



Qualifications

PRESENTED TO

**Western Connecticut Council of
Governments**

FOR

**Municipal Planning Consulting
Services**

JANUARY 28, 2026

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Cover Page





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Stamford, CT 06901
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January 28, 2026

Francis R. Pickering
Executive Director
Western Connecticut Council of Governments
1 Riverside Road
Sandy Hook, CT 06482
ccarpenter@westcog.org

Re: Western Connecticut Council of Governments, Request for Qualifications for Municipal Planning Consulting Services

Dear Mr. Pickering:

AKRF, Inc. (AKRF) is pleased to submit this proposal for Municipal Planning Consulting Services to the Western Connecticut Council of Governments (WestCOG) in response to the Request for Qualifications (RFQ) for Municipal Planning Consulting Services. Founded in 1981, AKRF is a full-service planning, environmental consulting, and engineering firm with over 400 planners, engineers, scientists, economists and related professionals bringing the value of strategic thinking to our municipal clients. For more than forty years, our land use planners, transportation planners, and civil engineers have proudly worked alongside municipalities across Connecticut and the greater Northeast region.

From our office in Stamford, AKRF can provide WestCOG and its member communities with all the technical services described in the RFQ without the use of subconsultants. AKRF has extensive experience conducting planning studies, analyzing the strengths and weaknesses of existing zoning codes and policy documents, updating traditional zoning codes, and developing new progressive zoning tools to facilitate development and redevelopment of under-utilized properties. This work has helped guide development, while protecting environmentally sensitive land, historic resources, and open space. As part of these efforts, AKRF's planners have led public outreach and engagement sessions for proposed plans and zoning changes, have conducted detailed conceptual buildout analyses for such changes, and have completed related environmental impact analyses, including but not limited to areas such as natural resources (threatened and endangered species, wetlands/ waterbodies), traffic, infrastructure, visual impacts, public school enrollment, and fiscal/economic impact analysis. Our planners have deep knowledge of relevant federal and state laws and regulations, including case law. Our experience includes working with municipalities in "home rule" states, as well as those without a county government.

AKRF is accustomed to working with municipal boards, staff, and agencies faced with the need to understand the range of consequences (positive and negative) a project of any size would have on the municipality. Our value to WestCOG and its member municipalities would be to:

- Synthesize technical data into understandable formats;
- Create meaningful studies that clarify the benefits and effects of a potential action; and
- Provide WestCOG and stakeholders with the resources to make informed decisions.

AKRF has been retained to provide on-call planning and zoning, environmental review, and engineering consulting services to numerous municipalities and Councils of Government. AKRF currently provides on-call planning consulting services to the Connecticut Municipal Development Authority and the South Central Regional Council of Governments. AKRF also provides planning and traffic services to several municipalities, including the City of Norwalk where we recently completed their Affordable Housing Action Plan. We regularly work with municipal staff, commissions and boards. Our planners are experienced public speakers, having presented before numerous municipal planning and zoning commissions. Our on-call clients rely on our capabilities, our responsiveness, and our customized problem-solving approach to deliver timely, high-quality products on multiple simultaneous assignments. Our interdisciplinary approach provides a tremendous advantage to our clients largely due to our thoughtfulness and efficiency of time and cost.

Thank you for your consideration and the opportunity to submit our qualifications. We hope you agree that our management experience, and deep bench of planning, environmental, and engineering professionals render AKRF uniquely qualified to provide WestCOG and its member municipalities with high quality municipal planning services. This Statement of Qualifications will remain valid for a period of 90 days after the closing date for the submission and may be extended beyond that time by mutual agreement. Please do not hesitate to reach out to me by phone (203.536.0926) or email (aley@akrf.com) with any questions regarding this proposal. We look forward to discussing our qualifications with you further.

Sincerely,
AKRF, Inc.



Ashley Ley, AICP
Senior Vice President
Principal-in-Charge and Point of Contact

02

Work History



02

Work History

AKRF has been retained to provide on-call planning and zoning, environmental, and engineering consulting services to numerous municipalities and agencies throughout the northeast. A selection of relevant projects that feature AKRF's experience with similar planning and zoning scopes for municipalities in the region are included on the following pages.

PLANNING AND TRANSPORTATION SERVICES, NORWALK CT

AKRF was retained by the City of Norwalk to develop an Affordable Housing Action Plan to assess the City's affordable housing needs and address their potential economic, environmental, and social equity impacts. The Affordable Housing Action Plan includes a housing needs assessment that identifies the different levels and types of affordable housing needed, and provides strategies and implementation measures on how to achieve those levels. The plan was adopted in 2025.

In addition to the planning services, AKRF has been retained by the City of Norwalk since 2021 to provide traffic and transportation services, including peer review services to address the City's development plans and Complete Streets initiative. The peer review included the review of traffic impact studies and plans for full compliance with CTDOT TIAS guidelines, standards, and procedures to determine necessary improvement measures; presenting findings to the Planning and Zoning Commission and community members; and working with CTDOT to facilitate improvements with overlapping jurisdiction. Beyond peer review services, AKRF has provided support for the construction of Adaptive Traffic Control Systems, preparing SEAFORMs for the CTDOT, reviewing Over Height Detection Systems, and reviewing streetscape improvements in regard to traffic impacts.



2025 Norwalk Affordable Housing Action Plan

LINK TO PLAN: [Norwalk Affordable Housing Plan](#)

Reference Information:

City of Norwalk
 Steven Kleppin, Planning and Zoning Director
 125 East Avenue
 Norwalk, CT 06851
 (203) 854-7956 | skleppin@norwalkct.gov

MUNICIPAL ZONING REVISIONS, SALISBURY CT

AKRF was retained by the Town of Salisbury, CT to recommend zoning amendments to guide development of multifamily housing consistent with the Town's Plan of Conservation and Development (POCD). AKRF worked with the Planning and Zoning Commission to identify appropriate zoning tools, and prepared zoning text and map amendments to allow multifamily housing within downtown Salisbury and Lakeville in a manner that maintained the Town's historic character and preserved natural resources. During the process AKRF met with the members of the Planning and Zoning Commission and stakeholder groups and conducted several public engagement meetings. The Planning and Zoning Commission voted unanimously in favor of the zoning code amendments, which were adopted in September 2019. In 2020, AKRF worked with the Town of Salisbury to update its GIS based Zoning Maps to improve readability.



