

# QUALIFICATIONS

WESTCOG MUNICIPAL PLANNING CONSULTING SERVICES

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**Submitted to:**

Mr. Francis R. Pickering  
Executive Director  
Western Connecticut Council of Governments (WESTCOG)  
1 Riverside Road  
Sandy Hook, CT 06482  
Via email: [ccarpenter@westcog.org](mailto:ccarpenter@westcog.org)

**Submitted by:**

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**GOMAN+YORK**

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# Letter of Interest

Due Date: January 19, 2026

Mr. Francis R. Pickering, Executive Director  
Western Connecticut Council of Governments (WESTCOG)  
1 Riverside Road  
Sandy Hook, CT 06482

## **RE: Statement of Qualification for Municipal Planning Services**

In response to your Request for Qualifications, Goman York Property Advisers LLC (Goman+York) is pleased to submit our response to provide On-Call Municipal Planning and Municipal Zoning consulting services for municipalities within the Western Connecticut Council of Governments (WestCOG). Our work will follow, achieve, and exceed the expectations outlined in the Scope of Services requested in the RFQ. We are flexible where advantageous and agreed upon, and we will adapt our services to align with the needs and wants of your cities and towns. Most importantly, we understand the Western Connecticut Council of Governments' priorities to provide easy access to a variety of municipal planning services for its member communities.

We understand the need to offer the critical municipal planning services outlined in your RFQ to your member communities. We collaborate with many smaller communities, offering both our economic development and planning services to expand their capacity. Many smaller communities have had to engage third-party providers to support these activities, and Goman+York has assembled a team of professionals to help municipalities by combining our depth of knowledge with their firsthand knowledge of their communities. We partner with local 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 communities and their stakeholders to develop the right analysis and the right approach for each assignment. If selected, Justin LaFountain, AICP, and Don Poland, Ph.D., AICP will lead this assignment with support from our experienced team members. Both have been presenters at APA planning conventions in New England and Arizona on multiple topics related to planning and municipal strategies, and Dr. Poland is a professor at CCSU, training the next generation of planners.

As demonstrated in this response, and with our previous work with WestCOG and our client communities, Goman+York's team of professionals has extensive experience in community planning, economic development, market research, and real estate. Our diversified experience, backed by our data-driven market research, will greatly benefit the municipalities in Western Connecticut. Within our structure of services, we collaborate with communities on project-specific tasks, such as strategic master planning, POCDs, economic development initiatives, affordable housing plans, land use, subdivision, and zoning regulations and updates, community assessments, and, most importantly, actionable solutions.

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 and regulations must be **Swift+Simple+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 each community

– while we realize that many communities are similar, the development of the right approach can revitalize and reimagine individual communities into something special for their residents, businesses, and visitors.

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; in other words, resiliency needs to be worked into actionable plans.

Through our team's extensive professional experience and consulting assignments, we have acquired and demonstrated expertise in all aspects of economic development and planning, both on public and private levels. Additionally, our expertise in housing policy, land use regulatory issues, and the importance of well-written, user-friendly, and actionable reports, plans, and strategies benefits our clients' ability to execute timely and well-thought-out initiatives for their communities.

By employing a mix of our national and local experience, Goman+York would endeavor to collaborate closely with the Western Connecticut Council of Government (WestCOG), its staff, and municipal stakeholders to develop the right analysis and the right approach for each and every assignment.

We agree to the terms and conditions outlined in the Request for Qualifications, along with any addenda issued, and look forward to working with the Western Connecticut COG and its municipalities.

Sincerely,



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Executive Vice President, Chief Operating Officer  
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Justin LaFountain, AICP  
Sr. VP - Planning & Economic Development  
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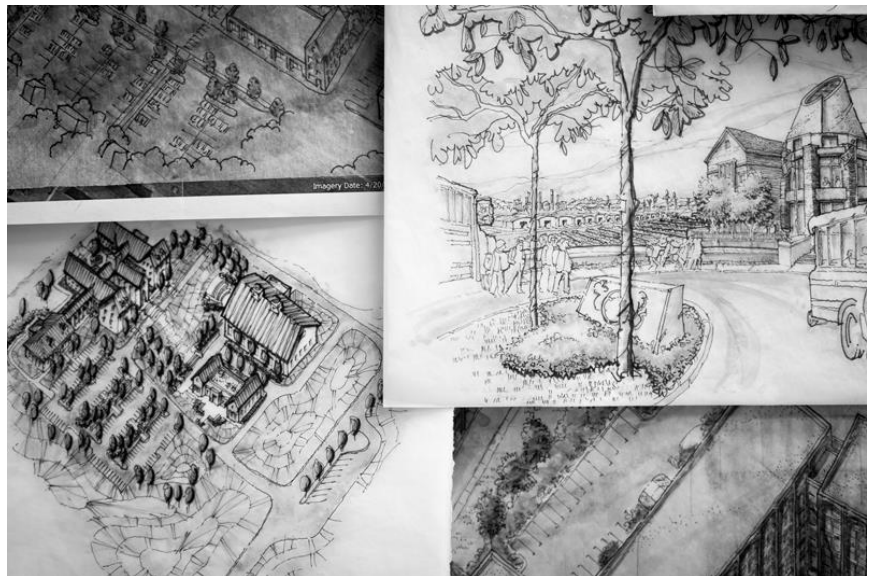
## Experience – About Us



Goman York Property Advisers LLC is a dynamic East Hartford, CT-based advisory firm, established in 2011, that includes leading professionals in all areas of market research, planning, urban design, economic development, and real estate. Our team also features experts in data and financial analysis, market research, and brokerage. Goman+York utilizes its extensive breadth of experience to assist and support the economic development and planning efforts for communities with the desire to be better for generations to come.

**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 that revitalize towns, cities, and neighborhoods at the intersection of economic development and real estate development. Please visit [GomanYork.com](http://GomanYork.com) to learn more about our work with municipalities.

Goman+York has substantial experience with providing clients with a variety of economic development, community development, and strategic planning services that help communities, organizations, and policymakers understand how to enact action plans that lead to the successful development of vibrant downtowns and communities. We understand the components of both small, suburban towns and cities, having worked in both planning and guiding



the economic development efforts in many such communities. We draw on decades of experience to integrate the practices of design, planning, and municipal development. We focus on achieving results grounded in market realities while avoiding plans that may be attractive but will prove impractical. Our work includes master plans, economic investment strategies, market & financial feasibility studies, 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 often worked in national and international markets. We were recently chosen to be a provider of on-call economic development services to Charlotte, NC, Miami Beach, FL, Eustis, FL, and the newly established Connecticut Municipal Development Authority (CMDA). 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:

- Employs immersive subscription and non-subscription micro and macro data sources (ArcGIS, ESRI, Tapestry, US Census), market research (Placer.ai geofencing technology), in addition to our experience, and knowledge to enable sound strategic planning and decision-making.
  - Provides value-added development services, including financial analysis, economic impact, community research, and marketing,
  - Represents diverse clients that include municipalities, non-profit community development organizations, regional councils of governments, educational institutions, medical and healthcare groups, and private businesses.
  - Works often with cities and smaller communities, which in some cases suffer from chronic underinvestment.
- Believes that public-private partnerships are essential to developing sustainable communities for generations to come,
  - Believes businesses, neighborhoods, communities, and lifestyles can 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 today's communities and their residents.

Goman+York has substantial experience with providing clients with a variety of economic development, community development, and strategic planning services that help communities, organizations, and policymakers understand how to enact action plans that lead to the successful development of vibrant downtowns and communities. We understand the components of small, suburban towns and cities having worked in both planning as well as guiding, the economic development efforts in many such communities.

With strategic advisory support from the Goman+York team, your communities can position themselves to plan for the future by building on the strengths and character of the community and supporting the positive efforts and vision needed to transform the community. One of our objectives will be to help the communities to align the organizational mission, vision, and goals with the documents, plans, regulations, and studies in place, and to listen and incorporate ideas that will ensure that the community has a bright future.

- Respond to Infrastructure and facility needs and upgrades
- Integrate housing priorities, including affordable housing, economic development strategies—*housing is where jobs go at night*.
- Support land use and economic development efforts that remove barriers and impediments to business growth, community investment, and development
- Embrace a multi-modal approach to transportation and tourism aimed at serving mobility.
- Leverage environmental and community assets, such as open space, parks, beaches, and recreation facilities, as amenities of place
- Explore opportunities for tourism, culture and arts, education, and events that are important to make the community a great place to live, work & play.



## 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



## 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, simple, and certain.

- 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

Goman+York has the capacity and expertise to meet and exceed the services for Municipal Planning and Municipal Zoning Services as outlined in the Scope of Services. Having team members who have worked in the public, private, and educational sectors, we add a depth of knowledge to fully support WestCOG's member communities.

## 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, 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 potential 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 a Steering Committee and 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.

## Public Engagement and Digital Outreach

### Enfield Plan of Conservation and Development 2031 (2022-2023)

- public survey (QR code enabled/bilingual),
- natural resource mapping,
- plan drafting.

