

# PROPOSAL

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## Woodbridge #2024-08

### Consulting Services for Town Planning Consultant

**Submitted to:**

The Finance Department  
Town of Woodbridge  
Town Hall  
11 Meetinghouse Lane  
Woodbridge, CT 06525

**Submitted by:**

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**GOMAN+YORK**

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# Letter of Transmittal

**Due Date: March 22, 2024**

**Re: 2024-08 Request for Proposal – Town of Woodbridge, CT Town Planning Consultant**

In response to your Request for Proposals, Goman York Property Advisers LLC (Goman+York) is pleased to submit our response regarding providing consulting services to the Town of Woodbridge. Our work will follow, achieve, and exceed the expectations outlined in the Scope of Services requested in the RFP. We are flexible where advantageous and agreed upon, we will adapt our services to align with the needs and wants of your community. Most importantly, we understand Woodbridge's priorities.

As demonstrated in this proposal, Goman+York's team of professionals has extensive experience in community planning, economic development, market research, and real estate. We believe that our diversified experience backed by our data-driven market research would greatly benefit Woodbridge. We collaborate with communities on project-specific tasks, such as strategic master planning, economic development initiatives, affordable housing plans, and community assessments and solutions. We believe that we can best meet the needs outlined in the Scope of Services by offering our On-Call Economic Development Advisory Services to Woodbridge as we do for other Connecticut communities, such as Bloomfield, East Hartford, Middlefield, and Manchester to accomplish the tasks outlined in the RFP. With our On-call services, you get the depth of our team's knowledge and expertise when you need it, while at the same time, we partner with your staff to augment their knowledge and expertise.

By employing a mix of our national and local experience, we would endeavor to collaborate closely with your staff and stakeholders to develop the right analysis and the right approach for the assignment at hand. Dr. Poland is a planning expert who has participated in numerous economic development and planning-related assignments nationwide. If selected, R. Michael Goman and Dr. Don Poland, PhD, AICP will lead this assignment with support from our experienced team members.

At Goman+York, we pride ourselves in helping communities deliver real-world solutions – that means we don't just take the "Pretty Picture" approach – economic development must make financial sense, policies must be "Simple, Swift & Certain" for development to be accomplished and the communities we work with must strive to be a great place to "Grow, Work, Live and Play." Our work will be unique for Woodbridge – while we realize that many communities are similar, the development of the right approach can revitalize and reimagine Woodbridge into something special for the community, its' residents, and businesses.

Another key tenet of our mission is our belief that communities and lifestyles need to offer unique ways to compete in an economy dominated by large urban centers. Goman+York embraces New Urbanism, including its vibrant, pedestrian-friendly, mixed-use communities that accommodate lifestyle patterns demanded by your residents and businesses.

At Goman+York, we believe that every program we develop should be continually evaluated, and plans should have the ability to be tweaked to meet the needs of changing times if anything, the recent pandemic taught us

that resiliency needs to be worked into actionable plans – our business motto of LISTEN+ADVISE+EXECUTE reflects this. In addition to the tasks specifically noted in the RFP, we will provide Woodbridge with a framework for incorporating economic development as a core value and element in municipal service delivery.

Through our extensive professional experience and past consulting assignments, we have acquired and demonstrated expertise in all aspects of real estate development, both on the public and private side, in addition to our expertise in housing policy, land use regulatory issues, and the importance of well-written, user-friendly, and actionable reports, plans, and strategies.

Goman+York recently completed an update to the Town of Enfield's POCD, a Village Center Master Plan for the Town of East Granby, a redevelopment plan for Silver Lane in East Hartford, and a Library Economic Impact for Manchester. We provided consulting services to the Massachusetts Department of Housing & Community Development (DHCD) for DHCD's Massachusetts Downtown Initiative for the Local Rapid Recovery Planning program. The Local Rapid Recovery Plan (LRRP) Program provided municipalities in Massachusetts the opportunity to work with industry professionals to develop actionable, project-based recovery plans tailored to the unique economic challenges and COVID-19-related impacts to downtowns, town centers, and commercial areas across the Commonwealth of Massachusetts. The LRRP program provided technical assistance by consultant teams with expertise in effective strategies to stabilize downtown business districts. One of our projects for this program was to develop a recovery plan for the North Quincy neighborhood of Quincy, MA. The parameters of this program directly link to an actionable implementation strategy that your community desires for this assignment.

Goman+York works at the leading edge of real estate and economic development. Our team of experienced, proven industry experts, led by principals R. Michael Goman and Tom York, formulates real-world market-driven solutions for public, nonprofit, and private organizations. Our consultants and real estate agents deliver expert advice and high-value services to provide customized and cost-effective solutions in the delivery of real property engagements. New England-based in East Hartford, CT, with regional offices in Greenville, SC; Dallas, TX; and Phoenix, AZ, Goman+York's reach is nationwide.

By employing a mix of our national and local experience, Goman+York would endeavor to collaborate closely with the Town of Woodbridge, its staff, and public stakeholders to develop the right analysis and the right approach for the assignment at hand.

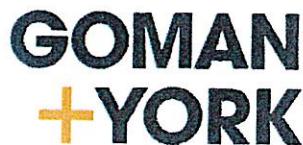
We agree to the terms and conditions outlined in the Request for Proposal and look forward to meeting with the selection committee to discuss this proposal and further elaborate on our experience and approach.

Very truly yours,

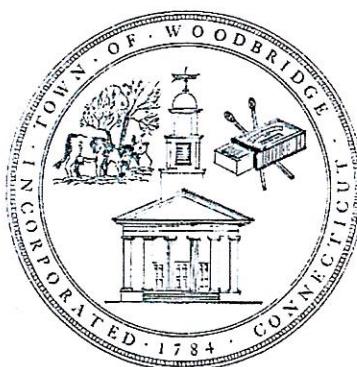


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## Project Approach – Scope of Services



What differentiates Goman+York from similar firms is our unique ability to manage projects from concept to completion. The firm was founded as an integrated company of multiple disciplines and practice areas – planning, economic development, and real estate – which were assembled to deliver a fully integrated, value-added approach for the benefit of our clients. Our work includes master plans, economic investment strategies, comprehensive plans, on-call and strategic economic development services, and fee-for-service development services.



As the Town of Woodbridge seeks a consulting firm that can guide the community through its next growth stages, Goman+York is prepared to work closely with the Economic Development Commission and other Town officials to guide and assist your team.

Goman+York has a deep and comprehensive understanding of communities like Woodbridge, but at the same time, we realize that each community is unique. Our work will follow and achieve the Scope of Services and Deliverables requested in the RFP. We would suggest our On-call strategy to fill the scope of work outlined. We have found that this approach is beneficial to the many communities that we partner with – understanding that no one knows your community better than you – at the same time having the strength of the Goman+York team “on-call” gives your community the ability to make informed decisions about your community’s future, challenges, and needs.

Where advantageous and agreed upon, we will adapt our services to align with the needs and wants of your community. Most importantly, we understand Woodbridge’s priorities. In addition to the tasks specifically noted in the RFP, we understand that the following are priorities for Woodbridge, and we will ensure that they are core elements of our work:

- **Business Development Strategies** – Assessing what you have and what your potential is – first you need a plan, mission, and vision to develop those strategies for the short- and long-term.
- **Redevelopment and Funding Opportunities** – What are the assets that would benefit from (re)development and how do you fund them to achieve the maximum potential beneficial to your community.

*“Everything we do challenges communities to see their future differently. We do this by listening, using data, and applying our vast experience in all aspects of planning and economic development.*

*We advise communities to make informed decisions that deliver solutions which enable them to compete for wealth and investment.*

*We help communities to be vibrant and prosperous.”*

*R. Michael Goman, principal*



- **New Business Development –** Knowing what you have, where your opportunities for growth are, how you track opportunities, and how you connect with those opportunities with the right sources is key to growing your community – whether it is a small or major business opportunity the key is knowing the correct approach.

