



JANUARY 19, 2026









**REQUEST FOR QUALIFICATIONS (RFQ)
MUNICIPAL PLANNING CONSULTING SERVICES**

SUBMITTED BY:

IMEG Consultants Corp.
416 Asylum Street
Hartford, CT 06103
860-247-7200

Ken Livingston, Client Executive
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Francisco Gomes, Project Manager
Francisco.j.Gomes@imegcorp.com

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LETTER OF INTEREST

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

January 28, 2026

RE: RFQ MUNICIPAL PLANNING CONSULTING SERVICES

IMEG (formerly FHI Studio) is pleased to submit our qualifications in response to the Western Connecticut Council of Governments' Request for Qualifications for planning and zoning services. We bring a strong understanding of the critical role that local planning and zoning play in implementing community priorities, particularly in supporting housing development, revitalizing town and city centers, and protecting environmentally sensitive and hazard-prone areas, as typically prioritized by municipal Plans of Conservation and Development.

We have assembled a highly qualified and well-balanced team that combines deep planning and zoning expertise, community engagement, and extensive, directly relevant experience working with Connecticut municipalities. Our Hartford-based team will be supported by specialists from our New York City office, allowing us to remain highly responsive while providing WestCOG and its member communities with access to a broad range of technical expertise. IMEG will serve as a collaborative partner to WestCOG, offering:

- Experienced leadership from Project Manager Francisco Gomes, AICP, and Principal-in-Charge Kenneth Livingston, both of whom have led planning and zoning projects across Connecticut.
- Housing and economic development expertise through our strategic partner, RKG Associates.
- Resilience and hazard mitigation expertise through our partner, Resilient Land and Water.
- Strong visual communication and technical support to ensure that plans, regulations, and public-facing materials are clear, accessible, and effective.

Over the past decade, IMEG has completed more than a dozen Plans of Conservation and Development for Connecticut towns and cities, including the City of Danbury and the Town of Greenwich. In the past five years, we have worked with seven municipalities on comprehensive zoning regulation rewrites and assisted several others with drafting new downtown and village center zoning regulations and design guidelines. With respect to the requested services, IMEG is capable of providing all of the requested planning and zoning services including but not limited to:

- Community engagement and public meeting facilitation.
- Technical analysis and production of technical memos and reports for planning and zoning subject matter.
- Conducting training workshops for planning commissions, zoning commissions, and Zoning Board of Appeals.
- Scenario planning and visualizations.
- Development of local plans including town and village center plans and transit-oriented development plans.
- Updating and rewriting of zoning and subdivision regulations to support goals and objectives, for ease of use and effectiveness of administration, and for compliance with statutory changes including but not limited to Public Act 25-1.
- Review and rewriting of zoning for consistency with state and local plans, case law, statute, and federal/state law and regulations.
- Evaluation of development proposals for consistency with municipal plans and zoning regulations.
- Production of design guidelines and form-based zoning regulations.
- GIS mapping.

Enclosed you will find our qualifications, which demonstrate experience that is directly relevant to the needs of WestCOG and its member municipalities. Francisco Gomes will serve as the primary point of contact and will be actively involved throughout the duration of our services. He will be supported, as appropriate, by IMEG's technical specialists based on the specific scope and needs of each assignment.

We appreciate your consideration and welcome the opportunity to support WestCOG and its member communities. Please feel free to contact Francisco Gomes or me if you have any questions or require additional information. We can be reached at 860-247-7200 or by email at Ken.M.Livingston@imegcorp.com or francisco.j.gomes@imegcorp.com.

Very truly yours,



Kenneth Livingston, Client Executive- Planning and Engagement
IMEG Consultants Corp.
416 Asylum Street
Hartford, CT 06103

CORPORATE BACKGROUND



WE ARE IMEG



We are employee-owned and results driven with a passion for transforming environments and communities through thoughtful planning and innovative design.

FIRM HISTORY

In 2015, KJWW Engineering (1961) and TTG Engineers (1955) merged to form IMEG. Since the initial merger, we have welcomed more than 30 new firms into our ONE IMEG family, including FHI Studio in 2024 — broadening our national expertise through local connections. Our overall firm history dates back to 1910.

At-A-GLANCE

- 100% Employee-Owned
- Full-service Planning & Engineering
- 100+ Locations
- 2,800 Team Members
- 650+ Licensed Engineers
- \$427M in Annual Revenue
- #52 / Top 500 Design Firm List (ENR)

LEADERS IN PLANNING AND INNOVATION.

IMEG is a national, employee-owned engineering, planning, and design firm with over 100 offices and 2,800 professionals across the country. Our integrated team includes planners, GIS specialists, designers, engineers, and engagement experts who provide comprehensive support for municipal planning initiatives, including long-range plans, zoning and land use policy, and spatial analysis. We bring a deep understanding of how planning informs decision-making, equity, and vision in the communities we serve.

Our planning studio offers extensive experience in comprehensive planning, community engagement, and urban design—combining technical expertise with a commitment to livability, resilience, and equitable access. We specialize in developing plans that are both visionary and implementable, tailored to local needs and grounded in regional context. From land use frameworks to transportation and housing strategies, we work with municipalities and regional partners to turn community priorities into actionable frameworks.

Collaboration is at the heart of our approach. We partner closely with clients, local stakeholders, and multidisciplinary teams to ensure every project reflects shared values and long-term goals. Through engaging visuals, user-friendly tools, and accessible language, we help communities communicate complex ideas, build consensus, and move confidently toward implementation.

EXPERTISE

- Community Engagement
- Strategic Communications
- Urban Design
- Comprehensive Planning
- Active Transportation
- Traffic Engineering
- Transit Planning
- Environmental Planning

LOCATIONS



About our firm

RKG Associates is a full service economic, planning and real estate consulting firm with offices located in Alexandria, Virginia; Atlanta, Georgia; Boston, Massachusetts; and Dallas, Texas.

Navigating Complexity. Building Trust. Unlocking Potential.

RKG

Company Overview

Founded in 1981, RKG Associates, Inc. provides private, public and institutional clients, nationwide, a comprehensive range of advisory, planning, and strategic consulting services related to real estate, land use and economic development.

Our firm has successfully blended the in-house expertise of professionals who have backgrounds in market research, economics, finance, real estate development and planning. We also call upon an extensive network of other professionals to provide complementary technical expertise in such areas as architecture, engineering, land use planning, legal services and environmental science. Whether it is a large-scale project or a smaller undertaking, we make our full range of skills and disciplines available to every client.

Since our founding in 1981, the firm has successfully completed more than two thousand consulting projects regionally, nationally and internationally, providing a comprehensive range of economic, planning, marketing, and management services to governmental, business, and institutional clients. The firm currently employs twelve full-time professionals, having grown to become one of the most respected economic, housing, and real estate advisory consulting firms in United States.