### Economic Development, Marketing, Business Attraction, and Retention – Town of Bloomfield, Connecticut (2014-present)

- Bloomfield business survey Covid19 recovery needs
- Bloomfield restaurant Covid19 reopening status
- Robust community engagement for the CIF-funded Town Center Plan

### Plymouth Community Investment Plan – Events & Engagement (2023-2024)

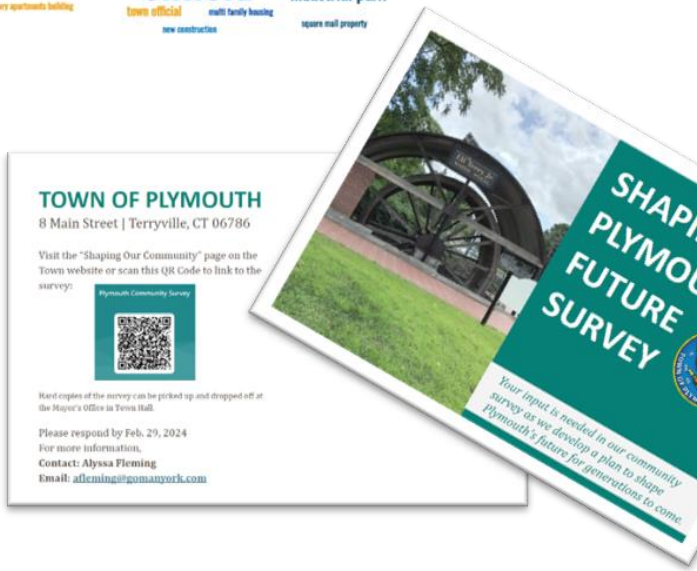
- Community Visioning – multiple sessions
  - Coffee & Conversations with the Mayor
  - Major Employer's luncheon
  - Terryville Fair Community booth
  - Let's Talk About Shaping Our Future – Businesses Owners, Property Owners, Community Residents
- Community-wide Survey – mailer, QR, social media
- Downtown Walkabout with the Mayor



### Enfield Word Cloud response to survey



*Bloomfield Business Survey - COVID-19 Preparedness and needs assessment*



*Plymouth's Community Survey mailer*

## Highlighted Projects

### MUNICIPAL PLANNING AND ZONING – SWIFT+SIMPLE+CERTAIN

Goman+York provides municipalities with our trademark data collection and analysis, innovative public engagement, and deep knowledge of municipal needs, opportunities, and challenges.

#### Data Collection and Analysis

Goman+York conducts a comprehensive review of existing conditions, demographics, and current plans and documents to obtain a full picture of a community. We use the data to inform plans and regulations that are not only accurate but innovative and forward-thinking.

#### Public Engagement

Our public engagement process includes a variety of formats, tools, and platforms. Various types of community forums, electronic (online) and paper surveys (with QR code compatibility and multilingual functionality), website updates, social media assistance, and focus groups are routinely used as we *learn about the community, from the community.*

#### Attention to Detail

Our team, consisting of AICP-certified planners and economic development experts, is always up to date on current State Statutes and planning and zoning trends. We prepare documents that are not only compliant with all aspects of State and local law but also informed by the latest developments in low-impact design, sustainability, and current land use trends.

#### Preparation of Maps and Visuals

Our team prepares up-to-date visuals and mapping focusing on a variety of topics to ensure that plans and regulations are relevant and modern.

#### Links to Sample Projects

**Bloomfield Town Center Plan (CIF-funded),** Bloomfield, CT (2024-2025)

<https://www.bloomfieldct.gov/DocumentCenter/View/5827/32425---Town-Center-Master-Plan-DRAFT?bidId=>

**East Granby Village Center Master Plan,** Town of East Granby CT (2023)

<https://eastgranbyct.org/village-center-master-plan-final-draft-presentation/>

**Redevelopment Plan for Silver Lane Revitalization Area and On-Call Economic Development Services,** East Hartford CT (2019 - present)

[https://www.easthartfordct.gov/sites/g/files/vyhlf9241/f/uploads/silver\\_lane\\_redevelopment\\_plan\\_1.pdf](https://www.easthartfordct.gov/sites/g/files/vyhlf9241/f/uploads/silver_lane_redevelopment_plan_1.pdf)

**Massachusetts Downtown Initiative – Local Rapid Recovery Planning (LRRP) Program,** Massachusetts Department of Housing and Community Development (2021)

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

*“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.”*

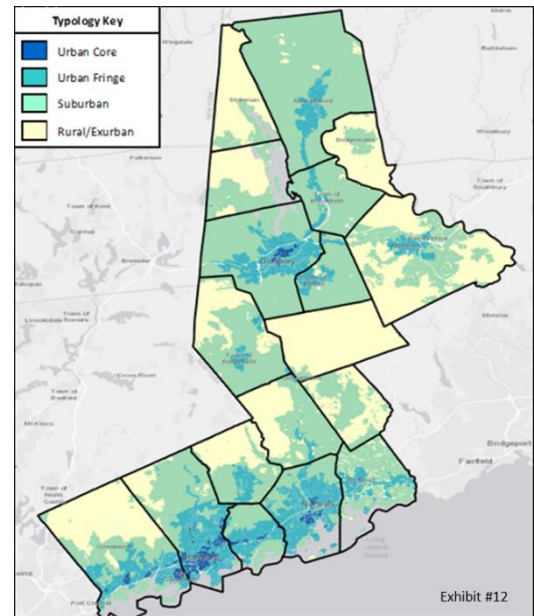
*R. Michael Goman, principal*

## WestCOG – Affordable Housing Finance Study

Western Council of Governments, Sandy Hook Connecticut (2023-2024)

### The Assignment

Goman+York was hired by WestCOG to study financing methods for creating qualified affordable housing units as defined by §8-30g of the Connecticut General Statutes. The goal was to provide cost-effective recommendations and best practices for expanding the supply of these units. This study sought to answer questions regarding the most cost-effective way to expand the supply of affordable housing units and which methods or combination of methods are most viable to reach the moratorium and 10% threshold under §8-30g. This study considered various factors influencing housing production and cost, including market, regulatory, spatial, temporal, and financial forces. It analyzed the WestCOG housing market, regulations, financing, government incentives, housing products, and the financing and cost of housing production. The study also reviewed different affordable housing programs and incentives while examining their effects on the financial feasibility of multiple development scenarios producing an innovative approach to creating affordable housing.



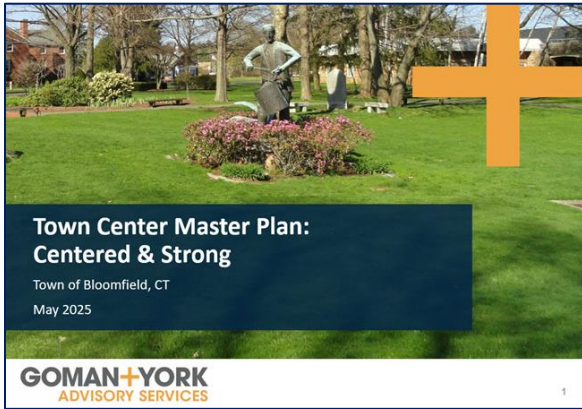
### Services Provided

- Goman+York analyzed various data and developed a Housing Market Typology. This typology categorizes the region into four categories: Urban Core, Urban Fringe, Suburban, and Exurban/Rural.
- Developed implementable strategies for increasing affordable housing based on Market Typologies that would answer two main questions:
  - What is the most cost-effective way to increase the supply of §8-30g qualified affordable housing units?
  - Which methods or combinations are viable to reach the moratorium and the 10% threshold under §8-30g?
- Analyzed affordable housing to find cost-effective strategies for increasing supply and achieving the §8-30g moratorium
- Examined the financial aspect of Accessory Dwelling Unit (ADU) development in the WestCOG region of Connecticut.
- Developed scenarios that created financially feasible, affordable housing through zoning refinements, Trust Funds, Tax Incentives, Permit Fee reductions and waivers, public and private means, land donation, cluster subdivisions, and other strategic tactics

### Reference Contact

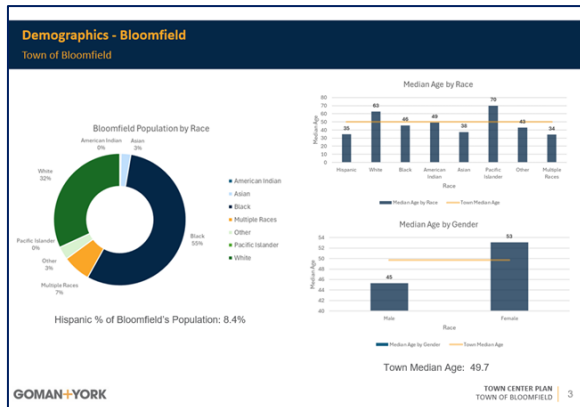
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## Bloomfield Town Center Master Plan Bloomfield, CT (2025)



The Town of Bloomfield, CT retained Goman York Property Advisers LLC (“Goman+York”) to assist the Town Center Economic Development Commission (TCEDC) in the creation of an Economic Development Strategy & Municipal Development Plan to provide a results-driven strategic plan to guide Bloomfield through the process of (re)positioning the Town Center to compete for investment. To accomplish this, the process of creating the Town Center Strategy included:

- Community Engagement – Informational, Open, Innovative, Accessible, & Inclusive
- Economic Development Goals & Strategies on how to Achieve those Goals
- Zoning Analysis
- Comprehensive Town Center Market Analysis
- Analysis of Past & Current Plans that will impact the Town Center District
- Business & Development Attraction
- Conceptual Plans & Designs focusing on the interconnection of the Town Center area
- A reality-based, State-compliant Plan that is achievable and actionable and meets the current and future needs of the community.