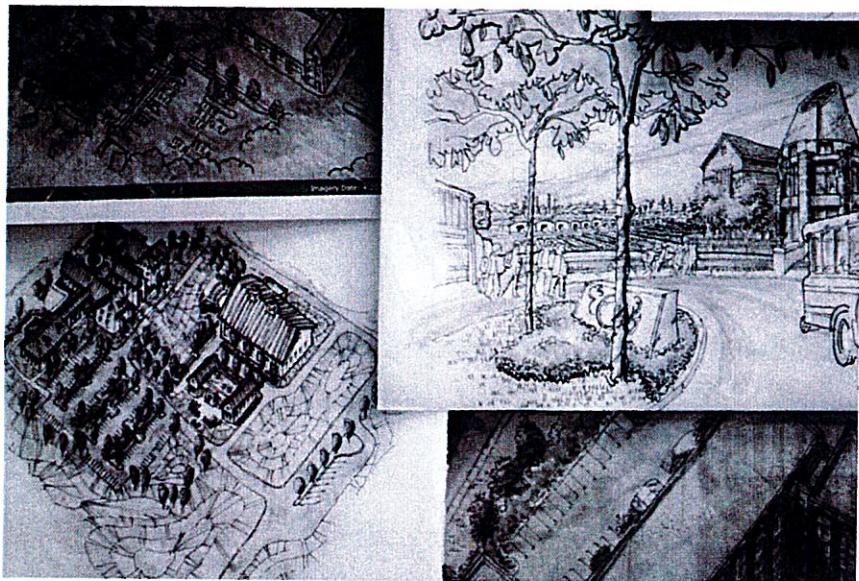
- **Community Economic Development Strategies –** Developing short- and long-term strategies and goals is important

to the economic health of Woodbridge, you need a road map before you can set out – we can help you focus on the needs and wants and back it up with data.

- **Reporting and Town Meeting Participation** – Establishing a team that augments and supports the Town team is important to a successful, well-planned effort – open communication and visibility of our team of professionals is key. We are here when you need us.
- **(POCD) EDC Guidance and Support** – How effective is your EDC, what roles and guidance are given to them and how they and others in governance carry out the Town's strategies outlined in your POCD will create a structure that is supportive of the Town's growth and opportunities.
- **Workforce Development Support** – How the Town supports the growth and potential of local businesses will have a direct effect on increasing the development of the local workforce – with the emergence of live, work, and play communities Woodbridge will have the structure to support workforce development as it is a crucial step to expanding business growth in your community.
- **Stakeholder Engagement** – Simply put "***Economic Development is everyone's business***" and the Town should lead by example – Goman+York can support you throughout the process.

By utilizing the Goman+York advisory team approach, you will have the depth and breadth of our knowledge base to combine with and augment your team. With our depth of experience, we can pivot when an immediate response is needed while simultaneously continuing to support strategic elements needed on short- and long-term planned initiatives.

We will engage our 5-step planning process, detailed on the following page, to ensure that we meet your community's needs - "***Knowing where you are today is important in determining where you want to be in the future.***"



- **New Business Development** –

Knowing what you have, where your opportunities for growth are, how you track opportunities, and how you connect with those opportunities with the right sources is key to growing your community – whether it is a small or major business opportunity the key is knowing the correct approach.

- **Community Economic**

**Development Strategies** – Developing short- and long-term strategies and goals is important

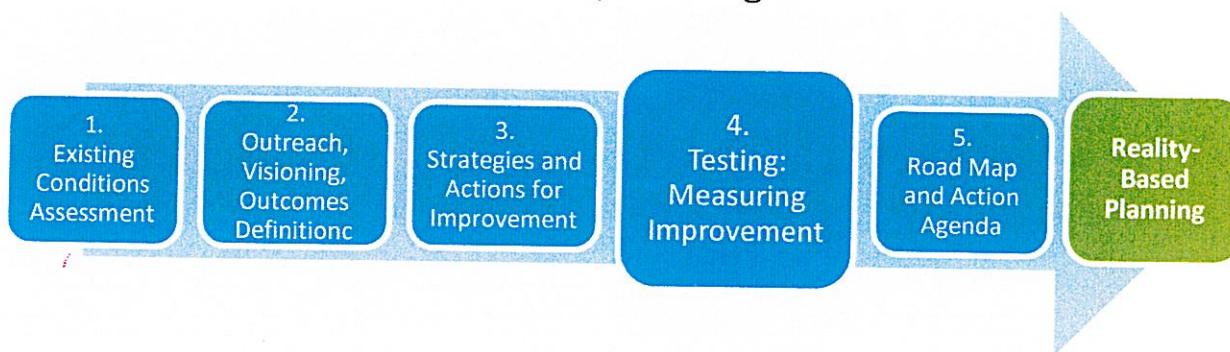
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We will engage our 5-step planning process, detailed on the following page, to ensure that we meet your community's needs - "***Knowing where you are today is important in determining where you want to be in the future.***"

## Goman+York's Comprehensive, Five-step Planning Process



To accomplish the Scope of Work, we utilize a simple five-step planning process:

- 1. Where Are We Today?** (Market Research & Existing Conditions Assessment)  
The assessment of existing conditions (history, socioeconomics, demographics, market analysis, land use analysis, infrastructure, etc.), including the inventory of economic, cultural, and conservation assets. We use our expertise and understanding of the site(s), situation, and market to help you better understand your community. We seek to understand what is working, what is not working, and what potentials can be exploited.
- 2. Where Do We Want to Be in the Future?** (Outreach, Visioning, & Outcome Definition)  
This is the visioning, goals, and outcome portion of the planning process. In this step, we utilize public outreach programs of community meetings, focus groups, interviews, and surveys to engage the community in discussion, understanding, visioning, and strategy development. The aim is to build consensus around a vision for the future and how the community defines future success—the desired outcomes.
- 3. How Will We Get There?** (Strategies & Actions for Improvement)  
This is the strategy portion of the planning process where we take what was learned from steps one and two and work with the community to develop specific strategies and interventions aimed at moving the community toward the vision and achieving the desired outcomes—what your community will be in the future when it achieves the outcomes of the Plan.
- 4. How Will We Know We Are on the Right Course?** (Measuring for Improvement)  
This is the measurement portion of the process wherein we assist the community in determining appropriate and meaningful methods for measuring improvement - a means of tracking and measuring the effectiveness (and success) of the strategies adopted during implementation. We believe this is a critical step in ensuring the successful implementation of the plan, yet this step is most often not even considered, let alone provided by other consulting firms.
- 5. Implementation.** (Road Map & Action Agenda)  
In this step, we create a specific, actionable agenda that includes listing priorities, identifying needed resources and their sources, and establishing responsibilities and a system of follow-up. This provides a clear roadmap to the future for the community to follow, ensuring the plan is implemented. Most importantly, the implementation portion of the plan includes capacity-building strategies and techniques aimed at the specific needs of the community.

## Experience – About Us

# GOMAN + YORK ADVISORY SERVICES

analysis, market research, and brokerage.

We draw on decades of experience to integrate design, planning, and municipal development practices. We focus on achieving results that are grounded in market realities while avoiding plans that may be attractive but will prove impractical.

Our work includes master plans, economic investment strategies, comprehensive plans, economic development services, and fee-for-service development services. We can manage projects from concept to completion.

While much of our work is concentrated in the New England states, our team has worked in national and international markets. We have extensive experience with the design and implementation of sustainable models of development which, at their core, seek to create communities that once sprouted organically.

### Goman+York:

- provides immersive data, market research, and knowledge to enable sound strategic planning and decision-making,
- provides value-added development services, including financial analysis, community research, and marketing,
- represents diverse clients that include municipalities, non-profit community development organizations, educational institutions, medical and healthcare groups, and private businesses,
- works often with smaller cities and communities, which in some cases suffer from chronic underinvestment,
- believes smaller communities and small-town lifestyles offer unique ways to compete in an economy dominated by large urban centers,
- embraces New Urbanism, which includes creating vibrant, pedestrian-friendly, mixed-use communities that accommodate lifestyle patterns demanded by your communities and their residents.

**Goman+York** provides economic strategies and results for communities with aspirations to grow, retain, and attract talent, and encourage investment. Our clients include municipalities, nonprofits, community development organizations, landlords, businesses, owners, and real estate investors. We partner with our clients to deliver custom, “real world” solutions that consistently exceed client expectations. Drawing on decades of experience, our primary mission is to develop realistic and implementable strategies to revitalize towns, cities, and neighborhoods at the intersection of economic development and real estate development.