Our firm has the staff and technological resources to ensure that the amount of data, and complexity of the challenge is no barrier to clear and creative housing solutions.

We use a combination of public and proprietary data sources to formulate a clear understanding of historical trends, existing conditions and potential future scenarios. Our data driven approach is integrated with engagement and strategy frameworks to navigate complexities with clear and realistic solutions.

**RKG ASSOCIATES IS MANAGED AND OWNED BY THREE PRINCIPALS.
EVERY PROJECT IS PRINCIPAL LED AND MANAGED.**

Mr. Eric Halvorsen, AICP
76 Canal Street, Suite 401
Boston, Massachusetts 02114

Mr. Kyle Talente
2121 Eisenhower Ave, Suite 402
Alexandria, Virginia 22314

Mr. Erik Woyciesjes
76 Canal Street, Suite 401
Boston, Massachusetts 02114

35+

Number of States where we work

100+

Projects Completed in the South/Southeast

RESILIENT

Land & Water

Sustainable Solutions, Stream to Shoreline

Firm Profile

Resilient Land And Water was formed by its managing member, David Murphy, in July 2021. Resilient Land And Water was founded to provide consulting services in the field of environmental and community planning, water resources, flood management, and climate resilience. The company's mission is to provide prompt client response and flexible solutions to challenges related to water and climate challenges while offering competitive billing rates to the public sector, with revenues returned to the New England economy. The company's small size ensures attention to detail and the continuity of staff needed to work through complex projects. Resilient Land And Water is a Connecticut DAS-certified Small Business Enterprise, which may help clients meet their goals relative to utilizing small businesses.

With over 30 years of experience, our **small** environmental and engineering consulting firm is dedicated to making **big** impacts. We are working to shape resilient and sustainable communities through creative and collaborative planning, smart engineering, and most importantly, developing long-lasting relationships with our clients.



WORK HISTORY



WORK HISTORY

The IMEG team has an extensive history of conducting planning and zoning work for municipalities across Connecticut and elsewhere. With respect to our comprehensive planning work, in the past ten years, IMEG has completed Plans of Conservation and Development for the following municipalities and regions:

- Town of Litchfield
- Town of West Hartford
- City of Bridgeport
- Town of Woodbury
- Town of Greenwich
- Town of Monroe
- Town of Berlin
- City of Danbury
- Town of Stratford
- Town of Fairfield
- Town of Wethersfield
- Town of Waterford
- City of New Haven
- Town of Clinton (RL&W)
- Town of Mansfield (ongoing)
- Town of Windsor (ongoing)
- Lower Connecticut River Valley Region

Similarly, we have worked or are working with multiple Connecticut towns and cities to update or rewrite their zoning regulations including the following:

- Town of Enfield (new TOD zoning regulations for the Thompsonville area, adopted in 2019)
- City of Danbury (new downtown zoning regulations, adopted in 2025)
- City of Bristol (comprehensive rewrite, final amendments adopted in 2025)
- Town of Berlin (commercial zone zoning updates adopted in 2025)
- Town of Stonington (comprehensive rewrite, final amendments scheduled for adoption January 2026)
- Town of Fairfield (comprehensive rewrite, first phase of amendments adopted in 2025, second phase ongoing)
- Town of Manchester (comprehensive rewrite, first phase of amendments adopted in 2025, second phase ongoing)
- Town of Old Lyme (ongoing comprehensive rewrite)
- Town of Glastonbury (ongoing comprehensive rewrite)
- Town of Simsbury (ongoing comprehensive rewrite)

In addition to our comprehensive planning and zoning work, IMEG has worked with communities to conduct town and village center planning including the following:

- Brookfield Four Corners Plan
- Branchville Transit Oriented Development Plan
- Wallingford TOD Plan
- Glastonbury Village District Design Guidelines
- Hartford Neighborhood Plans
- Northwest Mansfield Plan
- Westborough, MA Town Center Plan

“
Francisco Gomes... has been hands down the best consultant we ever used. [He helped] with the POCD and also with our Downtown Parking study. Thoughtful, thorough, responsive. [He has] never given us a boiler plate answer.
 ”

- Margarita Albans P&Z Chair,
 Town of Greenwich, CT

RESILIENT

Land & Water

Sustainable Solutions, Stream to Shoreline

The Resilient Land And Water client base includes municipalities, Councils of Government (COGs), and water utilities. The company reserves its services for the public sector and accepts only a very small number of private clients. In practice, the services offered combined with this client base means that the firm's work tends to be divided into Plans of Conservation and Development (POCDs), hazard mitigation plans, hazard mitigation grant assistance, floodplain management and FEMA CRS assistance, climate adaptation and resiliency, water supply planning, and watershed management. A selection of clients and services is provided in the table below. This table is limited to company experience. Staff experience at previous firms is listed on resumes.

Client	POCDs	Hazard Mitigation Plan and/or HMA Grant Development	Floodplain Management and/or FEMA CRS	Resiliency, Climate Action, and/or EPA CPRG	Watershed Based Plans and Other Watershed Planning	Water Supply Assistance/ Planning
COGs						
WestCOG		X		X		
MetroCOG		X		X		
SCRCOG		X		X		
RiverCOG		X				
SECCOG		X				
NVCOG					X	
Municipalities						
Bristol			X			
Clinton	X					
Fairfield	X			X		
Greenwich				X		
Guilford	X					
Hebron						X
Madison				X		
Manchester						X
New Haven	X		X			
New London						X
Norwich			X			
Old Saybrook				X		
Stratford	X				X	
Tolland						X
Voluntown						X
Waterbury	X					
Waterford						X
Westbrook				X		
West Hartford		X				

CITY OF DANBURY PLAN OF CONSERVATION & DEVELOPMENT

DANBURY, CT



COMPREHENSIVE PLAN

The project: IMEG, led a multidisciplinary team to update the City of Danbury's Plan of Conservation and Development (POCD). This comprehensive planning document outlines Danbury's current conditions and future direction, serving as a strategic tool to guide growth and development.

The goal: To create a forward-looking, community-driven plan that supports informed decision-making by the City of Danbury over the next decade. The plan aims to enhance the physical, economic, and social wellbeing of the community while preserving the city's character and improving quality of life.

Design approach: The project scope included a comprehensive analysis of Danbury's existing conditions, focusing on areas such as land use, economic development, infrastructure, housing, and quality of life. It involved identifying key challenges and opportunities affecting the city's growth and sustainability. A major component of the scope was robust community engagement, with over 1,000 residents and stakeholders participating in discussions to help shape the city's vision for the future. The plan also aimed to align with Danbury's regulatory frameworks, offering strategic recommendations to guide updates to zoning regulations and support long-term policy and funding decisions.

