

## AGENDA

### SPECIAL FINANCE 3/31/2021

#### 2020 BUDGETARY TRANSFERS IN THE FOLLOWING DEPARTMENTS TO BALANCE THE BUDGET

1. Waste water treatment plant
2. Mayor noble
3. Comptroller's Office
4. Comptroller's Office
5. Multiple Office
6. DPW
7. DPW
8. Clerk's Office
9. Corporation Council
10. Fire Department
11. Park's & Rec
12. Request for authorization to file for grant funds-Planning
13. Proposal for 266 rental apartment units (Stony Run)-Mayor Noble
14. Zoning Task Force RFP-Mayor Noble



**CITY OF KINGSTON**  
**Kingston Wastewater Treatment Facility**  
awinchell@kingston-ny.gov

Steven T. Noble, Mayor



Allen Winchell, Senior Operator

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March 22, 2021

Andrea Shaut, Council President  
City of Kingston Common Council  
City Hall, 420 Broadway  
Kingston, NY 12401

Re: Wastewater Treatment Facility Year End Transfers

Dear President Shaut:

I am submitting the attached budgetary transfers in order to reconcile the FY2020 budget accounts for the Wastewater Treatment Facility. There is no overall financial impact from these transfers.

Respectfully,

Allen Winchell, Senior Operator  
Kingston Wastewater Treatment Facility

Cc: J. Tuey, Comptroller  
E. Norman, Superintendent of Public Works  
Ald. R. Scott-Childress, Ward 3, Chairman of Finance and Audit Committee

THE CITY OF KINGSTON COMMON COUNCIL

FINANCE AND ECONOMIC DEVELOPMENT

COMMITTEE REPORT

Internal Transfer	<u>XX</u>	Contingency Transfer	_____
Transfer	_____	Authorization	_____
Budget Modification	_____	Bonding Request	_____
Claims	Zoning	Other	_____

Department: **Wastewater Treatment Facility** Date: **March 18, 2021**

G1	Transfer TO:		G1	Transfer FROM:	
8121-5423	Natural Gas	\$315.76	8130-5101	Regular Pay	\$17,849.69
8130-5103	Overtime	\$9,467.11			
8130-5108	Comp Time Payout	\$3,902.98			
8130-5118	Standby Pay	\$90.00			
8130-5421	Telephone	\$307.38			
8130-5422	Electricity	\$1,482.53			
8130-5443	Building Maintenance	\$1,938.16			
8130-5463	Postage	\$0.92			
8130-5481	Athletic Supplies	\$69.80			
8130-5485	Gen Materials & Supplies	\$275.05			

Estimated Financial Impact 0

Signature 

- Motion By \_\_\_\_\_
- Seconded By \_\_\_\_\_
- Action Required \_\_\_\_\_
- SEQRA Decision:
- Type I Action \_\_\_\_\_
- Type II Action \_\_\_\_\_
- Unlisted Action \_\_\_\_\_
- Negative Declaration of Environmental Significance \_\_\_\_\_
- Conditioned Negative Declaration \_\_\_\_\_
- Seek Lead Agency Status \_\_\_\_\_
- Positive Declaration of Environmental Significance \_\_\_\_\_

Committee Vote	Yes	No
Douglas Koop, Ward 2 Chairman		
Reynolds Scott-Childress, Ward 3		
Tony Davis, Ward 6		
Patrick O'Reilly, Ward 7		
Steven Schabot, Ward 8		

# CITY OF KINGSTON

## Office of the Mayor

mayor@kingston-ny.gov

Steven T. Noble  
Mayor



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23 March 2021

Honorable Andrea Shaut  
President/Alderman-at-Large  
Kingston Common Council  
420 Broadway  
Kingston, NY 12401

Re: Budget Line Transfer

Dear President Shaut,

I am writing to request a budget transfer. The Mayor's Office 2020 budget allotted \$200 for "General Materials and Supplies" (5485). Incidentally, following the COVID-19 health crisis, this budget line was used unilaterally for COVID related expenses in the City. This line is now over budget by \$154,455.78 due to the City's \$154,655.78 worth of COVID related spending. Do to the extenuating circumstances, I am requesting a transfer.

Monies that are pending from FEMA will be used to reimburse the majority, if not all, of these expenses.

Please feel free to contact me if you have any questions or concerns.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Steven T. Noble".

Steven T. Noble  
Mayor

**THE CITY OF KINGSTON COMMON COUNCIL**

**FINANCE AND AUDIT  
COMMITTEE REPORT**

<u>REQUEST DESCRIPTION</u>		
INTERNAL TRANSFER _____ AUTHORIZATION _____ CLAIMS _____	CONTINGENCY TRANSFER x _____ BUDGET MODIFICATION _____ ZONING _____	TRANSFER _____ BONDING REQUEST _____ OTHER _____

DEPARTMENT: <u>Mayor</u>	DATE: <u>3/24/2021</u>
Description: 2020 Budgetary Transfer as explained in letter	
To: A1.1210.14.5485 \$154,456 Materials and Supplies	
From: A1.1990.14.5404 \$154,456 Contingency	
Estimated Financial Impact: \$154,456 Signature _____	

Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Action Required:

SEQRA Decision:  
Type I Action \_\_\_\_\_  
Type II Action \_\_\_\_\_  
Unlisted Action \_\_\_\_\_

Negative Declaration of Environmental Significance: \_\_\_\_\_

Conditioned Negative Declaration: \_\_\_\_\_

Seek Lead Agency Status: \_\_\_\_\_

Positive Declaration of Environmental Significance: \_\_\_\_\_

<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott Childress, Ward 3, Chairman	<input type="checkbox"/>	<input type="checkbox"/>
Don Tallerman, Ward 5	<input type="checkbox"/>	<input type="checkbox"/>
Anthony Davis, Ward 6	<input type="checkbox"/>	<input type="checkbox"/>
Michele Hirsch, Ward 9	<input type="checkbox"/>	<input type="checkbox"/>
Steven Schabot, Ward 8	<input type="checkbox"/>	<input type="checkbox"/>

CITY OF KINGSTON  
Office of the Comptroller  
comptroller@kingston-ny.gov

John Tucey, Comptroller



Steven T. Noble, Mayor

March 24, 2021

Alderman At Large Andrea Shaut, President  
City of Kingston Common council  
City Hall, 420 Broadway  
Kingston, NY 12401

RE: Year End 2021 Budgetary Transfers

Dear President Shaut,

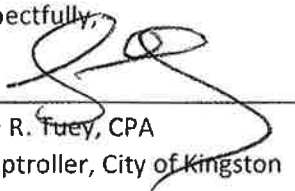
I am submitting the following 2020 budgetary transfers so that I may balance my and several other department's accounts on a year to date basis. There is no overall financial impact from any of these transfers.

First, there is a general fund transfer totaling \$82,405 for accounts falling under my department. We expect that there will be a reimbursement for some of the statutory unemployment insurance costs.

Second, there is a sewer fund transfer totaling \$23,862 for accounts falling under my department.

Third, there is a general fund transfer totaling \$94,737 for accounts falling under several other departments. The transfer was combined as one for administrative efficiency. The majority of the overages are contractual expenses such as retirement accumulation, vacation payback, etc.

Respectfully,

  
John R. Tucey, CPA  
Comptroller, City of Kingston






	<b>ACCOUNT NUMBER</b>	<b>ACCOUNT DESCRIPTION</b>	<b>AMOUNT</b>
<b>To:</b>	A1131511 5105	RETIREMENT ACCUMULATION	13,431
	A1131514 5463	POSTAGE,FREIGHT & EXPRESS	302
	A1133011 5101	REGULAR PAY	1,262
	A1134514 5402	OFFICE SUPPLIES	555
	A1565114 5412	DATA PROCESSING SUPPORT	4,876
	A1905018 5850	UNEMPLOYMENT INSURANCE	<u>61,979</u>
			82,405
<b>From:</b>	A1332011 5101	REGULAR PAY	37,000
	A1332014 5441	MAINTENANCE OF EQUIPMENT	22,000
	A1995019 5907	BAN INTEREST	<u>23,405</u>
			82,405

**1THE CITY OF KINGSTON COMMON COUNCIL**

**FINANCE AND AUDIT  
COMMITTEE REPORT**

<u>REQUEST DESCRIPTION</u>		
INTERNAL TRANSFER _____ AUTHORIZATION _____ CLAIMS _____	CONTINGENCY TRANSFER _____ BUDGET MODIFICATION <sup>x</sup> _____ ZONING _____	TRANSFER _____ BONDING REQUEST _____ OTHER _____

DEPARTMENT: <u>Comptroller</u>	DATE: <u>3/24/21</u>
Description: <u>2020 Sewer Fund Transfers totaling \$23,862 as per attached.</u>	
Estimated Financial Impact: <u>\$0</u>	Signature 

Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Action Required: \_\_\_\_\_

SEQRA Decision:  
Type I Action \_\_\_\_\_  
Type II Action \_\_\_\_\_  
Unlisted Action \_\_\_\_\_

Negative Declaration of Environmental Significance: \_\_\_\_\_

Conditioned Negative Declaration: \_\_\_\_\_

Seek Lead Agency Status: \_\_\_\_\_

Positive Declaration of Environmental Significance: \_\_\_\_\_


<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott Childress, Ward 3, Chairman	<input type="checkbox"/>	<input type="checkbox"/>
Don Talleman, Ward 5	<input type="checkbox"/>	<input type="checkbox"/>
Anthony Davis, Ward 6	<input type="checkbox"/>	<input type="checkbox"/>
Michele Hirsch, Ward 9	<input type="checkbox"/>	<input type="checkbox"/>
Steven Schabot, Ward 8	<input type="checkbox"/>	<input type="checkbox"/>

	ACCOUNT NUMBER	ACCOUNT DESCRIPTION	AMOUNT
To:	G1995019 5907	BAN INTEREST	23,862
From:	G1193014 5401	GENERAL CONTRACT EXPENSE	10,000
	G1990119 5900	TRANSFER TO DEBT SERVICE	<u>13,862</u>
			23,862

**1THE CITY OF KINGSTON COMMON COUNCIL**

**FINANCE AND AUDIT  
COMMITTEE REPORT**

<u>REQUEST DESCRIPTION</u>		
INTERNAL TRANSFER _____	CONTINGENCY TRANSFER _____	TRANSFER _____
AUTHORIZATION _____	BUDGET MODIFICATION X _____	BONDING REQUEST _____
CLAIMS _____	ZONING _____	OTHER _____

DEPARTMENT: <u>Multiple</u>	DATE: <u>3/24/21</u>
Description: <u>2020 General Fund Transfers totaling \$94,937 as per attached.</u>	
Estimated Financial Impact: <u>\$0</u>	Signature 

Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Action Required:

SEQRA Decision:  
 Type I Action \_\_\_\_\_  
 Type II Action \_\_\_\_\_  
 Unlisted Action \_\_\_\_\_

Negative Declaration of Environmental Significance: \_\_\_\_\_

Conditioned Negative Declaration: \_\_\_\_\_

Seek Lead Agency Status: \_\_\_\_\_

Positive Declaration of Environmental Significance: \_\_\_\_\_

<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott Childress, Ward 3, Chairman	<input type="checkbox"/>	<input type="checkbox"/>
Don Tallerman, Ward 5	<input type="checkbox"/>	<input type="checkbox"/>
Anthony Davis, Ward 6	<input type="checkbox"/>	<input type="checkbox"/>
Michele Hirsch, Ward 9	<input type="checkbox"/>	<input type="checkbox"/>
Steven Schabot, Ward 8	<input type="checkbox"/>	<input type="checkbox"/>

	ACCOUNT NUMBER	ACCOUNT DESCRIPTION	AMOUNT
To:	A1135511 5105	RETIREMENT ACCUMULATION	1,688
	A1135512 5205	DATA PROCESSING EQUIPMENT	172
	A1135514 5411	CONSULTANTS	3,236
	A1143011 5117	VACATION PAYBACK	2,254
	A1144011 5105	RETIREMENT ACCUMULATION	30,628
	A1144011 5811	SOCIAL SECURITY	1,083
	A1144014 5421	TELEPHONE	211
	A1144014 5463	POSTAGE,FREIGHT & EXPRESS	90
	A1168011 5117	VACATION PAYBACK	1,412
	A1362011 5105	RETIREMENT ACCUMULATION	2,359
	A1362011 5117	VACATION PAYBACK	2,870
	A1362014 5421	TELEPHONE	24
	A1401011 5811	SOCIAL SECURITY	231
	A1698911 5105	RETIREMENT ACCUMULATION	31,174
	A1698911 5117	VACATION PAYBACK	2,510
	A1698914 5472	CONTRACTED SERVICES	8,169
	A1701011 5117	VACATION PAYBACK	1,665
	A1701011 5101	REGULAR PAY	144
	A1701011 5811	SOCIAL SECURITY	32
	A1801011 5811	SOCIAL SECURITY	231
	A1802011 5117	VACATION PAYBACK	2,855
	A1802011 5101	REGULAR PAY	774
	A1802011 5811	SOCIAL SECURITY	105
	A1804011 5117	VACATION PAYBACK	947
	A1804011 5811	SOCIAL SECURITY	73
			<u>94,937</u>
From:	A1135511 5101	REGULAR PAY	10,000
	A1143011 5101	REGULAR PAY	9,000
	A1144011 5101	REGULAR PAY	10,000
	A1144014 5411	CONSULTANTS	10,000
	A1168012 5211	OTHER EQUIPMENT	5,000
	A1168014 5421	TELEPHONE	8,000
	A1362011 5101	REGULAR PAY	7,500
	A1698911 5101	REGULAR PAY	35,437
			<u>94,937</u>



CITY OF KINGSTON  
Department of Public Works  
publicworks@kingston-ny.gov

Edward Norman, Superintendent  
Ryan M. Coon, Deputy Superintendent



Steven T. Noble, Mayor

March 23, 2021

Hon. Andrea Shaut, President  
Common Council  
420 Broadway  
Kingston, NY 12401

**RE: 2020 Year End Transfers**

Dear President Shaut,

Attached please find interdepartmental transfers for the 2020 Budget. These transfers cover year end shortfalls in the Department of Public Works budget. We respectfully request this communication be submitted to the Council for review.

Your assistance in this matter is greatly appreciated.

Sincerely,

Edward Norman  
Superintendent Public Works

EN/mkt  
Enclosures

Cc: Comptroller John Tuey  
City Clerk Elisa Tinti

**1 THE CITY OF KINGSTON COMMON COUNCIL**

**FINANCE AND AUDIT  
COMMITTEE REPORT**

<u>REQUEST DESCRIPTION</u>		
INTERNAL TRANSFER <input checked="" type="checkbox"/> _____ AUTHORIZATION _____ CLAIMS _____	CONTINGENCY TRANSFER _____ BUDGET MODIFICATION _____ ZONING _____	TRANSFER _____ BONDING REQUEST _____ OTHER _____

DEPARTMENT: <u>Public Works</u>	DATE: <u>3/23/2021</u>
Description: Internal Transfer of \$92,384.00 of General Fund monies to cover shortfalls in accounts as per attached detail.	
Estimated Financial Impact: \$0	Signature

Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Action Required:

SEQRA Decision:  
Type I Action \_\_\_\_\_  
Type II Action \_\_\_\_\_  
Unlisted Action \_\_\_\_\_

Negative Declaration of Environmental Significance: \_\_\_\_\_

Conditioned Negative Declaration: \_\_\_\_\_

Seek Lead Agency Status: \_\_\_\_\_

Positive Declaration of Environmental Significance: \_\_\_\_\_

<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott Childress, Ward 3, Chairman	<input type="checkbox"/>	<input type="checkbox"/>
Don Tallerman, Ward 5	<input type="checkbox"/>	<input type="checkbox"/>
Anthony Davis, Ward 6	<input type="checkbox"/>	<input type="checkbox"/>
Michele Hirsch, Ward 9	<input type="checkbox"/>	<input type="checkbox"/>
Steven Schabot, Ward 8	<input type="checkbox"/>	<input type="checkbox"/>



General Fund

Take From:

1490.5101 \$ 23,085.00 Admin regular pay  
1490.5444 \$ 22,622.00 Admin seasonal employees  
1490.5426 \$ 34,236.00 Admin vehicle fuel  
1625.5112 \$ 12,441.00 Buildings & Grounds part time employees  
\$ 92,384.00

Apply To:

1490.421 \$ 512.01 Admin phone  
1490.422 \$ 889.14 Admin electricity  
1490.105 \$ 26,184.72 Admin retirement accumulation  
1490.118 \$ 90.00 Admin standby pay  
1621.105 \$ 41,469.60 Carpenter/Mason retirement accumulation  
1621.811 \$ 3,035.31 Carpenter/Mason social security  
3310.102 \$ 1,350.00 Traffic control longevity  
5132.103 \$ 3,152.73 Garage overtime  
5132.118 \$ 180.00 Garage standby pay  
5132.486 \$ 265.51 Garage cleaning supplies  
5182.422 \$ 5,177.24 Street light electricity  
5630.581 \$ 1.92 Bus operation social security  
8160.102 \$ 1,550.00 Refuse longevity  
8160.105 \$ 2,059.33 Refuse retirement payout  
8160.111 \$ 682.83 Refuse seasonal employees  
8160.444 \$ 559.71 Refuse vehicle maintenance  
8161.101 \$ 3,047.19 Transfer station regular pay  
8161.103 \$ 170.79 Transfer station over time  
8161.422 \$ 593.33 Transfer station electricity  
8161.811 \$ 220.79 Transfer station social security  
8164.444 \$ 1,160.06 Recycling vehicle maintenance  
8745.422 \$ ~~31.71~~ Flood control electricity 31.79  
\$ ~~92,383.42~~ 92,384.00

27  
2/2

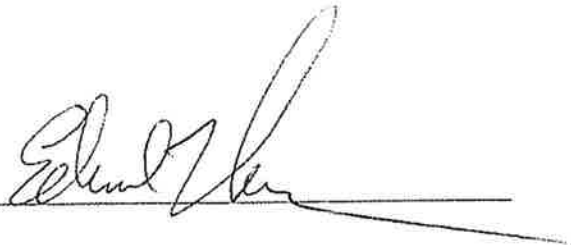
1 THE CITY OF KINGSTON COMMON COUNCIL

FINANCE AND AUDIT  
COMMITTEE REPORT

<u>REQUEST DESCRIPTION</u>		
INTERNAL TRANSFER <input checked="" type="checkbox"/>	CONTINGENCY TRANSFER _____	TRANSFER _____
AUTHORIZATION _____	BUDGET MODIFICATION _____	BONDING REQUEST _____
CLAIMS _____	ZONING _____	OTHER _____

DEPARTMENT: Public Works                      DATE: 3/23/21

Description: Internal Transfer of \$25,385.00 of Sewer Fund monies to cover shortfalls in accounts as per attached detail.

Estimated Financial Impact: \$0                      Signature 

Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Action Required:

SEQRA Decision:  
Type I Action \_\_\_\_\_  
Type II Action \_\_\_\_\_  
Unlisted Action \_\_\_\_\_

Negative Declaration of Environmental Significance: \_\_\_\_\_

Conditioned Negative Declaration: \_\_\_\_\_

Seek Lead Agency Status: \_\_\_\_\_

Positive Declaration of Environmental Significance: \_\_\_\_\_

<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott Childress, Ward 3, Chairman	<input type="checkbox"/>	<input type="checkbox"/>
Don Tallerman, Ward 5	<input type="checkbox"/>	<input type="checkbox"/>
Anthony Davis, Ward 6	<input type="checkbox"/>	<input type="checkbox"/>
Michele Hirsch, Ward 9	<input type="checkbox"/>	<input type="checkbox"/>
Steven Schabot, Ward 8	<input type="checkbox"/>	<input type="checkbox"/>

**Sewer Fund**

Take From:

8120.549 \$ 25,385.00 Sewer construction material & supplies

Apply To:

8110.105	\$	23,297.66	Sewer admin retirement accumulation
8110.117	\$	156.79	Sewer admin vacation payback
8110.811	\$	927.35	Sewer admin social security
8120.423	\$	427.77	Sewer gas
8120.498	\$	<del>575.04</del> 575.43	Sewer sludge
	\$	<del>25,384.61</del> 25,385.00	





# CITY OF KINGSTON

## Office of the City Clerk & Registrar of Vital Statistics

cityclerk@kingston-ny.gov

Steven T. Noble, Mayor  
Elisa Tinti, City Clerk & Registrar



Deidre Sills, Deputy Clerk  
Susan Mesches, Deputy Registrar

March 22, 2021

Dear President Shaut,

Attached please find the budget transfers for the City Clerk's Office. These transfers are to balance the 2020 budget.

Thank you,

A handwritten signature in black ink, appearing to read 'Elisa Tinti', is written over a faint, larger version of the same signature.


Elisa Tinti  
City Clerk



**THE CITY OF KINGSTON COMMON COUNCIL**

**FINANCE AND AUDIT  
COMMITTEE REPORT**

<u>REQUEST DESCRIPTION</u>		
INTERNAL TRANSFER <sup>x</sup> _____ AUTHORIZATION _____ CLAIMS _____	CONTINGENCY TRANSFER _____ BUDGET MODIFICATION _____ ZONING _____	TRANSFER _____ BONDING REQUEST _____ OTHER _____

DEPARTMENT: <u>City Clerk &amp; Registrar</u>	DATE: <u>3/23/2021</u>
Description: Requesting a 2020 Budgetary transfer in the City Clerk & Registrar's Office In the amount of \$38,985.97 to balance the budget as per attached.	
Estimated Financial Impact: \$0	Signature <u></u>

Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Action Required: \_\_\_\_\_

SEQRA Decision:  
 Type I Action \_\_\_\_\_  
 Type II Action \_\_\_\_\_  
 Unlisted Action \_\_\_\_\_

Negative Declaration of Environmental Significance: \_\_\_\_\_

Conditioned Negative Declaration: \_\_\_\_\_

Seek Lead Agency Status: \_\_\_\_\_

Positive Declaration of Environmental Significance: \_\_\_\_\_

<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott Childress, Ward 3, Chairman	<input type="checkbox"/>	<input type="checkbox"/>
Don Tallerman, Ward 5	<input type="checkbox"/>	<input type="checkbox"/>
Anthony Davis, Ward 6	<input type="checkbox"/>	<input type="checkbox"/>
Michele Hirsch, Ward 9	<input type="checkbox"/>	<input type="checkbox"/>
Steven Schabot, Ward 8	<input type="checkbox"/>	<input type="checkbox"/>

CITY CLERK TRANSFERS-2020

FROM:

1620.5301 Contracted Services	\$	22,000.00
1620.5443 Main. Of Building	\$	16,985.97
	\$	<u>38,985.97</u>

TO:

4020.5402 Office Supplies	\$	871.86
4020.5463 Postage	\$	43.60
1910.543 Multi Peril Liability	\$	2,051.02
1910.5435 Workman's Comp	\$	1,538.56
1910.5439 Employee Assoc. Pro	\$	5,214.02
1410.5105 Retirement Accum.	\$	394.70
1410.5112 Part Time Employ	\$	16,019.37
1410.5402 Office Supplies	\$	19.14
1410.5463 Postage Freight	\$	286.55
1920.5462 Dues, Seminars, Fee	\$	50.00
7562.5425 Water	\$	72.78
7562.5487 Construction Materials	\$	773.18
1620.5103 Overtime	\$	2,177.52
1620.5112 Part Time Employee	\$	4,582.71
1620.5422 Electricity	\$	2,696.50
1620.5471 Service Contracts	\$	186.73
1620.5486 Cleaning & Sanitation sup	\$	416.71
1620.5811 Soc. Sec.	\$	506.48
1670.5463 Postage & Freight	\$	<u>2,000.00</u>
	\$	38,985.97



CITY CLERK TRANSFERS

FROM:

1410.5103	Over Time	\$502.83
1410.5408	Data Processing Supp.	\$371.25
1410.5462	Dues, Seminars, fees	\$789.17
1410.5471	Service Contracts	\$512.45
1620.42680	Insurance recovery	\$6,900.00
1620.5110	Shift Differential	\$153.07
1620.5211	Other Equip.	\$237.95
1620.5301	Contracted Services	\$24,779.84
1620.5443	Main. Of Building	\$18,270.22
1670.5471	Service Contracts	\$3,794.19

TOTAL: 56,310.97

TO:

1910.5430	Multi Peril Liability	\$2,051.02
1910.5435	Workman's Comp	\$1,538.56
1910.5439	Employee Assoc. Pro	\$5,214.02
7551.42710	Festival & Events	\$17,325.00
1410.5105	Retirement Accum.	\$394.70
1410.5112	Part Time Employ	\$16,019.37
1410.5402	Office Supplies	\$19.14
1410.5463	Postage Freight	\$286.55
1920.5462	Dues, Seminars, Fee	\$50.00
7562.5425	Water	\$72.78
7562.5487	Construction Materials	\$773.18
1620.5103	Overtime	\$2,177.52
1620.5112	Part Time Employee	\$4,582.71

1620.5422	Electricity	\$2,696.50
1620.5471	Service Contracts	\$186.73
1620.5486	Cleaning & Sanitation supplies	\$416.71
1620.5811	Soc. Sec.	\$506.48
1670.5463	Postage & Freight	\$2,000.00
	TOTAL:	56,310.97

**CITY OF KINGSTON**  
Office of Corporation Counsel  
kbryant@kingston-ny.gov

Steven T. Noble, Mayor



Kevin R. Bryant, Corporation Counsel  
Daniel Gartenstein, Asst. Corporation Counsel

TO: Andrea Shaut  
President, Common Council

FROM: Kevin R. Bryant *KB*  
Corporation Counsel

DATE: March 24, 2021

RE: Budget Transfer for Corporation Counsel

Attached please find transfer request for Corporation Counsel for the year 2020.