## Sample Project Listing

### Our Approach

## Creating Reality-based Solutions as a Framework for Success

Drawing on decades of experience, our primary mission is to develop realistic and actionable strategies that revitalize towns, cities and neighborhoods at the intersection of planning, economic development, and real estate development.

The following is a sample list of Public Projects that the Goman+York Team has worked on in recent years:

- **Town of Plymouth, CT** – Community Investment Transformational Master Plan – CIF funded (2023-2024)
- **Town of East Granby, CT** – Village Center Master Plan (2023)
- **Town of Bloomfield, CT** – Affordable Housing Plan (2023), Small Business Development and Covid Recovery (2019-present), CIF Grant Program Development & Assistance (2022-present), On-call Economic Development Services (2014 - present), TIF Plan (2018-2021), Development Agency formation (2022-2023)
- **Town of Middlefield, CT** – On-call Economic Development Services (2023)
- **Town of East Hartford, CT** - On-call Economic Development Services (2020-present), Silver Lane Redevelopment Plan (2022), Church Corners Inn – Financial Analysis (2022), Developers RFP (2023)
- **Town of Windsor Locks** – Downtown Market Feasibility Study (2023)
- **Town of Manchester, CT** – Library Economic Impact Study (2022), On-call Economic Development Services (2021-present), 942 Main Conceptual Design and Analysis (2022)
- **Town of Enfield, CT** – Comprehensive Zoning Regulation Rewrite and POCD (2020-2023)
- **City of Milford, CT** – Commercial Property Inventory (2022) Community Economic Recovery Strategy (2023)
- **Capital Region Council of Governments (CRCOG)** – Disaster Recovery Support Services (2022-2023)
- **Western CT Council of Governments (WestCOG)** – Affordable Housing Finance Study (2023), Regional Value Capture Feasibility Study (2023-2024)
- **Capital Region Development Authority (CDRA)** – Regional Market, Tenant & Site Analysis, Review and Recommendations, Signage/Wayfinding



Conceptual Design (2020), Hartford Multifamily Market Study (2020)



- **State of CT** – CTDOT rail subcontractor-Property Management and Utilities Unit (2018-present), Eastern CT Rail Study (2022-2023), Public Transportation Support Services (2023-2027)
- **Commonwealth of Massachusetts** – DHCD – Local Rapid Recovery Program (2021)
- **Town of Tolland, CT** – Commercial Zoning District Updates (2020-21), Plan of Conservation & Development (2019)
- **Town of Ellington, CT** – Plan of Conservation & Development (2019)
- **Town of Trumbull, CT** – Comprehensive Zoning Regulation Rewrite (2018-21)

- **Village of Perry, NY** – Comprehensive Zoning Regulation Re-Write (2016)
- **Town of Stafford, CT** – Creation of a Village District Zone and Sign Regulations Update (2016)
- **City of Canton, OH** – Comprehensive Zoning Regulation Re-Write (2016)
- **Town of Stafford, CT** – Creation of a Commercial Industrial Zone (2015)
- **Town of Stafford, CT** – Comprehensive Review and Update to Uses (2014)
- **Town of North Stonington, CT** – Comprehensive Zoning Regulation Re-Write (2014)



## Highlighted Projects

### Bloomfield On-Call Economic Development, Marketing, Business Attraction, and Retention

Town of Bloomfield, Connecticut (2014-present)

#### SERVICES PROVIDED

**On-Call Economic Development Services** – the Goman+York team works as strategic advisors for the Town Manager, Town Council & subcommittees, Town Planner, and the Economic Development Commission/Development Authority (EDC/DA)

**Economic Development Strategic Planning:** Strategic approaches are based on market realities and include repeated in-depth analysis of the current market and socioeconomic and demographic data.

**Business Visitation, Successful Recruitment/Retention & Small Business Support Program:** Using a boots-on-the-ground approach we interact with businesses large and small to gain an intimate understanding of the community and help create a better business environment through development and enhancement. Our team supports recruitment efforts of prospective businesses and expansion of existing businesses.

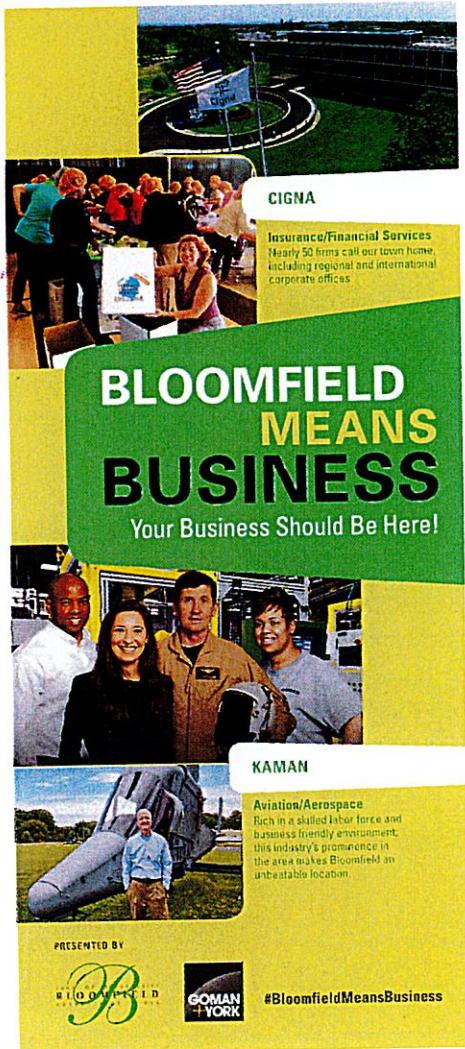
**Plan and adoption of Tax Increment Financing (TIF)** overlay district regulations. Numerous staff hours, research, and meetings were spent by the Goman+York team in developing a cohesive plan for 3 districts within the town – Bloomfield Center, Tobey Road, and Blue Hills Avenue. Development of that plan included existing site valuations, assessments and improvements needed, site planning design, isometrics, and presentations. The TIF Plan narrative included: Introduction, Creating Investment, Existing Conditions, Land Use, Public Improvements, and Private Investment.

Excerpt from TIF Districts Master Plan,  
GIS map of tax parcels in the three districts



#### NOTABLE ACHIEVEMENTS

- Worked with the Town on the transformation of the Economic Development Commission (EDC) into a combined EDC and Development Authority (DA)
- Collaborated with Town staff on CIF grant writing initiatives - securing a \$250,000 Town Center Planning grant and assisted a local non-profit on their CIF grant submission and award
- In August 2019, mediated negotiations with insurance firm CIGNA to provide a tax abatement incentive in exchange for committing to maintaining the company's headquarters in Bloomfield and making up to \$90 million worth of improvements to it over 3 years.
- Don Poland, Ph.D., AICP drafted and implemented the Solar Energy Policy and is finalizing a Housing Trust Fund.
- Coordinated a 3-week Small Business Financial Awareness Series of Workshops with the Black Business Alliance to assist current and future small business owners
- Created a COVID-19 Business Recovery Team marketing plan development, team coordination, coordinated and participated in a business webinar series, informational email campaigns, articles for the Bloomfield Messenger and press releases.
- Successful Outreach, Recruitment & Retention of National Businesses



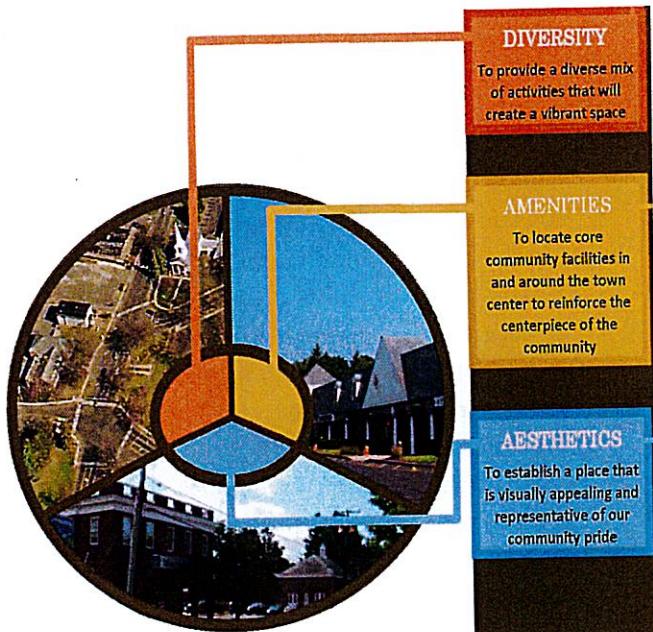
- Provide supporting evidence, economic and fiscal impact analyses, and market research on key employment issues and job impacts
- Provided advice on key property development, formulation, and initiation of Action Plans.
- Maintains available property and land listings – updated quarterly