Hamlet areas reviewed as part of the rezoning in Salisbury, CT

Reference Information:

Dr. Michael Klemens, former Chair Town of Salisbury
Planning and Zoning Commission
5 Miner Street/POB 8
Falls Village, CT 06031
(203) 448-8068 | fenbois@aol.com

CONNECTICUT MUNICIPAL DEVELOPMENT AUTHORITY (CMDA) ON-CALL CONTRACT STATEWIDE

AKRF is providing on-call planning services to support the Connecticut Municipal Development Authority, a quasi-public entity established in Part IX of Chapter 130 of the Connecticut General Statutes, Sections 8-169hh through 8-169ss. The purpose of the Authority is to stimulate economic and transit-oriented development, encourage residential housing development, and manage facilities through contractual agreement or other legal instrument. AKRF is currently tasked with GIS mapping, zoning and build-out analyses, regulatory strategies, and due diligence under this on-call contract, which also anticipates work related to fiscal analyses, grant/funding identification, and drafting zoning regulations. AKRF is reviewing current state and local regulations and permitting processes to identify "pinch points" in the land development review process, typical infrastructure improvements that could benefit from a district wide approach, and potential district wide planning tools that could be used to streamline the development process within the opt-in CMDA Districts. As part of this task, AKRF is conducting stakeholder interviews with various state agencies, councils of governments, and local developers. The final report will include recommendations and strategies to implement the findings.

Reference Information:

Connecticut Municipal Development Authority
David Kooris, Executive Director
100 Columbus Boulevard, Suite 500
Hartford, CT 06103
(860) 527-0100 | david.kooris@wearecmda.org



Commercial property on Route 22 in the Town of Southeast. AKRF assisted the Planning Board in the site plan and architectural review for the contextual expansion of this local historic site.

PLANNING AND ZONING SERVICES, SOUTHEAST, NY

Since 1998, AKRF has served as planning consultant to the Town of Southeast in Putnam County, NY providing site planning and environmental review services and coordinating development approvals among the Town’s review boards. AKRF worked with the Planning/ Architectural Review Board and Town Board to update the Town zoning regulations (signage, home based occupations, farmers markets, recreational businesses), historic resource protections, architecture and design guidelines, local environmental regulations (stormwater management and wetlands), and the development review processes. In addition, AKRF led the Town through two Comprehensive Plan updates and prepared several special area or corridor master plans. AKRF provided GIS mapping, public engagement, and graphic design services for each of these assignments.

In 2014, AKRF facilitated an update of the Town’s Comprehensive Plan, which AKRF previously prepared in 2002. We analyzed the existing zoning and provided extensive recommendations to modernize the Code. Several of these initiatives were implemented in 2015, including the creation of a new Special Route 6 Zoning District between the Village of Brewster and the City of Danbury, CT, to stimulate commercial development in this corridor. In 2021, AKRF updated the Route 22 Master Plan and corresponding zoning regulations. The new Route 22 Master Plan and zoning included landscaping and design guidelines and modernized the allowable uses.

In addition, AKRF has facilitated the environmental review of several large-scale development projects within the Town. Projects include an approximately 1 million square foot logistics center, a regional baseball training and competition facility, two large retail centers, and several residential developments.

[LINK TO PLAN: Route 22 Master Plan, Town of Southeast](#)

Reference Information:

Town of Southeast

Tom LaPerch, Planning Board Chair

1 Main Street

Brewster, NY 10509

(845) 729-4211 | tomlaperch@aol.com

PLANNING AND TRANSPORTATION SERVICES, MAMARONECK NY

AKRF provides on-call planning and transportation services to the Village of Mamaroneck in support of the Planning Board, Zoning Board of Appeals, and Harbor & Coastal Zone Management Commission (HCZMC). AKRF works with the Planning Board on the review of site plan and subdivision applications, as well as facilitating the environmental review of major development projects. AKRF’s support of the HCZMC includes reviewing projects for compliance with the NY State Local Waterfront Revitalization Program (LWRP). The Village of Mamaroneck is a flood prone community; as such, reviews often focus on measures that can be taken to avoid potential impacts to the



AKRF staff presenting results of a traffic study.



AKRF designed crosswalk curb extensions to improve safety for elementary school students crossing a wide arterial street leading to the Mamaroneck Avenue School.

floodplain, as well as mitigate health and safety risks during future flood events.

In addition, as part of the transportation on-call AKRF fields requests from the Mayor, Village Manager’s Office, Engineer, and Traffic Board to conduct safety, traffic calming, school safety, and Complete Street studies in support of the Village’s Safe Street initiative and Vision Zero policy; review private applicant traffic and parking studies; and provide testimony to Village Board of Trustees, Planning Board, and Zoning Board of Appeals as needed.

Reference Information:

Village of Mamaroneck
 Seamus O'Rourke, Planning Board Chair
 169 Mt Pleasant Avenue
 Mamaroneck, NY 10543
 (914) 825-8758 | SORourke@vomny.net

PLANNING AND TRANSPORTATION SERVICES, ORANGETOWN NY

AKRF provides on-call planning and transportation services to the Town of Orangetown for large development projects such as warehouse and logistics centers. Additionally, AKRF was retained by the Town of Orangetown to update its Comprehensive Plan to establish a guiding framework for future sustainable development, economic growth, and natural resource preservation in the Town. AKRF, along with its teaming partners, facilitated online surveys and led a series of public workshops to gather community feedback. Through this public engagement process, AKRF prepared and vetted the vision and goals for the Comprehensive Plan. AKRF worked with the Town Board to refine implementation strategies, develop zoning recommendations, and prepare the final Comprehensive Plan. The Comprehensive Plan was adopted by the Town Board in October 2023.

[LINK TO PLAN: Orangetown Comprehensive Plan 2023](#)

Reference Information:

Town of Orangetown
 Teresa Kenney, Supervisor
 26 Orangeburg Road
 Orangeburg, NY 10962
 845-359-5100 | supervisor@orangetown.com



AKRF's Ashley Ley presents at a Comprehensive Plan community workshop in the Town of Orangetown, 2023.

METROCOG FAIRFIELD AVENUE AND BREWSTER STREET CORRIDOR PLAN, BRIDGEPORT, CT

The City of Bridgeport, Connecticut Metropolitan Council of Governments (MetroCOG), and the Black Rock Neighborhood Revitalization Zone (Black Rock NRZ) in coordination with the Connecticut Department of Transportation (CTDOT) developed a multi-modal corridor transportation plan for Fairfield Avenue (Route 130) and Brewster Street in Bridgeport, CT. The purpose of the Corridor Plan is to reduce traffic delay, improve traffic safety, and better accommodate bicyclists, pedestrians, and transit users. AKRF led the transportation study and community outreach efforts.

