

# Proposal for the Town of Dryden Comprehensive Plan Update

June 27, 2019



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

July 1, 2019

Mr. Ray Burger  
Director of Planning  
Town of Dryden  
93 East Main Street  
Dryden, NY 13045

**RE:           PROPOSAL FOR PROFESSIONAL SERVICES  
              TOWN OF DRYDEN COMPREHENSIVE PLAN UPDATE**

Dear Mr. Burger:

MRB Group is pleased to provide our proposal to the Town of Dryden to assist in completing a general update to the Town's 2005 Comprehensive Plan.

MRB Group specializes in municipal planning and engineering services, and with offices throughout New York State MRB Group has formed long-standing relationships with over 145 communities. In several cases, these relationships have spanned more than five decades. Most importantly, MRB Group is proud of our strong track record of partnering with municipal leaders on challenging projects and delivering common-sense solutions that have maximized efficiency and minimized costs for local governments.

Having already worked in the area for a number of years, we are familiar with the Town of Dryden infrastructure. MRB Group provides Engineering Services to the Village of Dryden, the Village of Trumansburg, and the Town of Ulysses. We began working with the Village of Dryden in 2009 and, since that time, have completed large scale wastewater treatment plant improvement projects in both the Village of Dryden and the Village of Trumansburg, a water and well improvement project in the Village of Trumansburg, as well as the water treatment plant improvement project which is currently being completed in the Village of Dryden. MRB Group continues to work as the Term Engineer in Trumansburg, Ulysses, and the Village of Dryden and are involved in a number of other engineering and planning projects.

MRB Group would be honored and privileged to provide our expertise and years of municipal planning and engineering experience to the Town of Dryden, and we look forward to the opportunity to discuss our qualifications in greater detail.

Sincerely,



Mathew D. Horn  
Director of Municipal Services

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## Section 1 – Executive Summary

A strong comprehensive plan can mean the difference between a **community of choice** and a community of circumstance. A community of choice is one that attracts a strong set of **active, creative, and engaged residents** that select your community because of its forward-looking policies, well-developed assets, and progressive approach at addressing your most challenging issues. People choosing your community immediately embrace your approach, and have core values that align with your own.

The Town of Dryden has a strong track record of developing forward-looking plans that set an intentional course toward strengthening your quality of life. The update to your 2005 Comprehensive Plan is your opportunity to challenge existing strategies and ensure that you are on **the best course toward realizing your community vision**.

MRB Group's approach at comprehensive plan development is anchored in a **robust community engagement process**. We view the comprehensive plan as a filter, as opposed to a checklist of projects and programs to be delivered over the course of the planning horizon. This allows your community's stakeholders to be **responsive to all development opportunities and issues** that arise over the course of the next ten years, without having to anticipate every single variable that will play out.

This approach requires the development of a unified community vision, a set of planning principles that will guide your decision-making process, and a series of goals and objectives that will serve as mileposts along your path toward realizing your vision. Your vision and planning principles can only be effective when **formed by a strong engagement process**, with a set of engagement tools that offer the best opportunity to reach a diverse segment of residents.

The Town's planning process will be shepherded by a multi-disciplinary team of MRB Group experts in public engagement, local government management, planning, economic development, and market analysis. **Our team is comprised of local government practitioners, rather than consultants**. Our team leadership includes former local government managers, finance officers, community development leadership, and elected officials. This brings **a focus on implementation** to the forefront; ensuring that your plan is built on **actionable solutions** toward advancing your vision.

MRB Group's team members have delivered a range of plans, including comprehensive plans for communities of many sizes and types, small area and corridor plans, strategic plans for neighborhood revitalization, and strategic economic development plans. Additionally, we have **a strong record of performance** in leveraging data to gain a clear, shared understanding of market dynamics that will shape your economic development and housing goals.

The following proposal provides an overview of our approach, schedule, project budget, and track record in delivering similar projects. It showcases our data-driven approach at understanding the dynamics of the Dryden market, the robust nature of our public engagement effort—designed to gain the most expansive and diverse insights from local stakeholders, and our sound base of planning expertise.

We look forward to continuing the conversation around this exciting project, and are eager to begin work on this laudable effort.

## Section 2 – Approach

### Our Approach

One of the most critical tasks a community can undertake is the development of a comprehensive plan. This plan should serve as the guiding document for all development, operations, and policy measures that the community will affect over the course of the planning horizon.

Comprehensive plans work best when they are designed as a filter, rather than a checklist. The plan should be based in complete market data, anchored by sound planning principles, and shaped by robust public engagement. The final output should be a clear, distinct vision for the community's growth and development; a set of planning principles that, when consistently applied, result in policies, programs, and projects that advance the community toward your vision; and a series of goals and objectives that serve as mileposts along your route toward implementation.

The Town of Dryden's comprehensive plan represents a unique opportunity to chart your course toward responsible growth and development and responsive government operations. To address this, we offer the following project template.

#### **Task 1: Project Chartering**

The successful execution of any strategic planning effort is built upon a shared set of expectations relative to project delivery. The project chartering effort is designed to familiarize the entire project team with the project approach, and to gain agreement amongst all project partners on how the project should proceed.

Deliverables: The following deliverables will be produced as part of Task 1:

- *Kickoff Meeting:* Project chartering will commence with a kickoff meeting of the project stakeholders, including the Planning Board (Steering Committee), key Town staff, and representatives of the MRB project team. The attendees will work toward finalization of project approach, schedule, and deliverables.
- *Project Charter:* Following this meeting, a Project Charter will be developed by MRB Group team members, and shared with the Steering Committee for refinement and adoption. This will serve as our guiding document through execution of the planning effort.

#### **Task 2: Review of Planning Foundations**

The Town of Dryden has engaged in significant planning work prior to and since the 2005 Comprehensive Plan. In addition to reviewing the current plan, MRB Group will review all relevant planning work as outlined in the Request for Proposals, and any other relevant plans identified by the Steering Committee and Town staff. Plans will be reviewed for relevance against current market conditions, best planning practices, and other targeted criteria.

## Section 2 – Approach

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Deliverable: The following deliverable will be produced as part of Task 2:

- *Planning Foundations Report:* A report will be developed that summarizes planning work that has been executed, and identifies alignment with, or dissonance from current market conditions, best planning practices, and other criteria. This report will also be used to ultimately gauge relevance of these reports with newly identified elements of vision, goals, and objectives as developed in Task 5.