#### SMALL BUSINESS ACHIEVEMENTS

- Created a small business development package for start-up enterprises.
- Provides one-on-one consulting and coaching to current and potential small businesses
- Hosted small business informational sessions including social media marketing, holiday marketing, and fraud/safety.
- "Eat Local to Win Local" campaigns to support local restaurants during COVID-19
- Coordinated with The Metropolitan District Operations team to host a "Small Business Opportunity" Conference to raise awareness of local contractors

#### REFERENCE CONTACT

Sharron Howe, Interim Town Manager  
 Town of Bloomfield, Connecticut  
 800 Bloomfield Avenue  
 Bloomfield, CT 06002  
 (860) 769-3504  
[showe@BloomfieldCT.gov](mailto:showe@BloomfieldCT.gov)



## Redevelopment Plan for Silver Lane Revitalization Area East Hartford CT (2022)

### ASSIGNMENT

Goman+York was tasked with preparing a redevelopment plan for the Silver Lane Corridor in East Hartford, Connecticut. to enhance the development opportunities and identify tools and strategies to materially improve the conditions in the area. The Town had invested \$1.2 million in improvements in the corridor, but realized additional initiatives would be necessary to facilitate significant change and charged Goman+York to pay particular attention to the properties in the area that were deteriorated, deteriorating, substandard, and that could be detrimental to the safety, health, morals, and welfare of the community.

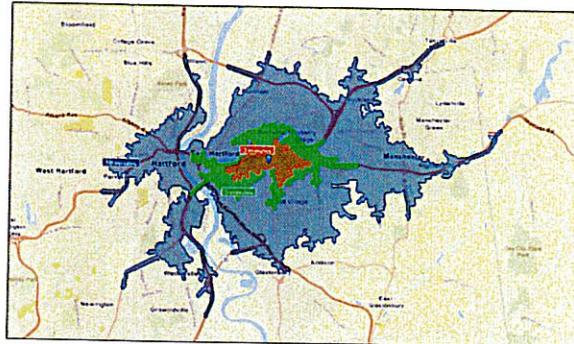
### SERVICES PROVIDED

- Inventory and assessment of existing physical conditions of the market.
- Researched and analyzed market conditions.
- Conducted community outreach and stakeholder engagement.
- Developed strategies for improvement including changes that strategically intervene in the market to reposition the area for investment.
- Developed financing solutions
- Developed RFP for Silver Lane Plaza redevelopment after the plan was completed.



### NOTABLE ACHIEVEMENTS

- Developed an actionable plan that will benefit the community – one that has already been set in motion to redevelop the largest blighted property in the plan area.
- As a result of this plan, the Town acquired the blighted Silver Lane Plaza for redevelopment
- Town took advantage of available State funding to secure the property which is slated for demolition and redevelopment beginning in 2024.
- Proposed 340 multi-family complex to break ground in Spring 2024 on former theater property in the corridor – Goman+York assisted the Town with the RFP and selection process for developers
- Goman+York has an On-call contract with the Town to provide a broad spectrum of Economic Development services.



Demolition of aging 22-acre retail site in East Hartford begins, mixed-use redevelopment planned



### REFERENCE CONTACT

Eileen Buckheit, Development Director  
Town of East Hartford  
740 Main Street  
East Hartford CT 06108  
(860) 291-7303  
[ebuckheit@easthartfordct.gov](mailto:ebuckheit@easthartfordct.gov)

Hartford Business Journal – 3/18/2024

## East Granby Village Center Master Plan

Town of East Granby CT (2023)

### ASSIGNMENT

Goman+York was tasked with creating the East Granby Village Center Master Plan, a comprehensive study and analysis of the Village Center through the lens of spatial, social, economic, architectural design, and environmental conditions. The analysis was designed to gain a firm understanding of the many variables and forces that influence the Village Center.

### SERVICES PROVIDED

- Urban Planning: Analyzed the problems to solve – Market – grow market demand; Image – guide the creation of an identifiable brand for the Village Center and the town that would elevate the recognition of that brand; and Physical Condition – improve the quality of product to better enhance the village aesthetic by leveraging new development/building to reinforce the agrarian feel of the community.
- To accomplish the objectives of the Village Center Master Plan, a market- and asset-based approach is utilized along with a resiliency and sustainability framework to guide decision-making. The market- and asset-based approach utilizes the Levers of Change (image, market, conditions, connections, and capacity) as the guiding principles to problem-solving and (re)positioning the Village Center's market, image, and physical conditions allowing the Village Center to attract investment.
- Analyzed the market and demographics of the community to develop the strategies for improvement that will (re)position the Village Center to attract investment, create vibrancy, generate prosperity and the demand required to support existing businesses, and attract new investments (development, redevelopment, and businesses).
- Examined the infrastructure needed to support public and private development to support improvements, vibrancy, and recreation.
- Architectural Concept Designs: Highlighting unique concepts utilizing new development that keeps with the existing 'Colonial' and 'Georgian' aesthetic, and redevelopment that utilizes massing and variation in height to reinforce the village aesthetic.
- Zoning Modifications: Analyzed and recommended modifications to zoning that would reduce and remove barriers to investment in the Village Center.
- Programming: Long-range considerations for the Town Center included a variety of live, work, and play concepts; providing housing concepts including affordable housing options, the impact on school enrollments and future tax revenues.
- Marketing and Branding: As identified through the community engagement process, it was determined that the Town and Village Center was suffering from a lack of identity. Recommendations for a plan of action to improve the community image and market the community to a broader population were incorporated into the plan.



**NOTABLE ACHIEVEMENTS**

- Developed a Village Center Master Plan that incorporated robust community interaction in the development of the plan.
- Created open dialog and input from the business community.
- Created a reality-based, achievable economic development plan for the Village Center.

**REFERENCE CONTACT**

Eden Wimpfheimer, First Selectwoman

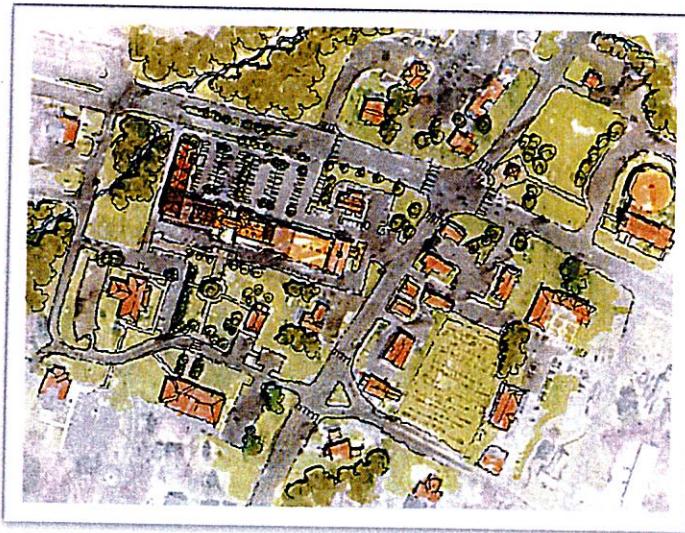
Town of East Granby

9 Center Street

East Granby, CT 06026

(860)413-3302

[edenw@egtownhall.com](mailto:edenw@egtownhall.com)



## Massachusetts Downtown Initiative – Local Rapid Recovery Planning (LRRP) program

Massachusetts Department of Housing and Community Development (2021)

### ASSIGNMENT

Providing consulting services to four (4) Massachusetts communities through the Department of Housing and Community Development's (DHCD) Massachusetts Downtown Initiative (MDI) Local Rapid Recovery Planning (LRRP) program as a Plan Facilitator, they included Quincy (North Quincy Business District), Malden (Malden Center), Woburn (Woburn Center) and Shrewsbury (Shrewsbury Town Center District), as a Subject Matter Expert (SME) to twenty-six (26) communities, presenter of two (2) program webinars and was chosen to create the Marketing Toolkit - one of ten (10) Community Toolkits developed for the entire state-wide program.