**THE CITY OF KINGSTON COMMON COUNCIL**

**FINANCE AND AUDIT  
COMMITTEE REPORT**

<u>REQUEST DESCRIPTION</u>		
INTERNAL TRANSFER _____	CONTINGENCY TRANSFER _____	TRANSFER _____
AUTHORIZATION _____	BUDGET MODIFICATION _____	BONDING REQUEST _____
CLAIMS _____	ZONING _____	OTHER _____

DEPARTMENT <u>Coordination Council</u>	DATE <u>3/24/2021</u>
Description: <u>Transfer for 2020</u>	
Estimated Financial Impact <u>\$48,440.42</u>	Signature <u>Ken R. Burt</u>

Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Action Required: \_\_\_\_\_

SEQRA Decision:  
 Type I Action \_\_\_\_\_  
 Type II Action \_\_\_\_\_  
 Unlisted Action \_\_\_\_\_

Negative Declaration of Environmental Significance: \_\_\_\_\_

Conditioned Negative Declaration: \_\_\_\_\_

Seek Lead Agency Status: \_\_\_\_\_

Positive Declaration of Environmental Significance: \_\_\_\_\_

<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott-Childress, Chairman		
Donald Tallerman, Ward 5		
Anthony Davis, Ward 6		
Patrick O'Reilly, Ward 7		
Steven Schabot, Ward 8		

From:

A1-1420-18-5811	Social Security	300.00
A1-1420-14-5402	Office Supplies	340.94
A1-1420-14-5419	Court/Witness Fees	6,360.00
A1-1420-14-5462	Seminars	551.00
A1-1420-14-5463	Postage	772.05
A1-1420-14.5471	Service Contracts	300.00
A1-1420-14-5476	Minor Office	376.11
A1-1990-14-5404	Contingency	48,440.42
Total		57,440.42

To:

A1-1420-14-5117	Vacation Payback	1,877.15
A1-1420-14-5411	Consultants	54,813.30
A1-1420-14-5403	Books	749.97
Total		57,440.42



**RESOLUTION ~~7~~ of 2021**

**RESOLUTION OF THE COMMON COUNCIL OF THE CITY OF KINGSTON, NEW YORK, RECOMMENDING APPROVAL FOR TRANSFERS TO THE 2020 CORPORATION COUNSEL BUDGET**

Sponsored By: Finance/Audit Committee: Alderman: Scott-Childress, Tallerman, Davis, Hirsch, Schabot,

**WHEREAS**, the Corporation Counsel has submitted a request for a budget modification in the 2020 Corporation Counsel's budget in the amount of \$57,440.42 to correct year end shortages in various accounts.

**NOW THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF KINGSTON, NEW YORK AS FOLLOWS:**

**SECTION 1.** That the sum of \$57,440.42 be transferred to correct shortages in the various accounts in the 2020 Corporation Counsel budget as per the attached.

**SECTION 2.** This resolution shall take effect immediately.

Submitted to the Mayor this \_\_\_\_ day of \_\_\_\_\_, 2021

Approved by the Mayor this \_\_\_\_ day of \_\_\_\_\_, 2021

\_\_\_\_\_  
Elisa Tinti, City Clerk

\_\_\_\_\_  
Steven T. Noble, Mayor

Adopted by Council on \_\_\_\_\_, 2021





Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Action Required:

SEQRA Decision:

Type I Action \_\_\_\_\_

Type II Action \_\_\_\_\_

Unlisted Action \_\_\_\_\_

Negative Declaration of Environmental Significance: \_\_\_\_\_

Conditioned Negative Declaration: \_\_\_\_\_

Seek Lead Agency Status: \_\_\_\_\_

Positive Declaration of Environmental Significance: \_\_\_\_\_

<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott Childress, Ward 3, Chairman		
Don Tallerman, Ward 5		
Anthony Davis, Ward 6		
Michele Hirsch, Ward 9		
Steven Schabot, Ward 8		



CITY OF KINGSTON  
Kingston Fire Department  
mbrown@kingston-ny.gov

Mark Brown, Fire Chief



Steven T. Noble, Mayor

March 23, 2021

Alderman at Large Andrea Shaut  
City of Kingston Common Council  
420 Broadway  
Kingston, NY 12401

Dear Alderman at Large Shaut:

Please consider approving the 2020 Year End Budget Transfers according to the attached sheet. This **\$2,759.66** transfer will cover year end deficits in the Fire Department accounts. There is no Financial Impact as this is an internal transfer.

Sincerely,

Mark Brown  
Fire Chief

Cc: John Tuey, Comptroller  
Finance Committee



City of Kingston  
Parks and Recreation Department

[ltimbrouck@kingston-ny.gov](mailto:ltimbrouck@kingston-ny.gov)

Steven T. Noble, Mayor



Lynsey Timbrouck, Director

---

March 19, 2021

Andrea Shaut  
Common Council President  
420 Broadway  
Kingston, NY 12401

Dear President Shaut,

Attached please find the Parks & Recreation, 2020 year end transfer documentation and committee Report. There is zero financial impact to the City, as all transfer of funds is accomplished internally with various department accounts.

Please feel free to reach out to me with any questions,

With Regards,



Lynsey Timbrouck  
Director of Recreation

Cc: Mayor, Steven Noble  
City Comptroller, John Tuey



**CITY OF KINGSTON**  
**Historic Landmarks Preservation Commission**  
planning@kingston-ny.gov

Suzanne Cahill, Planning Director  
Julie Edelson-Safford, Historic Preservation Admin.



Steven T. Noble, Mayor

---

February 26, 2021

Ald. At Large Andrea Shaut, President  
City of Kingston Common Council  
City Hall – 420 Broadway  
Kingston, NY 12401

RE:     REQUEST for Authorization to File for Grant Funds  
          National Parks Service  
          Underrepresented Communities Grant

Dear Pres. Shaut:

The City of Kingston Historic Landmarks Preservation Commission is seeking to secure funding, in the amount of up to \$50,000, from the National Parks Service for an Underrepresented Communities Grant for the study of Early History of African-Americans in Kingston, and Pine Street African Burial Grounds NHR nomination. The Commission, working with the Grants Management Office, has prepared the scope of work in conjunction with the outline as provided by the Nation Parks Service. The objectives of this project are to complete existing research regarding documentation of slavery, African-American settlement, and African American life in Colonial and post-Colonial Kingston to circa 1876, and to gather, organize, and develop a narrative of this population's history, prior to 1750, and to create a national historic nomination for the Pine Street African Burial Ground with an historical narrative covering the history of the African American community in Kingston from its beginnings to circa 1876 and for the Burial Ground site from its 1750 to 1876 period of peak significance and afterwards to date, to begin to document, highlight, and protect the history of African-Americans in Kingston.

Although there is no project match required, we anticipate that there will be a \$3,000 match, which will be covered through in-kind services of existing city staff and also from volunteers contributing time.

A completed Committee Report and a form of resolution are attached for your consideration and review. If there are any questions, please do not hesitate to contact this office.

Sincerely,

Suzanne Cahill  
Planning Director

Cc:     Mayor S. Noble  
          Ald. R. Scott-Childress, W3, Chair F&A  
          J. Tuey, Comptroller  
          K. Wilson, Dir. Grants Management

**1THE CITY OF KINGSTON COMMON COUNCIL**

**FINANCE AND AUDIT  
COMMITTEE REPORT**

<u>REQUEST DESCRIPTION</u>		
INTERNAL TRANSFER _____	CONTINGENCY TRANSFER _____	TRANSFER _____
AUTHORIZATION <u>X</u>	BUDGET MODIFICATION _____	BONDING REQUEST _____
CLAIMS _____	ZONING _____	OTHER _____

DEPARTMENT: Planning                      DATE: February 26, 2021

**Description:**  
 RESOLUTION OF THE COMMON COUNCIL OF THE CITY OF KINGSTON, NEW YORK,  
 AUTHORIZING THE MAYOR TO SUBMIT AN APPLICATION TO THE NATIONAL PARKS  
 SERVICE FOR AN UNDERREPRESENTED COMMUNITIES GRANT IN THE AMOUNT OF UP  
 TO 50,000 FOR EARLY HISTORY OF AFRICAN-AMERICANS, PINE STREET BURIAL GROUNDS  
 NHR NOMINATION AND TO EXECUTE ANY AND ALL RELATED DOCUMENTS

RECOGNIZE APPLICATION SUBMISSION AS A TYPE II ACTION UNDER SEQR

*Erin Collett*

Motion by \_\_\_\_\_

Seconded by \_\_\_\_\_

Action Required:

SEQRA Decision:

Type I Action \_\_\_\_\_

Type II Action X

Unlisted Action \_\_\_\_\_

Negative Declaration of Environmental Significance: \_\_\_\_\_

Conditioned Negative Declaration: \_\_\_\_\_

Seek Lead Agency Status: \_\_\_\_\_

Positive Declaration of Environmental Significance: \_\_\_\_\_

<u>Committee Vote</u>	<u>YES</u>	<u>NO</u>
Reynolds Scott Childress, Ward 3, Chairman		
Don Tallerman, Ward 5		
Anthony Davis, Ward 6		
Michele Hirsch, Ward 9		
Steven Schabot, Ward 8		



RESOLUTION \_\_\_ of 2021

RESOLUTION OF THE COMMON COUNCIL OF THE CITY OF KINGSTON, NEW YORK, AUTHORIZING THE MAYOR TO SUBMIT AN APPLICATION TO THE NATIONAL PARKS SERVICE FOR AN UNDERREPRESENTED COMMUNITIES GRANT IN THE AMOUNT OF UP TO 50,000 FOR EARLY HISTORY OF AFRICAN-AMERICANS, PINE STREET BURIAL GROUNDS NHR NOMINATION AND TO EXECUTE ANY AND ALL RELATED DOCUMENTS.

Sponsored by: Finance and Audit Committee Aldermen: Scott-Childress, Tallerman, Davis, Hirsch, Schabot

WHEREAS, the City of Kingston is eligible to apply to the National Parks Service (NPS) for a Underrepresented Communities Grant for funds in an amount of up to \$50,000 for the Study of Early History of African Americans in Kingston, Pine Street African Burial Grounds NHR Nomination; and

WHEREAS, this grant, should it be awarded, does not require a match, however, \$3,000 will be provided by in-kind services; and

WHEREAS, there are specific requirements and regulations governing the expenditure of these funds; and

WHEREAS, the action is categorized under 6 NYCRR, Part 617.5 as Type II.

NOW, THEREFORE, BE IT RESOLVED BY THE COMMON COUNCIL OF THE CITY OF KINGSTON, NEW YORK, AS FOLLOWS:

SECTION 1. Administration of all funds under this grant will be in accordance with all terms and conditions contained in guidelines provided by National Park Service (NPS).

SECTION 2. The Mayor of the City of Kingston is hereby authorized and directed to file an application for funds from NPS for a Underrepresented Communities Grant in the amount of up to \$50,000 for the Study of Early History of African Americans in Kingston, Pine Street African Burial Grounds NHR Nomination and upon approval of said request to enter into and execute an agreement, and any and all related documents.

SECTION 3. This resolution shall take effect immediately.

Submitted to the Mayor this \_\_\_\_\_ day

Approved by the Mayor this \_\_\_\_\_ day

of \_\_\_\_\_ 2021

of \_\_\_\_\_ 2021

\_\_\_\_\_  
Elisa Tinti, City Clerk

\_\_\_\_\_  
Steven T. Noble, Mayor

Adopted by Council on \_\_\_\_\_, 2021





February 24, 2021

Mayor Steven T. Noble  
420 Broadway  
Kingston, NY 12401

Dear Mayor Noble,

This letter outlines an Article XI regulatory agreement proposal for the 266 rental apartment units at Kingston Village (Stony Run). The intention is to preserve quality workforce housing in the city of Kingston while allowing for much needed capital improvements without decreasing city tax revenue. A percentage-based AMI range will prevent resident displacement and allow our lender to approve the agreement. Our objectives are to:

- Preserve affordable housing for the growing workforce of Kingston
- Maintaining steady, reliable tax revenue
- Improve the quality of Kingston's housing through much-needed capital improvements

We are proud to share that part of our initial funding allocated at purchase provides approximately \$3M in improvements to Kingston Village over the next 12-24 months. We anticipate further capital improvements thereafter once permanent financing is secured.

This project has and will create dozens of local jobs in construction, maintenance, and property management. We have elected to work with local architects, designers, engineers, media firms, and sub-contractors. Resident feedback over the past week regarding the change in ownership has incredibly positive, exciting, and heart-warming.

**Kingston Village Improvement Budget Allocations (12-24 months):**

- \$545,000 for Site Work: Lighting, Sidewalks, Parking Lots, Roof, and HVAC
- \$370,000 for Amenity upgrades: Clubhouse, Fitness Center, Pool, Tennis Court
- \$361,500 for Common Area Upgrades: Hallways, Siding, Security, Paint, Cleaning
- \$713,600 for Apartment Interiors: Flooring, Lighting, Kitchens, Bathrooms
- \$991,849 for Contingency, General Conditions, Architecture, Soft Costs

**Proposed AMI Distribution:**

- 5% or 13 apartments capped at 70% of AMI
- 5% or 13 apartments capped at 80% of AMI
- 10% or 27 apartments capped at 90% of AMI
- 80% or 213 apartments capped at 100% of AMI



- The AMI rents listed do not include utility reimbursements or additional services

**Area Median Income & Affordable Housing Rents**

Kingston MSA (Ulster County)		FMR Calculated As AMI @ 30.0%, 1.5 person per BD			
AMI Level		Studio	1-Bed	2-Bed	3-Bed
100%	<i>Median Income</i>	1,465	1,570	1,882	2,176
90%		1,318	1,413	1,694	1,958
80%	<i>Low Income</i>	1,172	1,256	1,506	1,741
70%		1,025	1,099	1,317	1,523

**Sources:**

- <https://www.huduser.gov/portal/datasets/il.html>
- <https://www.huduser.gov/portal/datasets/fmr.html>

**Urban Land Institute, definition of workforce housing:** "housing that is affordable to households earning 60 to 120 percent of the area median income." (80% and under being considered low-income housing)

**Annual Tax Escalation:**

- 0.5% per year for term of the agreement, beginning in 2024. Taxes stay flat in 2021, 2022, and 2023.

**Regulatory Agreement Term:**

- 30 years

**Proposed Income Certification Compliance:**

- Reviewing current rent amounts, household composition, and acting in good faith, we believe it most beneficial to the location’s community to waive current resident income certifications and assume current occupancy complies with AMI-based income-qualifications, retaining current residency and preventing displacement of any current community residents (i.e. “grandfathering-in” current rent roll)
- Income Certifications required at vacancy turnover with lease up

**Comparison to other Article XI Agreements:**

- **Energy Square: Current Taxes of \$1000 per unit**
  - o 3.5% or 2 apartments capped at 30% of AMI
  - o 48% or 27 apartments capped at 50% of AMI
  - o 32% or 18 apartments capped at 60% of AMI
  - o 16% or 9 apartments capped at 80% of AMI
- **Lace Mill: Current Taxes of \$1000 per unit**
  - o 22% or 12 apartments capped at 50% of AMI



- 78% or 43 apartments capped at 60% of AMI
- Landmark Place: **Current Taxes of \$1045 per unit**
  - 65% or 35 apartments capped at 50% of AMI
  - 35% or 19 apartments capped at 60% of AMI

*This regulatory agreement is over 7x more tax efficient than previous Article XIs*

Kingston Village: <b>Current Taxes of \$3,428 per unit</b>	Energy Square: <b>Current Taxes of \$1000 per unit</b>	Lace Mill: <b>Current Taxes of \$1000 per unit</b>	Landmark Place: <b>Current Taxes of \$1045 per unit</b>
\$4,257* Article XI rent relief per year per unit**	\$9,134* Article XI rent relief per year per unit**	\$8,985* Article XI rent relief per year per unit**	\$9,899* Article XI rent relief per year per unit**
Provides \$.81 of rent relief per \$1 of tax revenue	Provides \$.11 of rent relief per \$1 of tax revenue	Provides \$.11 of rent relief per \$1 of tax revenue	Provides \$.11 of rent relief per \$1 of tax revenue

\*assumes current market is 100% AMI level

\*\*weighted average across unit types per AMI level

The Principals at Aker grew up in the Hudson Valley. Our management approach is customer service driven. We prioritize our residents and strive to build a close-knit community. Andrew, the Community Manager is already planning resident community events including but not limited to: food trucks, live music, guided hikes in the Catskills, craft brewery/distillery showcases, and group fitness classes. We recently finalized an agreement to provide residents with discounted fresh produce supplied by local farms and shipped to their door.

We would love to host you onsite to meet the team.

Sincerely,

William Brocker & Mike Amato



# CITY OF KINGSTON

## Office of the Mayor

mayor@kingston-ny.gov

FIN

Steven T. Noble  
Mayor



March 3<sup>rd</sup>, 2020

Ms. Andrea Shaut  
Alderwoman-at-Large  
President of the Common Council  
Kingston City Hall  
420 Broadway  
Kingston, NY 12401

Re: Zoning Task Force, RFP recommendation

Dear President Shaut,

Last night, the Zoning Taskforce, made up of seven Kingston residents, met and made their final recommendations related to the 2019 Request for Proposals to create a new Form-Based Zoning Code for the City of Kingston.

After reviewing several RFPs, and conducting interviews and reference checks, the review team unanimously recommends Dover, Kohl, and Partners. Attached, please find the proposed work plan and fee proposal in the amount of \$499,394.00 from Dover, Kohl, and Partners. In addition to DK&P, the City would like to partner with Pattern for Progress in the amount of \$25,000 to support the Zoning Process in the City of Kingston over the course of the rezoning project. The City currently does not have full-time zoning staff that can manage this effort. I believe it is critical that this process be as robust as possible with additional consultant support. Our citizen review team felt that DK&P would bring a robust citizen involvement process along with exciting visualization tools that will allow us to better plan for our future.

Our Zoning Code has not been updated in over fifty years, and I believe this investment will help guide all future growth in our community. Members of the Zoning Taskforce and I will be available to attend the March Finance Committee to present and to answer any questions Council members may have.

Respectfully Submitted,

Steven T. Noble  
Mayor





## Tinti, Elisa

---

**From:** Shaut, Andrea  
**Sent:** Friday, February 26, 2021 9:28 AM  
**To:** Scott-Childress, Reynolds  
**Cc:** Tinti, Elisa; Noble, Steve; Tuey, John  
**Subject:** Zoning Code/ Land Use Plan  
**Attachments:** Letter - Zoning Task Force.pdf

Dear Rennie,

In March 2020, Mayor Noble submitted to the Common Council a communication to consider an RFP from Dover, Kohl, and Partners. The RFP was selected by the Zoning Task Force for the purpose of turning the city's zoning code into a land use plan. Although the Council tabled this request as we entered into the unknown events of COVID-19, I have been hearing from council members, city staff, constituents, as well as the mayor, that it would be a good time for the Common Council to again take this request into consideration. I will be requesting the Finance & Audit Committee to take this up at the March committee meeting. Attached to this email, you will find Mayor Noble's original communication. Please let me know if you have any questions.

Elisa – can you please include this as a communication?

Very Respectfully,

Andrea Shaut

Council President, City of Kingston



## New Zoning Code – Pros and Cons

### CONS

- Expensive, will take a lot of work to complete overhaul
- Adjustment period and learning curve with substantial changes

### PROS

- Save Time and Money – On both the applicant side and the City side
  - Potentially reduce redundancy – HLPC, PB and HAC review of the same projects with multiple fees, applications and meetings in same office administration
  - Planning Board reviews can be so widespread – Example – the Planning Board recently reviewed a small deck off the rear of a commercial property which had no impact on use, parking or other site related aspects. The Board also recently reviewed a very small addition to house a required ADA lift on a commercial building with no impact to zoning or other site related issues. Both of these could have been addressed at staff level and proceeded directly to a building permit review and issuance.
  - Potential to eliminate legal issues in the Code – like the requirement for certain building uses to have owner occupancy
- Creates Consistency
  - Example – Rondout Area – Opposite sides of Broadway have different zoning designations with different uses and different review requirements.
  - Clarify definitions which are similar or stated differently in varying Code sections.
- Sets Expectations
  - A new zoning code can incorporate more design guidelines and less focus on specific uses.
  - Use variances should be infrequent.
- Developer/User Friendly
  - Enable City to realign uses with those which are presently not considered and/or don't have specific regulations (i.e. – solar farms, battery storage facilities, requirements for electric vehicles and bike racks, tiny houses, short term rentals, Air BnB's, and other rental issues, etc...)
  - Zoning Code is Outdated. Example – the parking requirements are astronomical for certain uses which require waivers, variances or limit possible uses/density of development.
  - Reduce the overall Number of Zoning Districts and make clearer what uses are allowed in each zone.
- Shared Vision
  - Provide for a Community Identity that provides for flexibility, growth and development in cohesive fashion
  - Carries forward the goals and objectives of the Kingston 2025 Comprehensive Plan.
  - Identifies Kingston as a progressive community, "Re-Envisions" the City.