COST	\$300,000
COMPLETION	2023
SERVICE	Community Engagement, Urban Planning
REFERENCE	Jennifer Emminger Deputy Planning Director City of Danbury 203.797.4525 j.emminger@danbury-ct.gov

Project outcome: The updated POCD established a clear and actionable framework to guide Danbury's policy and funding decisions. It reflects the community's vision and priorities, strengthens the city's regulatory tools, and serves as a foundational document for future planning initiatives. The plan's recommendations are now a critical resource for safeguarding public health, safety, and welfare while shaping a more resilient and vibrant Danbury.



TOWN OF GREENWICH PLAN OF CONSERVATION AND DEVELOPMENT

GREENWICH, CT



VISUAL COMMUNICATIONS

The project: IMEG (formerly FHI Studio) supported the Town of Greenwich, CT, by providing art direction, graphic design, and document layout for its Plan of Conservation and Development (POCD).

The goal: To create a visually compelling, accessible planning document that reflects Greenwich's refined community character while clearly communicating complex planning concepts to a broad audience.

Planning approach: IMEG developed a cohesive design identity for the POCD that balances an upscale, polished aesthetic with a fresh and modern presentation. The team designed clear, engaging infographics and visual elements throughout the document to help explain key planning topics in a way that is approachable and easy to understand for non-technical readers.

Project outcome: The final POCD is a professional, visually distinctive document that reinforces Greenwich's identity while improving readability and public understanding. IMEG's design work supports effective communication of planning policies and priorities, enhancing the plan's usability for residents, decision-makers, and stakeholders alike.

FEE	\$15,000
COMPLETION	2019
SERVICE	Graphic Design, Art Direction
REFERENCE	Patrick LaRow, AICP Town Planner Town of Greenwich, CT P: 203-622-7894 E: Patrick.LaRow@greenwichct.gov



TOWN OF STRATFORD STRATFORD PLAN OF CONSERVATION & DEVELOPMENT

STRATFORD, CT



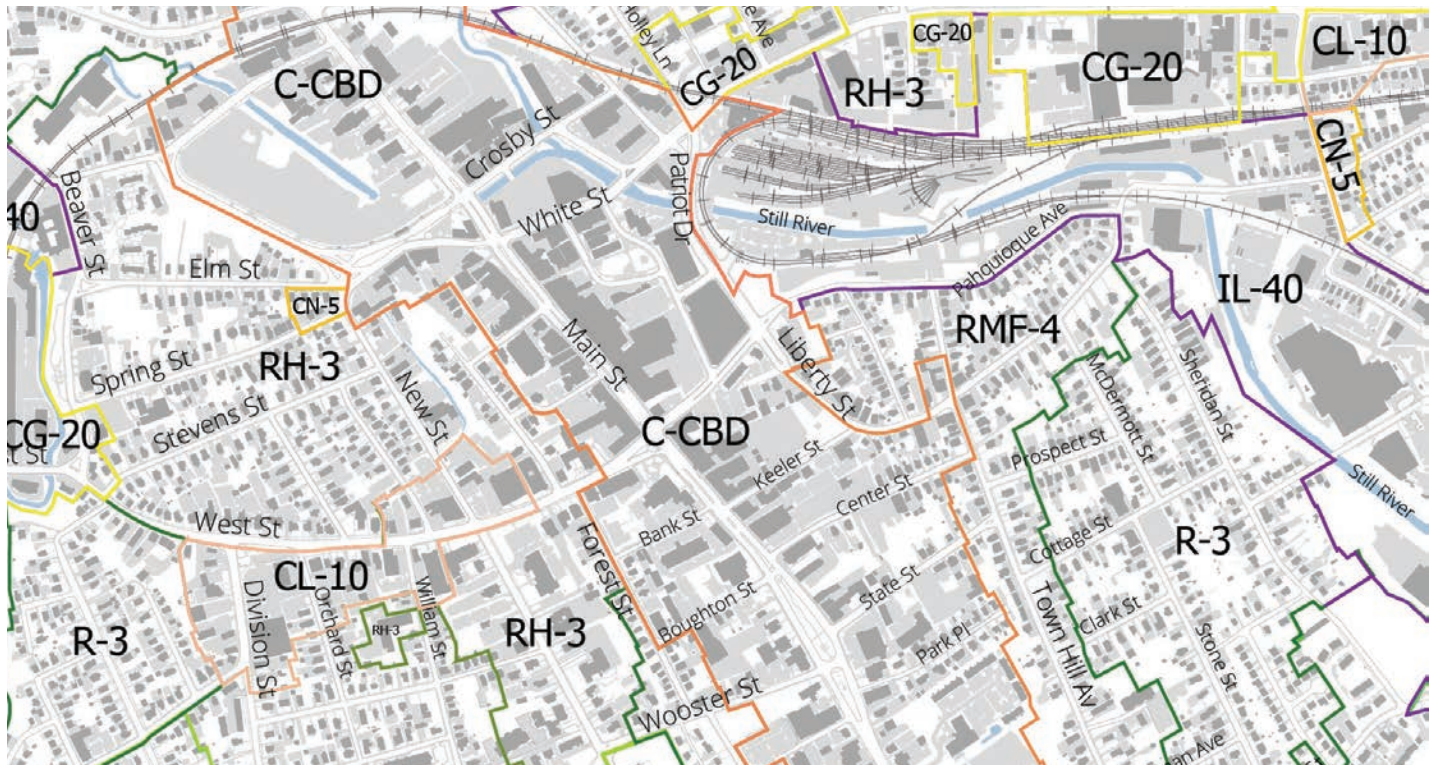
IMEG, worked with the Town of Stratford to update their Plan of Conservation and Development. A robust public engagement campaign was an essential component of the project. To support the process, the team developed a project website, an online survey and mapping tool, conducted stakeholder meetings and public workshops, and attended pop-up events at Town functions to engage the community. To gather feedback from as many residents as possible, the team created two promotional videos highlighting the Plan and participated in events such as Senior Bingo and High School lunches to reach members of the public who are not always represented in traditional planning approaches.

The result was a graphically rich plan, guided by extensive public input. The user-friendly document includes numerous photos, maps, and content that celebrate Stratford’s vibrant sense of community. As a coastal town, resiliency is a cornerstone of Stratford’s planning efforts. The Plan also emphasizes expanding housing choices, fostering mixed-use development, and preserving and enhancing natural resources and valued town facilities. It concludes with an implementation matrix that identifies responsible parties and establishes a timeline for achieving the Plan’s goals and action steps.