In creating this Town Center Master Plan (funded by a CIF Planning Grant), Goman+York conducted a robust civic, community, and business engagement program that included community meetings, focus groups, TCEDC work sessions, and a community survey. In addition, Goman+York’s analysts performed extensive demographic, socioeconomic, psychographic, market, and geofence analysis. This analysis and assessment were aimed at both establishing a baseline of existing conditions while developing a firm understanding of the Town Center market—what is working and what is not working. Furthermore, Goman+York evaluated existing policies, plans, regulations, infrastructures, and capacities to inform future potential. After an extensive planning process, a Town Center Master Plan (and Municipal Development Project Plan) was created to "transform Bloomfield Town Center for generations to come.

## Bloomfield Economic Development Services

On-Call Economic Development Services, Marketing, Business Attraction and Retention, and Town Center Strategic Development Master Plan

Town of Bloomfield, Connecticut (2014-present)

### Services Provided

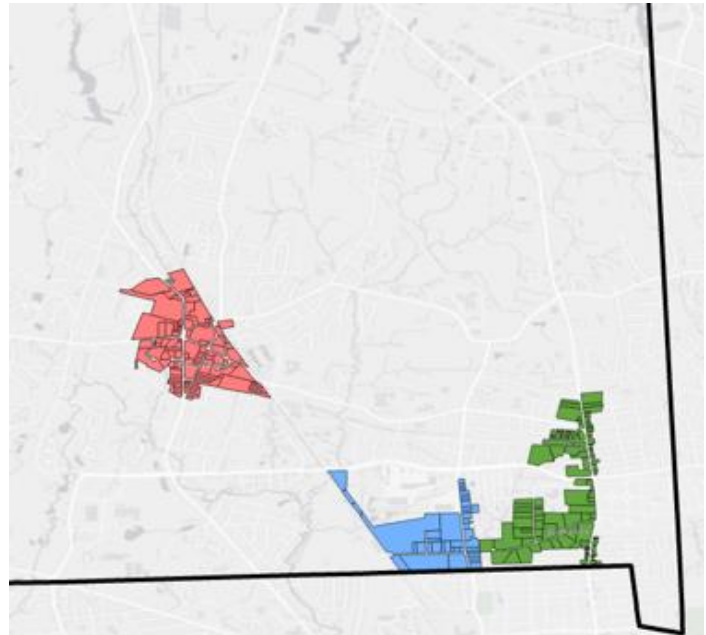
**On-Call Economic Development Services** – the Goman+York team works as strategic advisors for the Town Manager, Town Council & subcommittees, Town Planner, and the Economic Development Commission/Development Authority (EDC/DA)

**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. Goman+York was recently awarded a contract to develop a Town Center Master Plan focused on the redevelopment of that area

**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.

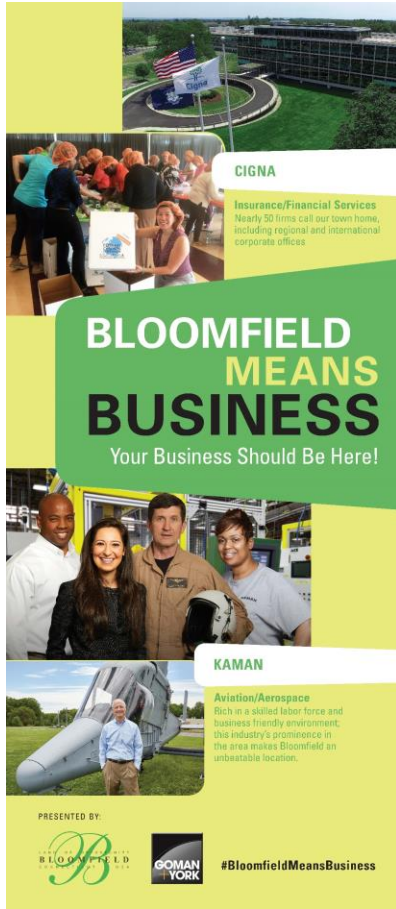
**Plan and adoption of Tax Increment Financing (TIF)** overlay district regulations. Numerous staff hours, research, and meetings were spent by the Goman+York team in developing a cohesive plan for 3 districts within the town – Bloomfield Center, Tobey Road, and Blue Hills Avenue. Development of that 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
- 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 over 3 years.
- Successful Outreach, Recruitment & Retention of National Businesses, including an ongoing business visitation program with the Mayor and Town Manager to Top Employers in the community
- Don Poland, Ph.D., AICP drafted and implemented the Solar Energy Policy and 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.



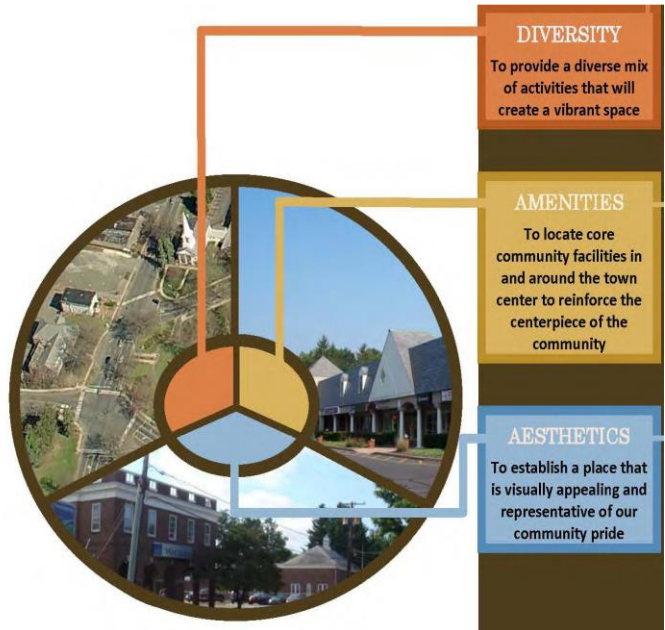
- Provide supporting evidence, economic and fiscal impact analyses, and market research on key employment issues and job impacts
- Provided advice on key property development, formulation, and initiation of Action Plans.
- Maintains available property and land listings – updated quarterly

### Small Business Achievements

- Created and maintains 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 the pandemic
- Created a COVID-19 Business Recovery Team, and development of a marketing plan, the team coordinated and participated in an informational business webinar series, planned and executed email campaigns, articles for the local newspaper, and press releases.
- Coordinated with The Metropolitan District Commission (MDC) Operations team to host a "Small Business Opportunity" Conference to raise awareness of local and minority contractors.

### Reference Contact

Jon Colman, Director of Building and Land Use Development  
 Town of Bloomfield, Connecticut  
 800 Bloomfield Avenue  
 Bloomfield, CT 06002  
 (860) 769-3514  
[jcolman@BloomfieldCT.gov](mailto:jcolman@BloomfieldCT.gov)



## Plymouth Downtown Transformational Plan Plymouth, CT (2023-2024)

### The Assignment

Goman+York was tasked with developing a Downtown Transformational Master Plan for Plymouth, CT. Through the months-long process, which included a robust community engagement plan, a community-wide survey, and interactive community sessions and focus groups to assist us in gaining insight towards the development of a prioritized plan for community and economic growth for the distressed area. Through the process, Goman+York identified a broad range of specific “Community Investment Projects” that would serve as catalysts for the redevelopment plan.



### Services Provided

- Created a sense of community through the process of developing the plan
- Engaged the Town, area stakeholders, and the community in an interactive process to create a revitalized and exciting place that enhances the quality of life while adding and creating value to the community
- Identified short and long-term opportunities for growth and development within the Downtown area and throughout the community of Plymouth
- Developed actionable strategies that support purposeful steps to actively support the current businesses and attract future opportunities
- Through data analysis, professional knowledge, and expertise, the Goman+York team created a plan that can adapt to change and react to opportunities that will benefit the community for generations to come.

### Notable Achievements

- Identified 23 projects to position Plymouth for Improvement
- 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.
- Secured a \$1.7 million CT DECD Grant for pre-development work to support implementation of the redevelopment Plan (grant received)
- The Town is now able, through the State grant funding, to secure properties identified in the plan that are key to the redevelopment of the Downtown.

### Reference Contact

Mayor, Town of Plymouth  
80 Main Street  
Terryville, CT 06786  
Office: 860-585-4001  
E-Mail: [mayor@plymouthct.us](mailto:mayor@plymouthct.us)

## Former William Seely School Adaptive Reuse Analysis and Sale to Developer Town of Groton, Connecticut (2018-2020)

### The Assignment

The Town of Groton engaged Goman+York to provide a strategy to sell and redevelop the 14.05-acre property known as William Seely School which was vacant and underutilized.