**PROPOSAL FOR  
CONSULTING SERVICE  
TO REPLACE  
MUNICIPAL ZONING  
CODE WITH A LAND  
USE PLAN**

**SUBMITTED TO  
CITY OF KINGSTON, NY**

**RFP K19-22**

**CLOSING DATE  
NOVEMBER 26, 2019  
AT 11:00 A.M.**

**DK&P**

**DOVER, KOHL & PARTNERS**

1571 SUNSET DRIVE  
CORAL GABLES, FL 33143

AMY GROVES, AICP  
agroves@doverkohl.com

PH: 305.666.0446

FX: 305.666.0360

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# DOVER, KOHL & PARTNERS

1570 Sunset Drive, Coral Gables, FL 33134 305.256.0340

November 26, 2019

Brian J. Woltman  
City of Kingston Purchasing Department  
420 Broadway  
Kingston, NY 12401

**RE: Consulting Service to Replace Municipal Zoning Code with a Land Use Plan | RFP K19-22**

**Dear Members of the Selection Committee:**

Thank you for the opportunity to respond to your Request for Proposals.

Dover, Kohl & Partners is excited to submit this proposal to assist the City of Kingston in this ambitious and defining form-based coding effort. Our firm was founded on two ideas. First is that the details of urban design are the key to growing a place people love. Second, genuinely meaningful public participation is essential to creating a vision and moving it forward. We predict this effort won't just be about defining code standards around concepts the City and stakeholders merely accept — there needs to be a vision and code the stakeholders and leaders can passionately believe in, and one they had a hands-on role in shaping. Our team has the expertise to help you get there.

Dover, Kohl & Partners is well-versed in the tools and techniques of form-based coding; many of our Master Plans include accompanying Form-Based Codes and/or development standards to guide future development. The work experience that we have highlighted in this response demonstrates our creativity in preparing codes in a variety of formats, working with communities to determine the best method of regulation to meet the needs of each planning challenge. Victor Dover and Joseph Kohl are among the founders of the Form-Based-Codes Institute (FBCI), which has become a leading think tank providing a forum for the advancement and discussion of this regulatory technique.

For this important effort we have assembled a multi-disciplinary team of local and national experts, all leaders in their fields. Amy Groves, a firm Principal and Senior Project Director who is a native of the Hudson Valley and currently resides in northern New Jersey, will coordinate the consultant team and serve as your daily point of contact. Our qualifications and past experiences demonstrate the way in which we tailor our approach for each specific project.

We look forward to working with the City to learn more about the goals for this important planning effort and to customize our approach to best meet your needs. Thank you again for the invitation to submit our proposal.

Sincerely yours,

DOVER, KOHL & PARTNERS



Victor Dover, FAICP, LEED-AP, CNU-a  
Founding Principal  
vdover@doverkohl.com



Amy Groves, AICP, CNU-a  
Principal & Project Director  
agroves@doverkohl.com

# DOVER, KOHL & PARTNERS

t o w n   p l a n n i n g

1571 Sunset Drive, Coral Gables, FL 33143 | 305.666.0446

## SERVICES

Designing New Neighborhoods & Towns · Planning Cities & Regions · Retrofitting Suburbia · Revitalizing  
Downtowns & Historic Places · Reinventing Corridors & Designing Good Streets  
Shaping Transit-Oriented Development · Form-Based Codes for Municipal & Private Clients

## RECENT AWARDS

### Congress for the New Urbanism (CNU) Charter Awards:

South Main in Buena Vista, CO (2016) · “Seven50” South Florida Regional Plan (2016)  
Plan El Paso Comprehensive Plan (2015) · City Plan 2025 for Fayetteville, AR (2007)

### American Planning Association (APA) Awards:

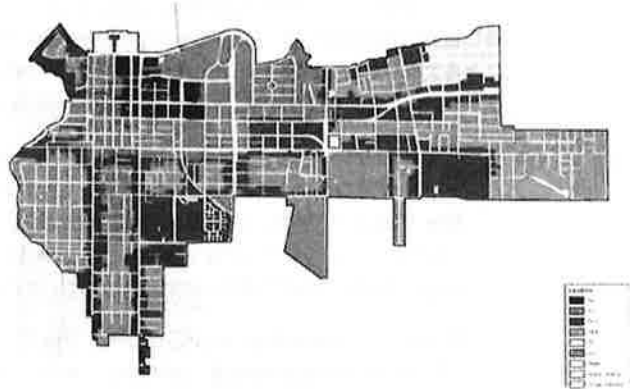
Columbia Pike Neighborhoods Area Plan (2012) · Jamestown Mall Area Plan in St. Louis, MO (2012)

### Others:

*Addison Mizner Award* for Urban Design - South Main in Buena Vista, CO (2017)

*EPA National Award* for Smart Growth Excellence - Plan El Paso (2011)

*Driehaus Form-Based Code Award* Bradenton Form-Based Code (2012)





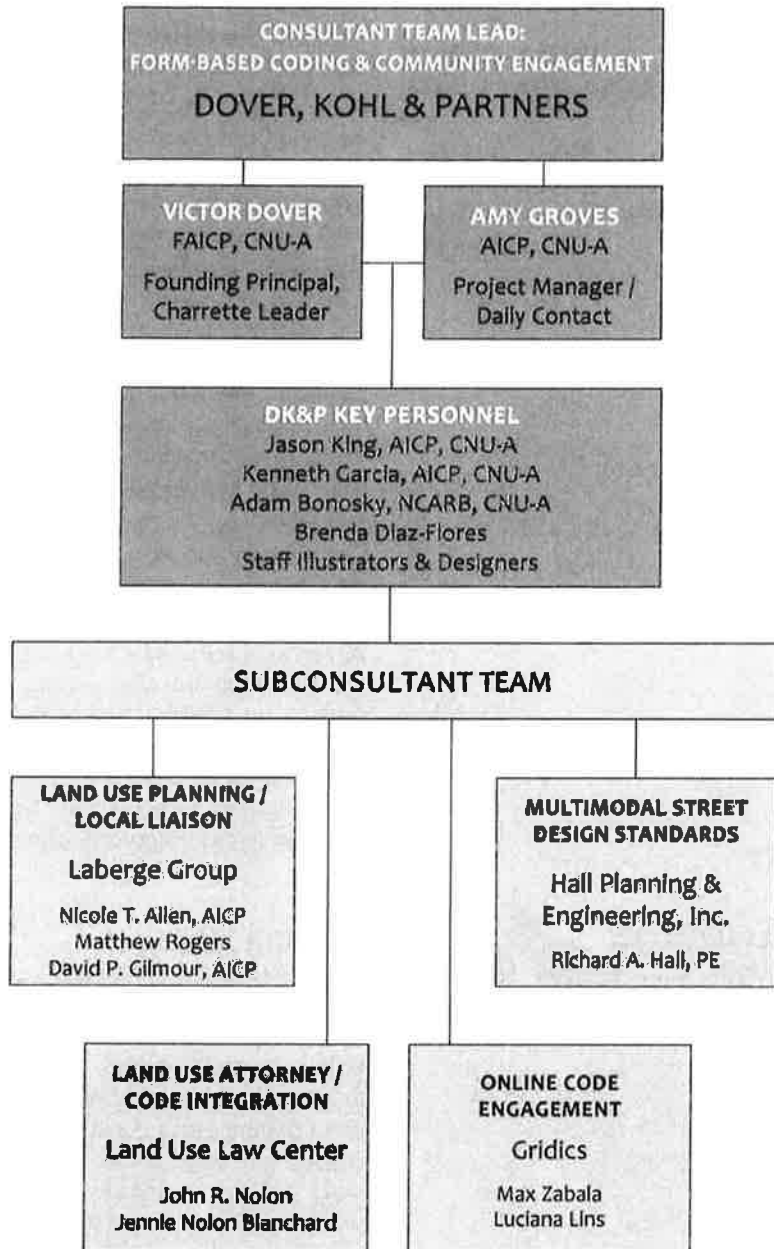
# QUALIFICATIONS & EXPERIENCE

## TEAM INTRODUCTION

Municipalities across the country are focusing their future growth and redevelopment according to Master Plans and Form-Based Codes produced by Dover, Kohl & Partners. Founded in 1987, Dover-Kohl's first adopted Form-Based Code was created to implement the Hometown Plan for South Miami, Florida in 1993. Since then we have drafted numerous Form-Based Codes and Development Standards for municipal and private clients. Our Form-Based Codes regulate the form of the public realm, bringing to life the shared vision of the communities where we work.

Our interdisciplinary team contains experts who are familiar with Kingston, and with working together and in teams on planning and coding assignments. The team is comprised of veterans in not only public participation and community outreach, but in town planning and form-based code writing, land use law and code integration, and multimodal transportation planning. This combined experience makes our team uniquely qualified to meet the opportunities and challenges present in Kingston.

Team members and key staff who are anticipated to work on this effort are listed in the organizational chart at right. A brief overview of team member qualifications as well as resumes are included in the pages that follow.



## SECTION II

### QUALIFICATIONS AND EXPERIENCE TEAM

#### DOVER KOHL & PARTNERS town planning

1571 Sunset Drive  
Coral Gables, FL 33143

**Project Director:**  
**Amy Groves, Principal**  
agroves@doverkohl.com  
305-666-0446

#### DOVER, KOHL & PARTNERS (DK&P)

**ROLE: DK&P will lead and coordinate the work of the consultant team. DK&P will lead the charrette and drafting for form-based code elements. DK&P will also work closely with the City to design the community engagement process.**

Dover, Kohl & Partners expertise lies in balancing the visionary ‘civic art’ of planning with the practical consensus building needed to make projects succeed. We are trained in the principles of sustainable town planning, and have perfected techniques for documenting and understanding local traditions in building to enhance each community’s sense of place.

Community involvement is an integral component in all of our projects. The Dover-Kohl team has numerous techniques for building consensus and helping communities establish implementable plans that guide future growth and decision-making. Our hands-on, visual approach merges design studio, policy-making, and town meetings. Often our projects have revealed potential in overlooked real estate and have helped to challenge outdated zoning or transportation policies. Our plans and codes focus on smart growth, sustainability, and emphasizing that there does not have to be a trade-off between livability, economic prosperity, and environmental concerns.

Victor Dover and Joseph Kohl are both founding members and board members of the Form-Based Code Institute, and charter members of the Congress for the New Urbanism.

Dover, Kohl & Partners has a staff of 16 town planners, illustrators and urban designers. Our small firm size ensures a high level of Principal involvement for all of our projects. In addition, half of the technical staff have been with DK&P for over 10 years. This combined experience yields high quality, consistent results for all of our assignments. All staff are based in Coral Gables, with the exception of Principal/Senior Project Director Amy Groves who works from Verona, New Jersey; and Principal James Dougherty who works for part of the year from Budapest, Hungary.



#### LABERGE GROUP

**ROLE: Laberge Group, frequent collaborators with DK&P, will provide local expertise in land use planning and code implementation.**

With more than 55 years decades of planning, community development, and engineering experience, Laberge Group has played an instrumental role in the development of land use and planning regulations for communities throughout the Capital District and beyond. Our award-winning Planning and Community Development staff includes nationally-certified urban, regional, environmental, and land use planners with expertise in community and downtown revitalization, municipal zoning, planning board reviews, land use planning, brownfield redevelopment, master planning, grant writing, program implementation, and facilitation of productive and inclusive public participatory processes.

Laberge Group team members will contribute their local knowledge and expertise in developing land use and planning regulations that meet the City’s objectives of providing clarity, facilitating ease-of-use, improving functionality, and achieving greater sensitivity to the fabric and character of Kingston.



#### HALL PLANNING & ENGINEERING (HPE)

**ROLE: HPE will provide multimodal street design guidance, providing specifications for the code's Street Design Standards.**

Rick Hall, P.E., CNU, has built a practice centered on creating walkable, context sensitive transportation solutions. HPE bridges the gap between planning (often too general) and engineering (often too specific). The firm focuses on transportation planning for pedestrian scale, compact urban design. Rick has participated in over 75 design charrettes with Dover, Kohl & Partners, including Master Plans and Form-Based Codes.



#### LAND USE LAW CENTER (LULC)

**ROLE: Land Use Law Center will integrate the proposed form-based standards into the regulatory framework, ensuring procedural consistency and meeting state and local legal requirements.**

Established in 1993, the Land Use Law Center at Pace University's Elisabeth Haub School of Law is dedicated to fostering the development of sustainable communities through the promotion of innovative land use strategies and collaborative decision-making techniques, as well as leadership training, research, education, and technical assistance. The Center has six staff members, three part-time consultants, and more than twenty law student research assistants. Through its many programs, the Center offers municipalities assistance that enables them to achieve their development and conservation goals. The Land Use Law Center is the preeminent center of its kind offering extensive research and consulting services; community engagements; and training programs on land use and community development.



#### GRIDICS

**ROLE: Gridics will provide an interactive, online platform to review and visualize potential development under the proposed code.**

Gridics was formed four-years ago by seasoned urban planners with the objective to deliver a one-of-a-kind zoning technology platform and professional partner services. The results are in-depth actionable zoning and planning data, visualizations and insights allowing for more informed and accurate decisions while exponentially increasing transparency. Our innovative approach identified a way for cities and their constituents to plan for, implement, and administer zoning and development regulations. Gridics has been recognized recently by GovTech as one of the Top 100 best technologies for governments, in addition we have numerous other awards and recognition that demonstrate the value of our vision.

## SECTION II

### QUALIFICATIONS AND EXPERIENCE PROJECTS & REFERENCES

#### DOVER, KOHL & PARTNERS MUNICIPAL FORM-BASED CODES INCLUDE:

South Miami Hometown Plan  
South Miami, FL 1993

Traditional Town Overlay District  
Port Royal, SC 1997

Downtown Kendall District Code  
Miami-Dade County, FL 1999

Town Center District Code  
Winter Springs, FL 1999

Central Hercules District Code  
Hercules, CA 2001

Columbia Pike Form-Based Code,  
Arlington County, VA 2003 (mixed-use  
centers) and 2013 (neighborhoods)

Downtown District Code  
Fayetteville AR 2006

Old Town District Code  
Bluffton, SC 2006

Boundary Street Redevelopment District  
Code, Beaufort, SC 2006

Towns, Villages, and Countryside LDR  
St. Lucie County, FL 2006

Downtown Montgomery SmartCode  
Montgomery, AL 2007

Planned Mixed-Use Infill District Code  
Sarasota County, FL 2007

Traditional Center District Overlay  
Spring Hill, Mobile, AL 2008

Bradenton Form-Based Code  
Bradenton, FL 2011

Code SMTX  
San Marcos, TX 2015

ReZone Albany  
Albany, NY 2017

Shaping the Avenue  
Lansing, MI (ongoing)

Map for Mobile  
Mobile, AL (ongoing)

## DK&P PROJECTS AND REFERENCES

Dover, Kohl & Partners is nationally recognized for designing and revitalizing neighborhoods and cities. While each community is different, our experience has been that maintaining quality urban design, providing for public participation, and creating detailed implementation tools (including form-based codes) are the keys to success.

Dover-Kohl's code-writing portfolio stands apart for its fluency with a full range of code formats, from street-type codes, building-type codes, and SmartCode calibration. The codes have been used in mandatory, parallel and floating-zone applications. Our range of experience allows us to identify the appropriate type of code for our clients and craft it to best meet their needs.

Dover-Kohl's work has received the Form-Based Codes Institute's Driehaus Form-Based Codes Award three times since its inception in 2007, including:

- Towns, Villages, Countryside Land Development Regulations in St. Lucie County, Florida;
- The Compact Communities Code for Lee County, Florida; and
- The Downtown Form-Based Code for Bradenton, Florida.

In this section you will find short descriptions of relevant form-based coding project experience. This sampling represents the capability and adaptability of our team as well as our ability to carry out the successful creation of the Form-Based Code for the City of Kingston.

Additional form-based code examples can be found at [doverkohl.com](http://doverkohl.com).

## RE-ZONE ALBANY, ALBANY, NY

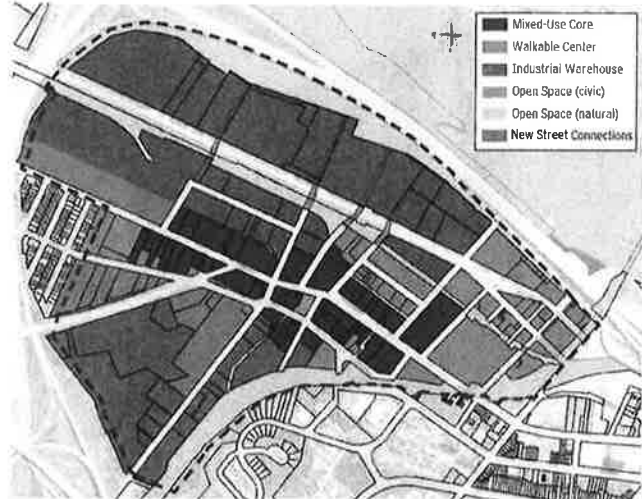
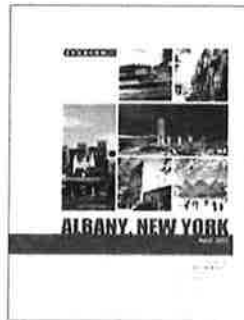
In December 2014 the City of Albany embarked on a new initiative to update and streamline the City's Zoning Code. The two-year effort resulted in a new Unified Sustainable Development Ordinance that better aligns with the City's priorities and promotes sustainable development.

Dover, Kohl & Partners partnered with lead firm Clarion Associates to produce design standards and form-based zoning concepts for several key areas of the city. Dover-Kohl led a series of intensive public design workshops to create vision plans and draft form-based standards for five areas of the city. The first workshop focused on the Warehouse District just north of Downtown Albany; then the Central Avenue & Manning corridor; the South End; the Mid-City Corridor; and finally the Sheridan Hollow neighborhood.

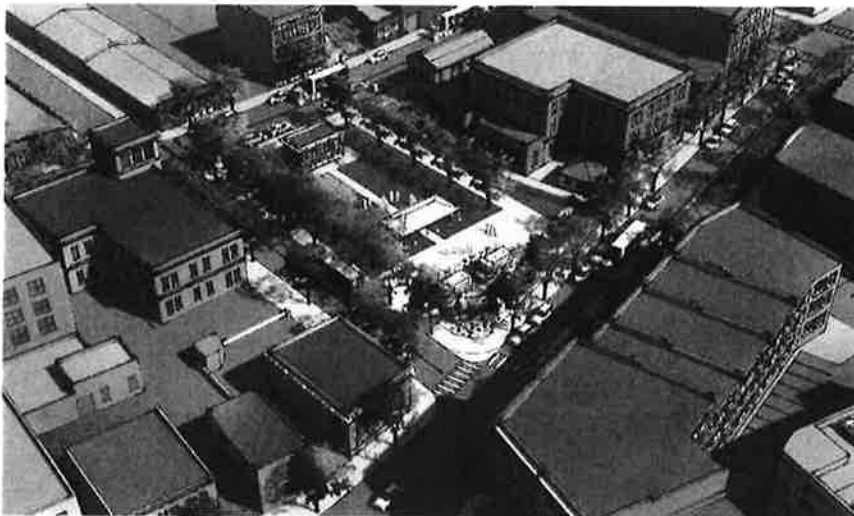
The form-based zoning standards for these neighborhoods were incorporated into the new Unified Sustainable Development Ordinance, adopted, and became effective June 1, 2017.

The form-based standards for Albany are both transect and frontage based. As some existing parcels span entire blocks it became important to determine the primary, secondary and tertiary frontages and have the frontage regulation change based on the hierarchy of the frontage.

The entire code document can be viewed online from the City's website: [albany.ny.gov/government/Departments/PlanningandDevelopment/csp](http://albany.ny.gov/government/Departments/PlanningandDevelopment/csp)



Above: Warehouse District Regulating Plan



Left: Pleasant Street Park will become the center of the Warehouse District.

**SECTION II**

QUALIFICATIONS AND EXPERIENCE PROJECTS & REFERENCES

>> **EAST FARMINGDALE TOD FORM-BASED CODE, TOWN OF BABYLON, NY**

**PROJECT INFO: EAST FARMINGDALE FBC**

REFERENCE NAME  
Amy Pfeiffer, Director, Office of  
Downtown Revitalization  
631.957.4465  
apfeiffer@townofbabylon.com

DATE OF CONTRACT  
November 2016 to February 2018

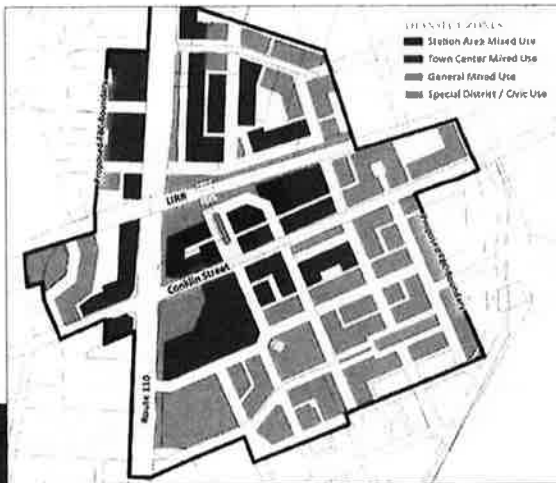
DOLLAR VALUE OF CONTRACT  
\$400,000 (Consultant Team)

From January 30<sup>th</sup> through February 3, 2017, a five day design charrette was held in East Farmingdale to discuss ideas for new transit-oriented development (TOD) that will surround a planned re-opened Long Island Railroad (LIRR) station. The goal is to attract investment and facilitate redevelopment of 100 acres according to a vision for mixed-use development and maximize the potential of two ongoing initiatives: the re-opening of the LIRR Station and Suffolk County's planned Bus Rapid Transit (BRT) along Route 110. Providing diverse housing choices and vibrant settings to retain a younger population, supporting a vital business community, and improving pedestrian and bicycle conditions are all key project objectives.

The purpose of the Design Charrette was to engage the community in defining a conceptual design plan for the station area and surroundings, including the design and layout of future streets and development sites. A Charrette Executive Summary documents the vision for future development in the area's shopping centers and underutilized land through illustrative plans and renderings.

Input from the Charrette was used to draft a Form-Based Code, which could be used to guide redevelopment according to the vision for a walkable mixed-use center. A first draft of the code was reviewed with the community in April 2017, and a draft GEIS was prepared in 2018; the Town has opted not to pursue further implementation at this time. The draft code can be viewed online from the Town's website: [https://townofbabylon.com/DocumentCenter/View/2363/East-Farmingdale-TOD-Form-Based-Code\\_041217-low-res-2?bidId=](https://townofbabylon.com/DocumentCenter/View/2363/East-Farmingdale-TOD-Form-Based-Code_041217-low-res-2?bidId=)

Left: The Regulating Plan identifies the character of potential future development.  
Below: View of the mixed-use station area from above.



## >> SHAPING THE AVENUE, LANSING, MI

As part of multiple initiatives Dover, Kohl & Partners has been involved in defining and implementing a unified vision for the Michigan Avenue/Grand River Avenue corridor. The Avenue is the Lansing region's central corridor and economic engine – home to the state's capital, large employers, educational institutions, businesses, favorite restaurants, shopping, parks and neighborhoods. Dover, Kohl & Partners served as the urban design / charrette facilitation consultant to the National Charrette Institute (NCI) to complete The Capitol Corridor regional vision and plan. In May 2013, Dover-Kohl led a charrette to establish a preliminary vision for the future of the corridor. Hundreds of participants gave their input at public meetings and at the on-site design studio, describing how they would like to see the corridor evolve. The multi-jurisdictional Capitol Corridor vision was endorsed by the Tri-County Regional Planning Commission in 2014.