### **Task 3: Inventory and Analysis Update**

The existing comprehensive plan contains a sound inventory of Town assets and an analysis of factors influencing growth and development in Dryden. We will leverage our vast access to data, and deep analysis expertise to develop updates to inventories and forecasts of these factors, which when filtered through the lens of the unified vision, will serve as decision making tools for Dryden's goals, objectives, and implementation efforts.

Deliverables: The following deliverables will be produced as part of Task 3:

- *Demographic and Population Forecast:* Our team will leverage our extensive access and analysis tools for demographic and population data, including the 2010 U.S. Census, the intervening American Community Survey, and other data tools to develop initial demographic and population forecasts. It is likely that initial drafts will be released prior to the release of multiple key indicators from the 2020 Census. In that case, we will run key data point checks against 2020 Census reports as they are released, assuming that this occurs prior to the final draft.
- *Development and Housing Forecast:* Similarly, we will utilize Town building permit data, bolstered by our use of private sector data like Co-Star and EMSI to create trend analysis and forecasts on commercial and housing development, and to identify pinch points in market conditions associated with development goals.
- *Land Use/Zoning Audit:* Our team of planning practitioners will review the Town's existing land uses and current development codes to develop a picture of congruence with existing development goals and for use later in development of future projections and objectives.
- *Updates to Transportation, Schools, and Infrastructure Assessments:* MRG Group team members will leverage existing data assets from the New York State Department of Transportation and the Ithaca-Tompkins County Transportation Council to update assessments contained in the 2005 plan, and to generate new recommendations associated with the transportation network and development patterns. Additionally, locally generated information on water, sewer, and other municipal infrastructure will be used to update this section. Finally, we will revise information on education to more accurately reflect current assets and challenges facing the Town.
- *Tax and Revenue Forecasting:* We will utilize historical revenue patterns, current market conditions, and other known variables to develop revenue forecasts and associated operational impacts over the course of the planning horizon.

## Section 2 – Approach

- *Greenhouse Gas Inventory/Climate Change Vulnerability Analysis:* We will leverage partnerships with regional experts to conduct an analysis of Town utility (electric and natural gas) usage, as well as age and other characteristics of the current fleet to determine the carbon footprint and greenhouse gas impacts of Town operations. We will use this information to drive recommendations associated with environmental stewardship and sustainability in accordance with the vision, goals, and objectives.

### **Task 4: Initial Public Engagement**

Public engagement is the most critical component of any comprehensive planning project. We have developed a robust public engagement effort, with multiple opportunities, vehicles, and approaches geared at reaching the broadest and most diverse audience possible. The information gained will not only provide us with an expansive data set from which to operate when updating and developing plan elements, but also will create a set of indicators that can be benchmarked with other similar communities around the United States.

Deliverables: The deliverables associated with Task 4 include:

- *Project Website and Social Media:* MRB Group will design a project website to host information on plan development (planning foundations, Steering Committee meeting minutes, survey information, plan drafts, etc.), and social media channels to distribute information on plan development and public feedback opportunities.
- *Community Survey:* Our team recommends deployment of the National Community Survey, as developed by the National Research Center, to serve as the basis of the public engagement effort. The survey will be deployed in a scientific manner to a representative sample of the community. There will also be opportunities for all residents to engage via paper or online surveys. The resulting report will contain customized data requested by the Steering Committee, as well as standardized questions for use in benchmarking with over 500 other communities across the country.
- *Public Forum:* MRB Group has developed a broad catalogue of public engagement exercises which we will review with the Steering Committee. We will structure the initial public forum with select exercises built to gain insight from community stakeholders as to their perceived relevance of existing planning foundations, and to develop elements of a vision and associated planning principles, goals, and objectives. Additionally, the forum will represent an opportunity for individuals to take the above-referenced survey.
- *Weekly Charette Sessions:* These “listening sessions” are designed as unstructured “office hours” for members of our team and interested Steering Committee members to meet with the public on elements of the plan. We will work with Town Staff to identify a convenient storefront or other accessible space, and will schedule weekly office hours, during which the public will be encouraged to come and learn about elements of the plan, and provide feedback. Initial sessions will also afford residents the opportunity to take the community survey. These will run from the week following the initial public forum through the week after the release of the first draft.

## Section 2 – Approach

### **Task 5: Developing a Unified Vision, Goals, and Objectives**

As was noted in early sections of this proposal, the comprehensive plan should act much more like a filter than as a checklist of projects to accomplish within the planning horizon. Establishing a unified vision and planning principles enables the Town to proactively address development, rather than making decisions in the face of a new project. Goals and objectives serve as mileposts for policy, program, and project investments that will advance the Town toward its vision.

Deliverables: The deliverables associated with Task 5 include:

- *Draft Vision Statement:* The vision statement is the ideal state of the community when the planning horizon has been reached. MRB Group team members will conduct a facilitated session with Steering Committee members to walk through information developed in public engagement, inventory, and analysis to develop a proposed vision statement for community consideration.
- *Draft Planning Principles:* Similarly, we will utilize information developed in previous phases to prepare 5 to 7 planning principles against which future policies, programs, and projects will be evaluated (e.g. “environmental stewardship”). Future drafts will include a behavioral matrix that illustrates policies, programs, and projects that align with or are in dissonance with planning principles.
- *Revised Goals, and Objectives:* Finally, we will work with Steering Committee members to develop a set of discreet goals and objectives designed to advance the Town toward its vision. These elements form the basis of the plan’s realization.

### **Task 6: Initial Draft Development**

We will synthesize the foundational planning documents, inventory and analysis, and public feedback to develop an initial draft around the vision, planning principles, goals, and objectives. We will produce a complete draft, with executive summary and all scoped plan elements for review by the Steering Committee.

Deliverable: The following deliverable is associated with Task 6:

- *First Draft of Plan Elements:* A complete initial draft will be provided to the Steering Committee for review and edit prior to release for public evaluation.

### **Task 7: Sharing Our Efforts**

Once the Steering Committee has reviewed and approved the initial draft, we will support the Committee in sharing the work product with the community.

Deliverables: The deliverables associated with Task 7 include:

- *Public Forum:* The third public forum will focus on presentation of plan elements. We will provide opportunity for written feedback, to be used in developing future drafts.

## Section 2 – Approach

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- *Distribution via Web and Social Media*: The initial plan draft will be posted to the project website, and promoted via the project's social media channels. The website will have a feedback form, through which residents and stakeholders can provide feedback for use in developing future drafts.
- *Weekly Charettes*: One additional weekly charette will be held to develop additional feedback on the initial draft. Comments will be accepted in writing, and verbal input will be catalogued.