### Services Provided

- Development of multi-channel marketing campaign including
  - digital and print collateral materials,
  - targeted prospect lists of suitable developers and user-operators
- Development of tax abatement schedule
- Comparable properties analysis
- Market research of relevant trade areas



### Notable Achievements


Attracted DonMar Development Corp. (North Haven, CT), which proposed a plan to reinvent the former William Seely School property as an approximately 280-apartment complex designed with "a community feel" and amenities including a clubhouse, pool, movie viewing areas, walking trail, and dog park. (Source: [The Day](#))


### Reference Contact

Jonathan J. Reiner, AICP, Director of Planning  
134 Groton Long Point Road  
Groton, CT 06340  
Tel: (860)446-5970  
Fax: (860)448-4094  
e-mail: [jreiner@groton-ct.gov](mailto:jreiner@groton-ct.gov)

**FOR SALE**

**DEVELOPMENT SITE**  
55 SEELY SCHOOL DRIVE, GROTON, CT





**GOMAN+YORK**  
Advisors is pleased to offer an opportunity to purchase this promising prospect for developers. A prominently situated, elevated, mildly sloped development site on the westbound side of I-95 in Groton, CT. This property is very conveniently located at the junction of I-95 and major State Routes 12 and 184. The Seller, the Town of Groton, is eager to see this site developed to its highest and best potential.

**Property Features**


- 93,500 daily cars on I-95
- 26,000 daily cars on State Route 12
- Visible frontage on one side of lot approx. 860' (along Interstate-95)

**Offering Highlights**

- SALE PRICE: \$1,600,000
- SITE: **14.05 Acres**
- TOPOGRAPHY: Flat & Sloping / Partially Cleared. Road level at entrance, elevated on highway side
- EXISTING BUILDING: 56,741 SF (The former William Seely School, built in 1954)
- ZONING: CA-12 (new zoning regs in progress)
- UTILITIES: Power, Gas, Water, Sewer, Telephone and Cable available

**Offering Flyer**

**LOCATION OVERVIEW**



**Additional Information please contact:**

**GOMAN+YORK**

**Robert J. Montesi**  
Goman+York Property Advisors, LLC  
Call or text: 860.866.7572  
[rmontesi@goman+york.com](mailto:rmontesi@goman+york.com)

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Sample marketing flyer

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

Commonwealth of Massachusetts (2021)

### The Assignment

Provided 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) Toolkits developed for the entire program.

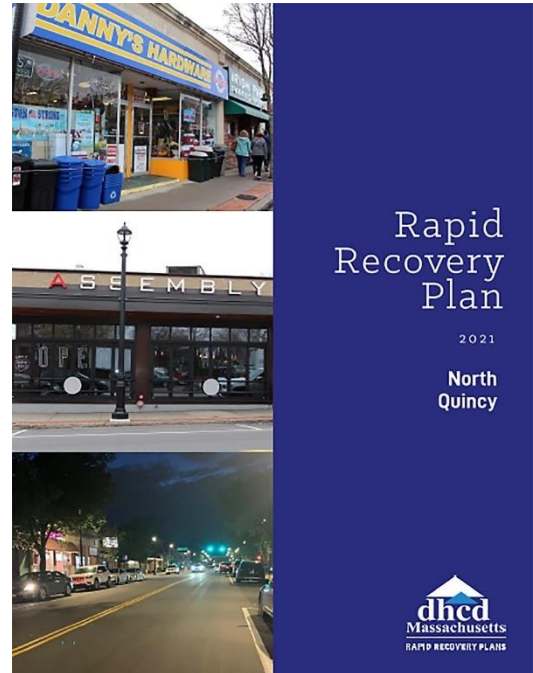
The LRRP program worked with 124 communities throughout Massachusetts and was developed as an immediate strategy program to provide technical assistance to key areas identified by the community applicants. The program approach utilized data analysis, a local business survey, community assessments, community 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 was 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).

### [PROGRAM WEBSITE](#)

### Services Provided

- Perform a business survey – total business closures, vacant storefronts, business owner needs.
- Evaluate regulatory, zoning, and permitting processes as a potential impediment to business activity.
- Identify, diagnose, and deliver processes for 10-15 actionable projects for each community.
- Draft and deliver a comprehensive plan and report according to an established template.
- Draft and deliver a Marketing Toolkit for the 124 Commonwealth communities to aid in their recovery programming
- Developed and moderated two (2) LRRP programmatic webinars



## Reference Contact

Elizabeth (Emmy) Hahn

Program Coordinator, Massachusetts Downtown Initiative

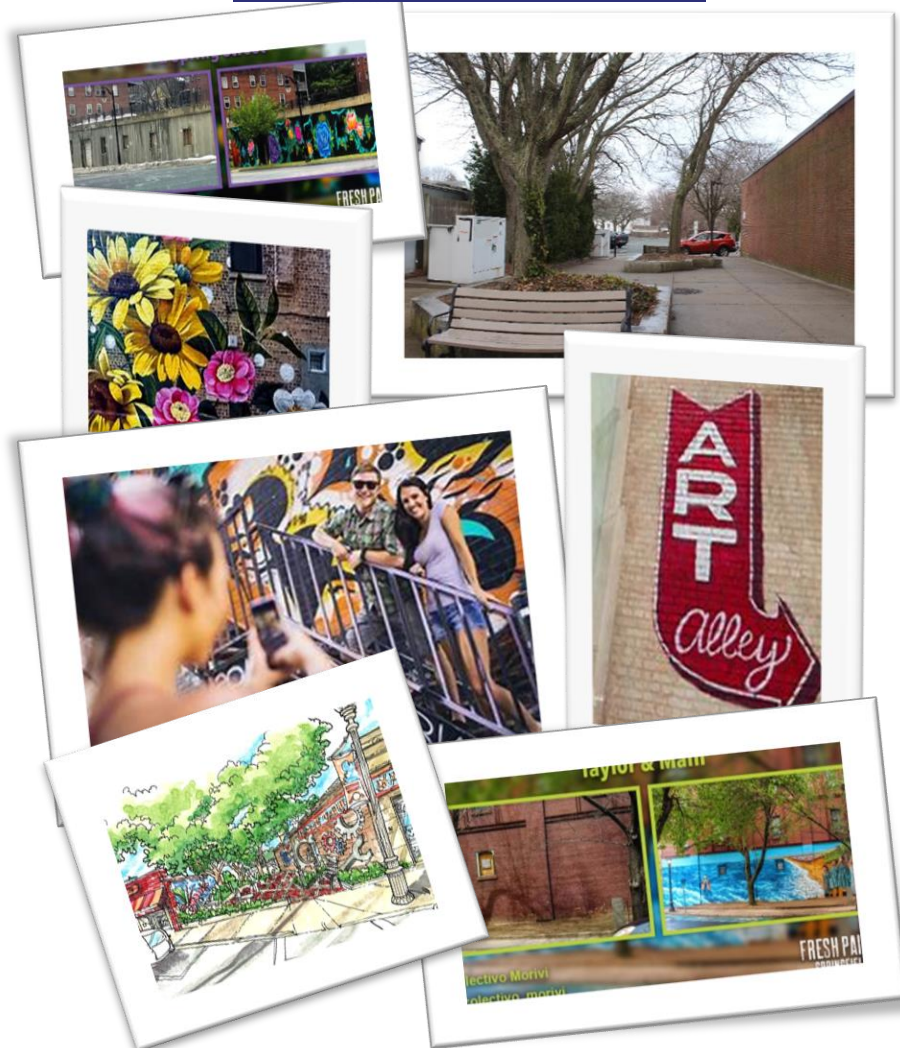
100 Cambridge Street, Suite 300

Boston, MA 02114

(617)573-1364

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

Imagine the  
possibilities!



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

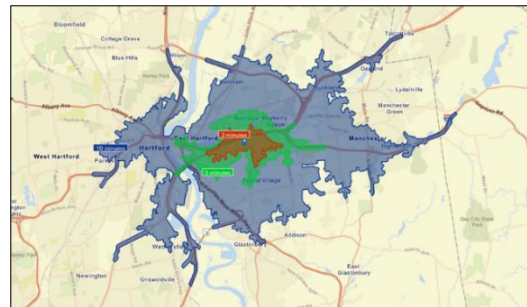
### The Assignment

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 assessed 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 SLP 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.

### 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)

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



Hartford Business Journal – 3/18/2024

## East Granby Village Center Master Plan Town of East Granby CT (2023)



### The 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 were 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 an open dialogue and input from the business community.
- Created a reality-based, achievable economic development plan for the Village Center.

## Reference Contact

First Selectman  
Town of East Granby  
9 Center Street - East Granby, CT 06026  
(860)413-3302

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

### The 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 contracts. The current *CTrail* system, along with other regional and national rail systems, was 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 at stations along the New Haven Line (NHL). This provided exposure to over 40,000 conference attendees.

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 – Senior Associate/Planning Director  
STV Inc.  
(203)383-5149  
[Kristen.Ashby@stvinc.com](mailto:Kristen.Ashby@stvinc.com)



## Financial Feasibility Analysis of Redeveloping a Shopping Mall to Mixed Use Town of Manchester, CT (2019-2025)

### The Assignment

Provided the Town of Manchester (property owner) with professional services related to the Town's consideration of the options and opportunities related to the properties known as "Broad Street Parkade" for a mixed-use development, and the process of creating the requisite development agreement(s). Our work focused on working with Town leadership and staff while considering the suitability of proposed alternatives related to the sale, lease, or development of the subject properties and negotiating a development agreement with a potential developer or developers.