Building upon the regional vision, the Shaping the Avenue initiative was launched in 2016 to implement the vision by putting land use and street design regulations in place. Dover, Kohl & Partners led a consultant team that drafted new regulations that incorporate transit-oriented development (TOD) principles into form-based codes (FBC). These regulations can guide how buildings and streets develop over time. A series of open house events in each involved municipality (Lansing, East Lansing, and Meridian Township) were held in September 2017. A Tactical Urbanism demonstration project was implemented in summer 2018 to test street design ideas in the City of Lansing. Corridor municipalities are reviewing draft form-based code ordinances for adoption. The project was funded through a FTA Pilot Program for TOD Planning grant, administered by the Capital Area Transportation Authority (CATA).

### PROJECT INFO: AVENUE FORM DISTRICT, EAST LANSING MI

#### REFERENCE NAME

Darcy Schmitt, Senior Planner,  
City of East Lansing  
517.319.6941  
dschmitt@cityofeastlansing.com

#### DATE OF CONTRACT

August 2016 to June 2019

#### DOLLAR VALUE OF CONTRACT

\$1,200,000 (Consultant Team, all municipalities)

Below: Grand River Avenue in Meridian Township, envisioned as a walkable, transit-oriented center.



➤ **COLUMBIA PIKE, ARLINGTON, VA**

**PROJECT INFO: COLUMBIA PIKE NEIGHBORHOODS PLAN & FORM BASED CODE**

REFERENCE NAME

Jennifer Smith, Principal Planner,  
Arlington County CPHD  
703.228.0068  
jsmith3@arlingtonva.us

DATE OF CONTRACT

December 2010 to November 2013

DOLLAR VALUE OF CONTRACT

\$977,388 (Consultant Team)

The Neighborhoods Plan Form-Based Code can be viewed: <https://building.arlingtonva.us/permits/formbasedcode/neighborhoods.cfm>

In 1998, Arlington County and the community-based Columbia Pike Revitalization Organization (CPRO) embarked on a planning process called the Columbia Pike Initiative to encourage revitalization and build a safer, cleaner, more competitive, and vibrant Columbia Pike community. Initial planning efforts focused on the commercial centers, called the Revitalization District Nodes. During an extensive public charrette process led by Dover-Kohl in 2002, over 700 citizens, along with local stakeholders and the design team, studied four specific areas along the corridor. The Revitalization District Form-Based Code is the result of this effort which sets forth the community’s long-range vision to create a competitive and vibrant corridor and urban center. The Plan and Code have unlocked development potential, and public and private reinvestment (including the first mixed-use development projects in over 40 years) is helping to transform the Pike.

In June 2011, Dover-Kohl led a team of consultants in a second phase of planning to create a community-based master plan for the residential areas surrounding the mixed-use nodes, called the *Neighborhoods Plan*. Multi-day charrette workshops and interaction with a community Working Group informed the plan. The purpose of this Plan is to guide future public and private investment decisions to implement community goals such as enhancing the quality of life along the corridor, creating a pedestrian and bicycle-friendly community, supporting the planned streetcar investment coming to the Pike, and, importantly, sustaining a supply of housing to serve a community with a broad mix of incomes. A new Form-Based Code was created specifically to implement these Plan goals, which includes standards for walkable urban form and provisions for the creation of new affordable housing.

The Arlington County Board unanimously approved the Columbia Pike Form-Based Code in February 2003. The Columbia Pike Neighborhoods Area Plan was adopted unanimously by the Arlington County Board on July 23, 2012; the accompanying Form-Based Code was approved in November 2013. The ongoing evolution from suburban strip to street-oriented urbanism with each new infill building was chronicled in the publication *Retrofitting Suburbia* by Ellen Dunham-Jones. The Columbia Pike Initiative was awarded the 2014 CNU Charter Award for Best Corridor Plan.

Left: New buildings following the FBC standards face Columbia Pike.

Right: The Neighborhoods Plan vision for transitioning from single family neighborhoods to greater density along the Columbia Pike corridor.





## ➤ FORM-BASED CODE, BRADENTON, FL

The City of Bradenton embarked on a series of planning exercises that sought to reverse a long decline of the downtown core and surrounding historic neighborhoods, and to protect local industries such as citrus processing. In 2010, the City hired Dover, Kohl & Partners to lead a public process, the goal of which was the creation of a form-based code implementing the community's goals of revitalization, sustainability, and preservation of community character.

While the previous Euclidian-based zoning included regulations such as setbacks and buffers that promoted formulaic sprawl development, the form-based code includes metrics that were derived from the historic, walkable, fabric in Bradenton. The form-based code unleashes development potential in the City by removing suburban parking ratios, making zero-foot setback developments legal, and eliminating minimum lot-size requirements that kept parcels from being redeveloped.

Unlike the previous code, the form-based code includes designs for pedestrian-friendly, multi-modal thoroughfares, Architectural Standards that promote climate-responsive, authentic buildings, Landscape Standards that encourage habitat creation and local food production, and Sustainability topics such as dark-sky lighting, renewable energy generation, and low-imprint stormwater design. All regulations in the code are tied to the transect-based regulating plan. Bradenton's Form-Based Code is a highly edited and tailored SmartCode.

The City Council adopted the Form-Based Code on June 8, 2011. The Code won the 2012 Driehaus Award for Form-Based Codes on May 10, 2012.

### PROJECT INFO: BRADENTON FORM BASED CODE

#### REFERENCE NAME

Catherine Hartley, Director of  
Planning & Community Development  
941.932.9408  
catherine.hartley@  
cityofbradenton.com

#### DATE OF CONTRACT

August 2010 to June 2011

#### DOLLAR VALUE OF CONTRACT

\$207,800 (Consultant Team)

The Bradenton Form-Based Code can  
be viewed:

<http://www.cityofbradenton.com/contract/uploads/2012/07/2012-form-based-code-curtis.pdf>

Below: A perspective of a potential build-out of downtown Bradenton following the new code.



## SECTION II

### QUALIFICATIONS AND EXPERIENCE SUBCONSULTANT TEAM

## SUBCONSULTANT TEAM QUALIFICATIONS



### TOWN OF ESOPUS, ULSTER COUNTY, NEW YORK COMPREHENSIVE PLAN AND LAND USE REGULATION UPDATE

The Town of Esopus retained Laberge Group to develop a new Comprehensive Plan to strategically prepare for development pressures associated with projected continued growth. Strategies were developed to revitalize core hamlet areas, embrace agri- and eco-tourism opportunities, and improve the local commercial and industrial tax base along with employment and housing opportunities. Based on zoning and land use and regulatory issues identified within the Comprehensive Plan, Laberge Group developed targeted revisions to regulations related to unsafe buildings, garbage, junkyards, lawn maintenance, abandoned vehicles, the Waterfront Advisory Board, the Waterfront Revitalization Program, group homes, and solar and noise regulations.

**CONTACT:** Shannon Harris,  
Town Supervisor,  
845.331.0676

**VALUE OF CONTRACT:** \$91,860

**CONTRACT COMPLETION DATE:**  
July 2019

### TOWN OF SCHODACK, RENSSELAER COUNTY, NEW YORK COMPREHENSIVE PLAN, FORM BASED CODE / ZONING

Incorporating public input, this Plan defined an environmentally sustainable "town center" plan and established a revitalization plan which identified new economic development opportunities while adopting a balanced mix of land use to preserve the Town's rural character. The Plan also delivered access management solutions, an actionable implementation strategy, and examples of zoning regulations and design guidelines. The resulting Form-based Code was codified and amended to the Town's Code. Laberge Group completed an overhaul of zoning regulations and updated other chapters of the Town's Code including, but not limited to subdivision, adult business, code enforcement, building permits, unsafe buildings, driveways, appearance tickets, mobile homes, water quality, landfill, and solid waste.

**CONTACT:** Nadine Fuda, Director,  
Town of Schodack Planning Board,  
518.477.7938

**VALUE OF CONTRACT:** \$185,000

**CONTRACT COMPLETION DATE:**  
May 2017

### CITY OF COHOES, ALBANY COUNTY, NEW YORK COMPREHENSIVE PLAN & FORM-BASED CODE

Laberge Group provided the City of Cohoes with development strategies that will catalyze placemaking and resiliency as it undertakes transformative redevelopment of its historic City. Laberge Group assessed and diagnosed the City's codes in order to incentivize and streamline investment within target locations. Through its new prescriptions for neighborhoods, civic spaces, streets and streetscapes, the Plan and adopted Form-Based Code are forging sense of place and market preferences for mixed-land uses that will generate reinvestment opportunities throughout the City. Laberge has provided graphics/coding for a new street grid and zero lot line standards, new guidelines for building designs and on-site development, and new urban standards for complete streets in the downtown and its surrounding neighborhoods.

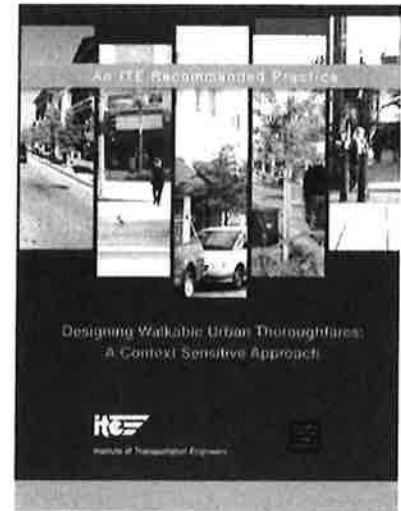
**CONTACT:** Melissa Cherubino,  
Former City Planner, City of  
Cohoes, 518.688.1200, Ext. 7

**VALUE OF CONTRACT:** \$75,000

**CONTRACT COMPLETION DATE:**  
May 2018

**"WALKABLE URBAN THOROUGHFARES: DESIGNING A  
CONTEXT-SENSITIVE SOLUTIONS APPROACH"  
OFFICIAL RECOMMENDED PRACTICE**

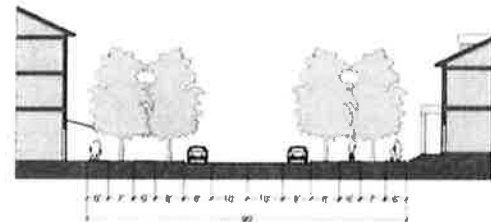
Hall Planning & Engineering, Inc., under the leadership of Principal, Rick Hall, collaborated with the Institute of Transportation Engineers (ITE) and the Congress for the New Urbanism (CNU) to develop the new Official ITE Recommended Practice, "Walkable Urban Thoroughfares: Designing a Context-Sensitive Solutions Approach." Rick Hall served on the Technical Advisory Committee for this publication. Adopted in Spring 2010, the recommended practice advances the successful use of context-sensitive solutions (CSS) in the planning and design of major urban thoroughfares for walkable communities. It provides guidance and demonstrates how context-sensitive design principles and techniques may be applied where community objectives support new urbanism and smart growth: walkable, connected neighborhoods, mixed land uses, and easy access for pedestrians and bicyclists. The publication was developed to provide planners and designers with guidance and information for using flexibility in existing American Association of State Highway and Transportation Officials (AASHTO) policy and information for CSS in the design of major urban thoroughfares.



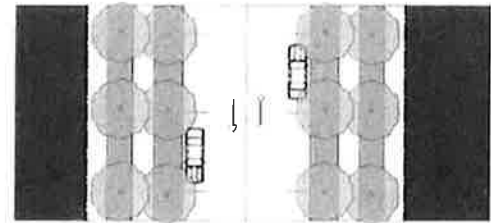
**CONTACT:** Heather Smith, Planning Director, CNU,  
312-551-7300 | hsmith@cnu.org

**COMPREHENSIVE MASTER PLAN AND FORM-BASED CODE  
THOMASVILLE, GA**

Hall Planning & Engineering, Inc. participated as a subconsultant with Dover, Kohl & Partners to provide transportation and mobility assessment and analysis for the City of Thomasville. HPE evaluated the transportation system serving the City of Thomasville throughout the comprehensive planning period. HPE assessed and commented on the following major plan components: Transportation and Land Use; Parking; Diverse Travel Modes; and Rail, Trucking and Airport.



The planning team focused on Context as one of those fundamental solutions regarding development planning, infrastructure design and engineering. When places are well understood, treasured context can be preserved. Also, unacceptable places can be programmed for future change based on a better balance between public/private interests. DK&P and HPE are currently working on form-based updates to the land development regulations to implement the Plan.



**Typical Street Section**

**CONTACT:** Brian Herrmann, City Planner, City of Thomasville  
229.227.4118 | brianh@thomasville.org

\*HPE has collaborated with DK&P on a number of Form-Based Code assignments, including the Bradenton FBC (see page 13 for additional information and reference).

## SECTION II

### QUALIFICATIONS AND EXPERIENCE: SUBCONSULTANT TEAM



#### LAND USE LAW CENTER REFERENCES

Jean Friedman, Director of Planning  
City of Peekskill

(914) 734-4218

JFriedman@cityofpeekskill.com

Date of contract: 2015-2016

Value of Contract: \$95,512.00

Description of Program: As part of NYSERDA-funded project in four pilot communities, conducted a diagnostic review of Peekskill's waterfront zoning and prepared zoning changes based on the Center's LEED-ND manual, which were incorporated into the City's LWRP.

Dana Levenberg, Supervisor  
Town of Ossining

914.762.6001

DLevenberg@townofossining.com

Date of contract: 2019-2021

Value of Contract: \$109,432.50

Description of Program: Engaged under NYS Climate Smart Community grant to implement complete streets policy and smart growth zoning to achieve public health and environmental goals.

Amy Pfeiffer, Director  
Office of Downtown Revitalization  
Town of Babylon

631.957.4465

apfeiffer@townofbabylon.com

Date of contract: 2017-2018

Value of Contract: \$27,263.41

Description of Program: Selected with Dover Kohl team to create the East Farmingdale Form Based Code and to draft administrative provisions of the Code.

#### SUSTAINABILITY PLANNING IN FOUR PILOT COMMUNITIES

New York State awarded the Center a grant to work with four pilot municipalities—including the City of Kingston—to integrate sustainability elements into local land use plans and regulations for the purpose of implementing the land use, transportation, and energy efficiency strategies identified in the Mid-Hudson Regional Sustainability Plan. The Center worked with the selected municipalities to identify barriers to sustainability and then provided community-specific recommendations for adoption by the local legislature to overcome the identified barriers and advance sustainability. Recommendations for the City of Peekskill focused on transit oriented development (TOD) amendments to the City's Local Waterfront Revitalization Program and zoning code; the Town of Somers recommendations focused on solar energy language for the comprehensive plan; for the Town of Mamaroneck, the Center performed an assessment and provided guidance on green infrastructure; and in Kingston, the Center provided recommended comprehensive plan language and metrics to improve coordination with utility providers and eliminate conflicts between road reconstruction and street excavation projects in order to protect the City's efforts to implement complete streets, rail trails, and other smart growth and sustainability measures.

#### SMART GROWTH ZONING FOR HEALTHY COMMUNITIES

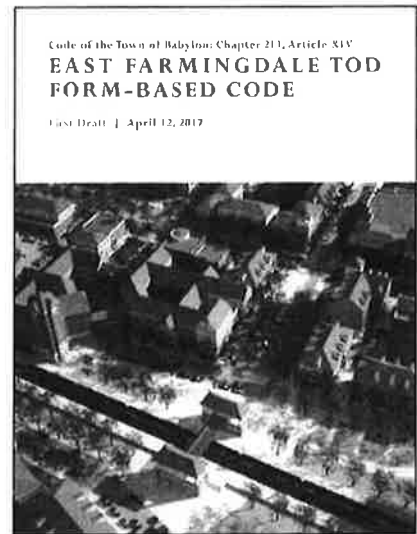
With funding from the State's Climate Smart Communities (CSC) Program, the Center is working with the Town of Ossining on zoning and planning efforts to integrate public health into the everyday life of residents in order to increase opportunities for active living, promote healthy lifestyles, and prevent chronic disease. The project focuses on updating land-use policies and regulations to incorporate complete streets and smart growth principles such as a mix of land uses, compact design, housing diversity, walkability, open space preservation, and development that fosters non-car transportation options, which are all actions shown to promote the equity and public health goals of active living, social cohesion, emergency preparedness, public safety, reduction of environmental exposures, and improved mental health, as well as the environmental goals of greenhouse gas reduction and climate adaptation. The Center brings to this effort its expertise as the consultant engaged by NYS DEC and NYSERDA to recommend and implement updates to the CSC program, and as the consultant engaged by the NY Metro Planners4Health Task Force to develop a best practices toolkit for incorporating health into community plans and land use codes. The Ossining project will leverage each of these initiatives for the benefit of the other: (1) using the CSC actions and the Planners4Health toolkit to assist the Town in making code and policy updates to meet climate change and public health goals; (2) using this process to engage stakeholders in order to improve these programs and educate the public, thereby advancing regional and State-wide public health goals; and (3) using this experience to provide DEC with recommendations on resources and updates to the CSC program to support public health as it relates to climate change.

### EAST FARMINGDALE FORM BASED CODE

As part of a team led by Dover Kohl Partners, the Land Use Law Center developed the administrative provisions for a form based code in the Town of Babylon, NY's East Farmingdale hamlet. The provisions served to integrate the new code and process into the Town's existing regulatory framework and approval process and to create a more predictable and streamlined development review and approval process, addressing significant issues presented by the Town's other form based code and ensuring compliance with state and local legal requirements.

### CANAL VILLAGE BOA AND LWRP

The City of Mount Vernon engaged the Land Use Law Center, as part of a team led by Dover Kohl Partners, to develop a plan for its Canal Village area under both a Brownfield Opportunity Area grant and a Local Waterfront Revitalization Program grant from New York State. As part of this project, the Center's work focused on the coordination of stakeholder engagement—including interagency workshops, community visioning workshops, steering committee coordination, and development of a local business owners group to champion and shape planning efforts—and legal research and recommendations regarding: the scaling of uses in industrial/manufacturing zones, "maker" zoning, options for incorporating nighttime uses into industrial zoning, and improvements to parking regulations and transit options, such as the development of shared parking and other parking solutions. Subsequent to the Canal Village work, the Center's parking solutions guidance became the subject of a regional Mobility Summit hosted by the Urban Land Institute and is now being produced as a report with the Regional Plan Association for broader distribution.





### ZONING CODE AMENDMENT MODELING, PORT CHESTER, NEW YORK

The Village of Port Chester, NY commissioned this study to analyze its existing zoning code, propose modifications, understand potential growth, and visualize as-of-right development allowances. Port Chester has experienced a boom in commercial and residential real estate over the past few years and amending its zoning code was the next step in encouraging high-density development around the train station and waterfront. The Gridics team collected and analyzed property and zoning information to create a variety of scenarios that visualized maximum build-out, impacts of potential zoning changes, and growth scenarios. The information, analysis and outcomes of the study streamlined the Village's adoption of proposed code amendments. The scenarios and Gridics platform continue to be used as a public engagement and facilitation tool.

**CONTACT:** Eric Zamft, ezamft@PortChesterNY.com

Start: April 2018 | Completion: June 2019

Total Years of Engagement: 1

Volume of Contract: \$22,000.00

Below, Port Chester Zoning Amendment Study: visualization of zoning capacity (blue) and opportunities for high density development (yellow). Existing buildings in white. Gridics, 2018.



### GRIDICS ADDITIONAL REFERENCES (see [www.Gridics.com/case-studies](http://www.Gridics.com/case-studies) for additional examples)

#### Flagler Street Study, Miami, Florida

The Flagler Street Study determined the maximum development potential based on Miami 21 zoning regulations and allowances for downtown Miami. The Gridics team collected data and analyzed the zoning allowances on 600 properties, including in-depth analysis on 90 properties. By combining public records, zoning regulations, and stakeholder insight, the Gridics team was able to create 26 scenarios that identified the maximum downtown capacity under current regulations, properties that were most likely to redevelop, and redevelopment timeframes based on historic growth rates.

Contact: Terrell Fritz, fritz@downtownmiami.net

Start: January 2019 | Completion: June 2019

Volume of Contract: \$25,000.00

#### Midtown Tri-Rail Station Study, Miami, Florida

The intent of this study was to explore demographic characteristics and development capacities within potential Transit Station Area sheds (areas within a 1/2 mile radius of a transit station) to help identify possible transit station locations along the existing FECI Corridor near Midtown Miami. Gridics served as a subconsultant to provide analysis of future development capacity.

Contact: Cesar M. Garcia-Pons, cesar@garcia-pons.com

Start: Sept 2018 | Completion: October 2018

Volume of Contract: \$5,000.00



## EDUCATION

**Master of Architecture in  
Suburb and Town Design**

University of Miami  
Coral Gables, Florida

**Bachelor of Architecture**

Virginia Polytechnic Institute  
Blacksburg, Virginia

## PROFESSIONAL EXPERIENCE

**Co-Founder & Principal**

1987 to Present  
Dover, Kohl & Partners  
Coral Gables, Florida

**Faculty**

2004 - Present  
Form-Based Code Institute

**Faculty**

1995, 1997, 2003  
Mayors Institute on City Design

**Adjunct Faculty**

1988-1997, 2015-2016  
University of Miami  
School of Architecture  
Coral Gables, Florida

## PUBLICATIONS

**Street Design: The Secret to  
Great Cities and Towns (2014)**

Victor Dover &  
John Massengale

**VICTOR DOVER FAICP, LEED-AP, CNU FELLOW | FOUNDING PRINCIPAL**

In 1987 Victor Dover cofounded the firm that became Dover, Kohl & Partners, and he serves as Principal-in-charge. Along with his partner Joseph Kohl, Mr. Dover's practice focuses on the creation and restoration of real neighborhoods as the basis for sound communities. Victor has personally led over 140 charrettes worldwide. Mr. Dover lectures widely around the United States and internationally on the topics of livable communities and sustainable development.

Mr. Dover was cited by *Architecture* magazine as being among "the country's best urban designers and architects." Dover-Kohl's projects are profiled in a number of textbooks, including *The New Urbanism* by Peter Katz, *Community by Design* by Kenneth Hall, *Sustainable Urbanism* by Doug Farr, and *Retrofitting Suburbia* by Ellen Dunham-Jones and June Williamson. Victor and John Massengale's book, *Street Design: The Secret to Great Cities and Towns*, is required reading at major universities.

Victor Dover is former Chair of the Congress for the New Urbanism (CNU) and was the Founding Chair of the CNU Florida Chapter, the first of its kind. He was a key player in the creation of the Form-Based Codes Institute and the National Charrette Institute, both leading think tanks for sustainable urbanism and community-based planning. Victor is a Fellow of the American Institute of Certified Planners and the CNU. He served on the core committee setting sustainable urbanism certification standards for the Leadership in Energy and Environmental Design for Neighborhood Development rating system (LEED-ND). Victor has successfully completed all portions of the Architectural Registration Exam.

**SERVICE**

Chair, Congress for the New Urbanism (CNU), 2010 to 2012

Vice Chair, Congress for the New Urbanism, 2008 to 2010

Founding Chair, Florida Chapter, Congress for the New Urbanism, 2004-2006

Charter Member, Congress for the New Urbanism (CNU), 1993 to present

Emeritus & Founding Board Member, National Charrette Institute, 2001 to present

Board Director and Co-Founder, Form-Based Codes Institute, 2004 to present

Paul Harris Fellow, Rotary International, 1996

Assistant District Governor, Rotary Club of South Miami, 1998-1999

President, Rotary Club of South Miami, 1996-1997

**SELECTED LECTURES**

CNU National Conference, 2012 (W. Palm Beach), 2011 (Chicago), 2010 (Atlanta)

APA National Conference, 2013 (Chicago), 2012 (Los Angeles), 2009 (Minn.)