### **Task 8: Refining Plan Elements**

Leveraging input from the public, we will work with the Steering Committee to refine the plan. Plan changes will be synthesized and edited into a second draft for legislative consideration. Additionally, if Census 2020 data becomes available during this timeframe, necessary updates will be included.

Deliverable: The deliverable associated with Task 8 is:

- *Second Plan Draft*: The second plan draft will also be posted to the project website and promoted via social media. It will be prepared for presentation to the Town Board.

### **Task 9: Plan Delivery and Adoption Support**

Our team will support Town Staff in presentation of the final draft to the Town Board for approval. We will assist in the development of the State Environmental Quality Review Act compliance process, and finalize any edits approved by the Town Board.

Deliverables: The deliverables associated with Task 9 is:

- *Presentation to Town Board*: Our team will support Town staff in developing a presentation to the Town Board, and facilitating a discussion around plan elements.
- *SEQRA Compliance*: We will develop the necessary SEQRA compliance documents, and ensure that the plan's adoption meets all regulatory compliance measures.
- *Final Edits*: We will develop final edits to plan elements as approved by the Town Board, and produce the final plan for use by the Town.

## Section 3 – Project Team and Resumes

### A Strong Team

In order to address the objectives overviewed in the Request for Proposals, MRB Group offers a strong team of local government and community development experts. 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 Dryden 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.

#### *Economic Strategy and Market Analysis*

The ability to mine market data, identify trends, and use this information to shape strategy recommendations is critical to the success of this effort. MRB Group has assembled an incredible team of **economic researchers and strategy/solutions developers** with a proven record of performance in developing successful strategies (and **activating** them to realize economic objectives!). We have developed a strong set of **data resources**, necessary to offer a unique look at the Town and regional markets, and have the **critical analysis skills** necessary to understand how this will drive your strategic approach.

#### *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.

# Section 3 – Project Team and Resumes

## Organizational Chart

The organizational chart below graphically depicts the team members and given an overview of their roles in the project.

The following pages following the Organizational Chart include the detailed resumes of the specific team members who will be assigned to this project. As in all MRB Group projects, the team members proposed as part of this package are assigned dedicated responsibility for achieving the goals of the proposal.



**Matt Horn**  
Project Manager



**Lance Brabant**  
Planning Services

Planning Concepts  
Zoning/Land Use  
Transportation  
Environmental



**Michael N'dolo**  
Economic Development

Population/Demographics  
Development Trends  
Market Opportunities



**Diana Smith**  
Municipal Services

Infrastructure  
Tax Base/Revenue  
Implementation



**Emily Palumbos**  
Grants and Funding

Grant Programs  
Legislative Opportunities  
Implementation

# Mathew D. Horn

Director of Municipal Services (Dryden Comprehensive Plan Project Manager)

Former City Manager and municipal operations expert with a strong background in strategic economic development, long range planning, and community engagement.

Extensive experience in public budgeting and finance, collaborative service delivery, comprehensive planning, downtown revitalization and economic development.

Municipal consulting background includes internal process auditing, public relations assistance and guidance, and development of local government management capacity, as well as long-term strategic planning for community growth.



## Expertise

**Community Planning / Enhanced Management Capacity** – As former municipal consultant for Washington-based local government support services firm, worked closely with the International City-County Managers Association, National League of Cities, and other government leadership associations. Supported community development efforts and developed strategic plans to address service delivery challenges, public works and aging infrastructure, parks and recreation services, and public safety, as well as other critical municipal services for more than 50 clients.

**Strategic Development** – Engaged with client communities to conduct a range of studies and identify best practices and implement solutions to address challenges and support long-term community sustainability. Developed **feasible** implementation plans for innovative approaches, based on direct knowledge of municipal operations and unique familiarity with local government fiscal constraints, regulatory requirements, labor impacts, and statutory guidelines.

**Regional / Shared Services Approaches**– As City Manager, worked to establish collaborative relationships and develop a shared-services approach to municipal and community service needs. Coordinator of data-driven implementation of integrated staffing and program management, including completion of workflow analysis and workload assessment.

**Hands-on Municipal Management / Innovative Leadership** – Worked directly with municipal officials to implement community goals through strong team leadership and successful management of personnel in multiple departments and across several disciplines.

## Education:

BS, Public Administration; Public Management Concentration; Political Science Minor, James Madison University

## Professional Affiliations:

- Credentialed Manager, International City-County Managers Association
- Named to 2016-2017 "Top 100 Local Government Influencers"; Engaging Government Leaders
- Member, Local Leaders Council, Smart Growth America

### Key Projects

#### Comprehensive Planning

- Worked with multiple communities across the U.S. in development of long-term comprehensive plans
- Supported communities in identifying stakeholders, developing public engagement exercises, and managing steering committee operations
- Supported data acquisition, and document development
- Coordinated plan adoption within statutory requirements
- Supported communities in implementation of plan recommendations and performance measurement of plan results.

#### Strategic Plan Implementation

- Led effort to establish a *Triple Bottom Line* approach toward implementation of the City's comprehensive plan; including a policy, program, and project evaluation rubric identifying the economic, environmental, and social impacts of proposals
- Established a reporting and performance measurement framework for comprehensive plan implementation; showcasing clear progress against identified goals and objectives
- Advanced multiple key projects to realize the vision, goals, and objectives of the plan and measured project impacts

#### Sustainability Strategy Development and Implementation

- Facilitated the development of a citizen-led sustainability initiative to develop strategies around mitigating greenhouse gas and other environmental impacts associated with City operations
- Executed over \$10 million in capital projects aimed at, and succeeding in reducing reliance on traditional energy sources for building operation, infrastructure, and water/wastewater treatment
- Earned one of the earliest "Climate Smart Community" designations from New York State

#### City of Geneva Downtown Revitalization Initiative

- 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 Geneva's *Master Plan for Downtown Redevelopment*
- Fostered 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
- Facilitated public and business engagement, and established a multi-year, grass roots redevelopment effort for the central business district

# Lance Brabant, CPESC

Director of Planning Board and Environmental Services

Strong background in community planning and environmental review processes with expertise in the New York State Environmental Quality Review Act (SEQRA), New York State Phase II Stormwater requirements, green technology and sustainable infrastructure, and the Municipal Stormwater Sewer Systems (MS4) permitting process.

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.