### Services Provided

- A review of the suitability and benefit(s) of the proposal(s), offers, and/or associated documents or information related to the subject properties,
- The identification and review of proposed development alternatives,
- Participating with Town leadership and staff in any negotiations associated with any transaction(s) related to the properties.
- Preliminary Analysis to Determine the Costs and Benefits to the Town of Manchester Related to the Potential Provision of a Property Tax Abatement
- Design Services: Upon request, provide master planning design services concerning assisting in the development of workable solutions relative to the integration of multiple developments, the surrounding neighborhoods, and/or businesses
- Developed RFP with the Town to attract and select a developer for the project



### Reference Contact

Gary Anderson, AICP, Director of Planning and Economic Development  
Town of Manchester, CT  
41 Center Street  
Manchester, CT 06045  
(860)647-3044  
[ganderson@manchesterct.gov](mailto:ganderson@manchesterct.gov)

## Marketing Consulting Services for the Creative Economy Sector of East-Central Vermont Two Rivers-Ottawaquechee Regional Commission (TRORC) Vermont (2022)

### The Assignment

Goman+York was tasked with developing a marketing package/toolkit to support the Creative Economy within the Two Rivers-Ottawaquechee region to assist businesses in adapting to the hardships induced by the pandemic and give this important sector the tools needed to drive consumer traffic to the Cornerstone Creative Community (3CVT). The toolkit was designed to recommend strategies, guidelines, best practices, and resources to meet the needs of the creative economy businesses. Through the project process, Goman+York identified a broad range of tools and resources intended to boost the economic prosperity and interdisciplinary connections for the creative sector in the east-central Vermont region.

### Services Provided

- Reviewed and analyzed demographic, socioeconomic, advertising, and market data to identify trends, supply/demand, needs, opportunities, costs, and impediments to the pandemic recovery
- Developed and implemented a “boots on the ground” outreach program to solicit input and gain insight from key stakeholders
- Actively engaged with stakeholders and local creative sector businesses in an interactive process to understand the strengths and challenges faced within the Creative Economy and their impact on the local economy.
- Developed a series of Toolkits, Elevate Awareness of My Creative Brand, designed to promote greater sales and brand recognition of creative businesses. The five toolkits were designed in a progressive order, with the option to stand alone, depending upon the needs of the individual or business.

### Notable Achievements

- Realizing that access to the Toolkits was varied, the toolkits were designed to be printed and accessible online through the TRORC website.
- Identified Best Practice examples – many of which were from VT-based members of the Creative Economy.
- Developed actionable strategies with purposeful steps to actively support the current businesses and attract future opportunities that would benefit the users and ultimately, the communities.

### Reference Contact

Peter Gregory, Executive Director, TRORC  
128 King Farm Road.  
Woodstock, VT  
Office: 802-457-3188  
Email: [pgregory@trorc.org](mailto:pgregory@trorc.org)



### Best Practice Gallery at the VAULT Springfield, VT

The VAULT, a space sharing retail location, is selling the works of 125 Artists at the gallery and online. The venue hosts exhibits and workshops featuring the artisans.



#### Gallery at the VAULT

Visual Arts Local Talent is a nonprofit organization and Vermont State Craft Center. We serve the community as an educational resource with our schedule of workshops and lectures. We connect artists locally by providing a venue for their work. Both the gallery and the shop display and sell original, unique, handcrafted local and regional artwork.

Home | Gallery at the Vault ([gallery.vault.org](http://gallery.vault.org))  
<https://gallery.vault.org/>



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## Goman+York Public Projects

Public Projects that the Goman+York Team has worked on in recent years:

**Bloomfield, CT** – On-call Economic Development Services (2014 - present), Plan of Conservation and Development Revisions (2025-2026), Town Center Redevelopment Plan (2024-2025), Affordable Housing Trust Fund (2024), Affordable Housing Plan (2023), Small Business Development and Covid Recovery (2019-present), CIF Grant Program Development & Assistance (2022-present), TIF Plan (2018-2021), Development Agency formation (2022-2023)

**Bristol, CT** – On-call Economic Development services (2021 – present), Sessions Building Redevelopment Developer RFP & Selection Process (2024-2025)

**Canton, CT** - Affordable Housing Technical Assistance (2025-2026)

**Canton, OH** – Comprehensive Zoning Regulation Re-Write (2016)

**Capital Region Council of Governments (CRCOG)** – Regional Housing Strategy (2024 – 2026), Disaster Recovery Support Services (2022-2023)

**Capital Region Development Authority (CDRA)** - Regional Market, Tenant & Site Analysis, Review and Recommendations, Signage/Wayfinding Conceptual Design (2020), Hartford Multifamily Market Study (2020)

**Charlotte, NC** – Economic Development On-call approved vendor (2024 – present)

**Commonwealth of Massachusetts** - DHCD – Local Rapid Recovery Program (LRRP) 30 communities, statewide webinars, Downtown Marketing Manual (2021), Approved Statewide PRF76 vendor – planning and Downtown consultant (2023 – present)

**Connecticut Municipal Development Authority (CMDA)** – Approved vendor for buildout, planning, zoning, and fiscal analysis (2025-2027)

**Deep River, CT** - Affordable Housing Technical Assistance (2025 - 2026)

**East Granby, CT** - Village Center Master Plan (2023)

**East Hartford, CT** - On-call Economic Development Services (2020-present), Silver Lane Redevelopment Plan (2022), Church Corners Inn – Financial Analysis (2022), Developers RFP (2023)

**East Lyme, CT** - Affordable Housing Plan (2022)

**Ellington, CT** – Plan of Conservation & Development (2019), Housing Needs Assessment and Strategy as part of the Comprehensive Plan (2019))

**Enfield, CT** – Comprehensive Zoning Regulation Rewrite and POCD (2020-2023)

**Eustis, FL** - On-call Economic Development Services (2025 - present)

**Groton, CT** - Seeley School – Town-owned property - Sale for Redevelopment (2021-2023)



STEP 1.

**RE+ASSESS**

Where Are You  
Today?

STEP 2.

**RE+IMAGINE**

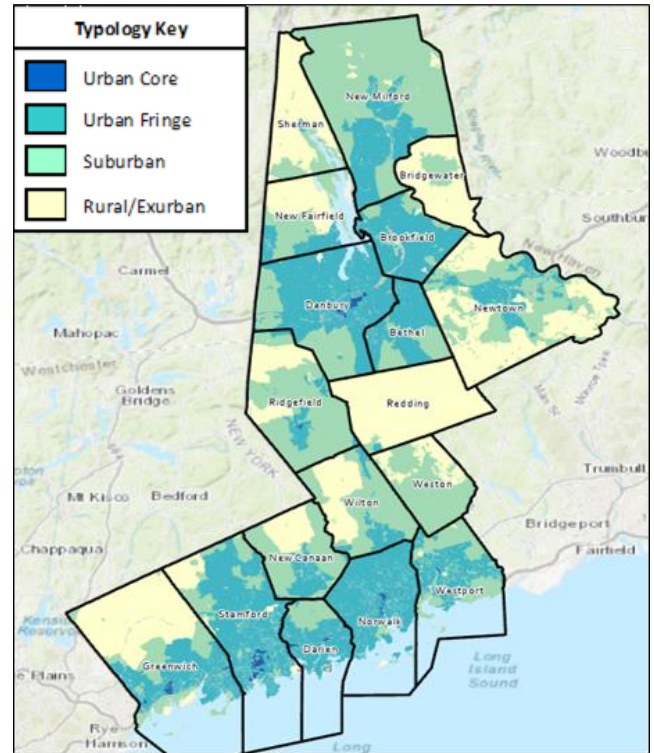
Where Do You  
Want To Be?

STEP 3.

**RE+INVIGORATE**

How Do You  
Get There?