COST	\$135,000
COMPLETION	2023
SERVICES	Comprehensive Planning, Community Engagement, Coastal Resiliency
REFERENCE	Susmitha Attota, AICP, CZEO Town Planner - Town of Stratford T: 203.385.4017 E: sattota@townofstratford.com

CITY OF DANBURY DOWNTOWN ZONING STUDY

DANBURY, CT



The project: IMEG served as the prime consultant for updating the City of Danbury’s Downtown zoning regulations, as recommended by the Innovate! Danbury 2023 Plan of Conservation and Development (POCD), also prepared by IMEG. The effort built upon recommendations from the 2019 Downtown Danbury Transit-Oriented Development (TOD) Study.

The goal: The goal was to reshape the Downtown regulatory environment to support higher-intensity growth while preserving historic buildings and reinforcing Downtown as a vibrant civic and economic center of the City.

The approach: IMEG developed zoning regulations guided by the long-term vision established in the TOD Study and POCD, including consideration of extending the Downtown Central Business District. The regulations were crafted to be flexible, user-friendly, and straightforward to administer, and were supported by a comprehensive community engagement process led by the project team.

Project outcome: The project produced updated Downtown zoning regulations that align land use controls with the City’s adopted plans, support reinvestment and redevelopment, and advance a clear, community-supported vision for Downtown Danbury.

FEE	\$150,000
COMPLETION	2024
SERVICE	Zoning, Community Engagement
REFERENCE	Jennifer Emminger Deputy Planning Director City of Danbury j.emminger@danbury-ct.gov 203- 797-4525



TOWN OF STONINGTON

COMPREHENSIVE ZONING REGULATION REWRITE

STONINGTON, CT



The project: IMEG is led a comprehensive rewrite of the Town’s zoning regulations in close coordination with the Town Planner and Zoning Commission.

The goal: The goal was to create zoning regulations that are more consistent, user-friendly, and easier to administer, while aligning with current best practices, statutory updates, and relevant case law.

The approach: IMEG conducted a phased review and rewrite of the zoning regulations, working collaboratively with Town staff and the Zoning Commission to ensure clarity, internal consistency, and legal compliance across all sections of the code.

Project outcome: Phase 1 of the comprehensive zoning rewrite was successfully adopted in 2023. Phase 2, which advanced nearly 50 recommended zoning amendments and covered all aspects of the regulations, was completed in 2025.

FEE	\$150,000
COMPLETION	2025
SERVICE	Zoning, Community Engagement
REFERENCE	Chuck Sheehan Planning & Zoning Chair Town of Stonington csheehan22@icloud.com 860-535-5095

TOWN OF GLASTONBURY TOWN CENTER DESIGN GUIDELINES

GLASTONBURY, CT



The project: IMEG served as the prime consultant to the Town of Glastonbury, CT, in developing Design Guidelines for the Town Center Village District and surrounding area. The guidelines were created to shape future growth and ensure that development supports a cohesive, vibrant, and visually consistent Town Center.

The goal: To establish clear design and development standards that preserve Glastonbury’s small-town character while guiding high-quality, context-sensitive growth.

Planning approach: IMEG led a collaborative process with the Town Manager, Director of Planning and Land Use, and a Project Steering Committee. The team conducted a detailed analysis of the Town Center’s development context, engaged the public through online surveys and workshops, and defined design objectives addressing site planning, building form, and architectural details.

Project outcome: The final Design Guidelines and administrative procedures provide a practical roadmap for review and implementation of new projects in the Town Center. They ensure that future development aligns with Glastonbury’s aesthetic and functional goals, fostering a lively, walkable, and well-designed downtown environment.



FEE	\$100,000
COMPLETION	2023
SERVICE	Land Use Planning, Community Engagement
REFERENCE	Shelley Caltagirone Director of Community Development Town of Glastonbury 860.652.7515 shelley.caltagirone@glastonbury-ct.gov

TOWN OF RIDGEFIELD

BRANCHVILLE STATION TRANSIT ORIENTED DEVELOPMENT PLAN

RIDGEFIELD, CT



The project: IMEG worked with the Western Connecticut Council of Governments and the Town of Ridgefield to develop a Transit-Oriented Development (TOD) plan for the Branchville station area. The plan built upon mobility recommendations from the Route 7 Corridor Study previously developed by the team.

The goal: The goal was to identify development potential in the Branchville area and recommend infrastructure improvements needed to support development oriented around the train station.

Approach: IMEG conducted a comprehensive analysis of land use and zoning, environmental factors, sewer and water infrastructure, historic resources, parking availability, local transportation infrastructure and services, developable parcels, and local economic and real estate market conditions. The team completed a build-out analysis of the station area and developed zoning and design guidelines to support increased development density consistent with the community’s vision. Stakeholder involvement was central to the process, including a three-day charrette with multiple forums to engage a broad range of participants.

FEE	\$256,000
COMPLETION	2017
SERVICE	Transit-Oriented Development, Zoning and Design Guidelines, Community Outreach, Market Analysis
REFERENCE	Rudy Marconi First Selectman Town of Ridgefield 203-431-2774 selectman@ridgefieldct.org

The outcome: The TOD plan successfully leveraged a state grant to fund significant pedestrian enhancements in the project area, and Ridgefield’s Planning & Zoning Commission is considering zoning revisions to increase housing density within the station area.

Firm Experience: Grants

FEMA Hazard Mitigation Assistance (HMA) Grants



Description

Resilient Land And Water prepared several Federal Emergency Management Agency (FEMA) HMA grant applications on behalf of municipalities of the Western Connecticut Council of Governments in the 2022-2023, 2023-2024, and 2024-2025 application cycles. Grants were sought under the Hazard Mitigation Grant Program (HMGP), Building Resilient Infrastructure & Communities (BRIC) [prior to BRIC cancellation], and Flood Management Assistance (FMA) programs. More than 30 benefit-cost analyses (BCAs) using FEMA's BCA Toolkit were conducted to determine the eligibility of potential projects for meeting grant application requirements. BCAs were prepared for individual structure and neighborhood projects; and required review and interpretation of hydrologic and hydraulic modeling between existing and proposed conditions, evaluation of building elevations, and interpretation of assessment data. HMA grant applications included:

- **Project Application for Flood Warning System for Community Disaster Resilience Zone, City of Danbury:** FEMA delineated Community Disaster Resilience Zones (CDRZs) in 2023. The sole CDRZ in Connecticut lies in the City of Danbury and is associated with the floodprone Upper Still River watershed. This area includes a floodprone mobile home park, fire station, and regional emergency distribution center. A BRIC application package was developed including the Project Understanding; Background, Historic Record, and Statement of Need; Scope of Work; Project Cost Estimate and Requested Grant Allotment; and Cost Effectiveness Narrative to support the purchase and installation of a flood warning system.
- **Project Scoping Application for Saugatuck Island Special Taxing District, Town of Westport:** Out of 252 repetitive loss properties in Westport, 36 are located on Saugatuck Island and subject to inundation by coastal flooding. BRIC and FMA grant application packages were developed including the Project Understanding, Scope of Work, Project Cost Estimate, and Requested Grant Allotment to support an alternatives analysis of potential projects and strategies to mitigate current and future flood damages on the island.
- **Project Application for Standby Power, Brookfield WPCA:** An HMGP grant application was developed for a generator for a sewer pumping station in Brookfield. The generator will ensure consistent operation of a key pumping station that moves a significant fraction of sanitary wastewater from Brookfield to the treatment plant in New Milford.
- **Project Applications for Individual Structure Elevations in Multiple Communities:** HMGP and FMA grant applications were developed for elevation of individual residential structures in Greenwich, Stamford, Darien, and Westport. The application sections included detailed information about the costs and benefits associated with each elevation. Each BCA was complicated due to unique aspects of each residential structure.