## Expertise

**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).

**Onsite Construction Observation** – Significant experience conducting construction observation, watermain and sanitary sewer pressure and flow tests, Stormwater Pollution Prevention Plan (SWPPP) inspections, and compiling reports in compliance with Environmental Protection Agency (EPA) standards, New York State Department of Environmental Conservation (DEC) policies, and MS4 community requirements.

**GIS/Arc View Mapping** – In-depth knowledge in preparing and analyzing official Zoning Maps, USGS Topographic Maps, aerial maps, wetlands maps, Natural Resources Inventory (NRI) maps, and municipal highway and roadway maps.

## Education:

- B.S., Environmental Planning & Design, SUNY Buffalo, 2002

## Professional Affiliations:

- New York Planning Federation (NYPF)

# Lance Brabant, CPESC

Director of Planning Board and Environmental Services

## Key Projects

**Planning Services** — Provides planning activities, project reviews, and general planning board support for the following communities:

- Town of Arcadia
- Town of Avon
- Village of Avon
- Town of Canandaigua
- Village of Dryden
- Town of Farmington
- Town of Geneseo
- Village of Geneseo
- Town of Geneva
- Village of Hilton
- Town of Hopewell
- Town of Lima
- Village of Lima
- Town of Manchester
- Village of Manlius
- Town of Marion
- Town of Ontario
- Town of Palmyra
- Town of Pittsford
- Village of Scottsville
- Town of Sodus
- Village of Spencerport
- Town of Sweden
- Village of Trumansburg
- Village of Waterloo

**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

# Michael N'dolo, CEcD

Director of Economic Development

Strategic advisor, executive, and economic development practitioner. Michael is a nationally-recognized expert on economic development trends and programs, and has supported communities in nearly half of the states in the U.S., across a range of community typography, from diverse, multi-county regions to individual rural villages. With experience in private sector real estate development, Michael brings a unique insight to our client-communities—providing valuable, actionable advice on how best to diversify the local economy, and facilitating communitywide conversations on development.



## Expertise

**Regional Economic Development Strategies** – Served as a key principal on regional economic development strategies in multiple states throughout the U.S. Leveraging his acute understanding of economic trends and the dynamics of economic development approaches, he supported strategies at the county and multi-county level in both rural/agriculturally-centered geographies and in fast-growth urban areas.

**Target Industry and Cluster Analysis** – Engaged with client communities to conduct a range of studies on economic potential of, and associated competitive landscape for attraction, retention, and expansion of firms in specific segments of the regional economy. Development and analysis of critical data supports communities in attraction, expansion, and retention activities for targeted industries, and provides clients with a roadmap toward economic development objectives.

**Real Estate Development and Reuse** – Supported public and private sector clients in development of feasibility and development/reuse planning analyses to address goals associated with economic productivity of specific, targeted real estate assets. Provided competitiveness analysis and recommended uses and prospects for prospective sites and evaluation of incentives offered.

**Economic / Fiscal Impact Analysis** – Evaluated specific projects and general sectors for impacts associated with attraction, expansion, and/or retention of key employers and other economic assets. Provided cost-benefit analysis for incentives and other programs.

## Education:

M.P.A., Maxwell School, Syracuse University

B.A. University of Minnesota, Morris

## Professional Affiliations:

- Certified Economic Developer, International Economic Development Council
- Northeastern Economic Developers Association
- New York State Economic Development Council
- Virginia Economic Development Association

### Key Projects

#### **GO Virginia Region 8 Economic Strategy**

*(Performed by Mr. N'dolo for Camoin Associates)*

- Served as co-principal for the development of the Shenandoah Valley GO Virginia regional plan's Growth and Diversification Strategy.
- Unified stakeholders behind economic development strategies essential to state approval of the plan
- Supported identification of targeted industry sectors that would advance objectives of the plan
- Facilitated prioritization of plan action items to support implementation of plan strategies
- Supported development of metrics to ensure measurable success for plan implementation

#### **Market and Economic Impact Analysis—Offshore Wind Industry**

*(Performed by Mr. N'dolo for Camoin Associates)*

- Commissioned by the New York Power Authority to develop economic impact analysis to understand opportunities for New York State in the sector
- Conducted global evaluation of the impacts of offshore wind projects on regional economies
- Developed economic impact analysis for potential installation of offshore wind facility in Long Island Sound to advance the State's green energy goals

#### **Economic and Fiscal Impact Studies—Nassau County IDA**

*(Performed by Mr. N'dolo for Camoin Associates)*

- Provided expert analysis of the economic and fiscal impacts of potential projects seeking incentive programs from the IDA for over a decade
- Coordinated review and supported analysis for over seventy-five projects in the County, in sectors including industrial, commercial, retail, institutional, and non-profit; resulting in the development of over 32,000 jobs within Nassau County

#### **Comprehensive and Strategic Planning**

*(Performed by Mr. N'dolo for Camoin Associates)*

- Facilitated development of the I-86 Corridor Strategic Plan for the Three Rivers Development Corporation, immediately resulting in development of Binghamton University Research Center
- Supported development of an Organizational Strategic Plan for the New York State Economic Development Council; encouraging a pivot toward the organization's embracing of integration of traditional and non-traditional economic development approaches
- Developed the Comprehensive Economic Development Strategy for North Central Region of New Jersey, integrating the economic approach of 19 historically disadvantaged communities.

# Diana M. Smith

Business Development Director and Municipal Support Team Member

Former Mayor of the Village of Seneca Falls, and Past-President of the New York Conference of Mayors (NYCOM). As Municipal CEO, authored an on-time, balanced, \$7 Million annual budget. Successfully implemented numerous operational efficiencies which reduced municipal expenditures and resulted in a lower property tax rate.

More than twenty years of experience in state and local government. Thorough understanding of group dynamics and facilitation, negotiation skills, on-target strategic analysis, and effective leadership to foster collaboration and get things done.



## Expertise

**Governmental Processes and Local Government Operations** – Strong familiarity with municipal operations. Extensive experience in budget formulation, execution and analysis. Effective leadership, board facilitation and departmental oversight. Expertise in developing and implementing feasible strategic plans with stakeholder involvement and consensus.

**Economic Development** – Success in assisting communities and organizations with strategic planning, grant writing, and coordinating collaborative efforts to strengthen and position themselves for optimal growth.

**Strategic Planning for Efficiency / Reorganization** – Expertise in introspective analysis of municipal services and delivery options to determine actual costs and potential savings. Proven success in optimizing talents/skill-sets of personnel, capitalizing on inter-departmental consolidations, and utilizing equipment and resources to maximize operational efficiency and minimize municipal costs.

