Plant and Wastewater Plant Evaluations



MATTHEW MCKENNA

PROJECT ENGINEER (INFRASTRUCTURE SPECIALIST)

Matt is a dedicated professional with broad experience in civil engineering and related disciplines, including wastewater treatment plant design, site survey, drainage and stormwater management, and municipal transportation infrastructure.

EDUCATION

B.S., Virginia Polytechnic Institute and State University, 2011

PROFESSIONAL CERTIFICATIONS

Engineer in Training Certification

PROFESSIONAL AFFILIATIONS

New York Water Environment Association (NYWEA) - Genesee valley Chapter Board Member

EXPERIENCE

Municipal Wastewater

- Village of Dansville — WWTP UV Disinfection Improvements
- Village of Dryden — WWTP Effluent Disinfection Improvements
- Town of Farmington — WWTP UV Disinfection Improvements, Influent Screen #2 Replacement
- Village of Hamilton — WWTP UV (closed vessel) Disinfection Improvement Project
- Village of Marcellus — WWTP Disinfection Improvement Project, Sewer Lining (Mile High Dr.) Project
- Village of Moravia — WWTP Disinfection Improvement Project
- Village of Newark — WWTP UV Disinfection Improvements
- Town of Ontario — Bear Creek Pump Station, WWTP UV/Filtration Improvements, WWTP Biosolids Management
- Village of Trumansburg — WWTP Improvement Project, Sanitary Sewer Collection System Flow Monitoring Study, WWTP Flow Management Plan
- Village of Wellsville — WWTP Disinfection Improvement Project
- City of Leakey — WWTP New Construction

Municipal Water

- Town of Amity — Water System Mapping and Water District Formation
- Town of Canandaigua — Water Main Installation Inspection Services
- Towns of Farmington, Geneva, Phelps, and Waterloo — Water Improvement Area, District Formation
- Town of Fayette — Water Main Installation Inspection Services
- Towns of Fayette and Seneca Falls — Water District Formation
- Towns of Geneva, Junius, and Waterloo — Equivalent Dwelling Unit (EDU) Determination
- Town of Hopewell — Water District Extension and Formation
- Town of Marion — Water Main Project Installation Inspection Services



ALYSON SLACK

SENIOR ECONOMIC ANALYST

Alyson is an economic development thought leader, analyst, and grant writer. She has served a wide range of constituents in both strategic and tactical economic development programming. As a statewide economic development executive, Alyson developed and implemented entrepreneurial support programming and innovation-driven economic growth initiatives.

EDUCATION:

MA, International Economic Relations

BA, International Studies, American University

MEMBERSHIPS:

Member, New York State Economic Development Council

EXPERIENCE

Mohawk Valley Economic Development District / Schoharie County (NY)

Conducted an assessment and prioritization of viable commercial/industrial sites in rural Schoharie County, and developed a site improvement strategy for the client and its partners to advance them to shovel-ready status. Engaged stakeholders in education and discussion of developers' expectations for site readiness and potential models for public-private co-investment. Undertook a market review of industry growth projections and regional real estate dynamics to assist in profiling the types of sites in highest demand, and their sizing and infrastructure requirements.

Market Analysis and Property Redevelopment Planning – Albany County Land Bank (NY)

Helped the Land Bank create an innovative model for moving its portfolio of properties back into active use. Successfully used market analysis, redevelopment planning, and an RFEI to secure a developer for a batch of approximately 40 Land Bank holdings as well as other publicly-help properties. Created a replicable process for achieving the highest possible public value of blight removal in neighborhoods that have historically suffered from disinvestment.

Strategic Economic Development Planning

Led the creation of the Town of Malta (NY) 2021 Economic Development Plan. Assisted the Town's Economic Development Committee in developing strategies to channel investments into true economic enhancement and quality of life in this community that retains significant rural character and yet is also the epicenter of New York State's semiconductor and nanotechnology industry cluster.

New York State Advanced Industry Cluster Study – Empire State Development

Led a consultant team in developing a comprehensive understanding of New York State's advanced industry clusters, combining analyses of industry trends, workforce capabilities, R&D and investment activity, and value chain dynamics. Developed recommendations for promoting and building upon New York State's leadership and growth in five industry clusters: Defense & Security, Life Sciences & Industrial Bio, Climate Tech, Information & Communications Technology, and Materials.



DANIEL S. ALLEN, GISP

SENIOR GIS ANALYST

A highly respected GIS Analyst with 20 years of experience assisting municipal clients in utilizing GIS technology and applications to manage existing data and infrastructure. Well-versed in numerous GIS-related disciplines, with a strong focus on GIS needs analysis, system design, project planning, grant procurement, utility mapping, mobile applications, mobile applications, tax map maintenance, and GIS training.

Education

B.S. Environmental Management & Technology, Rochester Institute of Technology, 2001

Professional License

Geographic Information System Professional (GISP)

Professional Affiliations

Geographic Information System Special Interest Group (GISSIG)

New York State GIS Association

EXPERIENCE

Municipal Assistance

In-depth knowledge of municipal information software programs and GIS integration with existing infrastructure and mobile technology, improving clients' planning, design, and records management processes. He helps municipal staff better utilize technology to maximize efficiency and minimize service delivery costs. Proven success in assisting clients with preparing and submitting grant applications. Provides data for Comprehensive Planning, Economic Analysis Services, and Utility District Planning.