[LINK TO PLAN: MetroCOG Corridor Plan](#)



Chris Mojica of AKRF at a community outreach event for Fairfield Avenue and Brewster Street Corridor Plan.

Reference Information:

MetroCOG
Hannah Reichle
Senior Regional Planner
203-366-5405 x 27 | hreichle@ctmetro.org

WESTCOG ROUTE 1 CORRIDOR MASTER PLAN, NORWALK, CT

AKRF is part of a team developing a transportation master plan for the Route 1 Corridor in Norwalk, CT. The Western Connecticut Council of Governments (WestCOG) is leading the project in cooperation with the City of Norwalk. As part of the project, AKRF is analyzing the existing land use and zoning along the corridor, assessing the potential future build-out, and analyzing the potential economic effects of project recommendations. AKRF is also developing a traffic signal analysis and identifying potential improvements along the corridor.

Reference Information:

Western Connecticut Council of Governments Kristin Floberg, Senior Planner
(475) 323-2075 | kfloberg@westcog.org

MANRESA ISLAND PARK, NORWALK, CT

AKRF is providing environmental services for the master planning of a new accessible park and restored shoreline on Manresa Island—a 125-acre peninsula on the Long Island Sound. Manresa Island was home to a 1960s oil-fired power plant that closed in 2013. Because of the significant ecological concerns caused by the power plant, the Island has been closed to the public for over a decade. Left alone and without maintenance, the island has undergone a natural resurgence with the growth of a birch forest on former coal ash deposits and ospreys nesting throughout the area. The wetland ecosystem has flourished and contributes to the island's rich biodiversity.

AKRF compiled the historical operations and environmental investigation data for the site and prepared the conceptual design approach for remediation in accordance with the Connecticut Remediation Standard Regulations. The work was completed in support of the site redevelopment master plan and included meetings with the Connecticut Department of Energy and Environmental Protection to confirm the conceptual approach.

The park will unlock 1.75 miles of Norwalk’s waterfront access for the first time in nearly 75 years. It will be one of the few publicly accessible shorelines in the region and is planned to boast a healthy public space with water access, swimming, play spaces, and a network of walking paths. The AKRF team is contributing to the remediation strategies meant to revive Manresa’s coastal ecosystem and preserve its post-industrial landscape. To ensure the site is as resilient as possible, the strategic design vision will include a program of living shorelines, adding tree canopy to combat extreme heat, and elevating portions of the site to mitigate flooding.

Reference Information:
Manresa Island Corp.
Jessica Vonashek, Executive Director
(617) 899-2528 | jess@manresawilds.org



Manresa Island Park Master Plan Rendering (source: SCAPE)

Qualifications: Organizational Framework, Organization Chart and Resumes



03.

Organizational Framework

AKRF's people are key to our long record of success. Our professional staff—many of whom are recognized industry leaders with many years of experience—include scientists, planners, ecologists, historians, noise and vibration consultants, water resource and civil engineers, transportation planners, economists and hazardous materials specialists. Our range of expertise enables us to offer our clients a single-point source to meet all their regulatory, and planning needs.

All of our technical staff are experienced in making their studies clear to the public, both in their reports and at public meetings, and we understand the intricate and overlapping regulatory framework to successfully guide our clients through the complicated collection of regulations and requirements at the local, state, regional and federal levels.

Ashley Ley, AICP, is a Senior Vice President and would serve as the Principal-in-Charge for this assignment. Ashley has extensive experience working with rural and suburban municipalities throughout Connecticut and the northeast conducting zoning, land use, and build-out analyses, developing new zoning text and comprehensive plans, evaluating the potential impacts of large-scale developments, and advising planning and zoning commissions. Ashley is an experienced public speaker and has lead presentations and seminars for the New York Planning Federation, Westchester Municipal Planning Federation, Urban Land Institute, New York Metro Chapter American Planning Association, Southern New England Planning Association, and the New York Association of Towns. Ashley would be the direct point of contact for WestCOG. Ashley would be supported in this assignment by a deep bench of planners, economists, and GIS specialists.

COMPOSITION OF IN-HOUSE STAFF

In addition to all the services described in the RFQ, AKRF is also able to source in-house expertise for services that may emerge throughout the planning process

- *Land use planning and zoning*
- *Economic and fiscal impact analysis*
- *Historic and cultural resource analysis*
- *Environmental site assessment and remediation*
- *Transportation planning*
- *Natural resources*
- *Air quality*
- *Noise and acoustics impact evaluation*
- *Stormwater management*
- *Site and civil engineering*

In addition, AKRF has technical experts in a wide array of fields that are available to support the recommendations and analysis. Our in-house experts include:

- Zoning and land use specialists who can evaluate existing regulations and develop policy recommendations;
- Planners and GIS analysts who can generate concept plans and build-out analyses;
- Site/civil engineers who can evaluate infrastructure constraints;
- Traffic and transportation engineers who can support the evaluation of parking, roads, roadway

infrastructure, pedestrian and vehicular connectivity, and mobility strategies;

- Biologists specializing in natural and ecological resources;
- Economists with expertise in economic development, environmental justice, and housing; and
- Resiliency engineers.

The resumes, including overall capabilities, qualifications, academic training and degrees, areas of expertise and governmental experience, and area of specialization, of each staff member assigned to this assignment are provided in the following pages. All personnel identified in this response will be the persons actually assigned to this project. The following organizational chart identifies the staff members assigned to this project, and AKRF’s organizational framework for this assignment:

ORGANIZATIONAL CHART





BACKGROUND

Primary Office Location

AKRF, White Plains, NY

Education

MUP, New York University

BA, History, University of Michigan

BFA, Graphic Design, University of Michigan

Licenses/Certifications

Certified Planner, American Institute of Certified Planners

Certificate in Landscape Design, New York Botanical Garden

ASHLEY LEY, AICP

Senior Vice President - Principal-in-Charge

As co-leader of the Hudson Valley and Connecticut municipal planning practice, Ashley Ley brings deep knowledge and experience to writing zoning text, reviewing site plans, and conducting environmental analyses for land development projects. Ashley's municipal land use planning and zoning experience includes the preparation of special area plans; comprehensive plans; zoning text, map, and code amendments; visual impact assessments; urban design standards; and sign regulations.