**Group Facilitation / Powerful Communication** – An effective facilitator and communicator, eliciting public response and participation through compelling oral and written communications. A strong ability to create a results-oriented, positive group dynamic, and to foster collaboration among disparate groups. Demonstrable success in facilitating solutions and bringing closure to challenging matters.

**Information Management** – Proficient in utilizing tools to optimize effective management of information, streamlining workflow, and achieving targeted results in productivity. Successful in utilizing the web as a communication and public response tool.

## Education:

B.A., Philosophy, Humanities, Westminster College, 1983

## Elected Experience:

Mayor, Village of Seneca Falls, New York (2004-2011)

Trustee (2001-2004)

## Professional Affiliations:

Past-President, New York State Conference of Mayors (NYCOM)

## Publications Include:

- "Comprehensive Plans and Your Bottom Line," 2016, Talk of the Towns Magazine (Association of Towns of NYS)
- "Ready to Welcome Growth," 2015, Talk of the Towns Magazine
- "Local Government and Business: Bridging the Gap," Summer 2013, NYCOM Municipal Bulletin

## Key Experience

**SmarterLocalGov / Strategic Municipal Initiatives Project** – Developed an innovative project underwritten by MRB Group, to provide a critically needed focus on implementing efficiency in municipal operations to communities and municipal leaders across the State of New York. Presently continuing to develop the project further, serving as creator/author of program content and implementation tools. Have provided to-date more than 100 presentations, seminars, roundtable discussions, and conference training sessions for regional and state associations. Have developed collaborative relationships and projects with educational institutions like Syracuse University Environmental Finance Center, University of Albany, and SUNY Brockport to contribute to or create instructional content regarding operational efficiency, implementation of best practices, shared services, and restructuring of local government. Recognized by the American Council of Engineering Companies as an innovative concept of achievement and value, the project has been renamed SmarterLocalGov, and has evolved into a new division at MRB Group.

**Village of Clyde Municipal Efficiency Analysis** – Provided project leadership and co-authorship of an analysis of municipal operations, in order to identify opportunities to implement efficiencies within the local government structure. Also considered was possible restructuring of local government. Annual municipal expenditures were reviewed as well as personnel utilization, equipment and facility use, operational practices, and services provided to residents. A number of options were presented that would increase efficiency or reduce costs, along with anticipated benefits and challenges of implementation.

**Town of Waterloo Comprehensive Plan** – Provided project leadership and assisted a Town Board-appointed Steering Committee to author a Comprehensive Plan to serve the community as a decision-making tool, a compass for strategic planning, and a resource that strengthens efforts to secure external funding for capital projects. A significant public relations component was required, since the project was completed within a contentious environment involving disputed land uses and the existence of one of the largest landfills in the Northeastern United States. The final plan focused on a feasible future for the community built upon its core values and character, and discussed planning options within the Town's control that could realistically be implemented.

**Village of Lyons Dissolution Plan, Analysis & Alternatives, Lyons, NY** – Served as Project Team Leader providing support to the Village in its statutory duty to respond to petitions, then passage of a referendum which supported dissolution of the Village government. Worked closely with an appointed committee to develop a process strategy, provide meeting facilitation, and ensure adherence to regulatory requirements. Coordinated high levels of public participation, including effective presentations to communicate complex information. Composed a thorough, understandable, organized and complete draft document that achieved acclaim

from all stakeholders. The plan further outlined opportunities to achieve increased efficiency in municipal services. The final document received an award from the American Council of Engineering Companies in a peer review process.

**Allegany County Comprehensive Plan Training School** – As part of an innovative approach to community planning, was selected in a competitive process to serve as Project Manager for a grant-funded Comprehensive Plan Training School. Provided project guidance, planning and authored curriculum for 15 weeks of training classes. Also provided direct classroom training to local municipal officials sharing critical information, planning tools and leading hands-on exercises. The objective was to empower local leaders with the needed skills and to assist with creation of self-directed community comprehensive plans. The end result was completion of two jointly prepared comprehensive plan processes and plan documents, affecting four communities.

**Village of Seneca Falls** – As Mayor of the Village, served as chief executive and financial officer achieving significant community-building and tax-lowering accomplishments:

- **Implementation of Operational Efficiencies / Fiscal Sustainability** – Reviewed contractual operations and staff contributions to determine optimal methods for delivery of services at the lowest possible cost. Several positions were eliminated. Analysis of one contract revealed an opportunity to achieve \$1.06 Million in savings over a five year period by bringing services in-house.
- **Functional Consolidation and Implementation** – Successfully restructured the organizational management of three departments into one. Transferred provision of Police Dispatch to the County 9-1-1 Center, and effectively eliminated a Village department without loss of services to taxpayers.
- **Comprehensive Planning and Economic Development** – A key initiative, completed the Community Comprehensive Plan in 2008, establishing a long-term vision for the future of Seneca Falls.

As a founding member of the Seneca Falls Local Development Corporation, created a focus on self-sustaining economic development; worked with potential developers to draw attention to Seneca Falls as a worthy investment.

Successfully obtained significant State investment / grants totaling more than \$5 Million, funding capital improvement projects to maintain infrastructure, create community enhancements, and support the Comprehensive Plan.

- **Dissolution of the Village of Seneca Falls** – Responsible for facilitating effective communication between stakeholders to ensure informed community decision-making. Provided financial information and analysis of operations to the Dissolution Committee; facilitated public disclosure of the plan and positions of key stakeholders; and following the public vote, was responsible for effective implementation and securing assistance from State agencies to ensure smooth transition of municipal operations.

## **Professional Affiliations:**

Seneca Falls Local Development Corporation – Board Member

New York Conference of Mayors – Honorary Member and Supporting Gold Sponsor (Representative), Past President and former Executive Committee Member, as well as frequent presenter at training conferences

Association of Towns of New York – Supporting Silver Sponsor (Representative), and frequent presenter of training programs at locally held workshops and the organization's annual conference

## **Community Affiliations:**

Women's Institute for Leadership and Learning – President, Founding Board Member

Pathway Home of the Finger Lakes – Board Member

National Women's Hall of Fame – Member of Local Organizing Committee for Inductions and Member of the Capital Campaign Committee

Women March Seneca Falls – Member / Volunteer

Lake to Lake Women (formerly Geneva Business & Professional Women) – Member

SMS (Societe' de Mutuo Soccorso) of Seneca Falls – Auxiliary Member, Newsletter Committee

American Association of University Women, Rochester Chapter – Member

Friends of the National Women's Historical Park – Member

Seneca Museum of Waterways – Supporting Member

Beverly Animal Shelter – Fundraising Volunteer

# Emily S. Palumbos

Director of Grants

Over 15 years of experience in local, state and federal government including the Monroe County Legislature, New York State Assembly and U.S. Congress.