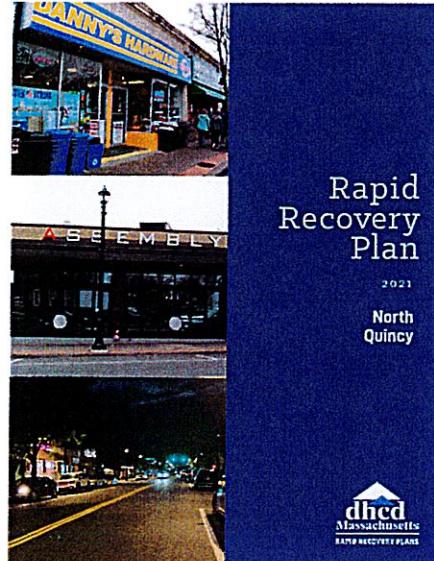
The LRRP program worked with 124 communities throughout Massachusetts and was developed as an immediate strategy program to provide technical assistance to key areas identified by the community applicants. The program approach utilized data analysis, a local business survey, community assessments, community meetings, collaboration, and the strength of knowledge from municipal officials, local businesses, the community, and the Planned Facilitators to develop actionable and realistic projects to support communities in the short-term to recover from the COVID-19 pandemic that would ultimately build stronger, more vibrant communities in the long-term.

The projects identified focused on the following categories: public realm, private realm, revenue & sales, administrative capacity, tenant mix, and cultural/arts.

The primary mission of the MDI is to make downtown revitalization an integral part of community development in cities and towns across the Commonwealth. MDI's guiding principles are that the most effective approach to downtown revitalization is a holistic one; that it addresses economic and community development needs; and that it provides a framework of interrelated activities that promote positive change in a downtown to keep it healthy and prosperous.

The LRRP program provided technical assistance by consultant teams with expertise in effective strategies to stabilize business districts. Applicants were matched with consultant team(s). There was a total of \$9.5 million in technical assistance available, whether from a small-town center or a group of business districts within a large city, interested applicants were encouraged to apply. Streetsense assisted DHCD in administering the overall program.

<https://www.mass.gov/info-details/rapid-recovery-plan-rrp-program>



### SERVICES PROVIDED

- Performed a business survey – total business closures, vacant storefronts, and business owner needs.
- Evaluated regulatory, zoning, and permitting processes as a potential impediment to business activity.
- Conducted business/community outreach sessions and visitations
- Identified, diagnosed, and delivered processes for 10-17 actionable projects for each community which included potential funding sources.
- Drafted and delivered a comprehensive plan and report according to an established template.
- Drafted and delivered a Marketing Toolkit for the 124 Commonwealth communities to aid in their recovery programming

- Developed and moderated two (2) LRRP programmatic webinars on Connecting with Customers – Using Storefronts, Display Windows, and Signs to Connect with Customers and Post Covid-19 Restaurant Survival: Key Technologies, Strategies and Best Practices

**REFERENCE CONTACT**

Elizabeth (Emmy) Hahn

Program Coordinator, Massachusetts Downtown Initiative

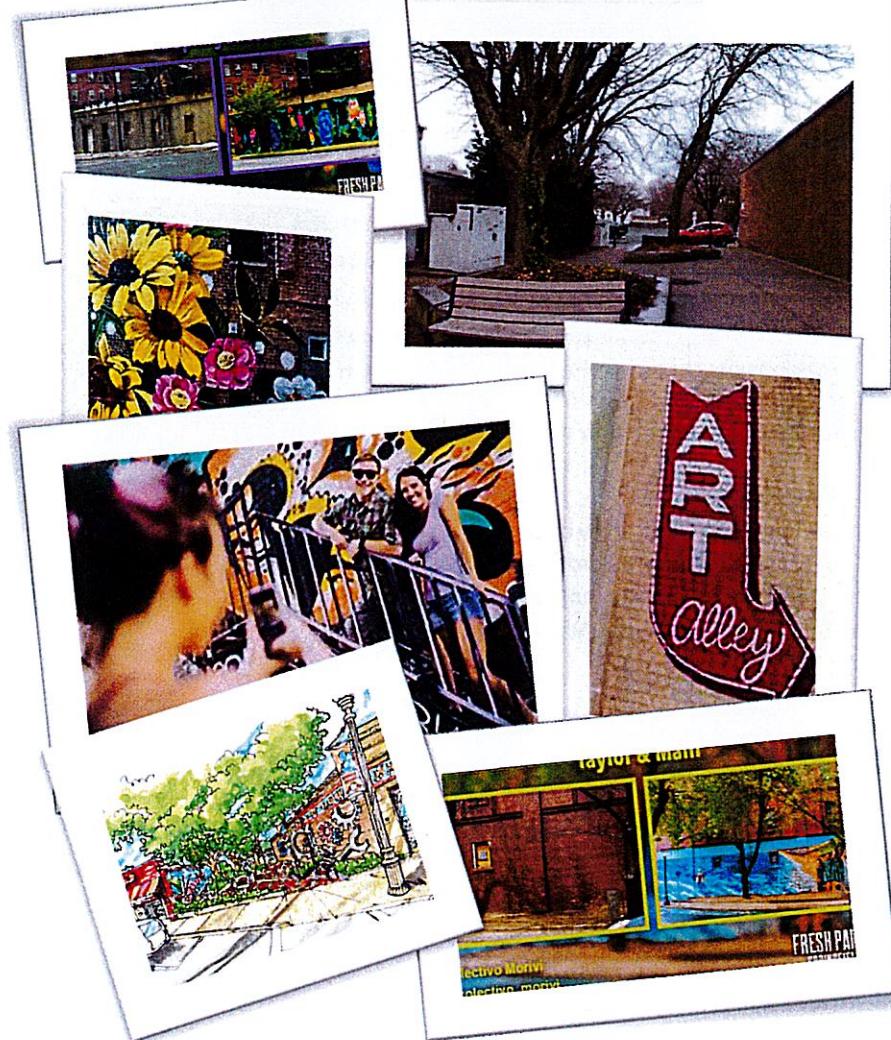
100 Cambridge Street, Suite 300

Boston, MA 02114

(617)573-1364

[Elizabeth.Hahn@mass.gov](mailto:Elizabeth.Hahn@mass.gov)

Imagine the  
possibilities!



## STV Inc. / CT DOT Rail – Property Management Unit Review New Haven, Connecticut (2018-present)

### ASSIGNMENT

Goman+York was engaged to identify strengths and weaknesses within the Connecticut Department of Transportation's Rail Property Management & Utilities Unit (PMUU). Existing functions and processes were examined to recommend best practices to increase efficiency within the unit. Goman+York was further tasked with identifying sources to monetize the rail line and station assets through ancillary income and revenue generation strategies.

### SERVICES PROVIDED

Goman+York examined workflow processes and technology systems utilized by the PMUU to determine how current systems are used and to identify improvements that can be instituted.

Short-term and long-term alternatives were developed to streamline, organize, update, and track the current license agreements and rights of entry contracts. The current *CTrail* system along with other regional and national rail systems were analyzed to develop a strategy to regulate and increase current revenue streams and to identify missed and potential income generation opportunities.

Representatives from GOMAN+YORK attended the International Council of Shopping Center's (ICSC) 2019 RECON conference in Las Vegas presenting *CTrail* to market advertising and specialty leasing opportunities. This provided exposure to over 40,000 conference attendees and led to partnership opportunities for retail vendors and software service providers to contract with the CT DOT - Rail division.

Additionally, Goman+York has been selected to be part of the multi-firm team, led by STV, which was recently awarded a 5-year contract with the CTDOT to offer our team's property management and development expertise to CTDOT's Rail, Bus, and Paratransit systems throughout the State.

### REFERENCE CONTACT

Kristen Ashby, PMP - Planning Manager

STV Inc.