The ongoing WestCOG HMA grant contract demonstrates successful grantwriting

- Client: Francis Pickering, Executive Director of WestCOG
- 2022 – 2025 (ongoing)
- Fee to Date: \$120,000

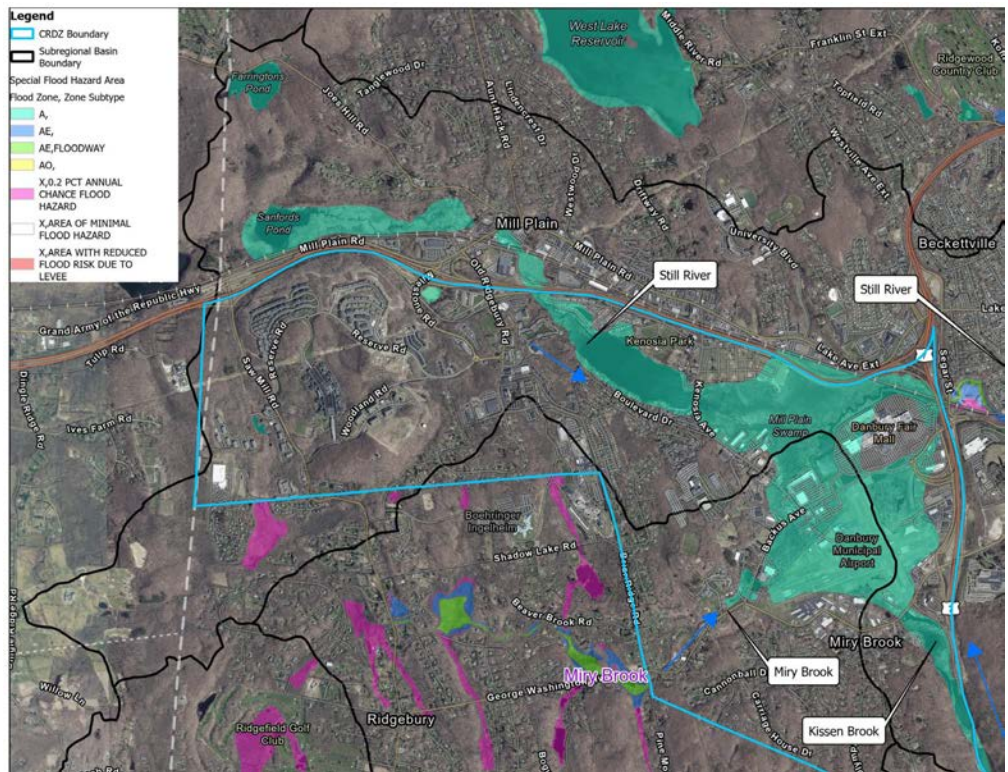
Firm Experience: Planning Natural Hazard Mitigation Plan Update

Description

Resilient Land And Water (RLW) and Dewberry are updating the Natural Hazard Mitigation Plan for WestCOG and its member municipalities. This planning process commenced in fall 2025 with local planning team meetings conducted for all municipalities to review changes in the plan development process, review the FEMA guidance of 2023-2024, and review the status of current plan actions. The planning process will continue into 2026 with document development and plan approval.

Prior to the current update, members of RLW developed the following hazard mitigation plans for WestCOG communities:

- Town of Sherman – single jurisdiction plan
- City of Danbury – single jurisdiction plan
- Former SWRPA region – multi jurisdiction plan
- Former HVCEO region – single jurisdiction plans for each municipality (separate from the initial Danbury and Sherman contracts above)
- WestCOG region – multi jurisdiction plan (this is the current plan with active dates 2021-2026)



- Client: Francis Pickering, Executive Director of WestCOG
- 2025-2026 (ongoing)

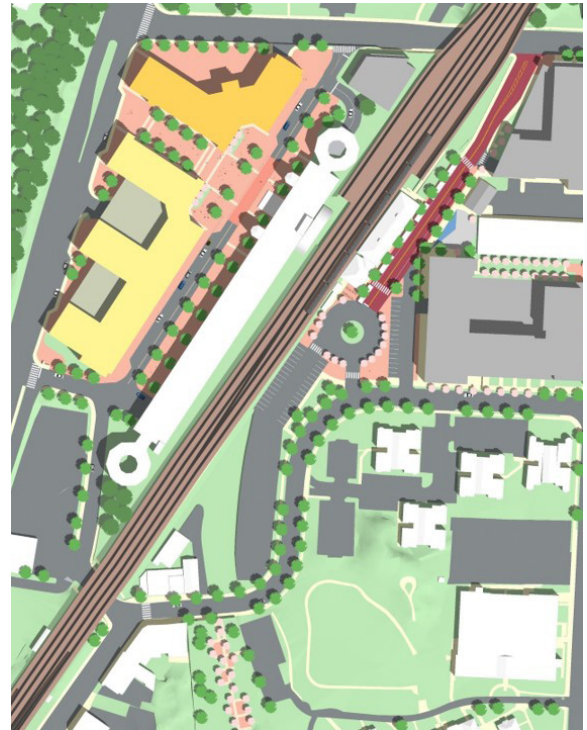
South Norwalk TOD Analysis Norwalk, Connecticut

RKG SERVICES

Real Estate Market Analysis, Development Feasibility, Housing Strategies.

SITUATION

Over the past decade, the South Norwalk neighborhood has seen significant development activity with hundreds of new multi family units, office and retail space, and the first new indoor mall in Connecticut in decades. The area also benefits from robust transit access with a rail line connecting to New York City and Boston, as well as a local bus hub. Given the desires to continue to develop this area over time, the Redevelopment Agency and City were interested in looking at how publicly-owned land directly around the rail station could be leveraged to create equitable TOD outcomes for current and future residents.