CNU Transportation Summit/Prowalk Probike, Long Beach, CA 2012

Opening Plenary, CNU 17, 2009, Denver, CO





**AMY GROVES AICP, CNU-a | PRINCIPAL & SENIOR DIRECTOR**

Amy joined DK&P in 2002. As a Senior Project Director, she guides the work of the studio team to create visionary images and implementable plans using the principles of smart growth, sustainable planning, and traditional neighborhood design. Amy has participated in over 50 DK&P charrettes, functioning as both Project Director and Town Planner for downtown master plans, redevelopment plans and form-based codes, as well as new neighborhood and town plans. Amy's education and professional practice in architecture and urban planning provides the perspective needed to understand complex challenges, and the ability to produce workable solutions at the scale of the building, neighborhood, city, and region.

Amy received a Bachelor of Architecture from the University of Miami, and a Master of Urban and Environmental Planning from the University of Virginia. She is a member of the Congress for the New Urbanism (CNU), is certified by the National Charrette Institute as a charrette planner, and has taught at courses offered by the Form-Based Codes Institute (FBCI).

**EDUCATION**

**Master of Urban & Environmental Planning**  
University of Virginia  
Charlottesville, Virginia

**Bachelor of Architecture**  
University of Miami  
Coral Gables, Florida

**PROFESSIONAL EXPERIENCE**

**Principal & Senior Project Director**  
2002 to Present  
Dover, Kohl & Partners  
Coral Gables, Florida

**Project Architect**  
MC Harry & Associates  
Coral Gables, Florida

**CERTIFICATIONS**

Congress for the New Urbanism  
Accredited Member (CNU-A)

American Institute of Certified  
Planners (AICP)

National Charrette Institute  
Certified Charrette Planner

**SELECTED PROJECTS**

**The Capitol Corridor and Shaping the Avenue, Lansing Region, Michigan**

Amy served as Project Director in this regional effort that defined a unified vision for the Michigan Avenue / Grand Avenue corridor from the State Capitol to Webberville. A series of charrettes provided the opportunity for an in-depth community conversation about the future urban form of the corridor, and strive to produce a consensus-based vision for urban design, land use, transportation, and economic development. Subsequently, Amy is acting as project director for Shaping the Avenue, a multi-jurisdictional effort that implements the regional vision.

**The Columbia Pike Neighborhoods Plan & Code, Arlington County, Virginia**

Amy served as Project Director for The Columbia Pike Neighborhoods Plan, which will complete the final phase of Arlington County's Columbia Pike Initiative. In June 2011, the Dover-Kohl team led a public charrette process, inviting the community to work in a hands-on, visual method with the consultant team to create a draft plan for the future of the Pike corridor. The purpose of this Plan is to guide future public and private investment decisions to implement community goals such as enhancing the quality of life along the corridor, creating a pedestrian and bicycle-friendly community, supporting the planned streetcar investment coming to the Pike, and sustaining a supply of housing to serve a community with a broad mix of incomes.

**Plan West Ashley in Charleston, SC**

This master plan sets broad policies and identifies specific actions to enhance West Ashley's quality of life, support complementary economic growth and development, revitalize aging auto-centric commercial areas, and protect the area's historic, cultural and natural environs. The planning process began in early Spring 2017; the plan was approved by City Council in February 2018.

**JASON KING AICP, CNU-a | PRINCIPAL & SENIOR ADVISOR**

Jason King serves as Principal and Senior Project Director at Dover, Kohl & Partners. He has directed multidisciplinary teams around the country and world and has served as the project director and prime author on over 200 plans for cities, towns, neighborhoods, and corridors. From the first plan he co-wrote for the Tarautao Islands of Thailand, to the multiple plans he authored in Coastal Louisiana, and finally to Seven50 the Plan for Southeast Florida that he directed and continues to advise on, Jason's work has increasingly focused on social, economic, and climate change resilience. Jason's work is featured in numerous planning texts such as Sustainable Urbanism (2008) and Form-Based Codes (2008) and he has been interviewed by the New York Times and National Public Radio.

**SELECTED PROJECTS****Plan NoBe, Miami Beach, FL**

Jason headed a multi-disciplinary team to create a Master Plan for the North Beach District of Miami Beach and recommend economic revitalization and climate change strategies. The Plan and its guidelines serve as a tool to evaluate new development proposals, direct capital improvements, and to guide public policy in a manner that ensures North Beach continues to be the community that its residents want it to be.

**Rezone Albany, Albany, NY**

Dover-Kohl led a series of intensive public design workshops to create vision plans and draft form-based standards for five areas of the city. The first workshop focused on the Warehouse District just north of Downtown Albany; then the Central Avenue & Manning corridor; the South End; the Mid-City Corridor; and finally the Sheridan Hollow neighborhood. The form-based zoning standards for these neighborhoods were incorporated into the new Unified Sustainable Development Ordinance, adopted and became effective June 1, 2017.

**Bradenton Form-Based Code, Bradenton, FL**

The form-based code provides a regulatory framework to achieve density, walkability, and transit-readiness in Bradenton's core and central neighborhoods. Sustainability permeates the document, and mandates or provides incentives for eco-friendly building and planning at many different scales, from the corridor and neighborhood to construction details. Jason headed the Transect planning for the SmartCode based-code which received a Driehaus Form-Based Codes Award in 2012.

**Prospects for Southeast Lee County (DR/GR Plan), Lee County, FL**

As Project Director for this Initiative, which involved a 150 square mile region of southeast Lee County, Jason led a planning effort that involved detailed ecological mapping, surface and groundwater modeling, traffic impact evaluation, multiple land use studies, a transferable development rights program, form-based coding for new communities and implementing amendments to the County's Comprehensive Plan and Land Development Regulations. The Plan received an award from 1,000 Friends of Florida, a Florida APA Project Award (2009), a CNU Charter Award of Excellence (2010), and a Driehaus Form-Based Codes Award (2011).

**EDUCATION**

**Master of Community Planning  
(MCP)**

**Bachelor of Arts in English (BA)**  
University of Rhode Island  
South Kingston, Rhode Island

**PROFESSIONAL EXPERIENCE****Principal Town Planner**

2006 to Present  
Dover, Kohl & Partners  
Coral Gables, Florida

**Senior Planner**

Monroe County Planning  
Department  
Monroe County, Florida

**Assistant Planner**

Washington County,  
Hopkinton and Richmond,  
Rhode Island

**AFFILIATIONS**

American Institute of Certified  
Planners (AICP)  
Certified Member

Congress for the New Urbanism  
Accredited Member (CNU-a)

**Selected Lectures**

CPEX Smart Growth Conference:  
"Innovations in City Building", 2016

APA National Conference: "Form-  
Based Codes 10+ Years Later", 2012

CNU 19 (2011) National Congress:  
"Today's Best Form-Based Codes"

Florida Department of Community  
Affairs: "Comprehensive Planning  
for the 21<sup>st</sup> Century", 2010



**KENNETH GARCIA AICP, CNU-a | SENIOR DESIGN LEAD & ILLUSTRATOR**

Kenneth has been with Dover, Kohl & Partners since 2007 and has participated in over 50 design charrettes. He produces many of the firm's illustrations and renderings, using a combination of computer graphics and traditional watercolor techniques. Kenneth received both his Master of Architecture and his Bachelor of Architecture from Andrews University, a leading center for the study of New Urbanism. He is CNU-Accredited by the Congress for the New Urbanism (CNU), and is a Certified Charrette Planner through the National Charrette Institute. Kenneth grew up in Costa Rica and Mexico, and is fluent in Spanish.

Kenneth was a founding member of Andrews University's chapter of the Students for the New Urbanism, and was a member of the design team that won a CNU Charter Award for their work on the Saucier Town Plan for Saucier, Mississippi. He serves on the board of Bike Walk Coral Gables, a local advocacy group that promotes bicycling and walking as safe and healthy forms of transportation and recreation, and as part of Miami Temple's Health Ministries team promoting active and healthy lifestyles.

**EDUCATION**

**Master of Architecture**  
Andrews University  
Berrien Springs, Michigan

**Bachelor of Architecture**  
Andrews University  
Berrien Springs, Michigan

**PROFESSIONAL EXPERIENCE**

**Town Planner & Urban Designer**  
2007 to Present  
Dover, Kohl & Partners  
Coral Gables, Florida

**HONORS**

CNU Academic Charter Award,  
2007: The Saucier Town Plan

TAU SIGMA DELTA Honor  
Society in Architecture, Andrews  
University

**AFFILIATIONS**

Congress for the New Urbanism  
Member, 2004 to Present

National Charrette Institute  
Certified Charrette Planner, 2007

**LANGUAGES**

Fluent English, Spanish

**SELECTED PROJECTS**

**Downtown Oakland Specific Plan: Senior Town Planner**

The Plan Downtown Oakland project is an interactive planning process for the creation of a Downtown Specific Plan. In October 2015, DK&P led a well attended 9-day charrette located in a storefront in the heart of downtown. Working with a group of equity specialists, the Plan was relaunched in 2017. Kenneth serves as town planner and illustrator for this project.

**Capitol Corridor Plan Lansing, MI: Lead Illustrator**

The Capitol Corridor plan extends approximately 19 miles from the capitol building to the town of Webberville. Spanning 10 municipalities, the corridor transverses cities, towns and countryside. The resulting plan outlines a vision to guide future growth, change and preservation in the corridor; it also provides recommendations for municipalities and key stakeholders to carry these ideas to implementation.

**Rezone Albany, Albany, NY: Lead Illustrator**

Dover-Kohl led a series of intensive public design workshops to create vision plans and draft form-based standards for five areas of the city. The first workshop focused on the Warehouse District just north of Downtown Albany; then the Central Avenue & Manning corridor; the South End; the Mid-City Corridor; and finally the Sheridan Hollow neighborhood. The form-based zoning standards for these neighborhoods were incorporated into the new Unified Sustainable Development Ordinance, adopted and became effective June 1, 2017.

**Water Campus Master Plan Baton Rouge, LA: Project Manager**

Working for the Baton Rouge Area Foundation, DK&P led the initial design of the 30 acre campus that will house The Water Institute of the Gulf. The campus is expected to grow into a major center for the science and research of river deltas. The Water Campus' walkable streets, public spaces and urban buildings will be a major step toward fostering a better connection between downtown Baton Rouge and Louisiana State University.

**ADAM BONOSKY NCARB, CNU-a | TOWN PLANNER & ARCHITECT**

Adam has experience leading and engaging in both civic and private construction projects from small to large scales. As a licensed architect, Adam has worked in collaboration with public and private clients, consultants, engineers and contractors. As a town planner, Adam has managed neighborhood revitalization efforts, engaged in affordable housing retrofit concepts, developed tactical urbanism approaches, and collaborated on transit oriented development concepts and mall retrofits. His proposal for a new town in Hondarribia, Spain is recipient of a Congress for New Urbanism (CNU) Charter Award, a New Urban Guild Award, and an Institute of Classical Architecture and Art (ICAA) Mizner Award.

**SELECTED PROJECTS****TOD Zoning, Pittsburgh, PA**

The Congress of Neighboring Communities (CONNECT) in cooperation with Port Authority of Allegheny County (PAAC), created an initiative to help establish transit oriented development (TOD) zones in 10 municipalities in Allegheny County. This initiative was a collaboration between each municipality; CONNECT; PAAC; and Dover, Kohl & Partners. Through a series of workshops the TOD Zoning effort has defined transit oriented development that is unique to the community, enhances the local character, and improves the quality of life for residents. As project director, Adam coordinated with CONNECT, PAAC, and the municipalities to produce a report tailored to each municipality that established best practices, applicable tools of TOD, how to implement them, and a road map to track progress toward approval.

**Canal Village Revitalization, Mount Vernon, NY**

The Canal Village Revitalization was an initiative by the city of Mount Vernon, New York to revitalize their industrial area along the Hutchinson River, while simultaneously improving amenities on the waterfront for residents in order to create a vibrant and sustainable neighborhood. This effort was made possible by the combination of two grants from New York State. Dover-Kohl led a community engagement process to assemble a report of existing conditions and recommendations. The report includes a master plan consisting of strategic sites for implementation, as well as right-of-way improvements to enhance walkability while maintaining the industrial character and function of the area. As project manager, Adam coordinated the public outreach, assembly of the report, and design recommendations.

**Hingham Middle School, Hingham, Massachusetts**

As project lead, Adam collaborated with the Hingham School Building Committee, and the Hingham Middle School faculty and staff. The 175,000 square foot Hingham Middle School was designed to accommodate 1,020 pupils in a state-of-the-art facility to enhance each student's learning potential. The middle school incorporates an interior courtyard to provide a compact building layout while simultaneously bringing natural light and easy navigation to students, faculty and staff. The project includes a full theatrical auditorium, distance learning theater, fitness center, gymnasium, interdisciplinary group learning spaces as well as vocation and technology rooms.

**EDUCATION**

**Master of Urban Design**  
University of Miami,  
Coral Gables, FL

**Bachelor of Architecture**  
University of Notre Dame,  
South Bend, IN

**PROFESSIONAL EXPERIENCE**

**Town Planner**  
2016 to present  
Dover, Kohl & Partners  
Coral Gables, FL

**Adjunct Faculty**  
2018 to present  
University of Miami  
Coral Gables, FL

**Architect**  
de la Guardia Victoria  
Architects & Urbanists  
Coral Gables, FL

**Project Lead**  
A13 Architects LLC,  
Wayland, MA

**HONORS**

Congress for the New Urbanism:  
*Charter Award, New Urban Guild  
Award & ICAA Florida Chapter  
Mizner Award for Guadalupe Hirian:*  
A New Town for Hondarribia,  
University of Miami

**CERTIFICATIONS**

Commonwealth of Massachusetts  
Registered Architect

National Council of Architectural  
Registration Boards (NCARB)

Congress for the New Urbanism  
Accredited Member

City of Kingston, NY Consulting Services to Replace Municipal Zoning Code with a Land Use Plan | RFP K19-22



**BRENDA DIAZ-FLORES | TOWN PLANNER & URBAN DESIGNER**

Brenda has a Bachelor's degree in Landscape Architecture from Clemson University and has worked in both public and private sectors. In the public sector she worked as a City Planner in the Design Studio for the Metro Nashville Planning Department where she worked on drafting urban design overlays, the city's general plan update, NashvilleNext and participated in community engagement and meetings. In the private sector, Brenda designed single family landscape plans as well as, residential, open space, commercial and mixed-use master plans.

Brenda also served on the Metro Nashville Planning Commission and Metro Parks Board in her time in Nashville. She is passionate about serving communities and designing spaces that are equitable and sustainable both economically and environmentally.

Starting with Dover, Kohl & Partners in 2019, Brenda has worked on a variety of projects including Comprehensive Plans and Downtown Master Plans.

**EDUCATION**

**Bachelor of Landscape Architecture**  
Clemson University,  
Clemson, South Carolina

**PROFESSIONAL EXPERIENCE**

**Town Planner, 2019-Present**  
Dover, Kohl & Partners  
Coral Gables, Florida

**Landscape Designer, 2018-2019**  
HLA, Inc.  
Charleston, South Carolina

**Project Manager/Landscape Designer, 2015-2017**  
The Addison Group  
Nashville, Tennessee

**City Planner, 2013-2015**  
Metro Nashville Planning Dept.  
Nashville, Tennessee

**AFFILIATIONS**

Member, American Society of  
Landscape Architecture,  
2013-present

**LANGUAGES**

Fluent English, Spanish

**SELECTED PROJECTS**

**Strategic Vision for Historic Downtown in Panama City, FL**

The Strategic Vision for Historic Downtown and its Waterfront aims to direct future growth while also preserving the city's history, connection to the waterfront, and strong sense of community, providing a foundation for Panama City to recover from Hurricane Michael and become the premier city in the Panhandle. Community priorities for Downtown established Ten Cornerstone Ideas for public improvements and private investment.

**Downtown Master Plan, Missoula, MT**

The Master Plan Update will serve to help guide decisions over the next 10 years impacting Missoula's historic downtown and adjoining neighborhoods, including modifications to land use and planning regulations, public and private investment decisions, and prioritization for allocation of municipal and community resources. The Downtown Master Plan will involve all aspects of city administration and community life: land use, infrastructure, housing, parking, street design, urban design, historic preservation, and retail and commercial business development. DK&P is leading a multidisciplinary team of seven specialty consultants and is largely responsible for land use, visualizations, historic preservation, and community engagement.

**Downtown Oakland Specific Plan**

The Plan Downtown Oakland project is an interactive planning process for the creation of a Downtown Specific Plan. In October 2015, DK&P led a well attended 9-day charrette located in a storefront in the heart of downtown. Working with a group of equity specialists, the Plan was relaunched in 2017. Brenda has served as town planner for this project since 2019.

**SERVICE**

Planning Commissioner, Metro Nashville Davidson County, 2016-2017  
Parks Board Member, Metro Nashville Davidson County, 2016-2017

## SECTION II

### QUALIFICATIONS AND EXPERIENCE PERSONNEL



#### **NICOLE T. ALLEN, AICP | PLANNING SERVICES MANAGER**

Ms. Allen brings almost 20 years of experience in developing and managing a wide range of planning projects, including strategic plans, government efficiency studies, brownfield redevelopment plans, comprehensive plans, corridor plans, complete streets, zoning ordinances, subdivision regulations, design guidelines, visual analysis, recreational studies, and plan review for numerous communities. Ms. Allen routinely facilitates project and public meetings. She has also presented at state-wide conferences and authored numerous articles for the Association of Towns. She is well versed in NEPA and SEQRA documentation, to ensure planning actions conform to both state and federal regulations, as well as good planning practices. In addition, Ms. Allen has served as a Planning Board planning consultant for several communities, overseeing site plan and subdivision plan review.

#### EDUCATION

**Master of Regional Planning  
(M.R.P.)**

University of Albany, NY 2000

**Bachelor of Arts  
Environmental Design (B.A.)**  
University of Buffalo, NY 1998

#### CERTIFICATIONS

American Institute of

Certified Planners (AICP)

American Planning Association

NYS Upstate Chapter of American  
Planning Association

Capital District Planners  
Association

#### PUBLICATIONS

Bumps, Bruises and the Pitfalls  
of Village Dissolution, Talk of the  
Towns, Association of the Towns of  
the State of NY on Feb 20, 2017

Sustainable Comprehensive Plans:  
A worth while Commitment, Talk  
of the Towns, Jan/Feb 2016

Open for Agribusiness, Talk of the  
Towns, Sept/Oct 2014

Is Your Community a Hotspot? Rural  
Municipal Wi-Fi as an Economic  
Anchor, Talk of the Towns, May/  
June 2014

Is Your Community Ready To  
Compete? The Lombardi Approach  
to Grant Development: Talk of the  
Towns, Jan/Feb 2014

#### SELECTED PROJECTS

##### ZONING & LAND USE

- Zoning Law - Town of Schodack, NY
- Zoning Law - Town of Esopus, NY
- Zoning Law - City of Cohoes, NY
- Zoning Amendment – Town of Salem, NY
- Main Avenue & Route 4 Design Guidelines -Town of North Greenbush, NY
- Zoning Law – Town of Brunswick, NY
- Zoning & Land Use Update – Town of Ledyard, CT
- Zoning Law - Town of Arietta , NY
- Zoning Law – Town of Beekman, NY
- Zoning Law – Village of Coeymans, NY
- Zoning Law - Village of Manlius, NY
- Zoning Law - Village of Stillwater, NY
- RCIDA Land Use Barriers – City of Rensselaer, NY

##### SEQRA/ENVIRONMENTAL IMPACT REVIEW

- GEIS Western Development Analysis - Town of East Greenbush, NY
- GEIS Town Center Rezoning - Town of LaGrange, NY
- DEIS YMMCA Mushroom Factory - Town of Mamakating, NY
- EIS American Freightways - Town of Montgomery, NY
- EIS Manchester Water District - Town of LaGrange, NY
- DEIS Sailor's Cove on the Hudson - City of Kingston, NY
- DEIS St. Peter's Hospital Expansion - City of Albany, NY
- DEIS Woodland Pond at New Paltz - Village of New Paltz, NY
- GEIS Comprehensive Plan - Village of Port Chester, NY
- DEIS Tioga County Office Expansion - Tioga County, NY
- GDEIS Telecommunications Taconic State Parkway - Taconic State Pkwy, NY

##### STRATEGIC, ECONOMIC DEVELOPMENT & RECREATIONAL PLANNING

- Asset Inventory & Analysis, Housing & Complete Streets for Hamlet of Central Bridge - Town of Schoharie, NY
- Town Center Plan - Town of Schodack, NY
- Recreation Master Plan – Town of Beekman, NY
- Recreation Master Plan - Town of Clifton Park, NY
- Complete Street Plan & Policy – Town of Davenport, NY
- Community Development Strategic Plan – Town of Madrid, NY
- Economic Development Strategy – Village of Coeymans, NY



**MATTHEW ROGERS | SENIOR PLANNER**

Mr. Rogers obtained his Bachelor's Degree from SUNY Plattsburgh in Environmental Planning and Resource Management. He brings over 20 years of experience securing, managing, and delivering a variety of projects for both public and private sector clients. His project experience includes comprehensive and special district planning; land use regulation and zoning law preparation; design guidelines, downtown revitalization and economic development planning; grant management, along with third-party project reviews, permitting and SEQRA compliance. Mr. Rogers also has significant experience in public outreach, committee facilitation, and consensus building.

**SELECTED PROJECTS**

**ZONING & LAND USE**

- Westerlo Planning Board - Cell Tower Facility, Third - Party Review – Town of Westerlo, NY
- Code Enforcement Consolidation Study -Town and Village of Catskill, NY
- Zoning Law Update -Town of Highland, NY
- Zoning Law Update - Village of Corinth, NY\*
- Form-Based Code Development & GEIS, -City of Troy, NY\*
- Regulatory Approvals for the Arts Center - Old Forge, NY\*
- Permit System Amendments, NYS Hudson River-Black River Regulating District\*
- Zoning Ordinance Update & GEIS - Town of Ballston, NY\*
- Visual Stimulations & Regulatory Project Guidance, Lake George Land Conservancy\*
- Regulatory Approvals for Shoreline Re-vegetation & Private Beach Dredging - Village of Lake George, NY\*
- Planned Unit Development Law Update - Village of Cooperstown, NY\*

**COMPREHENSIVE PLANNING**

- Comprehensive Plan - Town of Esopus, NY
- Comprehensive Plan - City of Dunkirk, NY
- Comprehensive Plan Update - Village of Chatham, NY\*
- Comprehensive Plan Update - Town of Bolton, NY\*

**STRATEGIC, ECONOMIC DEVELOPMENT & RECREATIONAL PLANNING**

- Esopus Riverfront Access & Connections Study - Town of Esopus, NY
- Asset Inventory & Analysis, Housing & Complete Streets for Hamlet of Central Bridge - Town of Schoharie, NY
- Design & Construction of a Boarding Platform & Train Station - Town of Corinth, NY
- Downtown Strategic Plan & Marketing Analysis -Town of Islip, NY\*
- Hamlet Expansion & Economic Development Plan - Town of Westport, NY\*
- Corinth Reservoir Recreational Master Plan - Village of Corinth, NY\*
- City of Glens Falls Connectivity Study - City of Glens Falls, NY\*

**GRANTS**

- Local Waterfront Revitalization Program (LWRP) - Town of Esopus
- NYSDEC Estuary Riverfront Access and Connections Study - Town of Esopus
- Hudson River Valley Greenway Community Grant for Zoning - Town of Esopus
- CDBG Economic Development - All-Seasonings, Inc.
- RESTORE NY - A. Servidone, Inc. Headquarters
- OPRHP - Recreational Trails Program - Albany South End Trail Connector Project, City of Albany

\*Work Completed Prior to Laberge Group

**EDUCATION**

**Bachelor of Arts-Environmental Planning & Resource Management**  
SUNY Plattsburgh - 1998

**Associates of Science-Biology**  
North County  
Community College - 1994

**PRESENTATIONS**

“Planning Board 101”  
Saratoga County Planning &  
Zoning Conference, 2017

“Characteristics of Successful  
Downtowns” NYPF Annual  
Conference, 2014

“Successful Long-Range Planning  
Strategy on Reconnecting Water-  
front, Neighborhoods & Culture”  
NY Upstate Chapter APA-ASLA,  
2013 Conference

“Overview of the City of Glens Falls  
ConnectivityStudy” 2013 Capital  
District Transportation Symposium

“How to Improve Your Decision  
Making Process-10 Ideas Planning  
& Zoning Board Members Can  
Use To Make Better Ideas” NYPF  
Annual Conference, 2011

**VOLUNTEER WORK**

Village of Corinth Planning Board -  
Former Chair

Corinth Main Street School Board  
Feasibility Study- Chair

Corinth Reservoir Recreation Area -  
TrailVolunteer

**DAVID P. GILMOUR, AICP | SENIOR PLANNER**

Mr. Gilmour, AICP, has 25 years of experience in community planning. He specializes in healthy and sustainable communities, capital planning, recreation programming, and hazard mitigation. He also possesses in-depth knowledge in of NEPA and SEQRA review and administration. Mr. Gilmour's municipal- and regional-level experience includes coastal resource management and resiliency, area master planning, transportation analysis, watershed planning, and smart-growth oriented land use policy development. His expertise in environmental compliance was developed through his work with property owners, industrial sector clients, and local governments, as well as a background in permit streamlining, stormwater, and sanitary sewer planning for nonprofits, municipal planning boards, and public works agencies. Mr. Gilmour is a full-time employee of Laberge Group and has been with the firm for 1 year.