GIS Needs Assessments

Strong background in assessing clients' information management needs and implementing greater efficiencies and best practices. Responsible for conducting interviews with municipal officials, addressing software needs and physical-system configurations, determining cost estimates, implementing new applications, and providing hands-on training and support to necessary personnel.

Key Projects

Below is a representative list of Comprehensive Plan projects on which Dan has provided GIS Support Services:

- Allegany County – Comprehensive Plan Training Project
- Town of Dunkirk – Comprehensive Plan Update
- Village of Hilton – Comprehensive Plan Update
- Town of Ovid – Comprehensive Plan Update
- Town of Waterloo – Comprehensive Plan Update



LANCE BRABANT

DIRECTOR OF PLANNING SERVICES

Lance leads a team providing trusted guidance to town and village planning boards including concept, preliminary, and final subdivision and site plan reviews based on technical engineering designs, and on municipal design regulations and code requirements.

EDUCATION:

BS, Environmental of Planning & Design, SUNY Buffalo

PROFESSIONAL AFFILIATIONS:

New York Planning Federation (NYPF)

EXPERIENCE

Planning Services

Comprehensive planning services include subdivision, site, utility, grading, erosion and sediment control, landscaping, and lighting plan reviews, including interfacing with federal, state and local permitting agencies. Recognized for maintaining an excellent rapport with municipal officials and community Planning and Zoning boards, providing guidance and oversight at town and village Project Review Committee (PRC) meetings and pre-construction meetings for numerous municipal clients.

Regulatory Review Process Coordination

Provides assistance with SEQRA including coordination with the State Historic Preservation Office (SHPO), and preparation of National Environmental Protection Agency (NEPA) reports, as well as environmental reports including Draft Environmental Impact Statements (DEIS).

Key Projects:

Town of Farmington — Assists the Town in all aspects of municipal planning activities. Duties include:

- Subdivision/Site Plan Reviews and write-ups
- Up-dating Site Design and Development Criteria Manual
- Attend Town of Farmington Planning Board Meetings
- Planning Review Committee Meetings held once a month
- Perform Site visits and Inspections of Town projects

Town of Canandaigua — Provides day-to-day duties of in-house planning staff member in one of the fastest-growing towns in Upstate New York. Supports the planning department's administrative team, including providing an on-site presence on an as-needed basis. This alternative arrangement provides Planning Department services to town residents at a fraction of the cost of backfilling vacant position. Duties include:

- Subdivision/Site Plan Reviews and commentary
- Updates to Town documentation, planning guides, forms, and applications
- Attend Town of Canandaigua Planning Board Meetings
- Attend public and informational meetings related to planning
- Attend Planning Review Committee Meetings, held once a month
- Perform Site visits and Inspections of Town Projects



EXPERIENCE

- Patroon Creek Greenway Feasibility Study | Albany, NY | Project Manager
- Albany County Climate Resilience Plan | Albany County, NY | Project Manager
- Lark Street Improvement Study | Albany, NY | Project Manager
- Sidewalk Cafe Manual | Albany, NY | Project Manager
- Geneseo NY Forward Strategic Investment Plan | Assistant Project Manager
- NY Forward Technical Assistance and Guidebook for the NY Forward and Downtown Revitalization Initiative Programs | Project Manager
- Little Falls Downtown Revitalization Initiative (DRI) Round 5 | Project Manager
- Washington Ave. / N. Allen St. Transit Improvements for CDTA | Project Manager
- Old Loudon Rd. / Cobbee Rd. Intersection and Transit Improvements for CDTA | Project Manager
- Sheridan Hollow Neighborhood Revitalization Plan | Albany, NY | Project Manager
- Arrowhead Gateway Small Area Plan + Corridor Improvements | Hartford, CT | Project Manager
- Lower Niagara River Shoreline Trail Connectivity Study | Niagara County, NY | Landscape Architect and Planner
- NYS Route 104 Complete Streets Plan | Oswego, NY | Landscape Designer
- Auburn Downtown Revitalization Initiative | Auburn, NY | Assistant Project Manager
- Empire State Trail | New York | Landscape Designer
- Stratford Complete Streets Plan | Stratford, CT | Project Manager
- Lowerre Rail Trail Design | Yonkers, NY | Landscape Designer
- Citibike Bike Share System Design | New York, NY and New Jersey City, NJ | Project Manager
- Open Space Institute, Southern Palmertown Conservation Master Plan | Saratoga County, NY | Project Manager
- Coastal Green Infrastructure Guidance | New York State Department of State | Lead Designer
- Staten Island Bluebelt, Stormwater Wetland Performance Research | Lead Scientist



Elizabeth Podowski King
PLA, AICP
Project Manager
Landscape Architect & Planner

Address Albany, NY

Email liz@highland-planning.com

Website www.highland-planning.com

EDUCATION

- Master's of Landscape Architecture, University of Oregon (2013)
- Master's of Science, Pennsylvania State University (2007)
- Bachelor's of Science, Minor in GIS, Pennsylvania State University

LICENSES / CERTIFICATIONS

- Licensed Landscape Architect (NY, CT, VT, PA)
- Certified Planner, American Institute of Certified Planners (AICP)