(203)383-5149

[Kristen.Ashby@stvinc.com](mailto:Kristen.Ashby@stvinc.com)



## Our Team

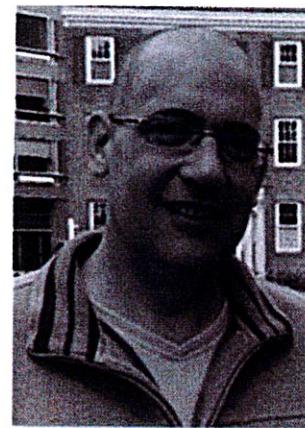
Mike Goman, CRX, CLS, CSM  
Principal

Before forming Goman+York in 2011, Mike spent 30-plus years as a business owner, operator, and commercial real estate professional. He has overseen the development of millions of square feet of commercial real estate across the United States and Canada. Mike's keen insights and understanding of buyer motivations, government relations, and the importance of building effective partnerships help Goman+York design and develop optimum property redevelopment models and strategies that guide public and private stakeholders. Mike is a licensed real estate broker in Connecticut, Massachusetts, New York, Florida, and North Carolina.



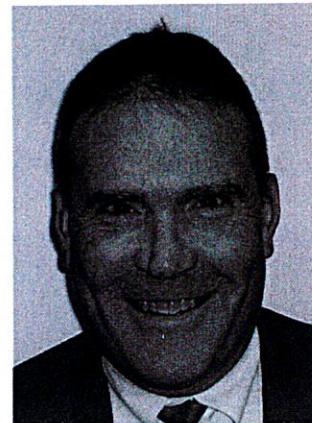
Donald Poland, Ph.D., AICP  
Managing Director, Urban Planning

Don Poland is a geographer, planner, and community strategist with over 25 years of experience in community development, economic development, and land use planning. Having worked in the public, private, non-profit, and academic sectors, Dr. Poland offers a unique understanding and perspective of the social, cultural, economic, spatial, and governance challenges of metropolitan and non-metropolitan space. Don holds a Doctorate Degree from University College London, Dept. of Geography, Cities and Urbanization program, and a master's degree in Geography, concentrating on planning, from Central Connecticut State University. He is a Member of the International Geographical Honor Society.



**William “Bill” S. Voelker, AICP**  
**Director of Planning & Strategy**

Bill brings over 30 years of municipal planning experience to the Goman+York team. Most recently he served as Town Planner and Development Coordinator to the Town of Cheshire, CT overseeing a five-member staff. His expertise provides Goman+York projects and clients with in-depth knowledge of the planning process focusing on public and private development and the administration of policy and regulations. Bill holds a Master's in Community Planning and Development from the University of Rhode Island.



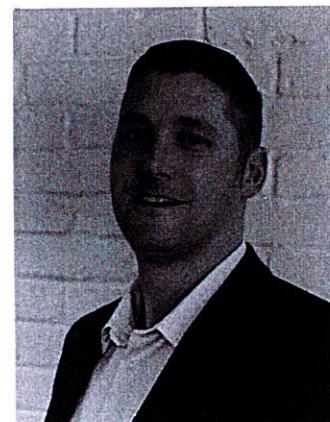
**Denise L. Robidoux**  
**Executive Vice President & Chief Operating Officer**

Denise is a veteran of the retail shopping center property management, marketing, and operations fields. Before joining Goman+York in 2018, she was the general manager for The Shops at Farmington Valley in Canton, CT, a 425,000-square-foot lifestyle center. Denise holds various certificates and positions that complement her diverse professional experience. She has a highly skilled and creative background that lends itself well to the demands of commercial retail real estate, marketing, retail management, economic development, nonprofit development, and small business ownership. Along with coordinating major projects, Denise has worked in a project advisory role for the CTDOT - Office of Rail in their Property Management Utilities Unit for Goman+York for 5 years. She holds a Connecticut Real Estate Salesperson license.



**Bradley Senft, MSRE**  
**Vice President, Managing Director**

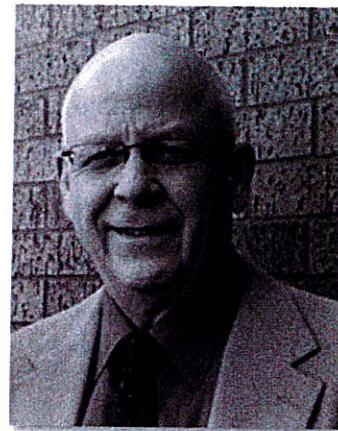
As a former business owner and successful professional with a proven track record in business development, financial management, leadership, and team management, Brad brings his asset management and real estate development expertise to Goman+York. Before joining Goman+York, Brad created, operated, and sold a successful business in Colorado. His entrepreneurial spirit along with his real estate development and asset management-focused expertise complement the public and private sectors served by Goman+York. Brad graduated from Daniels College of Business, University of Denver with a Master of Science in Real Estate in the Built Environment – Dual Concentration in Real Estate Development and Asset Management. He holds real estate licenses in Connecticut and Massachusetts.



## Dave Driver

Senior Vice President, Business Development & Corporate Relations

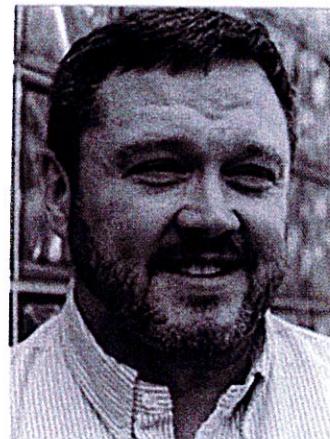
David is a seasoned economic development professional with marketing and program experience in the public, nonprofit, and private sectors. He ran a university-related business incubator and a public venture capital organization developed state-level urban redevelopment incentives and tourism promotion campaigns and directed comprehensive business recruitment marketing efforts. David headed marketing for the Connecticut Department of Economic Development for 15 years. He founded and directed Connecticut Innovations, the state's risk capital agency. Before joining Goman+York, he led business attraction efforts for Northeast Utilities (now Eversource) where he coordinated business recruitment for the six New England states.



## Dusty McMahan

Planning and Development

Dusty has over 20 years of experience in directing complex, high-profile projects, and design teams. Dusty integrates the roles of designer and planner to visually communicate proposals. His skillful artistic vision allows for the implementation of ideas that emerge organically into on-the-fly sketches. Informed by his development and construction expertise and understanding of financial capitalization, his "design solutions" are not just imagery but documentation of economically viable and sustainable solutions to the highest and best repositioning of real estate assets. His planning experience ranges from urban infill and reclamation to campus planning and luxury resorts.

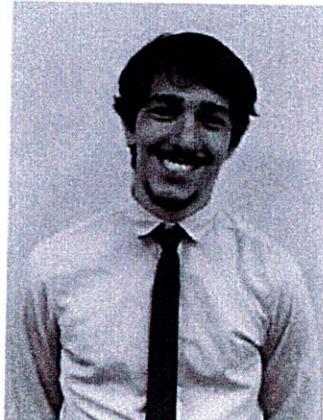


## Data Analytics Team Members

### David Correia

Senior Data Scientist

Dave brings a quantitative approach to economic development and project analysis by bringing real-world data into focus to create detailed financial projections. His expertise provides Goman+York projects and clients with data-oriented market & geospatial analysis, along with an in-depth knowledge of public and private funding sources. Dave also delivers data-driven location analytics for the community banking system nationwide, through our affiliate company, Accubranch.



### Alyssa Fleming

Research & Data Analyst

As a Research Analyst for Goman+York, Alyssa brings a critical perspective of financial analysis to our team. Her experience in commercial property analysis and financial planning enables Alyssa to carefully realize an institution's risk and reward relationship. She applies that critical thinking to Goman+York's data analysis and expansion strategies for our development, municipal, and educational clients.

A graduate of the University of Hartford's Barney School of Business, Alyssa majored in Economics and Finance, with a minor in Actuarial Sciences. Alyssa is a licensed Connecticut Real Estate Salesperson.