Relevant Experience

NORWALK AFFORDABLE HOUSING ACTION PLAN, NORWALK, CT

Ashley was the Principal-in-Charge for the preparation of the Norwalk Affordable Housing Action Plan. The project involved extensive community engagement and stakeholder outreach, demographic and fiscal analysis, and land use and zoning analysis to develop actionable strategies for achieving Norwalk's housing goals. The Plan was adopted in June 2025.

CONNECTICUT MUNICIPAL DEVELOPMENT AUTHORITY (CMDA) ON CALL CONTRACT, HARTFORD, CT

Ashley serves as Principal-in-Charge and Project Manager for on-call planning services to support the CMDA, a quasi-public entity established in Part IX of Chapter 130 of the Connecticut General Statutes, Sections 8-169hh through 8-169ss. AKRF is tasked with GIS mapping, zoning and build-out analyses, regulatory strategies, and due diligence.

SALISBURY ZONING REVISIONS, SALISBURY, CT

Ashley managed the preparation of zoning text amendments to create multi-family zoning district overlays within downtown Salisbury and Lakeville, Connecticut. She also prepared the text and map revisions, met with the members of the Planning and Zoning Commission and stakeholder groups, and conducted public engagement meetings.

TOWN OF SOUTHEAST PLANNING SERVICES, SOUTHEAST, NY

Ashley has served as a planner for the Town of Southeast since 2007, providing site planning and environmental review services and facilitating the coordination of development approvals among the Town's reviewing boards. She has worked with the Planning and Town Boards to update the Town zoning regulations, local environmental regulations (stormwater management and wetlands), and the development review process. In 2014, Ashley facilitated the update of the Town's Comprehensive Plan, which AKRF prepared in 2002. She worked with the Town Board to implement the recommendations of Comprehensive Plan through the adoption of new zoning regulations. Ashley facilitated the Planning Board's State Environmental Quality Review Act (SEQRA) review of a proposed nearly 1 million square foot logistics center. She also facilitated preparation of grants applications on behalf of the Town for planning and infrastructure projects.

VILLAGE OF MAMARONECK PLANNING SERVICES, MAMARONECK, NY

Ashley serves as Principal-in-Charge supporting AKRF in providing on-call planning services to the Village of Mamaroneck Planning Board, Zoning Board of Appeals, and Harbor & Coastal Zone Management Commission. AKRF also works with the Building Department in the zoning consistency review of applications and provides as-needed support to the Village Board of Trustees for special projects such as rezonings and SEQRA reviews for capital projects.

ORANGETOWN COMPREHENSIVE PLAN, ORANGETOWN, NY

Ashley served as Principal-in-Charge and Project Manager for preparation of the Orangetown Comprehensive Plan. Adopted in 2023, the Comprehensive Plan establishes a guiding framework for future sustainable development, economic growth, and natural resource preservation in the town.

COMPO BEACH MARINA, WESTPORT, CT

Ashley led the master planning and public engagement process as part of preparation of a Master Plan for the town's premiere waterfront park. Compo Beach is a 29-acre waterfront recreation area. The Master Planning process included extensive public engagement, including a community charrette, interactive website, and public outreach media campaign. The project objectives included: improving traffic flow at the beach entrance; enhancing circulation and pedestrian safety; creating new pedestrian pathways and bike loops; recommending landscaping and architectural improvements; and planning for future facilities, including flood and storm resiliency.

TOWN OF AMENIA COMPREHENSIVE PLAN AND ZONING UPDATE, AMENIA, NY

Ashley served as Principal-In-Charge and Project Manager for the 2023 update to the Town's Comprehensive Plan for the purpose of promoting

affordable and workforce housing. Ashley oversaw the assessment of existing housing needs and opportunities in the Town, and drafting of zoning regulations and a Comprehensive Plan amendment to implement the recommendations.

TOWN OF DOVER MUNICIPAL PLANNING, DOVER, NY

Ashley serves as Principal-in-Charge of a contract providing on-call planning and environmental review services to the Town of Dover. AKRF has worked with the Planning and Town Boards since 2007, facilitating SEQRA review for a wide variety of projects, including large-scale projects such as the redevelopment of the Harlem Valley Psychiatric Center and the Cricket Valley Energy Center. AKRF has also worked with the Planning and Town Boards to facilitate zoning text updates.

JOHNSBURG COMPREHENSIVE PLAN, JOHNSBURG, NY

Ashley served as Principal-in-Charge and Project Manager for the AKRF Team retained by the Lake Champlain Lake George Regional Planning Board for the development of the Town of Johnsbury Comprehensive Plan. She oversaw public engagement facilitation, plan document layout and formatting, GIS mapping, and diagrammatic planning-level graphics. The Plan was adopted in May 2025.

VILLAGE OF PELHAM MANOR, PELHAM MANOR, NY

Ashley managed a municipal planning services contract with the Village of Pelham Manor, NY. She facilitated an update of the Village's zoning regulations, including the creation of a new downtown business district, which received a Planning Achievement Award from the Westchester Municipal Planning Federation in 2012. Ashley provided the site plan review of two major retail development projects in the Village, as well as prepared ordinance revisions to the Village's regional shopping center regulations including landscaping and signage guidelines. In addition, she prepared a special area plan and zoning recommendations for the Village's Retail District.



BACKGROUND

Primary Office Location

AKRF, White Plains, NY

Education

*BS, New York University
Polytechnic, Sustainable
Urban Environments; Minors
in Business & Technology
Management and Psychology*

*MUP, University of Florida-
Distance Learning*

Licenses/Certifications

*Certified Planner, American
Institute of Certified Planners*

COREY BLOCK, AICP

Senior Planner - Project Manager

Corey Block is a Senior Planner with experience managing various projects, including a \$45 million broadband initiative. Other planning efforts include supporting comprehensive plans and zoning amendments. Corey is familiar with ArcGIS, ordinance amendments, code compliance, zoning, site plan and subdivision review, and research and data analysis. She presented at the 2022 PA American Planning Association Conference for a data and map driven analysis of blight at a municipal level, and the subsequent Blight Plan.