- Hartford, CT** - On-call Economic Development Services (2023 - present)
- Hutchinson, KS** – Healthy Neighborhood Strategy training and assessment (2014)
- Ledyard, CT** – Route 12 Corridor Study (2025), Development Fiscal & Economic Impact Study (2024)
- Lower CT River Valley Council of Governments (RiverCOG)** – Housing Market Study (2021)
- Miami Beach, FL** - Economic Development On-call approved vendor (2024 – present)
- Manchester, CT** – Library Economic Impact Study (2022), On-call Economic Development Services (2021-present), 942 Main Conceptual Design and Analysis (2022), Tax Abatement Analysis for former Parkade (2019-2021)
- Middlefield, CT** – On-call Economic Development Services (2023 - 2025)
- Middletown, CT** - Library and Town Hall Economic Impact Study (2025)
- Milford, CT** – Commercial Property Inventory (2022) Community Economic Recovery Strategy (2023)
- New London, CT** – Crystal Ave Property Analysis & Marketing (2022)
- New Milford, CT** – Affordable Housing Plan (2021)
- North Stonington, CT** – Comprehensive Zoning Regulation Rewrite (2014)
- Oswego, NY** - Economic Investment Strategy (2015)
- Perry, NY** – Comprehensive Zoning Regulation Re-Write (2016)
- Plymouth, CT** – Community Investment Transformational Master Plan – CIF funded (2023-2024), CIF grant writing (2024)
- Stafford, CT** – Creation of a Village District Zone and Sign Regulations Update (2016), Creation of a Commercial Industrial Zone (2015), Comprehensive Review and Update to Uses (2014)
- State of CT – CT DOT rail subcontractor (STV & AECOM)** - Property Management and Utilities Unit (2018-present), CT DOT Rail Agreement Support Services (2024-2027), Eastern CT Rail Study (2022-2023), WestCOG Region Value Study (2023)
- Stonington, CT** – A Housing Study and Affordable Housing Plan - housing needs assessment and affordable housing strategy and plan (2020-21)
- Tolland, CT** – Commercial Zoning District Updates (2020-21), Plan of Conservation & Development (2019), Housing Needs Assessment and Strategy as part of the Comprehensive Plan (2019)
- Trumbull, CT** – Comprehensive Zoning Regulation Rewrite (2018-21)
- Two Rivers-Ottawaquechee Regional Commission (TRORC) VT** – Marketing Consulting for the Creative Economy Sector of East Central VT (2022)
- Western CT Council of Governments (WestCOG)** – Affordable Housing Finance Study (2023)
- West Hartford, CT** – Senior Housing Plan & Market Study (2025-2026) **Windsor Locks, CT** – On-call Planning Services (2023 – present), Downtown Market Feasibility Study (2023)
- Wethersfield, CT** – Land Use & Site Fit Analysis (2025)
- Windham, CT** – Affordable Housing Plan (2021-2022)
- Windsor Locks, CT** – On-call Planning & Economic Development (2023 - present); Downtown Market Feasibility Study (2023)
- Woodridge, CT** – On-call Planning & Economic Development (2024-2025)



## References

**Jon Colman**, Director of Building and Land Use, Town of Bloomfield, CT

Office: 860-769-3515      E-Mail: [jcolman@bloomfieldct.gov](mailto:jcolman@bloomfieldct.gov)

Description: On-Call Economic Development Services; Town Center Master Plan; Affordable Housing Study; TIF Plan; CIF grant writing

**Kristen Ashby, PMP**, Senior Associate/Planning Manager, STV Inc.

Office: 203-383-5149      Email: [Kristen.Ashby@stvinc.com](mailto:Kristen.Ashby@stvinc.com)

Time of Service: 2019-present

Description: Advisory services to the Property Management and Utilities Unit

**Eileen Buckheit**, Development Director, City of East Hartford

Office: 860-291-7303      E-Mail: [ebuckheit@easthartfordct.gov](mailto:ebuckheit@easthartfordct.gov)

Time of Service: 2020-present

Description: Redevelopment Plan for Silver Lane Revitalization Area; RFPs for redevelopment sites, On-Call Economic Development Services

**Kristen Gorski**, Economic Development Coordinator, Town of West Hartford, Connecticut

Office: 860-561-7440      E-Mail: [kristen.gorski@westhartfordct.gov](mailto:kristen.gorski@westhartfordct.gov)

Time of Service 8/2020-10/2023

Description: Advisory services

**Francis Pickering**, Executive Director, Western Connecticut Council of Governments (WestCOG).

Office: 475-323-2060      E-Mail: [fpickering@westcog.org](mailto:fpickering@westcog.org)

Time of Service: 10/2023 – 06/2024

Description: Affordable Housing Finance Study

## Our Team

Mike Goman, CRX, CLS, CSM  
Principal



Before forming Goman+York, Mike spent over 30 years as a chief executive overseeing large public and private commercial real estate companies. He has overseen the development, financing, and operations of millions of square feet of commercial real estate across the United States and Canada. Mike's keen insights into the socioeconomic dynamics of U.S. markets, his deep understanding of the development process, and his extensive experience structuring Public-Private Partnerships help Goman+York design and develop optimum economic development models and strategies that guide all stakeholders.

### SELECTED ACHIEVEMENTS

- In 2008, founded what became Goman+York, which has since provided economic development & commercial real estate advisory services to over 500 clients.
- Led the financing, developing, and leasing of more than 50 million square feet of commercial real estate and acquired or liquidated more than \$3 billion of commercial real estate.
- Former president and CEO of Konover & Associates, then one of the largest real estate development, management, and construction companies in the Northeast.
- Founder and principal of a Dallas-based commercial real estate consultancy, which provided acquisition, development, leasing, and repositioning services to owners, investors, and lenders.
- A senior vice president in charge of the U.S. shopping center division of Bramalea Ltd. (Canada), then one of the largest publicly traded real estate companies in North America.

### PROFESSIONAL AFFILIATIONS

- Licensed real estate broker in Arizona, Connecticut, Massachusetts, New York, Florida, Virginia, and North Carolina.
- Member: International Economic Development Council, Florida Economic Development Council, Florida Redevelopment Association, Arizona Association of Economic Development
- Frequent speaker at economic development, commercial real estate, and banking association events
- Chair of Commercial Alliance and member of the Government Relations Committee, Greater Hartford Association of Realtors (GHAR)
- Member, Executive Committee of the Board, Connecticut Retail Network, and Chair of the Community Innovation Lab.
- Past board member of Duncaster Lifecare, a congregate care retirement community ("CCRC") and The Connecticut Forum
- Past International Council of Shopping Centers (ICSC) CT Eastern Division Government Relations Chair and CT State Director, Distinguished Service Award recipient, Faculty Member - University of Shopping Centers
- Past Executive committee member and guest speaker, University of Connecticut's Center for Real Estate and Urban Economic Studies

### PERSONAL

An avid boater and fisherman, Mike holds a U.S. Coast Guard Master's license and is a marine safety instructor. He is also a private pilot and scuba diver. Mike and Janet are the proud parents of three grown sons.

## 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, she was the general manager for The Shoppes 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. She holds a Connecticut Real Estate Salesperson license.

Along with coordinating major projects and executing all RFP responses for the company's major contracts, Denise has worked in a project advisory role for the CTDOT - Office of Rail in their Property Management & Utilities Unit for Goman+York for over six years. Denise recently collaborated on CTDOT's Shoreline East Rail Study. Denise is the lead facilitator on our municipal projects, which include master planning, on-call economic development services, and grant writing/coordination/administration.



### SELECTED ACHIEVEMENTS

- Innovating Commerce Serving Communities (ICSC formerly known as International Council of Shopping Centers) Planning Committee – New England Deal Making – Boston, MA
- Connecticut State Planning Committee - ICSC
- Connecticut State Membership Chair and former State Director – ICSC
- Roundtable Leader at ICSC New England Conferences
- Past Connecticut State Operations Chair & State Chair for Public Relations & Community Service - ICSC
- Chair - ICSC New England Retail Connection - Hartford, CT
- Regional Coordination Boards for ICSC New England & Connecticut Conferences, Symposiums, and P3 Programs.
- Served on the vendor selection committee and focus group to develop a brand and marketing campaign for the Town of Canton, CT
- Nonprofit Development Manager for the National Center for Boundless Playgrounds – grant writing and reporting with local, regional, and national foundations and corporations; fundraising campaigns and events; corporate, community, and teen engagement/team-building programs and nonprofit national licensing
- Former Member ARC of Greater Enfield, CT - Board of Directors

### EDUCATION

Springfield Technical Community College - Springfield, MA

Innovating Commerce Serving Communities

- Marketing I - Toronto, Canada
- Marketing II - Tempe, Arizona
- Management, Marketing, and Leadership Conferences

### PERSONAL

A resident of Somers, CT, for over 30 years and a co-owner of a small business in CT for over 35 years, Denise and her husband, Ray, have two adult children, a granddaughter, and two rescued granddogs.

## Bradley Senft, MSRE

Executive Vice President, Chief Financial Officer

As a former business owner and successful professional with a proven track record in business development, financial analysis & 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, combined with his expertise in real estate development and asset management, complements the services provided to the public and private sectors 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.



Brad's focus at Goman+York is market and financial analysis for our municipal clients and private developers. His ability to analyze and structure deals that make financial sense for the municipality and the developer is key to successful projects. A key project that he recently advised on was for the City of Bristol, CT's redevelopment of the Sessions building, which involved an issuance of the RFP, an evaluation of the proposals, the interview process, and a detailed review of the financial structure and development agreement for the redevelopment of the former mill building.

### SELECTED ACHIEVEMENTS

- Real Estate Market, Financial, and Economic Feasibility Analysis
- Underwrote and provided key financial insights into many CRE development deals exceeding \$100 million across all asset classes
- Worked directly with 30+ Cities and Municipalities to develop and implement strategies for economic development, including the repositioning of key commercial properties to accomplish the client's objectives and maximize returns
- Created and implemented business development and shareholder relationship management strategies
- Monitored, analyzed, and streamlined business operations to increase profit margins
- Established staff recruitment, development, and management processes resulting in cost savings and efficiencies in the workplace
- Certifications in Procore, Bluebeam, and Data Analytics
- Building Utilization Committee Member, Town of Wilbraham, MA
- Member of Alpha Sigma Gamma (International Real Estate Honorary Society), Real Estate Finance Association (REFA), Connecticut Economic Development Association (CEDAS), and International Economic Development Council (IEDC)

### EDUCATION

- Daniels College of Business, University of Denver - Master of Science, Real Estate in the Built Environment (MSRE) with a Dual Concentration in Real Estate Development and Asset Management
- Ohio University - Bachelor of Arts in Political Science

### PERSONAL

Brad, his wife Shannon, and their three sons relocated to Wilbraham, MA, from Colorado to spend more time with family in New England. He spends most of his free time outdoors with his family, skiing, mountain biking, and participating in and coaching his sons' sports activities.