**EDUCATION**

**Master of Community Planning,  
Honors**  
University of Rhode Island

**Bachelor of Science, Political  
Science, Honors**  
Northeastern University

**CERTIFICATIONS**

Certificate in Public Health,  
Harvard University Extension  
School

American Institute of Certified  
Planners & NY Metro APA Chapter  
(West Section Director 2012-15)

Climate Reality Institute  
Leadership Corps

Project Management Institute -  
ongoing

Town of New Paltz Historic  
Preservation Commission -  
Commissioner 2007-2015

New Paltz Rotary 2008-11 (Publicity  
Officer; YouthExchange Officer)

**SELECTED PROJECTS****ENGINEERING**

- Northeast Strategic Plan & Townwide Future Land Development Generic Environmental Impact Statement (GEIS) - Town of Ramapo, NY
- Comprehensive Plan - Village of New Hempstead, NY
- Climate Smart Grant Application - Village of New Hempstead, NY
- Waverly Place Wastewater Improvement Project - Town of Ramapo, NY
- Site specific environmental reviews including \$350M GOSR housing buyout, delivering NEPA assessments, categorical, emergency, and exempt ERRs per CEQ, HUD, FEMA, and FCC protocols. Reviewed process and managed QA/QC. Generated floodplain, coastal zone, wetland, ecological contamination, and historic/archeological properties screenings, notices, findings, and fund releases for 180 cases/year. - Tectonic Engineering & Surveying, PLLC\*
- Project management - \$650,000 value - to provide studies/site development for government and institutions - Poughkeepsie, NY\*
- Comprehensive, housing, and wastewater plans, \$150M CIP, and wetland restoration and climate protection programs - City of Gloucester, Gloucester, MA\*
- Master Plan - \$10M - growth management code, CDBG projects, municipal land use reviews, and agricultural economic development plan and program - Nassau, NY\*
- Downtown Improvement program and projects - Shirley Village Partnership\*
- Wastewater engineering and compliance consulting and marketing - Practical Applications Inc.\*
- Research assistance - Department of Health & Engineering, Harvard School of Public Health\*
- Municipal Planning - \$9+M grants - various communities, property owners, nonprofits\*

\*Work Completed Prior to Laberge Group





**RICHARD A. HALL, P.E. | PRESIDENT**

Richard A. Hall is President of Hall Planning and Engineering (HPE). Firm services and expertise include land use and transportation issues for community design harrettes, public involvement projects, traffic engineering studies, conceptual design studies, growth management analysis, development-related transportation studies, MPO issues, parking and circulation studies, preliminary design studies, and other tasks.

Rick Hall is a practicing, registered transportation engineer dealing with planning, design and regulatory issues in the transportation field. After earning his Bachelor's and Master's degrees in Civil Engineering at Virginia Tech, he worked for the Florida Department of Transportation for eight years. He first served as FDOT's representative to the Miami Urban Area Transportation Study technical committees. Mr. Hall later worked as the Regional Planning Engineer for the urban studies in the Tampa Bay Region and finally was responsible for training and research in urban transportation modeling. His research work initiated the FDOT urban travel modeling process in wide use today.

EDUCATION

- M.S. Transportation Engineering**  
Virginia Polytechnic Institute, 1971
- B.S. Civil Engineering**  
Virginia Polytechnic Institute, 1970

AREAS OF EXPERTISE

- Walkable Community Design
- Traffic Level of Service Analysis
- Traffic Operations Analysis
  - Public Involvement / Conceptual Design
  - MPO Planning
- DRI / Comprehensive Planning Analysis
- Expert Testimony

PROFESSIONAL ACTIVITIES

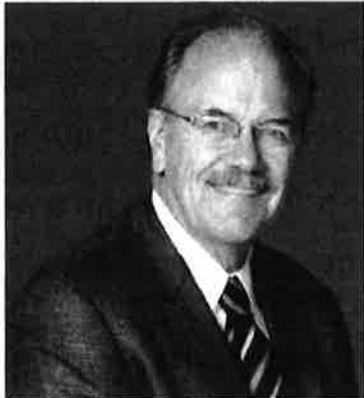
- Institute of Transportation Engineers
- National Society of Professional Engineers
- Florida Engineering Society
- Congress for the New Urbanism

REGISTRATION

- Florida (PE #0021458)
- 21 Additional States

Since becoming a consultant in 1980, Mr. Hall has worked on a variety of projects including Urban Transportation Plans, Developments of Regional Impact, hurricane evacuation planning, level of service analysis, scenic highway planning and Transportation / Land Use interrelationships. Mr. Hall assisted in the planning of Seaside by performing the Development of Regional Impact traffic element and other parking and traffic analysis. Since then he has participated in over 100 TND charrettes with Dover Kohl & Partners, DPZ and other leading firms performing New Urbanism designs. He is a Knight Community Building Fellow in the initial class of this University of Miami based program. This fellowship produced research in street design for walkable communities with new street classifications serving pedestrian oriented neighborhoods.

Rick served as President of the Florida Section ITE and as Chair of the Florida Chapter of the Congress for the New Urbanism (CNU). He has also served as a Visiting Professor at the Florida State University Department of Urban and Regional Planning where he taught land use and transportation courses at the master's degree level. Extensive readings in the New Urbanism, Traditional Neighborhood Design and Complete Street concepts led to a strengthened commitment to context based transportation planning. Beyond just a public utility style connection between land uses, streets should enhance public space with many modal elements thereby encouraging fulfillment of each jurisdiction's preferred development patterns.



**JOHN R. NOLON | FOUNDER & COUNSEL**

John R. Nolon is a Distinguished Professor of Law at Pace Law School where he teaches property, land use, and sustainable development law courses and is the Founder of and Faculty Liaison to Law School's Land Use Law Center. He has been an Adjunct Professor at the Yale School of Forestry and Environmental Studies since 2001, where he developed a curriculum concentration of five land use courses. Professor Nolon served as the James D. Hopkins Professor from 2009-2011 and the Charles A. Frueauff Research Professor of Law during the 1991-92, 1997-98, 1999-2000, and 2000-01 academic years. He received the Richard L. Ottinger Faculty Achievement Award in 1999 and won the Goettel Prize for faculty scholarship in 2006. In 2009, he was awarded the National Leadership Award for a Planning Advocate by the American Planning Association.

Professor Nolon received his J.D. degree from the University of Michigan Law School where he was a member of the Barrister's Academic Honor Society. His undergraduate degree is from the University of Nebraska, where he was President of the Senior Honor Society. He has served as a consultant to President Carter's Council on Development Choices for the 1980's, President Clinton's Council on Sustainable Development, New York Governor George Pataki's Transition Team, and Governor Elliot Spitzer's Transition Team. He served on the Editorial Advisory Board of the National Housing and Development Reporter and is a member of the Editorial Board of THE LAND USE AND ENVIRONMENTAL LAW REVIEW, published by Thomson-West. He is a member of the Executive Committee of the Real Property Law Section of the New York State Bar Association and on the Association's Eminent Domain Task Force. He is also on the New York Planning Federation's Advisory Council.

**SCHOLARSHIP**

Professor Nolon is co-author of the nation's oldest casebook on land use law: Land Use and Sustainable Development Law: Cases and Materials. He is co-author of Thomson-West's Land Use in a Nutshell and Climate Change and Sustainable Development Law in a Nutshell. Professor Nolon's article entitled "The Advent of Local Environmental Law," published in the Harvard Environmental Law Review, was selected by Thompson-West's Land Use and Environmental Law Review as one of the ten best articles on environmental and land use law published in 2002. Professor Nolon's article on the origins of smart growth, published in The Urban Lawyer, was also selected as one of the top ten articles in the nation on the topics of environmental and land use law in 2003. His article "Champions of Change: Reinventing Democracy Through Land Law Reform," published by the Harvard Environmental Law Review, won the Goettel Prize for faculty scholarship for 2006 at Pace University School of Law. In 2013, Professor Nolon won one of eight Pace University Research Excellence Awards.

Professor Nolon received a Fulbright Scholarship to develop a framework law for sustainable development in Argentina where he worked from 1994 through 1996. A collection of articles produced as a result of this work appeared in a symposium edition of the Pace Environmental Law Review. An anthology of seven of his articles was published in 2006 as a special issue of the Pace Environmental Law Review. He has produced four books published by the Environmental Law Institute on the topics of land use law, open space protection, local environmental law, and the mitigation of damage caused by natural disasters. He has published nearly 50 articles in the New York Law Journal, writes a column for the Real Estate Law Journal, and is a frequent author of articles in other practice and academic journals.



**JENNIE C. NOLON | SENIOR STAFF ATTORNEY**

Jennie Blanchard is Senior Staff Attorney and Urban Program Specialist at the Land Use Law Center and is Adjunct Professor at Pace University's Elisabeth Haub School of Law, where she teaches on the evolution of land use law and urban planning. Ms. Blanchard's work focuses primarily on the growth of urban centers, working closely with cities to address obstacles to redevelopment and sustainability. She also manages the Center's student research; writes frequently on legal issues pertaining to land use and sustainable development; lectures at CLE programs, bar association events, and conferences; and trains local officials, environmentalists, planners, developers, and attorneys in land use law and consensus-building techniques.

**EDUCATION**

Yale University, School of Forestry & Environmental Studies, MEM, advanced concentration in Urban Ecology & Environmental Design (2008)

Pace University, School of Law, J.D., cum laude (2008)

Cornell University, School of Agriculture & Life Sciences, B.S., cum laude (2003)

**LEADERSHIP &  
PROFESSIONAL  
ACHIEVEMENTS**

**New York State Bar**, Admitted to Practice (2009)

**U.S. Green Building Council**, Leadership in Energy & Environmental Design (LEED) Accredited Professional (2009)

**Westchester Municipal Planning Federation**, Board of Directors (2014-Present)

**American Planning Association, Planning & Law Division**, Immediate-Past Chair (2016-Present); Chair (2014-2016); Editor-In-Chief, Planning & Law (2012-Present)

**SELECTED PROJECTS**

- Babylon, NY: East Farmingdale Form-Based Code, Administration Chapter
- Mt. Vernon, NY: Brownfield Opportunity Area & Local Waterfront Revitalization Plan Public Engagement Effort Design & Facilitation
- New Rochelle, NY: Sustainability Planning Public Engagement Effort Design & Facilitation
- New Rochelle, NY: Comprehensive Plan Public Engagement Effort Design & Facilitation
- Interior West States: Authored Planner's Guidebook on Integrating Water Planning into Land Use Planning
- Ossining, NY: Development Review & Approval Process Streamlining Analysis
- New Jersey: Sustainable Jersey municipal certification program, Land Use & Transportation Best Practice Actions
- Jersey City, NJ: Jersey City Redevelopment Agency, Green Redevelopment Guide & Stakeholder Engagement
- New Castle, NY: Comprehensive Plan Public Engagement Facilitation
- National: LEED for Neighborhood Development, Local Government Technical Guidance Manual
- National: LEED-ND Model Floating Zone for Sustainable Neighborhood Development
- Poughkeepsie, NY: City Center Revitalization Plan Public Engagement
- Mt. Vernon, NY: Mt. Vernon West Station Area TOD Zoning Recommendations Report
- Mt. Vernon, NY: Comprehensive Plan Public Engagement Effort
- Yonkers, NY: Green Building Program Framework Development & Stakeholder Engagement
- Mayors' Redevelopment Roundtable & Corporation Counsel Roundtable: Program Manager. Partnership of 15 cities in the Mid-Hudson Region of New York State, working on shared strategies for revitalization and sustainable growth.



### MAX ZABALA | ARCHITECT & URBAN PLANNER

Max Zabala, is an architect and urban planner with almost two decades of experience, currently principal of OSKI Studio and Co-Founder / Director of the ZonelQ product in Gridics. As a native of Ecuador, Mr. Zabala is fluent in English and Spanish. Mr. Zabala earned a degree in architecture and engineering technology from Wentworth Institute of Technology at Boston, MA in 2001 and later graduated from the Masters of Architecture program at the University of Miami in 2007. Mr. Zabala has experience with both private and public projects in all phases of the architectural and urban planning process, including design development through construction administration, merging technical expertise and design flexibility.

During his Urban Planning career, Mr. Zabala developed ZonelQ, the world's first site-specific zoning application. ZonelQ allows anyone to understand development capacity for any parcel or assemblage, design new zoning codes, run scenarios, and more.

#### EDUCATION

**M.S., Architecture**  
University of Miami,  
Coral Gables, FL

**B.S., Architectural Studies**  
Wentworth Institute of Technology  
Boston, MA

#### SELECTED PROJECTS - CODES

##### Port Chester, NY

Zoning Code Update: Preparing Build-out scenarios for current and new zoning codes.

##### Albuquerque, NM

TOD Masterplan and Zoning Review: Visualizing how to improve zoning for a new TOD corridor.

##### Orange County, FL

Orange County Zoning Code: Preparing Orange County for the future.

##### Santa Cruz Island, Galápagos

- Santa Rosa: Urban Regulations, Infrastructure and Urban Re-Zoning (2015)
- Sustainable Regional and Urban Regulations (2013)

##### Floreana Island, Galápagos

- Puerto Velasco Ibarra: Urban Regulations, Infrastructure and Urban Re-Zoning (2014)
- Sustainable Regional and Urban Regulations (2012)

##### Isabela Island, Galápagos

- Regional Planning and Zoning Isabela Sustainable Regional and Urban Codes (2014)
- Sustainable Hamlet Santo Tomas: Sustainable Hamlet Prototype and Prototype Zoning Guidelines (2014)
- Sustainable Regional and Urban Regulations (2014)
- Urban Regulations for Puerto Villamil (2012)

##### Arcahaie, Haiti

- Developing Sustainable Traditions & Innovations in Architecture and Urbanism for the Region,
- Towns and the Rural Villages of Arcahaie. Regional Planning and Sustainable Strategies


**LUCIANA LINS | ARCHITECT & URBAN PLANNER**

Luciana Lins is an architect and urban planner with a Masters degree in both Architecture and Engineering. Prior to joining Gridics, Luciana worked with Pelli Clarke Pelli Architects in New Haven, CT where she developed master plans, airports and university campus buildings. In 2009 Luciana cofounded an architecture firm based in São Paulo, Brazil. Her firm was responsible for the design of several production facilities for airplane manufacturer Embraer as well as many bespoke residences. In 2013 Luciana was asked to join IPPLAN, a nonprofit urban planning institute, where she was responsible for developing master, comprehensive and transportation plans throughout Brazil. Luciana is also a professor and has taught architecture related courses at several universities. At Gridics, Luciana is contributing her experience to help develop ZoneIQ - the future of smart urban development.

**EDUCATION**

**M.S., Aeronautical Engineering**  
SJC Aeronautics Institute of  
Technology

**M.S., In Architecture**  
**B.S., Arts in Architecture**  
*Cume Laude*  
University of New Mexico

**RELEVANT WORK EXPERIENCE**
**Gridics | 2016-Present**

- Midtown Tri-Rail Station Study – Miami, FL
- Flagler Street Development Potential Study – Miami, FL
- Score System for the Collaborative Research CRISP (Coastal City Resilience Project, UM)
- Amazon HQ2 Study for Miami Campus

**IPPLAN | 2013-2015**

- Comprehensive Zoning Code - City of São Bento do Sapucaí, São Paulo
- Mobility Plan - City of Tremembé, São Paulo
- Downtown Revitalization Plan and Public Benefits Analysis - São José dos Campos, SP

**UNIP | 2010-2015**
**UNIVAP | 2013-2014**

University professor teaching in the fields of architecture, urban planning and regional planning. - Universidade de São Paulo & Universidade do Vale do Paraíba, SJC, SP

**Giannini Arquitetura - Partner/Co-Founder | 2007-2015**

As founding partner and managing business director, I was responsible for operating and managing the business as well as defining the strategic goals of the company.

- Embraer KC-380 Production Facility in Botucatu, SP
- Embraer KC-380 Production Facility in Gavião Peixoto, SP
- Grupo Libra Administrative Building in the Port of Santos, SP
- Auditorium and Administrative building in Brasília, DF

# Strategy for a Successful Form-Based Code

1. Establish the foundations of the Code on-site. Community, stakeholder, and City staff participation can help steer the draft Code and yield better results.
2. Ensure public awareness through a variety of communication means.
3. Encourage community participation by using interactive meetings in Workshop settings.
4. Analyze the positive details of the physical environment in the project area and other nearby precedents, to understand the unique characteristics of the place.
5. Utilize visualizations to study code details.
6. Study the regulatory framework to create a seamless transition from existing land use regulations.
7. Maintain regular, frequent communications with the Client throughout the creation of the Code.



Successful Implementation

# PROPOSED PLAN

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The following is a preliminary draft Work Plan to prepare a Form-Based Code to update and replace the City of Kingston's existing land use regulations. This Work Plan is based on the tasks outlined in your RFP, our team's knowledge of the needs of the study area and previous planning initiatives, as well as successful approaches used for previous similar efforts.

We look forward to working with the City and community on this exciting effort, and can refine this approach as needed to best meet project needs and goals.

## **TASK 1: PROJECT INITIATION**

**(TIMELINE: MONTH 1)**

### **TASK 1.1 KICK-OFF MEETING**

At the start of the project, members from the Dover-Kohl team will meet with the Zoning Task Force and City staff to confirm goals for the planning effort, review base information needs, strategize on the public participation process, and develop a detailed schedule for the planning effort.

### **TASK 1 DELIVERABLES:**

- Kick-off meeting minutes

## **TASK 2: INITIAL REVIEW & ANALYSIS**

**(TIMELINE: MONTH 1 TO 2)**

Prior to beginning any code reform, a clear vision for the desired physical form of future development and/or preservation should be in place. Community involvement in the visioning process is an integral component to establishing an implementable code. Tasks 2 and 3 are designed to facilitate the flow of information and document the community-based vision which the code will implement.

### **TASK 2.1 REVIEW EXISTING MATERIALS**

The team will begin with a thorough review of relevant previous studies and plans to get quickly up to speed; our team will identify areas where further input is needed to confirm or clarify the vision. We will supplement this review with an analysis of current or proposed development projects, proposed public infrastructure improvements, and a preliminary GIS analysis of existing conditions.

A significant document to review will be the 1992 Kingston Local Waterfront Redevelopment Plan (LWRP). It includes land uses and policies that must remain consistent with the proposed Code to the maximum extent practicable. As part of Code Amendments, the City may need to subsequently update the City's LWRP. It is recommended that the City consider applying for a grant in the 2020 Consolidated Funding Application (CFA) to update the City's LWRP.

Relevant background information (including GIS data, previous plans and studies, existing regulatory documents, and proposed development/

## SECTION III

### PROPOSED PLAN

#### TASK 2 DELIVERABLES:

- Summary of input from stakeholder interviews
- List of stakeholders and recommended method of outreach to each
- Outreach materials (flyers, posters, postcards, press release, etc) in English and Spanish
- Materials for project page on City website, including summary of community participation opportunities (meeting dates/times), maps/photos, and summary background information on project goals and objectives. During future tasks, project presentations/deliverables will be added.
- Synoptic Survey forms for key neighborhoods (additional surveys will be completed during the Charrette; forms will be included as part of the Charrette Executive Summary Report).

infrastructure improvements) will be provided to the consultant team by the City. As part of the existing conditions analysis, Gridics can (optionally) input the City's existing regulations to ZoneIQ and CodeHUB, which could be used to compare existing regulations to proposed regulations as part of future tasks.

#### TASK 2.2 ZONING & REGULATORY FRAMEWORK ANALYSIS

The team will review existing regulations that impact new development, including the Zoning Code and the 2025 Comprehensive Plan, with a specific focus on development approval requirements and procedures to gain a clear understanding of the existing regulatory structure. The purpose of this review is to inform subsequent recommendations to provide a smooth transition to the inclusion of form-based standards.

The team's legal analysis will include an identification of potential barriers that will have to be surmounted to implement the type of Form-Based Code envisioned by this scope. This will include the legal requirements to ensure that design requirements are not void for vagueness, how design requirements can be made legally binding, whether approval of some projects can be accomplished through administrative permitting, and how the zoning code is amended procedurally. These types of issues should be considered and resolved to ensure the approval of recommended changes to local law. Findings from this analysis will be reported as part of Task 4.2.

#### TASK 2.3 COMMUNITY CHARACTER ANALYSIS

The DK&P team will become familiar with the physical details of Kingston and its current and historic patterns of urbanism and architecture. DK&P will examine the network of streets, blocks and lots, building types, public spaces, neighborhoods, and building form. The analysis will include an examination of existing land uses, density, and urban design elements.

An integral part to developing a Form-Based Code is the Synoptic Survey, which is a recording of existing dimensions such as setbacks, street width, and building height, to determine the urban design metrics of a place. During the site visit, the DK&P team will provide data sheets and conduct synoptic surveys of sample neighborhoods, documenting existing conditions through notes and photographs. Additional surveys may be conducted during the week of the Charrette (Task 3). This analysis will form the basis of the Form-Based Code standards.



ANALYSIS FOR TRANSECT ZONE T5 - URBAN CENTER ZONE

QUADRAT

1. WEST SIDE OF DEKTER AVENUE



Average Block Dimension	380 Feet X 320 Feet
Units per Acre	17 total (Zero Residential)
Average Lot Size	2.6 Acres (Aggregated)
Average Lot Coverage	65%
Parked Cars per Acre	8 (includes 1st Street)
Trees per Acre	3

DISSECT

2 PUBLIC FRONTAGE



3. PRIVATE FRONTAGE



Public Frontage Type	Sidewalk
Street Width	110 Feet
Postnet Design Speed	None
R O W Width	110 Feet
Moving Lanes	4 (at 11 Feet)
Parking Lanes	12 Feet (at 45 degrees)
Pavement Width	56 Feet
Curb Type	Raised
Curb Radius	20 Feet
Median	None
Sidewalk	10 Feet
Planter Type	Tree Wall
Planter Width	12 Feet and Variable
Planting Pattern	Regular
Tree Type	Variable (Live Oak, Cornus)
Bike Way Type	None
Bike Way Width	None

Private Frontage Type	Shopfront and Awning
Principal building height	50 Feet (Estimate)
Outbuilding height	None
First floor above grade	0 Feet
Watermark Level	None
Docking disposition	Rear Yard and Courtyard
Lot Size	2.1 Acres (Aggregated)
Lot coverage	78%
Buildout percentage of Setback	100%
Front Setback	0
Side Setback	0
Rear Setback	0
Outbuilding Setback	0
Front Encroachment	0
Side Encroachment	0
Ground Level Function	Commercial (Vacant)
Upper Level Function	Commercial (Vacant)

Above: An example Synoptic Survey form; a survey similar to this will be completed for each Kingston neighborhood, to document existing form and character.