Relevant Experience

NORWALK AFFORDABLE HOUSING ACTION PLAN, NORWALK, CT

Corey was responsible for the preparation of land use and zoning analyses as part of the project team developing Norwalk's Affordable Housing Action Plan. The Plan, adopted in 2025, identifies the different levels and types of affordable housing needed and strategies to meet Norwalk's housing goals.

ORANGETOWN COMPREHENSIVE PLAN, ORANGETOWN, NY

Corey oversaw the facilitation of public workshops, recommendation development, and engaged with the Comprehensive Plan Committee. The Plan, adopted in 2023, establishes a guiding framework for future sustainable development, economic growth, and natural resource preservation in the Town.

TOWN OF SOUTHEAST PLANNING SERVICES, SOUTHEAST, NY

Corey has worked with the Town to develop new wetland regulations as well as zoning amendments concerning short-term lodging and philanthropic institutions. She reviews Planning Board applications for completeness and zoning compliance and attends Planning Board meetings as necessary.

VILLAGE OF MAMARONECK PLANNING SERVICES, MAMARONECK, NY

Corey is part of the AKRF team providing SEQRA and site plan review services to the Village of Mamaroneck in support of the Zoning Board of Appeals, Harbor Coastal Management Zone Commission, and Planning Board. AKRF works with the Planning Board on the review of site plan and subdivision applications, as well as facilitates the SEQRA review of major development projects. Corey reviews incoming applications for completeness and adherence to zoning ordinance regulations.

TOWN OF DOVER MUNICIPAL PLANNING, DOVER, NY

Corey is the Deputy Project Manager for on-call planning and environmental review services for the Town of Dover. She regularly reviews land use applications and environmental review materials and attends Planning Board meetings. Large-scale projects have included redevelopment of the Harlem Valley Psychiatric Center and the Cricket Valley Energy Center. The team has also worked with the Planning and Town Boards to facilitate zoning text updates.

Municipal & Land Use Planners



PETER FEROE, AICP

Vice President - Planning and Land Development

Peter is a Vice President and co-leader of the firm's Hudson Valley municipal and land planning practice for public and private clients focused on single- and mixed-use land development. His work includes land-use planning, zoning, master planning, comprehensive planning, environmental reviews, and GIS-based mapping. Peter manages some of the firm's most complex assignments involving multi-jurisdictional geographic boundaries, overseeing teams of consultants, and multi-agency review.



AARON WERNER, AICP

Vice President - Planning & Land Development / Affordable Housing Specialist

Aaron is a certified planner specializing in land use and environmental planning services throughout New York's Hudson Valley assisting both public and private clients on land development projects. Aaron manages planning, zoning, and environmental review consulting services provided to several municipal land use boards throughout New York's Hudson Valley, with a proven ability to coordinate effectively among the various applicants, local governments, and regulatory agencies. As a former Director of Environmental Planning for the New York City Department of Housing Preservation and Development, Aaron was responsible for ensuring compliance with city, state, and federal environmental requirements for New York City's affordable housing finance and development pipeline.



GWENDOLYN SIVIRICHI, AICP

Associate - Planner / Natural Resources Specialist

Gwendolyn specializes in environmental planning pursuant to NEPA guidelines, conducting natural resources assessments, and managing local, state, and federal permitting, including regulatory compliance under Section 316(a) and Section 316(b) of the federal Clean Water Act. Her range of expertise includes environmental review and permitting, water quality, stormwater management, green infrastructure, stream restoration, and compliance strategy.



ALICIA P. MOORE, JD, AICP

Senior Professional - Municipal Land Use Planner

Alicia is committed to sustainable development and community-driven, holistic planning. In addition to demonstrated project management abilities, Alicia has significant experience with presentations and public speaking, coordination among government agencies and non-profit organizations and facilitation of public engagement. Alicia's background as both a land-use attorney and planner provide particular insights into the planning process, notably, with drafting local laws and analyzing existing code.



JASON MENCHER, JD, AICP

Senior Professional - Planner and Economic Analyst

Jason performs NEPA analyses, drafts environmental impact statements, and engages in land use planning. He also advises local Westchester planning boards and city councils on development issues, comprehensive planning, and zoning analysis. Jason worked with the Town of Orangetown, NY, and was responsible for engaging with the Comprehensive Plan Committee, facilitating public workshops, researching baseline conditions, developing zoning, land use, and economic development recommendations. Jason also worked on the Village of Port Chester's on-call planning and engineering contract, and was responsible for reviewing applications submitted to Port Chester.



GARRYTH HOAL

Professional II - Planner

Garryth is a Planner at AKRF. His skills include urban planning and design using GIS/Esri software, financial valuation, feasibility analysis, economic impact analysis, and policy assessment. He prepares land use and socioeconomic assessments, market studies, and financial feasibility studies for redevelopment projects. Garryth provided technical assistance on the City of Norwalk Affordable Housing Action Plan and is part of the project team supporting the CMDA on-call contract.

Technical Team



JOHN-PHILLIP NEILL

Senior Vice President - Economist

John directs the economics and real estate advisory practice for land development, energy, and transportation clients. He emphasizes a multidisciplinary approach to socioeconomic analysis, stressing the need to inform work products with demographic, land use, neighborhood character, and market trend considerations. His work includes leading market and feasibility studies and economic and fiscal impact analyses; providing redevelopment and financing strategy to public and private clients; and managing major environmental reviews pursuant to CEQR and SEQRA requirements throughout New York City.



DANIEL ABATEMARCO

Senior Vice President - Noise and Vibration Analyst

Dan is a leader of the acoustics, noise, and vibration practice and oversees the firm's work in environmental noise and vibration analysis, control, and mitigation, including construction noise and vibration monitoring. He is proficient in using computerized 3D sound modeling software such as Computer Aided Noise Abatement software and the Traffic Noise Model, FTA Noise and Vibration Impact Assessment Manual, and Roadway Construction Noise Model. He also offers experience with New York City's Noise Control Code, Department of Buildings Code, and E-Designation guidelines. Daniel has worked on a variety of land development, transportation, and energy projects. He has also prepared noise analyses during environmental reviews pursuant to SEQRA and NEPA requirements.



MOLLY MCDONALD, RPA

Senior Technical Director - Historian

Molly is an architectural historian and archaeologist experienced in the survey and documentation of cultural resources, and she has produced numerous cultural resource surveys and National Register nominations in compliance with federal, state, and local regulations. She routinely serves as Principal Investigator for all phases of archaeological investigation and has prepared Historic American Buildings Survey and Historic American Engineering Record documentation, prepared Historic Preservation Plans, and developed interpretive signage for historic sites.