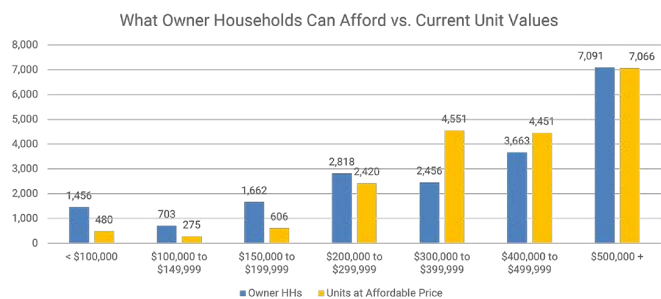
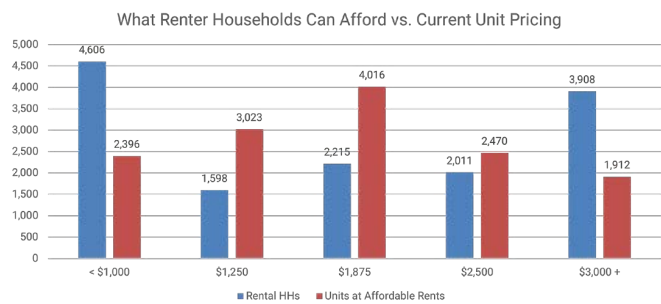


RKG APPROACH/SOLUTION

RKG, as a subcontractor to VHB, assisted in developing a residential and commercial market analysis that guided the development program on the publicly owned sites around the rail station. Once conceptual massings were completed for different sites, RKG conducted a development feasibility modeling exercise to identify any financial gaps each site or program may create. With the focus on very high percentages of affordable housing and deep income subsidies, substantial gaps were identified for several sites. RKG also worked to identify funding resources and housing programs that could help benefit surrounding neighborhoods where gentrification and displacement were major concerns.

RESULTS

The Plan was approved by the City and development proposals on privately owned land

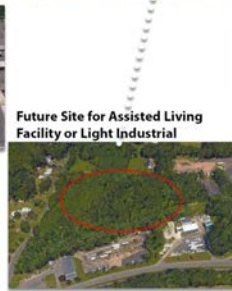


around the station continue. The City is also using the plan to pursue infrastructure grants to make improvements to area roadways, sidewalks, and public open spaces.

Route 66 Corridor Study Easthampton & Portland, Connecticut



Brainerd Place Mixed-Use Development Project



Future Site for Assisted Living Facility or Light Industrial



Future Site for Dairy Queen and Portland Commons Retail Center



Future Commercial Pad along Route 66

RKG SERVICES

Economic Base Analysis, Real Estate Market Analysis, Market Analysis, Zoning.

SITUATION

The 11-mile stretch of Route 66 that passes through the towns of Easthampton and Portland, Connecticut serves as a major east-west travel route for local and regional commuters. The Corridor is home to the downtowns for both communities as well as several industrial areas hosting a wide range of business types. Traffic and safety issues along the Corridor had become a concern to both communities. The presence of the Airline Rail Trail crossing through the Corridor brings thousands of additional residents and visitors to this area, raising safety concerns for cyclists and pedestrians. CTDOT and River COG recognized the importance of this Corridor for regional travel and economic development and funded a study to look at how changes in traffic

patterns and land use may impact future mobility, congestion, and safety.

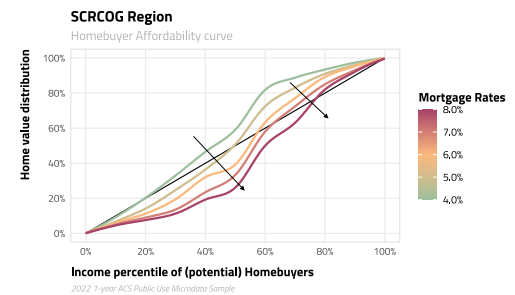
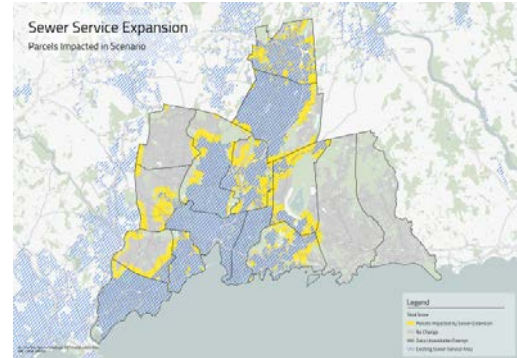
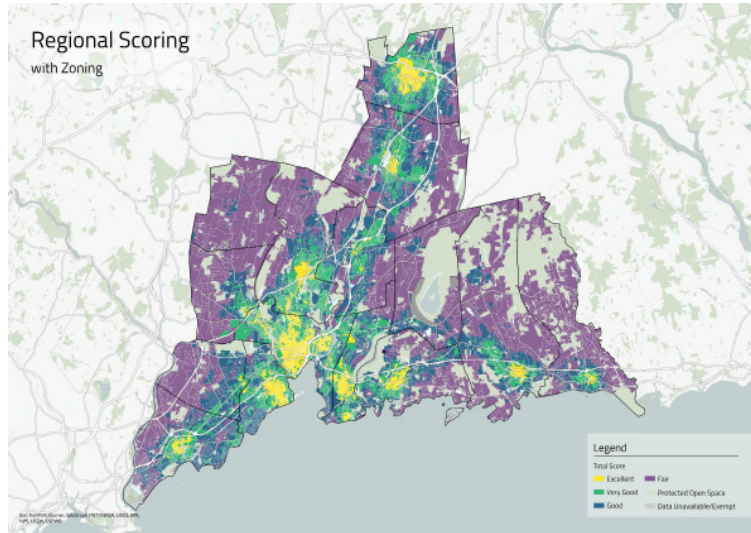
RKG APPROACH/SOLUTION

To inform the current and projected mobility needs and improvements for the Route 66 Corridor, RKG conducted an in-depth market analysis to determine current and future demand for industrial, office, retail, and residential development. We projected the number of future residents and employees that may need to access the Corridor in five-year increments which was used as an input for transportation modeling efforts. RKG also reviewed the existing zoning for both communities and made recommendations for changes that could help catalyze additional development along the Corridor.

RESULTS

This project was completed in early 2020 and the COG and DOT are working toward implementing transportation improvements.

Regional Housing Strategy South Central Regional Council of Governments, Connecticut



RKG SERVICES

Demographic and economic analysis, housing analysis, affordability analysis, zoning assessment, regulatory, programmatic, and financing strategies.

SITUATION

The South Central Regional Council of Governments (SCRCOG) is an economically diverse region comprised of fifteen municipalities with a total population of approximately 570,000. It is centrally located along Connecticut's shoreline and is home to major academic and medical institutions, a large commercial port and airport, as well as Connecticut's major transit line to and from the NYC metropolitan area.