Accomplished in government relations, strategic planning, government agency coordination as well as funding research, grant writing, and administration.

Successful in working with local government processes, facilitating improved operations and targeting municipal efficiency.



## Expertise / Experience

**Government Process and Local Government Operations** – Utilizing perspective gained from senior positions at many levels of government, provides effective guidance to municipal leaders in supporting economic development to enhance community growth.

Specializes in implementation of technology and best-practices in day-to-day operations, to increase productivity and municipal efficiency.

Strong ability in identifying and securing external financial resources, including development of long-term strategies for economic sustainability.

**Community Outreach & Engagement** - Organizes effective, issue-specific communication campaigns fostering community education, understanding and acceptance of new policies or ideas.

**Strategic Communications** – Facilitator of coordinated messaging using multiple venues: community meetings, focus groups, roundtable discussions, public workshops, news media, newsletters, and internal communications.

Able to cultivate powerful positive relationships and improve communication through innovation, ensuring intended results.

## Education:

MPA, Public Administration,  
University at Albany,  
Rockefeller College

BA, Political Science,  
SUNY FREDONIA

Course Certifications,  
Ontario County Excelsior  
Management Academy

Continuing Professional  
Development

## Professional Experience:

Practice Group Specialist  
for Honorable Thomas M.  
Reynolds, in Government  
Relations & Public Policy  
Practice, Nixon Peabody  
LLP

Presidential Appointee  
to the Office of Public  
Affairs at Homeland  
Security headquarters in  
Washington, D.C.

Former Federal Lobbyist

## Section 4 – Related Project Experience and References

### Depth of Experience

The laudable vision for this project and the Town of Dryden's reputation as a forward-thinking community will attract a strong set of competitors offering to provide the services outlined in your request for proposal.

Among these firms, only MRB Group has the critical complements of community development, market and data analysis and forecasting, strategic planning for local government, grant research, acquisition, and management, and operational expertise in the delivery of local government services.

The team members in our SmarterLocalGov initiative have executed projects and managed implementation of initiatives on the exact same scale and in the same operational conditions as currently experienced by the Town. Our team's projects include initiatives in the areas of:

- Strategic and Comprehensive Planning: MRB Group and our team members have developed **long range comprehensive plans, strategic economic development plans, small-area and corridor plans, and regional plans** for local government around the U.S. A selection of similar projects is included in the following pages.
- Housing and Neighborhood Revitalization: Our team members have participated in the development of **strategic plans for neighborhood revitalization and housing** for communities throughout upstate New York. We have helped communities identify strategies to address key objectives, and participated on **implementation teams** to advance community vision.
- Market and Economic Analysis: MRB Group team members have solid analytical skills, which have proven valuable on **a range of public and private projects**. Our team is adept at analyzing market trends to support development scenarios. A selection of similar projects is included.
- Resource Development: The MRB Grants Division and related team members have written **over \$300 million dollars in successful federal and state government grants**, as well as private foundational funding proposals. The team has developed and managed grants for strategic and comprehensive planning, local government efficiency and shared services, housing, economic development, and infrastructure. We have **intimate familiarity with a range of New York State grant programs**, and have written successful grant applications, managed funding contracts, and executed projects in Regional Economic Development Council programs totaling tens of millions of dollars. An overview of our most recent grant successes is attached.
- Local Government Management: Our team members include former City and County Managers, elected officials, and community development professionals. We have overseen projects on the staff side of the equation, and bring an **implementation focus** to all strategic recommendations. MRB Group has been providing comprehensive planning support to local governments in New York State since 2009. Our team of skilled planning professionals has over 100 combined years of experience providing planning expertise to local governments and stakeholder across the United States."

## Section 4 – Related Project Experience and References

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In order to expedite your review, the ensuing pages provide a limited overview of select projects most directly aligning with your current project goals. On request, and as part of continued discussions, our team can offer additional project information to showcase our ability to deliver on similar projects.

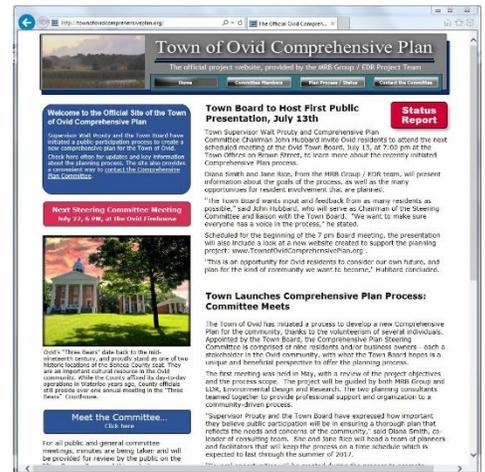
MRB Group was selected to assist the Town of Ovid in developing a new Comprehensive Plan for the community. In partnership with Environmental Design and Research (EDR), a firm specializing in waterfront resources, MRB Group continues to work closely with a Steering Committee appointed by the Town Board.

In hopes of addressing a decade-long debate among residents over the proposed use of zoning in the Town, the plan's community outreach revealed a near-even split in public opinion. Ultimately, it was determined that the community is not yet ready to embrace zoning as a means of regulating land use.

MRB Group's clear process path facilitated creation of implement-able goals and objectives. Deliverables included public presentations, and a multi-media outreach plan, including a dedicated webpage and communication portal for enhanced participation.

The plan is expected to be adopted by the Town in the fall of 2018. The process provided:

- Consensus on community character, and a clear understanding of core values and strengths
- A vision for the future of Ovid, helping the community attract and encourage development
- Examination of existing land use, infrastructure capacity, and current challenges, along with recommendations for:
  - a mechanism for notification to Town personnel regarding proposed development
  - attention to the Town's most significant assets – waterfronts along both Cayuga Lake and Seneca Lake
  - support for Smart Growth principles
- Recommendations to explore local government initiatives and potential external funding resources to encourage community investment
- A concise, understandable, dynamic Comprehensive Plan document – that will serve as a "litmus test" for Town and Planning Board decision-making, and a marketing tool for future development.