ELIZABETH MEADE, PHD, RPA

Senior Technical Director - Archaeologist

Elizabeth is an Archeologist and serves as AKRF's Laboratory Director. She is experienced with the survey and documentation of archaeological resources dating to both the prehistoric and historic periods. She has conducted numerous cultural resources investigations including Phase 1A Archaeological Documentary Studies, Phase 1B archaeological testing, and Phase 2 and Phase 3 archaeological surveys in New York City and across the northeastern United States. Elizabeth Meade has completed numerous projects subject to review under SEQRA, City Environmental Quality Review, the National Environmental Policy Review Act, and Section 106 of the National Historic Preservation Act. She has authored archaeological assessments for environmental impact statements, Phase 1A, Phase 1B, Phase 2, and Phase 3 archaeological field testing reports, disturbance memoranda, and archaeological monitoring and/or testing plans, and has extensive experience in conducting archaeological fieldwork and laboratory analysis.



KEVIN EDWARDS

Senior Technical Director - Air Quality Analyst

Kevin Edwards is an Air Quality Analyst with a specialization in the evaluation of energy and air quality impacts from stationary and mobile sources. His expertise includes energy and greenhouse gas inventories and future projection analyses, preparing metrics for tracking sustainability progress, cost-benefit analyses that include the social cost of carbon, and life-cycle emissions modeling for projects that include embodied carbon. He is proficient in the use of industry-standard air quality measurement and analysis tools. Kevin also has extensive experience managing energy and air quality impact analyses using dispersion modeling.



BRYAN ZIEROFF, CPG, LEP

Senior Technical Director - Hydrogeologist and Site Assessment & Remediation Specialist

Bryan's experience includes the performance of Phase I Environmental Site Assessments and Phase II subsurface investigations, including evaluation, monitoring, and remediation of soil and groundwater contamination for land development sites. His work frequently encompasses characterization of the extent of contamination, evaluation of compliance with the established regulatory criteria, and evaluation and implementation of remedial action.



MEGAN KENNEY

Professional II - Planner/GIS Specialist

Megan Kenney is a GIS professional and planner with expertise in Esri's ArcGIS software. Megan is familiar with ArcMap, ArcGIS Pro, ArcGIS Online, QGIS, Cartographic Principles and Structured Query Language (SQL). Megan provided GIS support for the spatial analyses and preparation of the EIS for the Town of Yorktown, and provided technical assistance with planning graphics and GIS maps, as well as facilitated virtual public engagement for the development of the Town of Johnsbury's Comprehensive Plan. In addition, Megan provided GIS-based land use and zoning analyses, zoning and land use research, deliverable maps, coordination with partnering organizations, and community engagement for the City of Mt. Vernon's Comprehensive Plan.



CHRISTOPHER MOJICA, PE, PTOE, RSP1

Vice President, Traffic & Transportation - Traffic Engineer

Christopher is a Vice President with extensive transportation planning, traffic engineering, and project management experience. His technical expertise includes various traffic modeling platforms, road safety, traffic signal design, and proficiency with engineering and planning procedures. He has directed numerous traffic and safety analyses to support planning/scoping/feasibility studies, interchange and roadway reconstruction projects, interchange reconstruction projects, and Highway Safety Investigations.

Description of Organization



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Description of Organization

CORPORATE BACKGROUND

AKRF is an award-winning consulting firm with over 400 planners, engineers, designers, economists, ecologists, geologists, historians, archaeologists, acousticians, and many other types of professionals guided by the belief that to be original is to be transformative. Founded in 1981, we bring together the talents of our employees in 15 locations throughout the Northeast, including Stamford, Hamden, White Plains, New York City, Long Island, New Jersey, Maryland, and Philadelphia—to handle a wide variety of projects for public agencies, private clients, and municipalities.

The diverse composition of our in-house staff, including experts in land use planning and zoning, environmental site assessment and remediation, transportation planning, air quality, noise and acoustics impact evaluation, economic and fiscal impact analysis, natural and cultural resource analysis, stormwater management, and site and civil engineering provides municipalities with seamless and near-immediate responsiveness to a breadth of technical challenges and opportunities. This broad ranging expertise allows AKRF to assemble a team quickly to meet the most ambitious deadlines—without sacrificing the quality of our work—and gather important insights and make connections that result in well-considered projects. We combine the breadth and resources of larger firms with the specialized know-how and attentiveness of smaller firms to deliver solutions with meaningful and measurable value.

From our Stamford and White Plains offices, AKRF's municipal and regional planners provide a wide range of services to communities throughout

Connecticut. Our consulting services include the preparation of comprehensive, conservation and development, economic development, and district and neighborhood plans; preparation of zoning text and map amendments; review of site plan and subdivision applications on behalf of planning boards; and Connecticut Environmental Policy Act (CEPA) and National Environmental Policy Act (NEPA) compliance.

AKRF has extensive experience working with municipalities and stakeholders to distill key issues, engage the community around shared objectives, build consensus, and develop policies that will guide future decision-making. Regardless of the project or client, we pride ourselves on providing realistic, achievable planning concepts that can be implemented and help shape local development patterns. AKRF's approach to municipal planning assignments is rooted in the understanding that communities are different—with their own priorities and goals. As such, our work combines traditional community planning tools—such as Euclidean zoning, public engagement sessions and workshops—with more innovative approaches, including Form Based Codes, design controls, incentive programs, environmental regulations and public-private partnerships.

AKRF is experienced at leading dynamic public engagement sessions and workshops by leveraging design thinking strategies to fuel innovation and encourage participation among varying stakeholders and attendees. Regardless of the project or client, AKRF prides itself in providing realistic, achievable planning concepts that can be implemented and help shape local development patterns.

AKRF has worked with numerous Connecticut communities, including the **Towns of Hamden, North Haven, Salisbury, Wallingford, and Westport, and Cities of Bridgeport, Norwalk, and Stamford, as well as the Connecticut Municipal Development Authority (CMDA), the South Central Regional Council of Governments (SCRCOG), Metropolitan Council of Governments (MetroCOG), and the Western Council of Governments (WestCOG).**

We have analyzed the strengths and weaknesses of existing zoning codes, updated traditional zoning codes, and developed new progressive zoning tools to achieve a wide variety of goals for downtown centers, suburban areas, and rural communities. In various communities, these codes have transformed downtowns and former industrial areas into vibrant mixed-use communities, protected valuable open space resources, and promoted contextual infill development.