Below: The Site Visit in Task 2 will include stakeholder interviews as well as touring of City neighborhoods to learn about opportunities and challenges.



## SECTION III

### PROPOSED PLAN



#### TASK 2.4 IDENTIFY STAKEHOLDERS & DEVELOP OUTREACH STRATEGY

The consultant team will work together with City staff to create a list of key individuals, local leaders and officials, community organizations, property owners, developers, and other stakeholders to include throughout the planning process. The identified stakeholders and organizations will be representative of a full spectrum of community interests. By identifying these key stakeholders, the consultant team will strategize with the City on the best mechanisms for outreach to individuals and groups. Specific efforts will be made to identify and use methods that will reach and actively engage a diverse representation of the community in the process.

The consultant team will assist the City with the design of outreach materials to be used throughout the planning process, including flyers, postcards, and press releases to be distributed to the media and community organizations, among others. Materials will be provided in both English and Spanish. While the team will assist City staff with creating public awareness, it is assumed the City will be responsible for all mailings, legal notifications, and distribution of public awareness materials.

Dover-Kohl will also utilize the City's website in order to inform the community of the public process, post project materials and keep people up to date on the planning process and how they can participate.

#### TASK 2.5 INITIAL SITE VISIT (SITE ANALYSIS & STAKEHOLDER INTERVIEWS)

Representatives from the consultant team will conduct a 2-day initial site visit for meetings and interviews as well as on-site analysis.

While on-site, the team will conduct Synoptic Surveys to document existing conditions and identify the unique elements of the City's "DNA" that can serve as a model for new development (see Task 2.3).

The team will also conduct interviews with key stakeholders during the initial site visit to acquire local intelligence about the development climate, any obstacles to project objectives, community and business concerns. The interviews will be conducted one-on-one or in small focus groups with those who know or feel comfortable speaking in front of each other to provide the most reliable and confidential perspectives. (Additional meetings/interviews may be scheduled in the pre-charrette period, facilitated by local members of the Consultant team).

## TASK 3: PUBLIC DESIGN PROCESS

(TIMELINE: MONTH 2 TO 5)

We recognize that changes in the built environment may be controversial; we've found that education and a shared sense of authorship is key to creating consensus. Dover-Kohl has developed a charrette planning methodology that is inclusive by nature, well-suited for confirming, updating, or refining ideas from previous planning efforts, and designed to build consensus. Tasks are anticipated to include:

### TASK 3.1 GENERATE NECESSARY BACKGROUND MAPS

The team will use background information provided by City staff as well as information gathered during the initial site visit task to produce base maps for the Charrette. Data needed to create the base maps will include color aerial photographs at a suitable scale, and ArcView GIS (or similar) base data.

### TASK 3.2 CHARRETTE (6 DAYS)

On a mutually agreeable date, the Consultant team will conduct a 6-day Charrette. The use of the Charrette provides a collaborative forum to bring all parties together and focus on a common goal. The hands-on nature of the workshops and the opportunity to interact with differing perspectives allows issues to be identified and resolved. The format and activities of the Charrette will be tailored in close consultation with the City to obtain the best possible community and stakeholder input. City staff, the Zoning Task Force, elected officials, key stakeholders, and members of the public will be involved throughout the week at various meetings, workshops, and presentations.

The following events will likely be part of the charrette:

#### KICK-OFF EVENT & HANDS-ON DESIGN SESSION

On the first day of the charrette, Dover-Kohl will lead a Kick-off Event, featuring a "food for thought" presentation that summarizes relevant portions of previous planning efforts, and outlines tasks to be accomplished during the charrette week. The presentation will include a review of precedents from peer communities, demonstrating successful strategies in use land use regulations to shape sustainable, livable communities. The session will be designed to have multiple opportunities for participation by attendees, which may include group discussion, keypad polling, and written input.

A Hands-on Design Session will be conducted as part of the Kick-off Event. Participants will gather around tables to explain and draw their ideas. Each table will have a facilitator to assist participants in the design exercises; DK&P has team members available to conduct table exercises in English or Spanish. Tables may focus on different neighborhoods of the City. Activities will be designed to gather input on the design elements that will part of the Form-

#### TASK 3 DELIVERABLES:

- Base Maps / Analysis Maps
- Charrette Work-in-Progress Presentation, including draft illustrative site plan, renderings, and code concepts
- Meetings notes from Charrette stakeholder meetings
- Illustrative Plan (one overall plan, with detailed focus areas at a larger scale that show building footprint and other urban design details)
- Renderings of key design ideas (minimum of 4)
- Charrette Executive Summary (summary of process, input received, and drawings produced)

## SECTION III

### PROPOSED PLAN



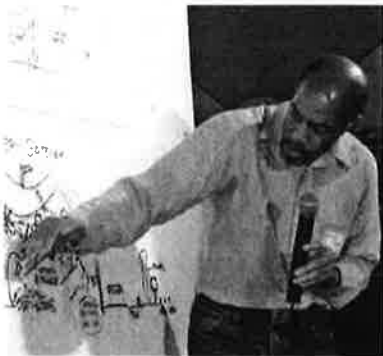
Based Code, such as: what is the desired height and massing for new buildings; how do buildings relate to the street; what are the street design details; where are new street connections needed; and how is infrastructure like parking and stormwater handled. At the end of the workshop, a spokesperson from each table will report the findings and major points to the larger assembly. The goal of the Hands-on Design Session is to forge a consensus on the desired form and character of future development in the study area.

#### OPEN DESIGN STUDIO

Following the Kick-off and Hands-on Design Sessions, the DK&P team will set-up an Open Design Studio for the duration of the Charrette. The team will work on-site to integrate the information gathered through initial analysis with the input gained during the opening workshop to confirm and illustrate the community vision while continuing to gather input. Key stakeholders, members of the Zoning Task Force, and City staff will be invited to stop in throughout the week as new ideas emerge, to give feedback and to check on the evolution of draft code concepts; the studio can be open for members of the community to stop in as well.

The following work is anticipated to be completed at the on-site studio:

- **Technical / Stakeholder Meetings.** While working on-site, the team will schedule various technical meetings with City staff and officials, property owners and neighborhood groups, and other key stakeholders. These meetings will allow the team to receive immediate and focused feedback on the in-progress ideas, and assist in the team's continued understanding of the physical and organizational forces that are shaping the City.
- **Draft Illustrative Plan.** During the week, the design team will create a Draft Illustrative Plan that reflects the input from workshops, charrette participants, technical experts, and the team's preliminary analysis. The Plan will illustrate street connectivity and development intensity; focus areas will be chosen to illustrate hypothetical building footprints (identifying specific properties for infill or redevelopment), the vision for new public spaces, parking and transportation improvements.
- **Project Visualizations.** Words alone fall short of describing the experience of being in a place. People need to see what their ideas really mean when pen is put to paper in order to understand the options and opportunities that exist in their community. Perspective drawings and "before and after" visualizations of key areas and design concepts will demonstrate the possibilities for future development, allowing charrette participants to evaluate the proposed "change-over-time," provide quality feedback, and generating interest in plan ideas.



Above: The Charrette offers many opportunities for public input and participation, including large workshops as well as an on-site design studio where participants can drop in to see the work underway.

- **Street Design Concepts.** Key elements of potential future street designs (such as lane count and widths, pedestrian and bicycle facilities, plantings and streetscape design, and right of way widths) will be illustrated; a street typology matrix will show appropriate street types in specific locations and contexts. This work will become the basis of the FBC's Street Standards. This work will be done in coordination/ with input from local technical experts (such as DOT, municipal agencies, and City staff).
- **Code Testing.** A member of the Gridics team will attend 2 days of the Charrette, to test preliminary code ideas on key sites. Massing models will be generated to show basic parameters of the potential zoning such as setbacks, height, and building form.



### WORK-IN-PROGRESS PRESENTATION (COMMUNITY MEETING)

At the conclusion of the Charrette, the consultant team will present the Charrette work at a “Work-in-Progress” presentation. At this presentation, the team will present ideas generated to date including plans and illustrations that describe the community vision, and preliminary draft FBC ideas.

During the Work-in-Progress presentation, keypad polling will be utilized to generate real-time survey results and opinion polls from members of the audience. Keypad polling can help us understand if the plan and code concepts are on the right-track.

Above: Charrette Hands-on Session and Work-in-Progress Presentation

Below: The on-site Open Design Studio



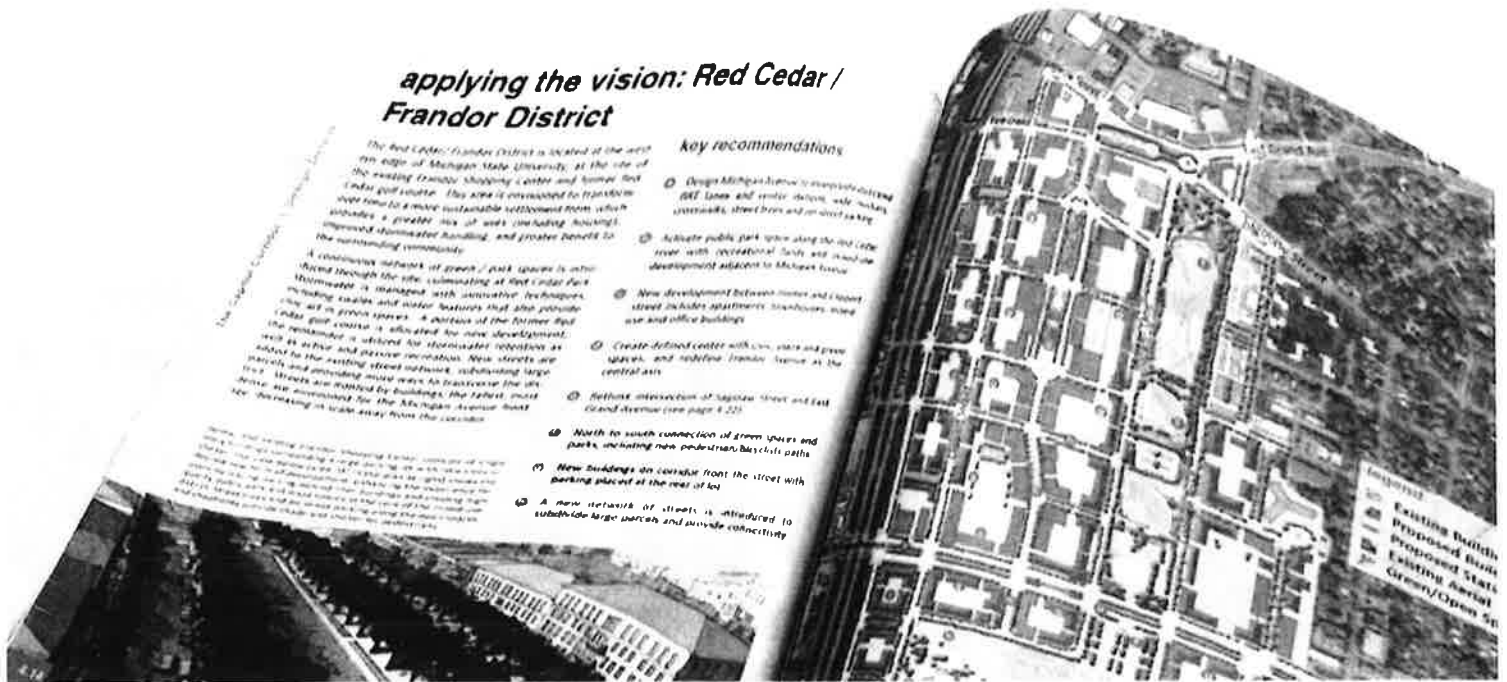
SECTION III

PROPOSED PLAN

TASK 3.3 PRODUCE CHARRETTE EXECUTIVE SUMMARY

The compact, high-energy format of the Charrette is designed to make major advances in plan and code production; however, our team understands that the refinement of the concepts and work products will be needed. The following Work Products will be produced post-charrette:

- **Illustrative Plan.** The draft concepts begun during the Charrette will be refined to best illustrate both short and long term development prospects. The final product will be an illustrated physical urban design plan that can guide future development and physical improvements. The plan will designate development intensity and the appropriate mix of uses based an interconnected network of streets and blocks. Focus-area illustrations will illustrate potential building types (including civic buildings), parking areas, and public squares and open spaces. Context-specific complete street types will be identified and articulated in graphics and supporting narrative.
- **Project Renderings** will show key design concepts; a minimum of four (4) renderings will be provided.
- **Produce Charrette Executive Summary.** The Charrette Executive Summary will be a concise, highly visual document summarizing the charrette process and community/stakeholder input received; Synoptic Surveys for City neighborhoods; “big ideas” for land use, urban design, and transportation concepts; and illustrative site plan and visualizations.



## TASK 4: DRAFTING THE FORM-BASED CODE

(TIMELINE: MONTH 3 TO 7)

### TASK 4.1 DRAFT FORM-BASED CODE

Based on input received during the Design Charrette, the consultant team will create a draft Form-Based Code. The Code will be user-friendly, highly visual, and will serve to encourage future redevelopment in an organized manner and further the goals and vision established during the charrette.

Our team will work closely with the City in determining the format and an outline of components to be included in the new Form-Based Code. Dover-Kohl's code-writing portfolio stands apart for its fluency with a full range of code formats, from street-type codes, building-type codes, and SmartCode calibration. The codes have been used in mandatory, parallel and floating-zone applications. Our range of experience allows us to identify the appropriate type of code for our clients and craft it to best meet their needs.

Key components of the Code will likely include an Overview, Regulating Plan, Building Form Standards, Street Standards, Open Space/Landscape Standards, General Standards, and Architectural Standards, as described on the following pages.

#### OVERVIEW | ADMINISTRATIVE PROCEDURES

The Overview will introduce users to the document, and will include an explanation of how to use the Code, the purpose and intent, definitions, and administrative procedures. It will be written in clear, user-friendly language, to be easily understandable and by implementing staff and members of the public as well. The proposed administrative procedures will aim to streamline the approvals process, while also generating more predictable results. We will work closely with City staff to tailor the administrative procedures to meet the specific needs; for example, the process can include procedures for historic form review, variances, and administrative review for projects that meet certain criteria (see Task 4.2 for more information).

#### REGULATING PLAN

The Regulating Plan is a key component of a Form-Based Code; it is used to apply desired development characteristics to properties. The Regulating Plan may incorporate frontage types or transect zones as a method for prescribing specific development intensities, areas for open space and preservation, and other code standards to the existing or proposed network of streets. Each zone or frontage is defined by particular characteristics that correspond to regulations on the density, intensity, and character. These characteristics include building placement or "build-to" locations, building massing, landscaping requirements, and sidewalk width and street details, all of which influence the make-up and vibrancy of a place.

#### BUILDING FORM STANDARDS

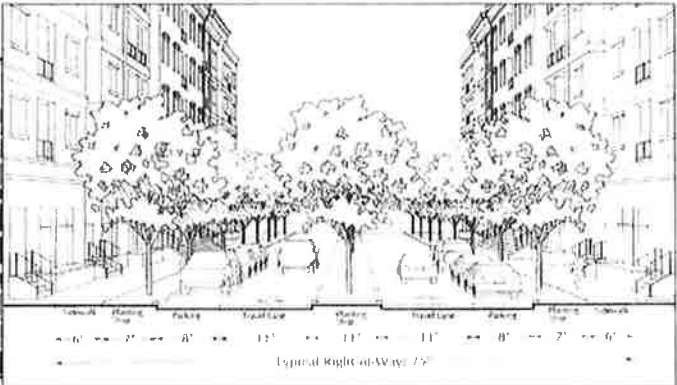
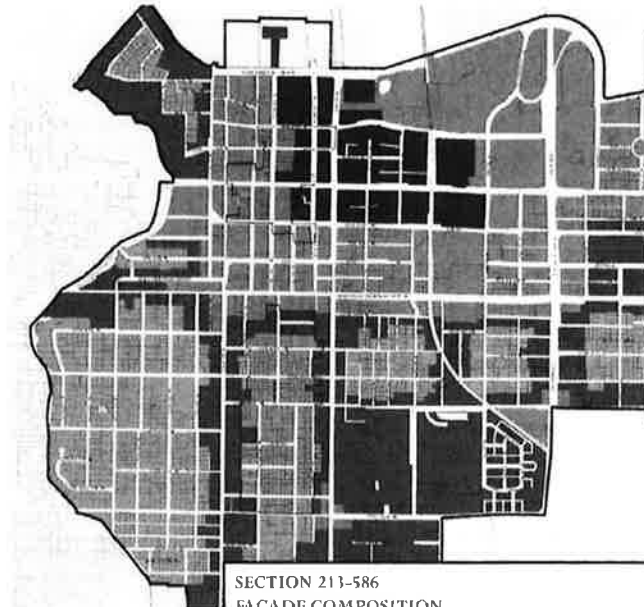
The Building Form Standards describe the required relationships between new buildings and public spaces, incorporating such characteristics as the build-to locations, setbacks, building heights, ancillary elements, appropriate uses, and location of parking. The Building Form Standards will be based upon a study

#### TASK 4 DELIVERABLES:

- Draft Form-Based Code (anticipated to include an Overview/ Administrative Procedures, Regulating Plan, Building Form Standards, Street Standards/ Public Space Standards, General Standards, and Architectural Standards), for City, stakeholder, and community review (Task 5)
- CodeHUB online platform for City and community review and access to draft code materials, with the ability to interactively view code standards

**SECTION III**

PROPOSED PLAN



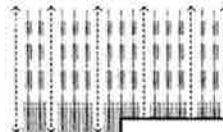
**LEGEND**

- 16
- 13
- T-1-D
- P-R-H

**SECTION 213-586  
FACADE COMPOSITION**

**A. Centerlines**

1. Facades shall feature alternating structural centerlines and fenestration centerlines.
2. These centerlines shall extend from the top of a mass to the bottom of a mass.
3. Multiple windows and/or doors may be grouped symmetrically around a single fenestration centerline.
4. The spacing of centerlines may be identical across a facade, or may vary.



**B. Cornices**

1. The top of each primary and secondary mass shall be emphasized with a projecting cornice. This cornice shall feature a deeper projection, and therefore stronger shadow line, than any other Expression Line on a facade.
2. A cornice may be used to visually support a pitched roof.
3. A wall plane may extend above a cornice to form a parapet.

**C. Expression Lines**

1. Expression Lines are formed by horizontal moldings which project minor shadow lines.
2. Facades may feature a change of colors, materials or textures at an Expression Line.
3. A building mass may feature one of the following subdivisions by Expression Lines into horizontal layers:
  - Single layer
  - Two layers
  - Three layers
4. An Expression Line shall always be used at the top of shopfronts. This Expression Line may incorporate a band for signage.

**1. Form**

**Key**

- Property Line
- Build-to-Zone (BTZ)
- Potential Building Area (in addition to Build-to-Zone)

Building Placement	
Front Build-to-Zone	0' minimum to 6' maximum
Frontage Occupancy	80% minimum
Side Setback (mid-block)	0' minimum
Side Build-to-Zone (corner)	0' minimum to 10' maximum
Rear Setback (lot or Alley)	5' minimum

**NOTES:**

- "Front" and "Side" orientation shall be determined by the Street Hierarchy in the Street Design Standards (Part 6).

Lot and Block Standards	
Maximum Block Perimeter	1800 linear feet maximum
Lot Width	18' minimum, 120' maximum
Lot Depth	no minimum, 180' maximum
Lot Coverage (%)	no maximum

**NOTES:**

- Blocks shall be configured as shown in the Regulating Plan. Modification to blocks may be approved by the IBCA/FBCS if determined to be consistent with the intent of this article and the above lot and block standards.
- Blocks may be defined by streets or pedestrian walkways.

**2. Height**

**Key**

- Build-to-Zone (BTZ)
- Building

Building Heights	
Building Height	2 Stories minimum 4 Stories maximum
First Floor Height (floor to floor)	14' minimum
Ground Finished Floor (above sidewalk or finished grade)	0' min. (commercial) 24" minimum (residential)

**NOTES:**

- Basements, uninhabitable Attics, and underground parking shall not count as a Story.
- Stories may not exceed 14 feet in height from finished floor to finished floor, except for a First Floor commercial function which may be a maximum of 25 feet.
- Building Heights shall be measured to the eave of the roof or roof deck (if flat).
- Small footprint towers, cupolas, and other rooftop features may above the designated height limit as described in Part 5, Architecture Standards.

Sample Regulating Plan and Form-Based Code pages



of precedent building types, on-site analysis conducted by the team, and the vision expressed by the community.

### **PUBLIC SPACE / STREET STANDARDS**

Public Space / Streetscape Standards illustrate the physical conditions within the street, such as sidewalks, street trees, lighting, and parking. The Street Standards will seek to balance the needs of all modes of transportation, including motorists, pedestrians, bicyclists, and transit users. An applicability matrix will be developed to guide where a certain street type should be used, and a range of dimensions and specified elements by street type will be provided in tabular form to guide both new and retrofit applications. Public Space standards will include standards for the size and configuration of open spaces/civic spaces, and appropriate landscape patterns. These guidelines will incorporate best practices for resilient infrastructure and sustainable design.

### **GENERAL STANDARDS**

The Code will also contain General Standards necessary to implement best practices in sustainable planning and design. An outline of materials for inclusion in the General Standards will be developed with input from City staff and key stakeholders during the charrette. Key sections we have found necessary in other communities include standards for parking, signage, lighting, and sustainable stormwater management techniques. The standards will be appropriate for varying contexts within the City including walkable, mixed-use environments.

### **ARCHITECTURAL STANDARDS (OPTIONAL)**

The Architectural Standards will specify by categories the basic proportion and configurations for architectural elements (such as doors, windows, shopfronts, fences, balconies, awnings, colonnades, etc.). Special attention will be placed on the relationship of buildings to the public realm to strengthen the pedestrian experience. This work will be based upon study of architectural precedents and traditions in the region and will incorporate standards for sustainability based on best practices that best reflect the vision and goals of the community.

### **TASK 4.2 CODE INTEGRATION**

The consultant team will provide assistance with integration of the Form-Based Code to the existing regulatory framework. This will include a review of the existing zoning and land development regulations, and input from meetings with City staff. Based on this work and the analysis conducted in Task 2.2, the legal team will consult on needed amendments to local land use regulations, review and approval processes, and any waivers or exemptions or other changes in local law needed to implement the Regulating Plan and associated standards. The team will work closely with the City to draft the administrative procedures of the Code, ensure the Code meshes with state and local legal requirements, provide input as to the applicability or need for changes to other existing regulations, and assist with determining an appropriate integration strategy. The team will also work closely with the City to develop a local Type 2 list, as permitted under the State Environmental Quality Review Act, to aid in the project approval process.