Development patterns and minimal affordable housing opportunities have become a barrier to a wide range of residents leading to a rising cost of living, out-migration from the region. To address the growing housing challenges for a very diverse set of communities the Council of Government sought a regional housing plan that not only addresses housing from a policy perspective but also identified opportunities for zoning changes and for new development across the region.

RKG APPROACH/SOLUTION

RKG completed a sociodemographic and housing analysis across all fifteen member municipalities and compiled both local and regional findings to inform the path forward in terms of housing production. As part of the analytical process, RKG employed its site assessment and parcel scoring tool to evaluate every parcel within the region through the lens of potential housing development. The model evaluated zoning, environmental factors, physical and infrastructure inputs as well as an array of market factors. The results of this analysis led to a regional model the Council of Government intends to use to inform policy at the local level and identify opportunities for pre-development work to encourage housing production.

RESULTS

RKG has completed all analytical components and drafted a Regional Housing Strategy that is currently out for public comment.

REFERENCES



REFERENCES

TOWN OF RIDGEFIELD

Rudy Marconi

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 Principal Task Force member of the
 Branchville Transit Oriented Development
 Plan

CITY OF DANBURY

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 Co-Project Manager of POCD and
 Downtown Zoning Updates

TOWN OF GREENWICH

Patrick LaRow

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 Staff Planner, Downtown Zoning Updates
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TOWN OF FAIRFIELD

Emmeline Harrigan

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 Project Manager, Plan of Conservation and
 Development and Comprehensive Zoning
 Rewrite

TOWN OF BERLIN

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 Project Manager, Plan of Conservation and
 Development and commercial zone zoning
 updates

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I wanted to say it was a real pleasure working with you over these past years. You are, without doubt, at the top of the list of the best planning consultants I have worked with - here or elsewhere- over the last 30+ years. When I first interviewed you and the FHI team [now IMEG] for the POCD, one of your references told me that if I got the opportunity to work with you I should and will not regret it!!!! I am glad I took that advice - for myself and for the City of Danbury. You [Francisco Gomes] have done great work for FHI [now IMEG]. I hope they know how lucky they are to have you as a senior leader.

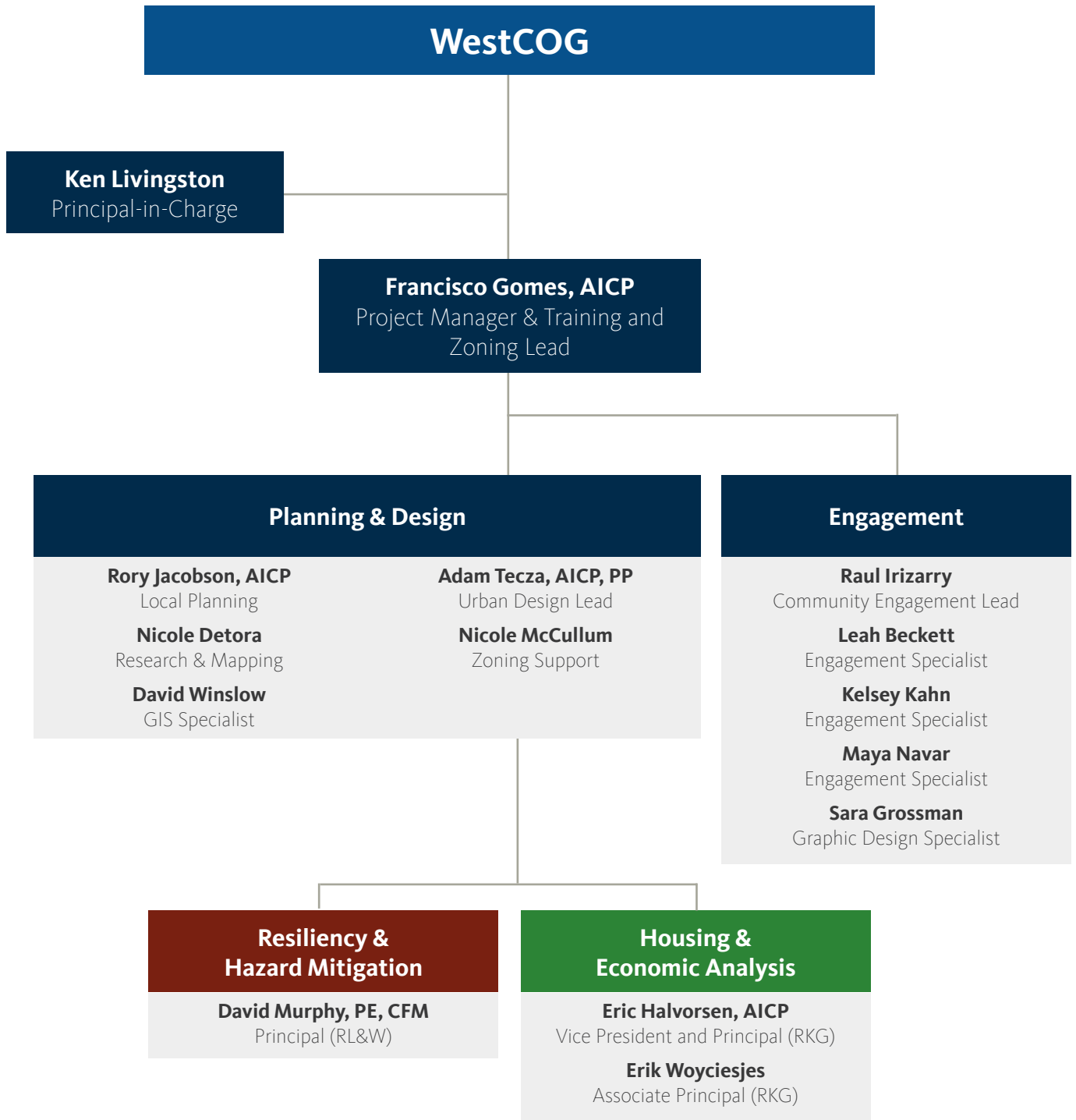
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-Sharon Calitro, AICP, Former Planning Director, City of Danbury

ORGANIZATIONAL STRUCTURE & RESUMES



ORGANIZATIONAL CHART



Francisco Gomes, AICP, ASLA

PROJECT MANAGER & TRAINING AND ZONING LEAD



Francisco leads IMEG's comprehensive planning practice. In his 16 years with IMEG, he has built the leading comprehensive planning practice in Connecticut. Under his leadership IMEG has prepared over twenty plans of conservation and development for Connecticut municipalities of all sizes. Additionally, he has built a zoning consulting practice that leads all other firms in Connecticut in comprehensive zoning rewrites, having successfully completed or working towards the completion of comprehensive zoning rewrites for eight communities with multiple other zoning projects for town centers and transit-oriented districts.