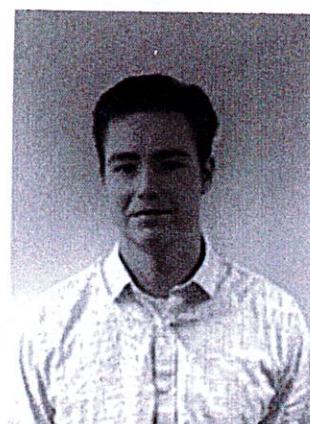


### Derek O'Connor

Research & Data Analyst

Derek O'Connor joined the Goman+York team working as a Research and Data Analyst. Derek is a recent UCONN Finance graduate and studied real estate as an integral part of that program. He was a member of the Real Estate Society, the Finance Society, and the National Society of Collegiate Scholars.

Derek is focused on our work with CTDOT - Office of Rail in their Property Management Utilities Unit, along with State, Municipal, and development clients. Derek is a licensed Connecticut Real Estate Salesperson.



## Cost Proposal

Goman+York respectfully submits the following Cost Proposal to the Town of Woodbridge. We would like to propose a lump sum, On-Call contract structure that we utilize with other communities. With this structure, our team would be available to your staff for approximately 25-28 hours per month, with the ability to vary those hours throughout the term should one month require our services more than another to carry out the tasks as detailed in your RFP and our response in the Scope of Services section. This on-call structured format gives you the flexibility to enhance your team with our team's knowledge and experience.

Additional deliverables will include:

- Reporting of all activities to the EDC and others as requested.
- Monitoring, assessment, and status reports on activities.
- Special reports regarding specific topics and special requests for information.

The following fee-for-service breakdown is an estimate based on the services outlined in the Scope of Services. These monthly estimates are subject to change based on need, implementation, completion, and direction from the Town.

We estimate the monthly activities to be:

<b>Plan, Strategy, &amp; Implementation:</b>	25%
<b>Business Retention &amp; Attraction:</b>	25%
<b>Capacity Building:</b>	15%
<b>Administration &amp; Meetings:</b>	15%
<b>Policy and Program:</b>	10%
<b>Other Services:</b>	10%

We have included a recommended 3-year budget for your review for this assignment, realizing the RFP requested one year with the possibility to extend. For this structure, Goman+York would propose the following fee for services:

<b>Year 1</b>	\$6,790/month	\$81,480/year
<b>Year 2</b>	\$6,994/month	\$83,928/year
<b>Year 3</b>	\$7,204/month	\$86,448/year

**Note:** Years 2 & 3 represent a 3% calculated YOY increase

By employing a mix of our team's national and local experience, we would endeavor to collaborate closely with the Town of Woodbridge, its staff, elected officials, and local stakeholders to develop the right approach for each assignment at hand.

Should you require Goman+York's team consulting and advisory services outside the negotiated Scope of Services, we have included our current Rate Card on the following page for reference.

# Rate Card

## DEVELOPMENT, RESEARCH, PLANNING, ECONOMIC DEVELOPMENT & CONCEPTUAL DESIGN SERVICES

2024 HOURLY RATES	HOURLY RATE
Mike Goman, Principal - Executive Development Professional	375.00
Don Poland PhD, AICP - Executive Planning Professional	350.00
Denise L. Robidoux, EVP/COO - Executive Development Professional	275.00
Senior Development Professional	225.00
Senior Design Professional	225.00
Senior Planning Professional	225.00
Senior Public Policy & Community Development Professional	225.00
Senior Research & Data Analyst	175.00
Research & Data Analyst	125.00
Graphic Design Associate	125.00
Planning Associate	125.00
Office & Accounting Staff	50.00

**Direct Expenses:** Goman+York will be reimbursed for any direct out-of-pocket costs incurred for additional services for mileage, travel, photocopying, courier, postage, or similar expenses. All such expenses must be preapproved by the Town and will be invoiced at Goman+York's cost.

## Town Support

The support we require from the Town will include providing access to Town records (i.e., assessment data, studies, reports, plans, and regulations), and providing their unique and intimate knowledge and understanding of the Woodbridge community.

All of this access and interaction on multiple levels is critical to supporting the initiatives of the community. We will engage the Economic Development Commission and other key Town stakeholders as we support your community's economic development – analyzing and developing the methodology; identifying and evaluating strategic initiatives and priorities; and developing recommended strategies that have measurable goals and outcomes.

## References

### **Eileen Buckheit, Development Director**

Town of East Hartford  
740 Main Street  
East Hartford CT 06108  
(860) 291-7303  
[ebuckheit@easthartfordct.gov](mailto:ebuckheit@easthartfordct.gov)

### **Sharron Howe, Interim Town Manager**

Town of Bloomfield, Connecticut  
800 Bloomfield Avenue  
Bloomfield, CT 06002  
(860) 769-3504  
E-Mail: [showe@BloomfieldCT.gov](mailto:showe@BloomfieldCT.gov)

### **Eden Wimpfheimer, First Selectwoman**

Town of East Granby  
9 Center Street - East Granby, CT 06026  
(860)413-3302  
[edenw@egtownhall.com](mailto:edenw@egtownhall.com)

### **Francis Pickering, Executive Director**

Western Connecticut Council of Governments (West COG)  
1 Riverside Road  
Sandy Hook, CT 05482  
(475)323-2070  
[fpickering@westcog.org](mailto:fpickering@westcog.org)

### **Mike Freimuth, Executive Director**

Capital Region Development Authority (CRDA)  
100 Columbus Boulevard, Suite 500  
Hartford, CT 06103-2819  
(860)493-2903  
[mfreimuth@crdact.net](mailto:mfreimuth@crdact.net)

# Conditions

Goman York Property Advisers LLC agrees to adhere to the terms and conditions as stated in the Request for Proposals.

## **Additional information**

A) Goman York Property Advisers LLC meets and exceeds most required insurance limits. Therefore, we would seek to discuss and provide the necessary insurance requirements with the Town upon award of the RFP.

Goman York Property Advisers LLC will need and require a fee payment schedule that does not withhold the total payment until the end of the assignment.

Monthly payments are how we typically structure payments for this kind of assignment with the first payment invoiced at the beginning of the second month and the last payment invoiced upon completion.

### B) Additional work

None proposed. Negotiable if requested by the Town.

### C) Lawsuits filed, judgments entered, or claims made against the consultant

Nonapplicable—no such claims or occurrences involving the firm. Neither Goman York Property Advisers LLC nor any of its employees or officers has been named as a defendant in any litigation brought because of any contract operations for operations and maintenance. Goman York Property Advisers LLC has never been terminated, fired, or replaced on a project other than those contracts that have been terminated due to completion.

### D) Confidentiality policy

Any Goman+York employee or person working on behalf of Goman York Property Advisers LLC with access to personal and confidential records or documents must sign a statement of confidentiality that requires him or her to not disclose any sensitive information.

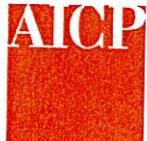
### E) Affirmative Action Policy Statement

Goman York Property Advisers LLC firmly believes that doing the right thing for the community, the environment, and our employees and subcontractors is the right thing for our business. One such commitment is to affirmative action. While we are a small firm, the company does not discriminate in the selection of vendors, subcontractors, clients, or employees on the basis of any discriminatory practice. By way of example, company policy prohibits the consideration of race, religion, physical capabilities, sexual orientation, and national origin or any other characteristics in any decision taken by the company. Goman+York is a Connecticut-certified small business enterprise (SBE).

### F) Conflict of Interest

No officer, employee, or person who is payable in whole or in part from the Town currently has any direct or indirect personal interest in Goman York Property Advisers LLC.

Proudly affiliated with the following organizations



THANK YOU FOR YOUR CONSIDERATION OF OUR RESPONSE

# GOMAN +YORK



[www.gomanyork.com](http://www.gomanyork.com)

**Mike Goman**  
*Principal*

✉ [mgoman@gomanyork.com](mailto:mgoman@gomanyork.com)  
☎ 860.841.3271





GO MAN+YORK

On-Call Economic Development Services

Listen + Advise + Execute

## Who We Are

# We're Here When You Need Us!

## On-Call Contract Provides On-Demand Access

**GOMAN+YORK** understands government, business and development cultures and can serve as an advisor to achieve your community's Economic Development objectives. Our goal is to facilitate development that will strengthen — and make the greatest impact — in your community.