**TASK 4.3 ONLINE INTERFACE WITH CODEHUB**

Once a preliminary draft of the FBC components outlined above have been prepared, Gridics will input the draft parameters to CodeHUB. The CodeHUB platform will provide a user-friendly online interface to view draft code provisions. An interactive 3D map will be linked to proposed code standards, allowing the City and community the ability to select parcels and view the potential future development form permitted under the draft provisions. The CodeHUB platform will provide a summary of by-right and by-approval development potential, including permitted uses and building envelope; a 3D massing model will be generated to visualize these elements

**CODEHUB IN DETAIL**

CodeHUB by Gridics is the first-of-its-kind unified code text publishing and visualization platform, providing planning and zoning departments ability to self-update their code text in real time while driving transparency with an integrated 3D zoning map. In addition, CodeHUB provides planners with a quick check parcel zoning lookup to expedite front counter service, delivering site specific data such as height, setbacks and more.

This Scope of work includes:

- **Text Implementation:** Gridics team of urban planners will integrate and format the zoning ordinance into CodeHUB inclusive of any internal document links to definitions.
- **3D Zoning:** Gridics will calculate zoned development potential and 3D massing (inclusive of overlays) for every parcel in a defined zoning area or for the whole city.
- **Data:** Gridics will make the underlying development potential data of every parcel available to city staff to use in forecasting infrastructure capacity and traffic.
- **Mobile Ready:** CodeHUB is a mobile browser friendly product making it easy for staff and citizens to access easily browse and access information from a phone or tablet.



## **TASK 5: REFINING THE FORM-BASED CODE**

**(TIMELINE: MONTH 7 TO 9)**

Task 5 includes presentations and revisions of the draft Form-Based Code. The consultant team will submit the first draft of the Form-Based Code and Regulating Plan to the City prior to Task 5, in both electronic and hard copy format.

### **TASK 5.1 PRESENTATION OF THE FIRST DRAFT CODE TESTING WORKSHOP**

Representatives from the consultant team will return to Kingston for a 2-day trip to participate in meetings with City staff and officials as well as key stakeholders (as scheduled by the City). This may include individual stakeholder meetings and/or presentations to the Zoning Task Force. During this trip, an interactive community Code Workshop will be held to review draft concepts and gather feedback.

A particular focus of the Workshop will be to review the potential impacts of the Code on key sites. In coordination with the City, 6 to 8 prototypical sites will be selected prior to the Workshop and tested via CodeHUB to demonstrate the potential future built results. Massing models will illustrate existing conditions, what is allowable under the current code, and a study of potential development that can be achieved under the draft FBC. Results will be reviewed at the Workshop and used to gather input on desired Code refinements. Additionally, a representative from Gridics will be on-site for one day, available for 1 hour sessions with key stakeholders to interactively test sites.

The draft documents should be made available to interested participants following these meetings, for an additional review and comment period.

### **TASK 5.2 PRESENTATION OF THE SECOND DRAFT**

The consultant team will prepare a second draft of the Form-Based Code, revised based on a consolidated set of comments and input received. After making revisions, the consultant team will present the key changes at a meeting convened by the City.

### **TASK 5.3 ADDITIONAL STAKEHOLDER MEETINGS**

Key members of the consultant team will attend and participate in up to three additional meetings with key stakeholders (as scheduled by the City) during Task 5 to review the draft code and gather feedback. Team members fluent in English and Spanish will be available to facilitate these discussions.

### **TASK 5.4 FINAL DRAFT**

Following the Task 5 meetings and presentations, the Consultant team will make one additional round of edits and submit the Final Draft for approvals. The Code HUB platform will be updated with the Final Draft code parameters, and made available for online review during the approvals process.

#### **TASK 5 DELIVERABLES:**

- First, Second, and Final Draft Form-Based Code, in Adobe PDF (and editable file in Adobe InDesign)
- Presentation of Draft Code to staff, stakeholders and/or community members. This will include:
  - Presentation of First Draft: 2-day trip for staff/Task Force/ stakeholder meetings and community Code Testing Workshop
  - Presentation of Second Draft: City meeting plus up to three additional stakeholder sessions
- Updates to CodeHUB to match the Final Draft provisions.

**TASK 6 DELIVERABLES:**

- Planning Board/Zoning Board Presentation of Presentation of Final Draft Form-Based Code, for approvals
- Common Council Public Hearing Presentation of Final Draft Form-Based Code, for approvals
- One additional hearing or meeting on Final Draft Form-Based Code
- One round of revision, Final Form-Based Code in Adobe PDF format (and editable file in Adobe InDesign)
- Updates to CodeHUB to match adopted code.

## **TASK 6: APPROVAL PROCESS**

**(TIMELINE: MONTH 10 TO 12)**

The consultant team will provide assistance during the approval process. This will include participation in presentations of the Code, and collecting comments, questions, and suggestions for refinements at meetings. One round of revision to code documents will be provided to address comments received on the Final Draft.

For purposes of this initial proposal, we have assumed three approval meetings/hearings. Included will be a formal presentation to the Planning Board as part of their mandatory referral review of the Code from the City Council (Zoning Board may be invited as a joint meeting). Dover-Kohl Team will also facilitate at least one public hearing held by the Common Council. Any substantive changes to the code following the public hearing will necessitate additional public hearing(s). We will also provide support / presentation materials to City staff for additional meetings. Additional meetings and rounds of revision, if requested, can be accommodated as an additional service.

As updates are made to the Final Draft during the approval process, CodeHUB will also be updated. Following adoption, the Gridics team will provide services for one year from the date the approval process starts (Task 6), to assist with updates and technical assistance. The platform will allow City staff to make edits to the code in the future as needed. Continued use of the Gridics platform beyond the year included as part of this proposal can be provided as an additional service.

## **TASK 7: TRAINING**

**(TIMELINE: MONTH 9 TO 12)**

The consultant team will work closely with City staff and Boards throughout the coding process; this will benefit our team with access to local knowledge and resources, and also provide the City with insight to form-based coding process and techniques. As the code nears completion, the team can provide interactive training workshops for staff and officials that recap important lessons learned through this process, review the intent behind important code standards, and clarify administration of the Code. During the staff workshop, the team will review administrative procedures and provide a “checklist” for use in future approvals.

Gridics team members will train staff how to utilize the online platform to make the review process more efficient. The training will include:

- ZonelQ for specific project analysis and report outputs. Typical users of this application are zoning and planning staff.
- CodeHub: Interactive map for property search, navigation and outputs. Typical users of this application are zoning and planning staff, economic development staff, and any staff member that provides customer service to city residents.

- **CodeHub:** Navigation of code text, bookmarks and editing functionality. Typical users of this application are zoning and planning staff, economic development staff, and any staff member that provides customer service to city residents.

## ANTICIPATED CITY SUPPORT

DK&P's estimated budget and completion of tasks within a timely basis is contingent on the City providing available information and its participation with respect to certain project activities:

- To facilitate communications, the City should provide a single point of contact for logistical needs for the DK&P Team.
- The City is anticipated to provide public outreach throughout the project. This includes working with DK&P to identify key stakeholders, contacting stakeholders to coordinate attendance at meetings and workshops, and the printing and distribution of materials to promote events.
- The City will provide relevant base data and background information. DK&P will provide a list of base data requested. Requested data not available will be identified; the City and DK&P will work together to find an appropriate alternate data source.
- The City will be responsible for scheduling and securing meeting spaces for project meetings and presentations.
- The City will be responsible for distribution of draft and final code materials for community / stakeholder review, including the printing of hard copies.
- The City will be responsible for providing a unified set of comments to draft documents within an agreed time frame.
- If a Positive Declaration is issued under SEQR requiring the preparation of an Environmental Impact Statement, a contract amendment will be provided to assist the City accordingly.
- The City of Kingston and City Attorney will be responsible for preparing the necessary Local Law documentation for the adoption of all the proposed code, all related City Council Resolutions, and compliance with all referral requirements pursuant to City Law and General Municipal Law.
- The City of Kingston will be responsible for scheduling the public hearing(s) and distributing public hearing notifications in accordance with applicable laws and recording of all comments provided.

### TASK 7 DELIVERABLES:

- At least 2 staff training workshops. Training workshops could be scheduled during consultant trips for Tasks 5 or 6, to consolidate travel expenses.

**SECTION V**

RETURN DOCUMENTS



# RETURN DOCUMENTS

City of Kingston Purchasing Department  
RFP#: K19-22  
Consulting Service to Replace Municipal Zoning Code with a Land Use Plan  
Tuesday, November 26, 2019  
11:00am

## INFORMATION SHEET

NAME OF RESPONDER: The Image Network, Inc. d/b/a Dover, Kohl and Partners

ADDRESS: 1571 Sunset Drive

Coral Gables, FL 33143

TYPE OF ENTITY: Corp.  Partnership \_\_\_\_\_ Individual \_\_\_\_\_

LLC \_\_\_\_\_

If a non-publicly owned Corporation: NAME OF CORPORATION: The Image Network, Inc.

List Principal Stockholders (holding over 5% of outstanding shares) Victor Dover and Joseph Kohl

### LIST OFFICERS:

Victor Dover - President, Joseph Kohl - Vice President and Treasurer, Amy Groves - Vice President,

Jason King - Vice President and Secretary, James Dougherty - Vice President

### LIST DIRECTORS:

### DATE OF ORGANIZATION:

August 1987

If a partnership:

PARTNERS: \_\_\_\_\_

NAME OF PARTNERSHIP: \_\_\_\_\_

### DATE OF ORGANIZATION:

\* If the business is conducted under an assumed name, a copy of the certificate required to be filed under the New York General Business Law must be attached.

*State of Florida*  
*Department of State*

I certify from the records of this office that DOVER, KOHL & PARTNERS is a Fictitious Name registered with the Department of State on January 5, 2010.

The Registration Number of this Fictitious Name is G10000001369.

I further certify that said Fictitious Name Registration is active.

I further certify that said Fictitious Name Registration filed a renewal on June 8, 2015, and expires on December 31, 2020.

*Given under my hand and the Great Seal of Florida, at Tallahassee, the Capital, this the Ninth day of June, 2015*

*Ken DeJager*

*Secretary of State*



Authentication ID: 000273751200-060915-G:10000001369

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed  
<https://efile.sunbiz.org/certauthver.html>



**City of Kingston Purchasing Department**  
**RFP#: K19-22**  
**Consulting Service to Replace Municipal Zoning Code with a Land Use Plan**  
**Tuesday, November 26, 2019**  
**11:00am**

**AFFIDAVIT OF NON-COLLUSION**

NAME OF RESPONDER: The Image Network, Inc. d/b/a Dover, Kohl and Partners


BUSINESS ADDRESS: 1571 Sunset Drive, Coral Gables, FL 33143

I hereby attest that I am the person responsible within my firm for the final decision as to the prices(s) and amount of this proposal or, if not, that I have written authorization, enclosed herewith, from that person to make the statements set out below on his or her behalf and on behalf of my firm.

I further attest that:

1. The price(s) and amount of this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition with any other contractor, responder or potential responder.
  2. Neither the price(s), nor the amount of this proposal, have been disclosed to any other firm or person who is a responder or potential responder on this project, and will not be so disclosed prior to proposal opening.
  3. No attempt has been made or will be made to solicit, cause or induce any firm or person to refrain from responding to this RFP, or to submit a proposal higher than the proposal of this firm, or any intentionally high or non-competitive proposal or other form of complementary proposal.
  4. The proposal of my firm is made in good faith and not pursuant to any agreement or discussion with, or inducement from any firm or person to submit a complementary proposal.
  5. My firm has not offered or entered into a subcontract or agreement regarding the purchase of materials or services from any other firm or person, or offered, promised or paid cash or anything of value to any firm or person, whether in connection with this or any other project, in consideration for an agreement or promise by an firm or person to refrain from responding to this RFP or to submit a complementary proposal on this project.
  6. My firm has not accepted or been promised any subcontract or agreement regarding the sale of materials or services to any firm or person, and has not been promised or paid cash or anything of value by any firm or person, whether in connection with this or any project, in consideration for my firm's submitting a complementary proposal, or agreeing to do so, on this project.
  7. I have made a diligent inquiry of all members, officers, employees, and agents of my firm with responsibilities relating to the preparation, approval or submission of my firm's proposal on this project and have been advised by each of them that he or she has not participated in any communication, consultation, discussion, agreement, collusion, act or other conduct inconsistent with any of the statements and representations made in this affidavit.
- 8. By submission of this proposal, I certify that I have read, am familiar with, and will comply with any and all segments of these specifications.**

The person signing this proposal, under the penalties of perjury, affirms the truth thereof.



Signature & Company Position

Amy Groves, Vice President

Print Name & Company Position

The Image Network, Inc. d/b/a Dover, Kohl and Partners

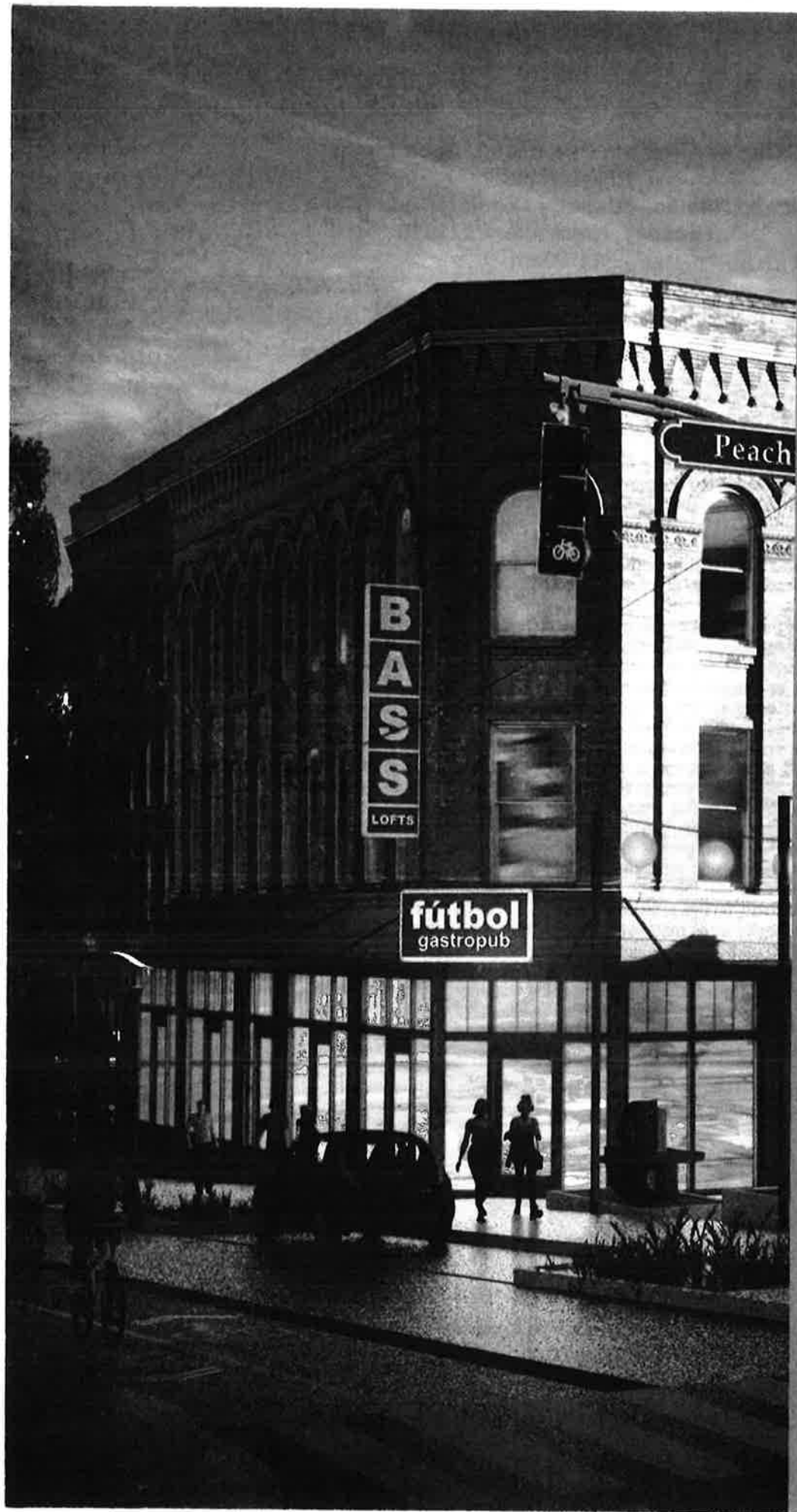
Company Name

11-25-19

Date Signed

56-1577628

Federal I.D. Number



[doverkohl.com](http://doverkohl.com)

# FEE / COST PROPOSAL

Every project is customized in close consultation with our clients. We recognize the need to maintain a reasonable budget while at the same time creating a useful and well-thought-out Code.

The summary below identifies the fees estimated to be required for each major task, based on similar previous efforts by our team members and the preliminary Work Plan described in this proposal. These estimated costs are itemized by team member on the pages that follow. If selected, we will refine the proposed Work Plan in close collaboration with the City to confirm specific tasks, deliverables, number of days and personnel anticipated to be involved in on-site meetings, workshops and presentations, and revise this estimate as needed.

TASK 1: PROJECT INITIATION .....	\$6,082
Kick-off Meeting	
TASK 2: INITIAL REVIEW & ANALYSIS .....	\$102,637*
Review Existing Materials • Zoning & Regulatory Framework Analysis	
• Community Character Analysis • Identify Stakeholders & Develop Outreach Strategy • Initial Site Visit (Site Analysis & Stakeholder Interviews)	
TASK 3: PUBLIC DESIGN PROCESS .....	\$147,897
Generate Necessary Background Maps • 6 Day Charrette • Produce Charrette Executive Summary (Illustrative Plan, Renderings, Community Input)	
TASK 4: DRAFTING THE FORM-BASED CODE .....	\$96,481
Draft Form-Based Code (Administrative Procedures, Regulating Plan, Building Form Standards, Public Space/Street Standards, General Standards, Architectural Standards) • Code Integration • Online Interface with CodeHUB	
TASK 5: REFINING THE FORM-BASED CODE .....	\$66,993
Presentation of the First Draft, Code Testing Workshop • Presentation of the Second Draft • Additional Stakeholder Meetings • Final Draft	
TASK 6: APPROVAL PROCESS .....	\$33,742
Presentations to Planning Board/Zoning Board and Common Council, Final Form-Based Code and CodeHUB	
TASK 7: TRAINING .....	\$16,702
Staff and officials training workshops	
TOTAL ESTIMATED FEE .....	\$469,534
TOTAL ESTIMATED REIMBURSABLE EXPENSES .....	\$29,860
<b>TOTAL ESTIMATED NOT TO EXCEED COST .....</b>	<b>\$499,394</b>

\* Task 2 includes an optional task for Gridics to input the City's existing regulations to ZoneIQ and CodeHUBs. If this optional task is not included, the fee for Task 2 may be reduced (see itemized detail).



**SECTION IV**

FEE PROPOSAL DOVER KOHL & PARTNERS

**ITEMIZED ESTIMATED PROFESSIONAL FEES**

	DOVER KOHL & PARTNERS 100 Kingston Street PO Box 4670 Kingston, NY 12402					LABERGE GROUP 100 Avenue Kingston & Troy, NY 12180	
	title:	Founding Principal	Principal / Senior Project Director	Principal / Senior Advisor	Illustrator	Staff Planners & Designers	Senior Planner / Project Manager
hourly rate:	\$375	\$185	\$185	\$140	\$110	\$180	\$145
<b>TASK 1</b> Kick-off Meeting	2 hrs	6 hrs	-	-	6 hrs	6 hrs	6 hrs
<b>TASK 2</b> Review Existing Materials • Zoning & Regulatory Framework Analysis • Community Character Analysis • Identify Stakeholders & Develop Outreach Strategy • Initial Site Visit (Site Analysis & Stakeholder Interviews)	28 hrs	114 hrs	-	-	128 hrs	35 hrs	52 hrs
<b>TASK 3</b> Generate Necessary Background Maps • 6 Day Charrette • Produce Charrette Executive Summary (Illustrative Plan, Renderings, Community Input)	80 hrs	128 hrs	88 hrs	152 hrs	232 hrs	30 hrs	24 hrs
<b>TASK 4</b> Draft Form-Based Code (Administrative Procedures, Regulating Plan, Building Form Standards, Public Space/Street Standards, General Standards, Architectural Standards) • Code Integration • Online Interface w/ CodeHUB	12 hrs	64 hrs	8 hrs	32 hrs	96 hrs	40 hrs	56 hrs
<b>TASK 5</b> Presentation of the First Draft, Code Testing Workshop • Presentation of the Second Draft • Additional Stakeholder Meetings • Final Draft	28 hrs	88 hrs	-	-	120 hrs	24 hrs	24 hrs
<b>TASK 6</b> Presentations to Planning Board/Zoning Board and Common Council, Final Form-Based Code and CodeHUB	12 hrs	44 hrs	-	-	56 hrs	8 hrs	16 hrs
<b>TASK 7</b> Staff and officials training workshops	6 hrs	24 hrs	-	-	40 hrs	-	-
<b>TOTAL ESTIMATED HOURS</b>	<b>168</b>	<b>468</b>	<b>96</b>	<b>184</b>	<b>678</b>	<b>143</b>	<b>178</b>
<b>TOTAL ESTIMATED PROFESSIONAL FEES</b>	<b>\$267,680</b>					<b>\$51,550</b>	

HPE Principal	LAND USE LAW CENTER PM / Sr Staff Attorney		GRIDICS Senior Planner Planner GIS Senior Technical Technical					TOTAL FEES PER TASK
\$240	\$270.50	\$98.57	\$220	\$180	\$140	\$180	\$100	
2 hrs	2 hrs	6 hrs	-	-	-	-	-	\$6,082
-	23 hrs	24 hrs	14 hrs	112 hrs	2 hrs	4 hrs	8 hrs	\$102,637
60 hrs	9 hrs	12 hrs	16 hrs	4 hrs	-	-	-	\$147,897
16 hrs	30 hrs	80 hrs	12 hrs	92 hrs	6 hrs	4 hrs	2 hrs	\$95,481
20 hrs	8 hrs	8 hrs	8 hrs	36 hrs	-	4 hrs	-	\$66,993
4 hrs	4 hrs	-	4 hrs	28 hrs	-	4 hrs	-	\$33,742
-	6 hrs	8 hrs	8	8	-	-	-	\$16,702
102	82	138	62	280	8	16	10	-
<b>\$27,080</b>	<b>\$36,144</b>		<b>\$90,040 (see note 4)</b>					<b>\$469,534</b>

## NOTES

**1. REIMBURSABLE EXPENSES.** Typical reimbursable expenses include travel (including transportation, food, and lodging), reproduction expenses, mailing, and commercial rentals (as required). Expenses will be itemized and billed at-cost; Dover, Kohl & Partners does not include any extra fees or mark-up for reimbursable expenses. We estimate a budget of **\$29,860** will be necessary for reimbursable expenses. Support from the City (providing printing, meeting venues and equipment) will help to lower consultant team expenses. See the Work Plan for a summary of anticipated City support.

**2. NOT TO EXCEED FEE.** The Total Estimated Professional Fees and Reimbursable Expenses will establish a total not-to-exceed cost or flat fee; no additional fees will be charged without written consent by the City.

3. Task 2 includes an optional task for Gridics to input the City's existing regulations to ZoneIQ and CodeHUB, to be able to compare existing regulations to proposed regulations as part of future tasks. If this optional task is not included, the fee for Task 2 may be reduced by \$19,240.

4. The Gridics total fee includes a flat fee for setup and import of all of the necessary data into the new database for Kingston, including the calculation engine and the custom public interface.

5. It is proposed that training workshops (Task 7) be scheduled concurrently with other consultant trips during Tasks 5 and 6 to consolidate travel / reimbursable expenses.