In addition to drafting planning documents and zoning code amendments, AKRF's planners have conducted detailed conceptual buildout analyses to evaluate contemplated changes. We have completed environmental analyses to assess impacts related to natural resources, traffic, infrastructure, and community facilities associated with potential build-out scenarios.

AKRF has proven experience developing comprehensive plans--whether at a town-wide or neighborhood scale--that can actually be implemented. While grounded in the economic and land use reality of a municipality, the plans we have developed, whether at the scale of a single block, a neighborhood, or an entire city, articulate an attainable vision of the 'best self' that a community wants to, and can, become. AKRF has built a distinguished reputation of being a premier firm because:

- We are always strategic in our approach. We understand the implications of our work--not only on the technical analysis, but also on public policy and issues of community concern.
- We are problem solvers, not planning-by-the-book consultants. Our creative approach means we develop the most appropriate, tailored solutions to project challenges.

- We offer the full array of technical specialists (acknowledged experts in their fields) for planning and zoning, engineering, and environmental review.
- We meet our clients' deadlines without sacrificing quality. Our people know what it takes to get the job done right and on time.
- We treat all our clients' projects with the same dedication. No assignment is too large or too small--and all get the time and attention of our seasoned professionals.

Office Locations

CT Stamford

500 Summer Street, Suite 400
Stamford, CT 06901
203.666.2030

CT Hamden

2558 Whitney Avenue, Suite #104
Hamden, CT 06518
203.666.2030

NY New York City (HQ)

440 Park Avenue South, 7th Floor
New York, NY 10016
212.696.0670

MD Hanover

7250 Parkway Drive
Hanover, MD 21076
410.712.4848

NJ Asbury Park

603 Mattison Avenue, #4300
Asbury Park, NJ 07712
609.454.3433

NJ High Bridge

140 West Main Street
High Bridge, NJ 08829
908.238.0544

NJ Mount Laurel

307 Fellowship Road, Suite 214
Mount Laurel, NJ 08054
856.797.9930

NJ Princeton

50 Vreeland Drive, #4
Skillman, NJ 08558
212.696.0670

NY Capital Region

Rensselaer Technology Park
120 Defreest Drive
Troy, NY 12180
518.720.7020

NY Finger Lakes

27 West Main Street
Trumansburg, NY 14886
856.359.7633

NY Long Island

1695 Church Street
Holbrook, NY 11741
631.285.6980

NY White Plains

34 South Broadway, Suite 300
White Plains, NY 10601
914.949.7336

PA Harrisburg

105 North Front Street
Harrisburg, PA 17101
267.585.4839

PA Philadelphia

530 Walnut Street, Suite 998
Philadelphia, PA 19106
267.585.4839

PA Pittsburgh

181 42nd Street
Pittsburgh, PA 15201
267.585.4839

VA Richmond

8041 Forest Hill Ave
Richmond, VA 23225
804.929.4407



AKRF led community involvement in breaking ground of transportation-based projects in Mamaroneck, NY

Approach to Services and Capacity to Perform

AKRF can provide WestCOG and its member communities with the municipal planning consulting services identified in the Request for Qualifications, including Connecticut Environmental Policy Act (CEPA) review assistance, Municipal Plans of Conservation and Development (POCD), district, neighborhood, and local plans, land use regulation development and updates, including zoning and subdivision ordinances, technical analyses, mapping and regulatory interpretation, public meeting and engagement facilitation, and guidance and training for land use boards and municipal staff.

MUNICIPAL PLANNING AND ZONING SERVICES

CONNECTICUT ENVIRONMENTAL POLICY ACT (CEPA) AND NATIONAL ENVIRONMENTAL POLICY ACT (NEPA)

Since its founding, AKRF has been at the forefront of analyzing and documenting environmental impacts pursuant to the National Environmental Policy Act (NEPA) procedures and requirements, as well as other local and state guidelines, including the Connecticut Environmental Policy Act. This includes the preparation of environmental assessments and impact statements, technical memos and reports, and other documentation. Other specialties include evaluations in accordance with Section 4(f) of the U.S. Department of Transportation Act of 1966 and Section 6(f) of the Land and Water Conservation Fund Act, Section 106 of the National Historic Preservation Act, and more.

AKRF is more than ‘just’ a planning, zoning, and environmental review firm—we have leading technical experts in-house that can complete all of the analyses

required for environmental review. Our staff includes experts in land use and zoning, environmental site assessment and remediation, transportation planning, air quality and noise impact evaluation, economic impact, and natural and cultural resources consulting. This broad-ranging expertise allows us to assemble a team quickly to meet the most ambitious deadlines—without sacrificing the quality of our work—as well as gather insights and make connections that might otherwise be lost. Our interdisciplinary approach provides a tremendous advantage to our clients largely due to our thoughtfulness and efficiency of time and cost. This approach also offers our clients the advantage of a singular point of contact and accountability.

AKRF has worked on some of the largest and most complex environmental reviews in the region for governmental agencies - including replacement of the Governor Mario M. Cuomo Bridge and the transformation of Manresa Island.

As importantly, we have experience with environmental reviews for smaller, targeted assessments, including NEPA reviews for affordable housing projects that access HUD funding, environmental reviews for capital projects to improve municipal infrastructure, and everything in between.

For WestCOG, AKRF’s Stamford and White Plains-based Project Managers would lead environmental review tasks, providing WestCOG with a fully integrated in-house team. In addition, this team would have the benefit of the expertise from our staff of more than 400 professionals in our offices in the Connecticut, Hudson Valley, New York City, New Jersey, and other regional locations.

PLANNING AND ZONING STUDIES

AKRF's municipal and regional planners provide a range of services to communities throughout Connecticut and New York State. Our staff prepare: Plans of Conservation and Development, District and Neighborhood Plans, Open Space and Farmland Plans, Brownfield Opportunity Area (BOA) Plans, Trail Plans, Watershed Management, Habitat Protection, Sustainable Master Plans, Special Area Plans, Zoning Analyses and Zoning Amendments, and Local Waterfront Revitalization Plans (LWRPs). To provide our clients with thorough analyses, plans, and designs, our staff evaluate existing conditions, build consensus among stakeholders, and craft strategies that promote sustainable growth, while respecting the unique local character that distinguishes one community from its neighbor.