## BENEFITS OF GOMAN+YORK'S ON-CALL ECONOMIC DEVELOPMENT SERVICES:

- Value-Added Expertise when it's most critical
- Access to **GOMAN+YORK**'s depth of knowledge, expertise and services — Real Estate, Planning, Land Use, Development, Marketing, Sales, Negotiation, Market Analysis
- Direct Impact where needed
- Business-Friendly facilitators
- Objective 3rd Party perspective
- Identify issues and areas for potential growth
- Consistency in marketing, messaging and information delivered
- Flexible Advisory Services — project-specific, community-wide, strategic, or long-term

## What We Do

# On-Call Economic Development

**GOMAN+YORK**'s team is here to strengthen and augment your team when your community needs additional staff. As Trained Dealmakers, we are natural Business Communicators — we understand business culture and regulatory structure.

### **SERVICES PROVIDED:**

- Structured Business Visitations
- Community Assessments
- Targeted Economic Development efforts
- Public Private Partnership facilitation
- Tax Abatements
- Tax Increment Financing (TIF) – district plans creation, adoption, and implementation
- Disposition of obsolete assets
- Fiscal/Economic Impact Studies – student enrollment, tax base projections, affordable/multi-family housing

We also offer a Structured Service Contract for those communities in need of **GOMAN+YORK**'s year-round Economic Development support.

**GOMAN+YORK**

"Engaging **GOMAN+YORK**'s economic development support services has directly resulted in the creation and retention of **over 4,700 jobs** and has helped the Town of Bloomfield realize millions of dollars in additional property taxes and other revenue."

— José Giner, AICP, CCEO (*retired*)  
*Director of Planning & Economic Development, Town of Bloomfield*

## Contact

### CORPORATE OFFICE:

#### NEW ENGLAND

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#### PHOENIX

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**e:** [cstewart@gomanyork.com](mailto:cstewart@gomanyork.com)

**GomanYork.com**

**GOMAN+YORK**



**GOMAN+YORK**

# Municipal Planning and Economic Development Advisory Services

NEW ENGLAND | DALLAS | PHOENIX

**Listen + Advise + Execute**



**GOMAN+YORK's team works at the leading edge of planning, economic development and community engagement.**

**WE CAN HELP YOUR COMMUNITY:**

- Create a streamlined regulatory environment
- Reinvigorate development projects
- Spur adaptive reuse of key properties
- Attract and retain business and jobs
- Achieve financial goals

**+ Economic Development**

- + Comprehensive Plans**
- + Special Area Plans**
- + Advisory Services**
- + TIF/Tax Abatement Programs**
- + Demographic & Socio-Economic Analysis**
- + Economic Recovery Plans**
- + Land Use Application Technical Review**

**GOMAN+YORK**

## Our Approach

# Creating Reality-based Solutions as a Framework for Success

Drawing on decades of experience, our primary mission is to develop realistic and actionable strategies that revitalize towns, cities and neighborhoods at the intersection of planning, economic development, and real estate development.

### We help you create conditions for success

- Institute customer-centric processes and improvements
- Establish a business-friendly regulatory environment
- Encourage and support adaptive reuse of key properties
- Market local assets effectively to attract and retain business and jobs
- Achieve financial and community lifestyle goals
- Position community to compete for wealth and investment

### We support your critical town functions

- Conduct community visioning sessions
- Formulate concept plans for targeted properties
- Identify socioeconomic and demographic data and trends
- Perform SWOT analyses
- Design and execute marketing programs and materials
- Provide contract staffing of economic development positions
- Update your community's Comprehensive Plan

### We help craft public processes that are swift, certain, and simple

- Analyze goals, resources, tasks and implementation efforts
- Develop and implement creative, effective programs
- Train and advise town staff, board or commission members
- Develop straightforward, transparent RFP/RFQ processes
- Streamline zoning regulations and processes
- Design effective tax abatement programs and analyze applications

# Contact

## CORPORATE OFFICE:

### NEW ENGLAND

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06108

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**GomanYork.com**

**GOMAN+YORK**

# Community Economic Recovery Strategy

A Resilient Approach to Economic Recovery

Our proven strategy brings key stakeholders together to identify and address priorities to benefit your community.

STEP 1.

## RE+ASSESS

### Where Are You Today?

- + Economic Assessment
- + Sector Analysis
- + Baseline Analysis
- + Commercial District Assessment
- + Retail Gap Analysis
- + Financial Analysis
- + Market-based Research

STEP 2.

## RE+IMAGINE

### Where Do You Want To Be?

- + Economic Planning
- + Governance Roles
- + Planning for Change
- + Scenarios & Alternative Futures
- + Strengths & Priorities
- + Land Use Planning

STEP 3.

## RE+INVIGORATE

### How Do You Get There?

- + Results-Driven
- + Community Economic Recovery Strategy
- + Capacity Building
- + Required Resources
- + Strategy Implementation
- + Economic Vision
- + Formation

## Contact us today!

Working with you to get your community on the road to recovery.

### CORPORATE OFFICE:

#### NEW ENGLAND

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860.841.3271 / [mgoman@gomanyork.com](mailto:mgoman@gomanyork.com)

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[dpoland@gomanyork.com](mailto:dpoland@gomanyork.com)

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**GomanYork.com**

# Community Economic Recovery Strategy

A Resilient Approach to Economic Recovery

STEP 1.

## ► RE+ASSESS

### Where Are You Today?

Understanding where you are today informs how vulnerable your community is to the short- and long-term negative economic impacts? It also informs how to plan and strategically move forward.

#### Existing Conditions Assessment

- ✚ Demographic and Socioeconomic Analysis
- ✚ Sector Analysis
- ✚ Retail Gap Analysis
- ✚ Commercial District Assessment
- ✚ Regulatory Review
- ✚ Business Outreach

#### Local Economic Risk Assessment

- ✚ Identify Vulnerabilities
- ✚ Impact to Future Tax Revenue and Municipal Budget
- ✚ Main Street & Commercial Impact Analysis

### Contact us today!

Working with you to get your community on the road to recovery.

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# Community Economic Recovery Strategy

A Resilient Approach to Economic Recovery

STEP 2.

## ► RE+IMAGINE

### Where Do You Want To Be?

Strategic planning is most important when the future is uncertain.

We can help you navigate uncertainty and chart a course to recovery for the future you want.

#### ► **Resilience**

Planning for change and the unknown

#### ► **Sustainable**

Balancing social, economic, and environmental outcomes

#### ► **Scenarios**

Potential and plausible futures

#### ► **Adaptation**

Creating newness out of existing forms and functions

#### ► **Governance**

The role of government intervention

#### ► **Decision Making**

Setting priorities and executing

## Contact us today!

Working with you to get your community on the road to recovery.

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# Community Economic Recovery Strategy

A Resilient Approach to Economic Recovery

STEP 3.

## ► RE+INVIGORATE

### How Do You Get There?

Planning is easy. Achieving desired outcomes is hard. Our work integrates planning and implementation into a seamless process of strategic intervention aimed at outcome achievement.

- ✚ **Outcome Identification**  
Setting the desired outcomes
- ✚ **Strategy Development**  
Creating the recovery toolbox based on desired outcomes
- ✚ **Capacity Building**  
Developing the required and available resources
- ✚ **Strategy Implementation**  
Employing the right strategy at the right time
- ✚ **Measuring for Success**  
Ensuring our strategies are working
- ✚ **Adjustment**  
Strategy adaptation as conditions improve

### Contact us today!

Working with you to  
get your community on  
the road to recovery.

#### CORPORATE OFFICE:

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# Community Economic Recovery Strategy

A Resilient Approach to Economic Recovery

## RE+VIEW OUR RESULTS

### **+ Business Recruitment and Retention**

4,700+ jobs, \$150+ million of Grand List assessed value, \$330+ million in added investment value

### **+ Surplus Properties Sale and Adaptive Reuse**

Excess schools, other obsolete and vacant properties

### **+ Disaster Recovery**

5-year post-Katrina hurricane redevelopment, i.e. trendy neighborhoods and robust housing market

### **+ Economic Recovery**

HUD NSP-II neighborhood revitalization strategy

### **+ Investment Strategy**

Created an economic investment strategy that was influential in the community securing a \$10 million state revitalization grant

### **+ Tax Increment Financing**

Master plans for TIF districts

### **+ Strategic Tax Abatement Incentive Programs**

Utilized tax abatements to successfully catalyze \$200+ million in new development

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