## Justin LaFountain, AICP

Senior Vice President, Planning & Economic Development

Justin joined the Goman+York team in 2024. He is an AICP-certified planner with over 10 years of experience in the public sector. His experience as a municipal planner, director of building and land use, and zoning enforcement officer gives our team, clients, and projects a unique perspective coming from the municipal viewpoint. His experience in community development, economic development, and land use planning brings a further depth of knowledge and technical expertise that directly relates to the municipalities and private developers that Goman+York serves.



### SELECTED ACHIEVEMENTS

- Served as the Town Planning Director in Wethersfield and Bloomfield, and as the on-call planning consultant for Windsor Locks, Woodbridge, Salem, and Franklin, where he helped to implement numerous updates and amendments to Zoning and Subdivision Regulations, along with significant work on Plans of Conservation and Development and Affordable Housing Plans in each municipality.
- Worked with the Southeastern CT Housing Alliance to promote affordable housing and created a resource guide for building and preserving affordable housing in Connecticut while at the Southeastern Council of Governments.
- Directed land use department staff and initiatives, including preparation of the Plan of Conservation and Development and the development and implementation of the Affordable Housing Plan in Bloomfield, CT.
- Responsible for the preparation and implementation of the Plan of Conservation and Development, Affordable Housing Plan, Bicycle and Pedestrian Master Plan, and plans for specific Town-owned parcels for the Town of Wethersfield, CT.
- Served as an Associate City Planner for the City of Hutchinson, KS, where he coordinated the Landmarks Commission for the review of historic properties, and administered grant programs for property owners and charitable organizations, including the Neighborhood Revitalization Program and the Emergency Shelter Grant.

### AFFILIATIONS

- American Institute of Certified Planners – AICP Certified Planner
- Member of Gamma Theta Upsilon, the International Geographical Honor Society
- Recipient of the Gamma Theta Upsilon Award for Excellence in Geography at the Undergraduate Level, 2013

### EDUCATION

BA in Geography, with a concentration in Planning from Central Connecticut State University, with a minor in Social Studies – *summa cum laude*

### PERSONAL

Justin and his wife, Julia, reside in Wethersfield, CT, with their tuxedo cat, Pearl. They enjoy traveling and scuba diving. Justin enjoys playing guitar or one of six other instruments he's mastered, especially if it's focused on Bruce Springsteen's or Josh Ritter's music.

## Donald Poland, Ph.D., AICP

Managing Director, Urban Planning

Don Poland is a geographer, planner, and community strategist with over 30 years of experience in community development, economic development, housing, and land use planning. Having worked in the public, private, non-profit, and academic sectors, Dr. Poland offers a unique understanding and perspective of metropolitan and non-metropolitan spaces' social, cultural, economic, spatial, and governance challenges. Dr. Poland's subject matter expertise includes housing, zoning, municipal fiscal impacts, affordable housing, urban economics, urban ecology, and redevelopment. He utilizes his experience and expertise to assist public and private clients in positioning and repositioning properties and places through strategic market, land use, and planning interventions that build confidence, foster pride in place, create governance capacity, and grow market demand.



### SELECTED ACHIEVEMENTS

- Post-Hurricane Katrina planning, land use, and redevelopment strategies in St. Bernard Parish, LA
- Retained by communities in New England, New York, and the Midwest to prepare Economic Investment Strategies, update Zoning Regulations, and create Comprehensive Plans.
- Retained by commercial, industrial, and residential developers across Connecticut to assist with securing land use entitlements and providing expert testimony.
- Expert witness in the areas of land use planning, neighborhood redevelopment, and community development - accepted in federal and state courts - the United States District Court, Eastern District of Louisiana, the Circuit Court of St. Louis County, State of Missouri, and the Twenty-Fourth Judicial District for the Parish of Jefferson, Louisiana.
- Task Force that developed the American Planning Association's Smart Growth Policy Guide, later adopted by the APA's National Delegates Assembly.
- 15 years of academic experience - *Visiting Associate Professor in Urban Studies* at Trinity College, Hartford, CT. Additional academic appointments include Associate Professor, Instructor, Adjunct Lecturer in geography, planning, and tourism at Central Connecticut State University, the University of Connecticut, Sacred Heart University, and Manchester Community College.

### AFFILIATIONS

- American Institute of Certified Planners
- Board member of the Connecticut Partnership for Balanced Growth
- Past Trustee for the Connecticut Trust for Historic Preservation, The Bushnell Park Foundation, and a governor appointee to the State Board of Examiners for Professional Engineers and Land Surveyors
- Past Research Fellow with the Connecticut Policy Institute
- Former president of the Connecticut Chapter of the American Planning Association, Former chairman of CCAPA's Government Relations Committee

### EDUCATION

Doctorate Degree - UCL (University College London), Dept of Geography, Cities and Urbanization program.

Master's Degree - Geography, concentrating on planning, from Central Connecticut State University

Bachelor of Art's Degree - Geography and Psychology, from Central Connecticut State University

Member of the International Geographical Honor Society

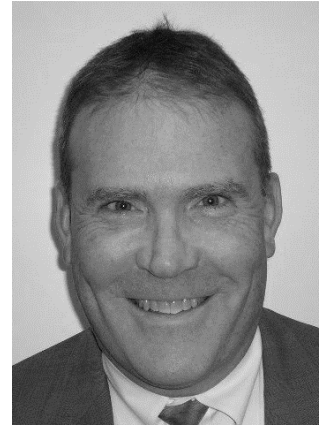
### PERSONAL

A licensed private pilot and travel enthusiast, Don has made over 40 trips to Europe, covering 24 countries and over 100 cities and towns. Don enjoys spending time with his partner, Alison, and their three dogs, Bowie, Brixton, and Skye, at their home in Cheshire, Connecticut.

## William “Bill” Voelker, FAICP

Director of Planning & Strategy

Bill has 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.



### SELECTED ACHIEVEMENTS

- Bill was recently honored as a 2024 AICP Fellow
- Distinguished Service Award, Connecticut Capitol Region Growth Council, for contributing to state planning and economic development efforts in the passage of Public Act 01-47
- Special Chapter Award, Connecticut Chapter of the American Planning Association for efforts in establishing legislation enabling mediation of land use disputes
- Managed the process for updates to the Plan of Conservation and Development for the Towns of Cheshire, Simsbury, and Berlin
- Authored “*Advocating for the Disabled in Planning*” in *Connecticut Planning Newsletter* - Winter 2018 issue
- Featured speaker at 2021 Rocky Mountain Land Use Institute Western Places/Western Spaces Annual Conference (Virtual), “*Count Us In: Inclusive Planning and Design for Health, Mobility, and Equity*”
- Initiated and supported Public Act 01-47, “*An Act Concerning Mediation of Appeals of Planning and Zoning Commissions*” through the adoption

### EDUCATION

Master of Community Planning and Development, University of Rhode Island Continuing Education:

- Harvard Graduate School of Design: *Real Estate Development and Financial Analysis*
- Harvard Graduate School of Design: *Urban Real Estate Planning Principles for American Towns, Cities, and Commercial Centers*
- Lincoln Institute of Land Policy: *Mediating Land Use Disputes Workshop*
- Lincoln Institute of Land Policy: *Advanced Course on Mediating Land Use Disputes*

### PERSONAL

Bill enjoys reading, traveling, a bottle of good wine, and the beach. He and his wife, Melinda, live in Plantsville and have two grown children.

## Cynthia Stewart

Sr Vice President, Managing Director – Public Policy & Community Development

Cindy brings over 30 years of experience in retail real estate advocacy as a senior community development and public policy executive with a commitment to public-private partnerships and corporate social responsibility. Along with working with Goman+York, Cindy has a consulting company, Cynthia Stewart, LLC, specializing in building bridges between the public and private sectors to create opportunities and navigate the government regulatory process ensuring successful connections, communication, and collaborations.

Before joining Goman+York, she served 21 years with the International Council of Shopping Centers (ICSC) as a Manager of State Government Relations, Director of Community Relations, and Vice President, Community Development. At ICSC, she led a team that created programs and initiatives focused on emerging issues, real estate challenges, and overcoming obstacles to retail development in underserved markets. Before her career at ICSC, she worked in state and local government as a state senate chief of staff and city clerk.



### SELECTED ACHIEVEMENTS

- Cindy is a frequent speaker at conferences and events. Cindy is a frequent speaker at conferences and events, including presentations for the National League of Cities, International Downtown Association, International Economic Development Council, Downtown Development District of New Orleans, and Alberta SiteLink Conference, to name a few. She created a five-unit virtual training for elected officials on “Retail as a Catalyst for Economic Development that is part of the National League of Cities University curriculum.
- Cindy is the co-author of *Development in Underserved Retail Markets*, published by the International Council of Shopping Centers and Business for Social Responsibility.
- She is a member of the International Economic Development Council and the Southern Economic Development Council.