**Client:** Town of Ovid

**Completion Date:** 2018

**Reference:** Town Councilman Joseph Borst – (607) 882-1102

**Project website:** (no spaces) [www.townofovidcomprehensiveplan.org](http://www.townofovidcomprehensiveplan.org)

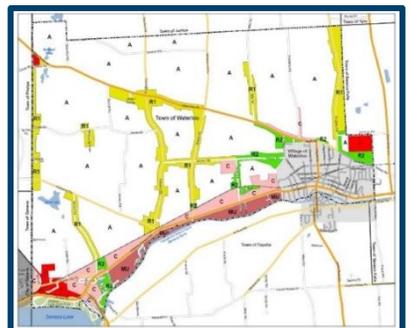
MRB Group was selected to assist the Town of Waterloo in developing a new Comprehensive Plan for the community. Working closely with a Steering Committee appointed by the Town Board, MRB Group created a process path and plan for creation of implement-able goals and objectives. The plan was adopted in December of 2016, and provides the community with:

- Consensus, and a clear understanding of community core values and strengths
- A vision for the future of Waterloo, helping the community attract and encourage development that supports its community character
- Examination of existing land use, infrastructure capacity, and current challenges
- Focus on a formerly unrecognized asset: canal waterfront
- Support for smart growth principles
- Recommendations to explore local government initiatives to encourage investment in senior housing, to foster private investment in the downtown business district by town residents, and to incentivize improvements to raise interest in property maintenance
- Clear goals and objectives - and implement-able steps to achieve them
- A concise, understandable, dynamic Comprehensive Plan document – that already serves as a “litmus test” for decision-making, and can help market Waterloo as a great place to invest, live, and grow.

MRB Group helped facilitate data sharing and a joint community survey with the Village of Waterloo, a recipient of NYSERDA funding for a comprehensive planning process that was focused on energy conservation.

MRB Group planned a number of public participation opportunities through the process including a specially-created project website, providing community members process status and information, as well as convenient access to the planning committee to foster enhanced communication.

The project website and final plan can be found at: [www.townofwaterloocomprehensiveplan.org](http://www.townofwaterloocomprehensiveplan.org)



**Client:** Town of Waterloo

**Completion Date:** 2016

MRB Group joined in partnership with EDR, a planning and engineering firm specializing in waterfront revitalization and environmental assets, to provide expert comprehensive plan guidance to the Town of Dunkirk.

The primary goal was to achieve a public consensus and prepare a dynamic document that can guide future economic development and help the community capitalize on regional assets, which include lakefront vistas, environmental tourism, and cultural/historic destinations.

Effective comprehensive planning provides a framework for:

- land use regulations
- resource preservation
- public facility investments
- community and economic development
- day-to-day decisions by community leaders

Working with a Steering Committee led by the Town's Planning Board, the MRB Group/EDR team provided:

- structured project planning and coordination
- 14 monthly review meetings
- multiple focus groups and meetings
- research, data analysis, review
- GIS mapping and land use analysis
- community-wide survey distribution, tabulation and analysis
- a focused public engagement strategy: community workshops and feedback
- a project website and communication portal
- legal / SEQR compliance
- assistance with adoption

The comprehensive plan was adopted in 2015 and continues to serve the Town board as a tool for decision-making and planning for future development. It also allows the Town to better compete for State investment via public resource opportunities such as the Consolidated Funding Application (CFA) process.



**Client:** Town of Dunkirk

**Completion Date:** 2015

**Project Cost:** \$39,000

***(Performed by Michael N'Dolo while under previous employment)***

While teaming with Bergmann Associates, Michael completed an analysis of a Brownfield Opportunity Area (BOA) in the City of Auburn, located in Central New York. He conducted a market analysis of the Auburn Sparks Area, located in the city's downtown along the Owasco River to determine future development potential. The analysis provided the city with realistic options to transform the downtown area's vacant and underutilized properties.

**Client:** City of Auburn, NY

**Study Area:** Auburn, NY

The work that Michael completed helped position and promote a key site on a prominent corner in downtown, which is now under development for a historic renovation. He was also able to help revise another section of downtown, including a road realignment and change in use, to capture the demand we saw evidenced for higher-end downtown living.

*Project Highlights:*

- Developer Interviews and Solicitation
- Redevelopment Planning
- Demographic Analysis
- Retail Sales Leakage/Surplus Analysis
- Retail Use Feasibility Study
- Market Segmentation Analysis

**(Performed by Michael N'Dolo while under previous employment)**

The City of Geneva, NY, located along the north shore of Seneca Lake in the Finger Lakes Region, was awarded one of ten, \$10 million grants from the State of New York to invest in projects and programs designed to revitalize its downtown core. Michael N'dolo served as the economic development arm of an interdisciplinary team of planners, engineers, architects, real estate professionals, and others, tasked with guiding the City and its stakeholders through a strategic planning process to design projects that will spur revitalization, private investment, and job creation in Geneva's downtown. Our team resourced the planning process with economic and real estate market research.

**Client:** City of Geneva

We often ask clients, **"If you had \$1 million to invest in your community, what would you do any why?"** For Geneva, this was a very real question. To help prioritize projects and initiatives, we asked the steering committee and the public to invest \$10 million worth of "Geneva Bucks" on their preferred projects (the workshop is pictured above). The exercise allowed the group to quickly realize that \$10 million doesn't go as far as we might like; BUT, if used strategically, public funding can incentivize additional investment in the downtown.

#### Services:

Real Estate Market Analysis & Financial Feasibility  
Public Engagement and Facilitation  
Property Owner Negotiations  
Stakeholder Interviews and Focus Group Facilitation  
Economic Development Projects Designed:

- Workforce training
- Broadband infrastructure
- Downtown redevelopment and restoration of key properties
- Designing a fund for adaptive reuse of vacant properties

#### Results:

Following the planning process, the City's priority projects were approved and the SIP was submitted to the state. Many of the projects we formulated have been selected for funding and have progressed into design and construction. The downtown has indeed undergone a major revitalization, with plummeting vacancy rates, increased investments (public, private and non-profit), more business activity and a growing population as new housing units come on line.