From community gateways and centers to the revitalization of former manufacturing areas and the integration of regional transportation and economic studies, AKRF brings a detail-oriented approach that ensures that each plan and design is thoughtfully tailored to reflect the unique character of the community.

AKRF brings extensive experience conducting planning studies, analyzing and modernizing zoning codes, and crafting modern and user-friendly regulatory tools that support the development and productive reuse of underutilized properties. This work has guided development while safeguarding environmentally sensitive land, community character, and open space. In addition to preparing comprehensive plans and zoning text amendments, AKRF's planners have led extensive public outreach and engagement efforts, conducted detailed conceptual build-out analyses, and completed environmental impact assessments. These analyses have addressed a full range of topics, including natural resources, traffic, infrastructure, visual impacts, public school enrollment, and fiscal/economic impact analysis.

AKRF would be available to work with WestCOG and local Planning and Zoning Commissions to prepare Plans of Conservation and Development (POCD) or elements thereof. While we can prepare a wide range of planning and technical studies in-house, we are also experienced in working in a team environment with industry colleagues and would be available to work with other consultants on special studies and projects

related to general land use, housing, transportation, recreation or historic preservation.

AKRF excels in facilitating dynamic public engagement sessions and workshops by leveraging design thinking strategies to spark creativity and encourage participation across diverse stakeholder groups. We have led successful public meetings on land use and zoning issues and can help effectively distribute information related to these sessions. AKRF is prepared to work with WestCOG and local Zoning Commissions to review municipal ordinances, regulations, policies and guidelines and recommend revisions. AKRF has worked with numerous municipalities, including the Towns of Salisbury, Amenia, and Southeast, to update their zoning regulations, both as part of wholesale re-writes and as part of targeted updates. AKRF regularly analyzes existing codes, prepares memorandums identifies update strategies, and drafts updated regulations. We have researched and prepared regulations for evolving land use concerns including transit-oriented development, workforce and affordable housing, accessory dwelling units and short-term rentals, recreational businesses, cannabis, and battery energy storage systems, among others. We follow changes in Connecticut State Statute and case law and are prepared to draft new regulations as required.

LAND DEVELOPMENT

AKRF is experienced in leading municipalities, institutions, and private applicants through the land development process. AKRF's planners work on behalf of towns, villages, and cities to review site plan and subdivision applications and related environmental documentation. AKRF's approach to site plan and subdivision review is to analyze the submitted materials for each land use development application for consistency with the municipality's POCD, applicable land use codes, and any other applicable regulations or permits. This review would include investigations into the status of protected land, existing lots and access ways, ownership information, and potential for future subdivisions or boundary changes.

AKRF would prepare a project review letter and a one-page "project summary sheet" summarizing the salient project review issues and required actions to comply with outside agency approval. The project

summary sheet is a tool we have developed and used in other municipalities that keeps the municipality's land use boards informed and up-to-date on substantive and procedural matters affecting each application. The project summary sheet is not meant to replace the regular recording of the meeting minutes, but we have found this tool useful to land use boards during public meetings to quickly assess what has been accomplished by the board in terms of application processing, and what should come next. Project summary sheets would be maintained through the duration of the approvals process. Review memorandum are also updated with each submission, detailing what the applicant has updated, what concerns have been addressed, and which items are still outstanding. AKRF also understands the importance of a well documented record of decision and assists boards in preparing approval and denial reports or resolutions.

AKRF's planners have worked on projects of all sizes, from lot line adjustments and small retail stores to one-million-square-foot logistics centers and everything in between. AKRF has supported both municipalities and developers in the review and preparation of wireless communications facility applications, including visual impact assessments for new monopolies.

AKRF is also experienced in working with municipalities and institutions to implement infrastructure and public facility projects, including green infrastructure improvements, park master planning, new fire stations, and school improvements.

TRAINING WORKSHOPS

Our thought leaders are regularly called upon by professional and industry organizations to share their expertise on a variety of topics including housing, climate change, zoning, planning ethics, environmental review, and more. AKRF's planners have led training sessions for municipal staff and land use boards through our on-call contracts. Our principals and staff regularly provide training to municipal land use officials through organizations such as the Westchester Municipal Planning Federation, New York Planning Federation, American Planning Association, Pace Land Use Law Center, and the Urban Land Institute.

MAPS, RENDERINGS, ILLUSTRATIONS AND GRAPHICS

AKRF's professionals use a variety of technical capabilities in the performance of our work. In addition to regular use of Geographic Information Systems (GIS) mapping and analysis, we use other forms of Computer Aided Design (CAD) and visualization tools (e.g., Google SketchUp) to depict and analyze development projects or planning studies. Our traffic engineers use state-of-the-art modeling tools such as Synchro and VISSIM to evaluate traffic operating conditions and site circulation patterns for proposed development projects. Our acoustical and air quality specialists use a variety of computer models to accurately predict noise and air emissions. Our natural resource and hazardous materials specialists are well versed in the range of surface and groundwater modeling techniques to model the flow of water and potential pollutants through the environment.

ECONOMIC & FISCAL IMPACTS ANALYSIS

AKRF's team of economists, MBAs, input-output modelers, planners, and GIS professionals work collaboratively to meet our client's needs. From town-and-village-center revitalization projects to multi-million-dollar private developments, we pride ourselves on bringing together the skillsets necessary to meet a project's objectives. We are comfortable reporting our findings in technical analyses, presentations, and/ or GIS mapping products and will work with our clients to determine the most appropriate method given the project and target audience.

AKRF is well known for top-notch economic and fiscal impact modeling capabilities. Using RIMS II and IMPLAN input-out models, we help economic development agencies, public development corporations, and private-sector developers understand and communicate the value of proposed development projects in terms of direct and indirect jobs, wages and salaries, property and sales taxes, personal income and corporate taxes, and utility and special district taxes. In addition to economic and fiscal impact modeling, specific expertise includes:

- Cost of services analysis
- Employment and labor market analysis
- Cost-benefit analysis
- PILOT and Tax Increment Financing (TIF) planning and analysis

Conflict of Interest Statement



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Conflict of Interest Statement

AKRF, Inc. has ongoing assignments with several municipalities, Councils of Governments, and state agencies in Connecticut and is mindful of avoiding and resolving potential conflicts of interest. If an assignment under this contract is located in a municipality where we have an active project, that project would be disclosed to the WestCOG and the project client. If both parties agree that no conflict exists, AKRF would pursue the assignment.



akrf

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