### EDUCATION

BAAS in Public Administration from Midwestern State University, Wichita Falls, TX

2019 graduate of the Johns Hopkins Institute for Corporate Social Responsibility

ICSC University of Shopping Centers School of Economic Development

ICSC School for Professional Development – Shopping Center Management

Strategic Management & Performance Measurement - management concepts training

### PERSONAL

A native of Illinois, Cindy now resides in Greer, South Carolina, but at heart is a travel maven. Italy is a frequent destination. With a passion for photography and cooking, she also loves to end a day with a nice glass of prosecco while spending time with family and friends.

## Gioia Zack

Senior Vice President, Economic Development Services

As a veteran economic development and real estate professional, Gioia Zack specializes in understanding the unique needs of individuals, businesses, and communities to facilitate strategic connections that drive goal achievement and create meaningful synergies. She has over two decades of professional experience spanning the banking and commercial real estate sectors, which guides her analytical and thoughtful approach to evaluating stakeholder needs.

Most recently, Gioia served as Economic Development Director for the Town of Wethersfield, Connecticut, where she delivered measurable results, including significant growth in new business establishments, initiating redevelopment of underutilized properties, and increasing community visibility through enhanced social media presence and tourism initiatives. Gioia is committed to fostering sustainable economic growth while strengthening community connections.



Gioia will lend her expertise to grow our municipal client projects, which include master planning and economic development services. She is a Connecticut-licensed Real Estate Broker.

### SELECTED ACHIEVEMENTS

In addition to her professional accomplishments, Gioia demonstrates strong community leadership through her service on nonprofit boards in various executive capacities. She currently serves as Vice Chair of the Corporation for Independent Living (CIL) LAB Board of Directors. Her nonprofit involvement reflects her commitment to giving back and creating positive community impact.

- Board Member, CT Economic Development Association (CEDAS) - since 2022
- Immediate Past Chair, Corporation for Independent Living (CIL) Board of Directors - since 2019
- Board Vice Chair & Treasurer, Community Innovation Lab (LAB) Board - since 2019
- Governance Committee Chair, Leadership Greater Hartford (LGH) - 2016-2021
- Vice Chair, Wethersfield Economic Development & Improvement Commission (EDIC) - 2013-2021

### EDUCATION

Trinity College – Hartford, CT – Bachelor of Arts - Political Science Major, Formal Organizations Minor

UHART/Hartford College for Women-Hartford, CT - Associate of Arts

### PERSONAL

A lifelong Greater Hartford resident, Gioia is fluent in Italian and has conversational proficiency in Spanish, enhancing her ability to serve diverse populations. When not working, she enjoys cooking, traveling, and spending quality time with family.

## Dusty McMahan

Planning and Development

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.



### SELECTED ACHIEVEMENTS

- Oversaw conceptual design of the Disney Concert Hall in Los Angeles, provided planning services for the Howard Hughes Corporate campuses in Los Angeles and Las Vegas, and designed and directed the site redevelopment of the original MGM studio sound stages to a working film lot.
- Planned and oversaw the redevelopment of intensive-use projects (without interrupting operations), including the WAFI Mall in Dubai, hospitals in Connecticut, and resorts in the U.S., Europe, the Middle, and East Asia.
- Programmed and master-planned ITT Sheraton’s international destination resorts in the Middle East and Pacific Rim.
- Managed entitlement, design, and construction of more than 500,000 sq. ft. of U.S. retail real estate developments.
- Master-planned multi-phase expansion of WAFI City, including the addition of the Raffle’s Hotel in Dubai, U.A.E.

### AFFILIATIONS

- Fund Raising Committee for Nathan Hale Homestead
- Creative Director of Ocean Technology Foundation.
- A participant with the Congress for New Urbanism, the Community Association Institute, the American Society of Landscape Architects, the American Institute of Architects, and several civic boards and commissions, including Inland-Wetlands, Historic, and Economic Development

### EDUCATION

Bachelor of Arts in Architecture at Oklahoma State University

Graduate degree in Landscape Architecture and Planning from Washington State University

### PERSONAL

Dusty has volunteered with the Hole in the Wall Gang Camp, Habitat for Humanity, and the Ocean Technology Foundation. He is a talented vocalist and musician and has restored a historic property surrounded by the Nathan Hale State Forest in Coventry, CT.

## David Driver

Sr. 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.



### SELECTED ACHIEVEMENTS

- Sparked Connecticut's entry into technology-based economic development and venture capital with the founding and management of Connecticut Innovations.
- Managed redevelopment and business incubation at Science Park at Yale, an 80-acre (formerly abandoned) industrial area housing 50 companies and some 900 employees.
- Developed and executed promotion, public relations, and advertising campaigns to draw businesses, tourists, and filmmakers to Connecticut.
- Led business recruitment representatives of the six New England states in a common marketing collaborative throughout the United States and Europe.

### PROFESSIONAL AFFILIATIONS

- Trustee of the Eastern States Exposition
- Former board member and chairman of the Connecticut Economic Resource Center
- A former member of the Corporate Advisory Committee of the Economic Development Council of Western Massachusetts
- Former board member of the Northeastern Economic Developers Association

### PERSONAL

David is a former journalist and business editor of The Hartford Times. He enjoys international and domestic travel. David coordinates a Food Share program at his church and lives in Meriden with his wife Kathleen. They have three grown children and three grandchildren.

## David Correia

VP & Director of Research & Analytics

Dave employs a quantitative approach to economic development and project analysis by bringing real-world data in 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.



### SELECTED ACHIEVEMENTS

- Targeted ideal markets for international healthcare company's expansion into the Connecticut Hispanic market utilizing a variety of geospatial techniques
- Developed financial projections which secured funding for \$60+ million multifamily development in New Rochelle, NY
- Analyzed redevelopment potential for distressed retail properties in the wake of COVID-19
- Spearheaded redevelopment feasibility studies for historic sites in CT including the Hendey Mill in Torrington, the Windsor Locks Train station, and Shore Line Power House in Old Saybrook.
- Prepared an in-depth Transit-Oriented Development (TOD) feasibility study for communities along the Hartford Line commuter rail for the South-Central Regional Council of Governments (SCRCOG).
- Pioneered data-driven customer socioeconomic identification models for banks & credit unions nationwide.
- Identified branch optimization targets for large community banks with over \$5 billion in assets

### EDUCATION

- An alumnus of the University of Connecticut with a Bachelor of Science from the university's top-ranked Actuarial Science program.

### PERSONAL

Dave is an expert hiker and enjoys the outdoors with his dog Charlie in tow. He has hiked all over the U.S, including California, Colorado, and his native Connecticut. Dave enjoys the challenge of tinkering with electronics, with interests in programming & 3D printing, and is also an accomplished theater actor.

## Alyssa Fleming

Research & Data Analyst

As a Research Analyst for Goman+York, Alyssa brings a critical perspective to 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, real estate, and expansion strategies for our development, municipal, and educational clients. Alyssa is a licensed Connecticut Real Estate Salesperson.



### CORE COMPETENCIES

- **Data-Driven Strategy:** Transforms complex datasets into actionable insights that support client objectives and inform strategic decision-making.
- **Site Selection & Property Analysis:** Identifies and evaluates public and private properties with a strong understanding of commercial real estate considerations.
- **Advanced Mapping & Spatial Analysis:** Utilizes GIS tools for property and build-out analysis to optimize development planning.
- **Quantitative Expertise:** Applies robust analytical and economic principles to deliver precise, data-backed recommendations.
- **Insightful Storytelling:** Interprets research and real-world data to craft compelling narratives that guide stakeholders.
- **Technical Proficiency:** Skilled in Esri, ArcGIS, and Placer.ai for comprehensive market and spatial analysis.
- **Master Planning Collaboration:** Partners with municipalities to develop and implement long-term growth and economic development strategies.
- **Community Engagement:** Designs and executes engagement initiatives, ensuring effective communication and impactful presentations.

### EDUCATION

- University of Hartford's Barney School of Business - Bachelor of Science in Business Administration (BSBA) with a concentration in Economics and Finance – cum laude honors
- Minor in Actuarial Sciences

### PERSONAL

A proud lifelong resident of Southbury with a strong connection to her community, Alyssa enjoys exploring towns throughout Connecticut—supporting local businesses and taking in the unique character of each place. She is a certified PADI deep diver and spends as much time as possible near the water. In her free time, she enjoys baking and spending time with her dog, who adds fun and unpredictability to her otherwise structured routine.

## Terms and Conditions

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

### **Additional information**

#### **A) Insurance**

Goman York Property Advisers LLC meets and exceeds most required insurance limits. Therefore, we would provide the necessary insurance documentation and certificates upon award of the contract.

#### **B) Compensation**

Goman York Property Advisers LLC will 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 this kind of assignment, with the first payment invoiced at the start of the second month and the last payment invoiced upon completion of the project.

#### **C) Additional work**

None proposed. Negotiable if requested.

#### **D) 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 have 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.

#### **E) 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 them not to disclose any sensitive information.

#### **F) 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 based on any discriminatory practice. By way of example, company policy prohibits the consideration of race, religion, physical capabilities, sexual orientation, national origin, or any other characteristics in any decision made by the company. Goman+York is a certified CT small business enterprise (SBE).

#### **G) Conflict of Interest**

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

*Proudly affiliated with the following organizations*



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