# Public Grant Submission Experience

## Firm's Experience with Public Grants

MRB Group's team members have played significant roles in the planning, submission, and contract administration for grants and public funding resources involving:

- US Environmental Protection Agency (EPA)
- NYS OCR / CDBG
- USDA / Rural Development
- New York State Department of Transportation
- New York State Department of Environmental Conservation
- New York State Department of State
- New York State Energy Research & Development Authority (NYSERDA)
- New York State Environmental Finance Corporation (NYSEFC)
- New York State Department of Education / State Archives
- New York State Department of Labor
- New York State Office of Parks, Recreation & Historic Preservation / State Historic Preservation Office

MRB Group works closely with clients who depend on external resources such as grants to underwrite critical projects. As the facilitator of these projects, this experience gives us unique insight into the financial challenges commonly experienced when assembling a project. In fact, it is unusual for MRB Group to design a project that doesn't involve some sort of grant funding or other financial assistance. Below is a list of the communities and grants for that were awarded to our clients in the 2018 grant season. From these submissions, MRB Group clients were awarded over \$25 million.

- Village of Moravia – Engineering Planning Grant for WWTP
- Village of Wayland – Engineering Planning Grant for Disinfection
- Town of Lyons – Engineering Planning Grant for WWTP
- Town of Caneadea – Engineering Planning Grant for Disinfection
- Village of Corfu – Engineering Planning Grant for Disinfection
- Village of Lydonville – Engineering Planning Grant for Disinfection
- Village of Avon – Engineering Planning Grant for Disinfection
- Village of Nunda - Engineering Planning Grant for Disinfection
- Village of Bloomfield – WQIP (General Category WWTP)
- Town of Gates – CFA WQIP
- Town of Ovid – CFA WQIP
- Village of Wayland – CFA WQIP
- Village of Lima – CFA WQIP
- Village of Perry – CFA WQIP
- WCWSA: Western Regional Consolidation – CFA WQIP
- Red Creek / WCWSA – CFA WQIP (Disinfection)
- Village of Rushville – CFA WQIP (Disinfection)
- City of Geneva – CFA CDBG
- Village of Newark – CFA Canalway Grant Town of Farmington – WIIA Drinking Water / IMG Grant
- Village of Lima – WIIA Drinking Water
- Village of Lima – WIIA Clean Water
- Town of Geneva – WIIA Drinking Water
- Town of Junius – WIIA Drinking Water

## Public Grant Submission Experience

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- Wayne County Water and Sewer Authority – WIIA Clean Water
- Village of Rushville – WIIA Clean Water
- Town of Ontario – WIIA Clean Water
- Village of Waterloo – SAM
- Potable Water SCADA System
- Town of Wolcott – FEMA Reimbursement
- City of Geneva – LGRMIF
- Town of Wolcott – CDBG
- Village of Newark – Fluoridation 2

## Section 4 – Related Project Experience and References

### References

#### **Valued Partnerships**

MRB Group team members have developed strong relationships with community leadership throughout New York State and beyond. We encourage you to contact these references to discuss our record of performance on similar projects:

#### ***Town of Waterloo, New York***

MRB Group recently completed the Town of Waterloo's Comprehensive Plan in a communitywide strategic planning exercise. Ms. Smith was the firm's leading team member on the project, and worked directly with the Town Supervisor and other key stakeholders.

For more information on these engagements, contact:

Don Trout  
Town Supervisor  
(315) 539-9331

#### ***City of Geneva, New York***

Mr. Horn facilitated the City of Geneva's first comprehensive planning effort in over 20 years, and shepherded its implementation efforts as City Manager in Geneva. Additionally, in his prior role with Camoin Associates, Mr. N'Dolo has developed multiple economic development plans for the City, and is currently providing economic development advisory services as part of our term consulting agreement. Ms. Smith is MRB Group's Local Government Services representative for the City as part of our term consulting agreement.

For more information on these engagements, contact:

Sage Gerling  
City Manager  
(315) 789-6104  
[sgerling@geneva.ny.us](mailto:sgerling@geneva.ny.us)

#### ***Village of Hilton, New York***

Mr. Horn and Mr. Logue are each currently providing long-range planning services in development of the Village's Comprehensive Plan.

For more information on this engagement, contact:

Shari Pearce  
Village Administrator  
(585) 392-4144  
[shari@hiltonny.org](mailto:shari@hiltonny.org)

## Section 5 – Cost Proposal and Billing Rates

### Cost Proposal

The following represents MRB Group's not-to-exceed price for the proposed Town Dryden Comprehensive Plan project

<i>Phase I: Project Chartering</i>	Cost
Phase Total^ .....	\$640.00
<i>Phase II: Existing Plan Review</i>	
Phase Total^ .....	\$6,820.00
<i>Phase III: Inventory and Analysis/Section Updates</i>	
Phase Total^ .....	\$38,032.50
<i>Phase IV: Vision, Goals, Objectives Development</i>	
Phase Total^ .....	\$3,200.00
<i>Phase V: Plan Development</i>	
Phase Total^ .....	\$10,240.00
<b>Project Total*</b> .....	<b>\$58,932.50</b>

### Billing Rates

<b><u>Contributor</u></b>	<b><u>Rate</u></b>
Project Manager.....	\$160
Director of Planning Services .....	\$160
Director of Economic Development .....	\$185
Senior Municipal Advisor .....	\$160
Senior Economic Analyst .....	\$155
Senior Planning Associate .....	\$115

^Costs will be billed monthly in accordance with hourly rates as work is performed

\*This represents a not-to-exceed price, and is inclusive of all reimbursables

# Section 6 – Proposed Project Schedule

The information below represents the proposed project schedule.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
<b>Project Chartering</b>										
Kick-Off Meeting										
Project Charter Development										
<b>Planning Foundation Review</b>										
Review of All Relevant Plans										
Preparation of Plan Summaries										
<b>Inventory and Analysis/Section Updates</b>										
Demographic/Population Forecast										
Development/Housing Forecast										
Land Use/Zoning Audit										
Section Updates										
Tax/Revenue Forecasting										
GHG Inventory/Vulnerability Assessment										
<b>Public Engagement</b>										
Project Website Launch										
Social Media Launch										
Community Survey										
Public Forum #1										
Charette Sessions										
<b>Develop Vision, Goals, and Objectives</b>										
Draft Vision Statement										
Draft Planning Principles										
Draft Goals and Objectives										
<b>Initial Draft Development</b>										
First Draft Developed										
<b>Sharing Our Efforts</b>										
Public Forum #2										
Web/Social Media Distribution										
<b>Refining Plan Elements</b>										
Second Draft Developed										
<b>Plan Delivery and Adoption</b>										
Public Forum #3										
SEQRA										
Final Edits										
Adoption										
Project Closeout										