In addition to leading IMEG's comprehensive planning practice, Francisco has considerable mobility planning experience and has substantially expanded IMEG's bicycle and pedestrian planning expertise. He has led multiple complete streets projects, corridor plans, and bicycle and pedestrian planning projects including the development of bicycle and pedestrian planning and design guidelines for multiple towns and cities.

PROJECT HIGHLIGHTS

Comprehensive Plans

- City of Danbury, CT Plan of Conservation and Development (POCD).**
 Francisco was Project Manager for an update of the City's POCD. He assembled a comprehensive team for this effort and worked closely with the City and its oversight committee to develop a plan that identifies key issues and establishes a clear vision and strategic plan for the City over the next decade. Francisco also led development of an Affordable Housing Plan as an extension of the POCD project. (2021-2022)
- Town of Stonington, CT Comprehensive Zoning Rewrite.** Francisco worked with the Town of Stonington and their Planning and Zoning Commission to rewrite the Town's zoning regulations, which had not been substantially updated since 1961. The update was conducted in a two-phase manner with restructured zoning regulations having been adopted in 2023 with more substantive changes to the regulations adopted in 2025 including over thirty amendments providing content neutral signage regulations, new outdoor lighting standards, and new landscaping and parking standards, and update of the flood hazard regulations. (2022-2025)

Experience

25 Total, 16 with IMEG

Education

University of Massachusetts, Master of Regional Planning
 University of Massachusetts, Master of Landscape Architecture
 University of Dayton,
 BS Environmental Geology

Affiliations

American Institute of Certified Planners
 American Planning Association
 American Society of Landscape Architects

Francisco Gomes, AICP, ASLA

PROJECT MANAGER & TRAINING AND ZONING LEAD

- **Town of Glastonbury, CT Design Standards.** Francisco led development of design guidelines for the Town for use by its Architectural Design Review Board and for application across the town with emphasis on its four village districts. The guidelines provide standards for all aspects of the public realm including pedestrian facilities, lighting and signage, landscaping, and building facades. The project won an innovative planning award from the Connecticut Chapter of the American Planning Association. (2022-2023)
- **City of Danbury, CT Downtown Zoning Update.** Francisco led a rewrite of Danbury's downtown zoning regulations to support transit-oriented development, encourage investment in the downtown, expand the central business district, and create more opportunities for housing development including incentives for the development of affordable housing. The amended regulations were adopted in 2024 and have already generated development interest in the City's downtown. (2023-2024)
- **Town of Ridgefield, CT Transit Oriented Development Zoning.** Francisco is working with the Town of Ridgefield and its Planning and Zoning Commission to draft transit-oriented development zoning regulations for the Branchville area as recommended by the 2017 TOD plan conducted by IMEG. The regulations will allow for the development of "missing middle" housing and mixed-use development in proximity of Branchville's Metro-North rail station. (2025-Ongoing)
- **City of New Haven, CT Vision 2034 Plan.** As IMEG's project manager, Francisco led development of New Haven's Vision 2034 comprehensive plan. This project involved extensive community engagement including the development of a Community Navigator program. The Vision 2034 plan establishes an ambitious agenda for New Haven to address in an equitable way development pressures, housing and economic development needs, and issues surrounding resiliency and sustainability. (2024-2025)
- **Lower Connecticut River Valley Regional Plan of Conservation and Development (POCD).** Francisco was Project Manager for an update and rewrite of the RiverCOG region's Plan of Conservation and Development. He worked closely with RiverCOG and the Regional Plan Advisory Committee to develop a plan that establishes a vision and recommendations that will guide the seventeen towns of the region in development over the next decade. (2019-2021)
- **Town of Berlin, CT Plan of Conservation and Development (POCD).** Francisco was Project Manager for an update and rewrite of the Town's POCD. He worked closely with the POCD steering committee and an Affordable Housing Committee to develop plans that seek to preserve the Town's natural resources, improve its village center and commercial corridors and support the development of more housing that is affordable to residents while maintaining and enhancing the town's character. (2021-2023)
- **Town of Monroe, CT Plan of Conservation and Development (POCD).** Francisco led IMEG's team which worked with the Town of Monroe to develop their 2021 POCD. The update, initiated in late 2019, addresses significant trends and issues facing Monroe including stagnant population growth, projected population declines, a shifting retail and commercial environment, the desire for more diverse transportation options, and the need for more housing choice. Over the course of the project, the planning team successfully engaged over one-thousand participants. (2020-2021)
- **Town of Woodbury, CT Plan of Conservation and Development (POCD).** Francisco was Project Manager for Woodbury's POCD update. The plan addressed issues such as the redevelopment of significant vacant parcels in the town, the need for more diverse housing options, and needed enhancements to community facilities. (2019-2020)
- **Town of West Hartford, CT Plan of Conservation and Development (POCD).** Francisco was Project Manager for the Town's update of its POCD. He led a comprehensive project team that has used a diversity of community engagement techniques to identify the primary strengths, issues, and ideas for the community. Building upon the strengths of the Town's retail districts, the plan explores opportunities to expand housing options within or in proximity to those districts in addition to seeking to expand multimodal transportation options within West Hartford. (2019-2020)
- **City of Bridgeport, CT Plan Bridgeport.** Francisco was Project Manager for an update and rewrite of Plan Bridgeport, the City's Plan of Conservation and Development. The project included a substantial community engagement component consisting of intercept surveys, an online survey, focus group meetings, workshops and working committee meetings. The plan establishes a vision for Bridgeport and several guiding principles which frame the multiple goals, strategies, and action items necessary to support the vision. The project was recognized by the Connecticut Chapter of the American Planning Association with an excellence in planning award. (2018-2019)
- **Town of Old Lyme, CT Comprehensive Zoning Rewrite.** Francisco is working with the Town of Old Lyme and its Planning and Zoning Commission to conduct the first comprehensive update of its zoning regulations since 2008. The update will simplify the regulations and provide a more user-friendly document. (2025-Ongoing)
- **Town of Fairfield, CT Comprehensive Zoning Rewrite.** Francisco is working with the Town of Fairfield to conduct the first comprehensive update of its zoning regulations since their adoption in 1925. The update is being conducted in a two-phase manner with a restructured zoning regulations having been adopted in 2024 with more substantive changes to the regulations now under consideration as part of the second phase of work. (2023-Ongoing)

Rory Jacobson, AICP

LOCAL PLANNING



Rory is a planner with expertise in urban design, multimodal transportation, and the integration of cultural and historic resources into planning initiatives. She has led municipal and regional Plans of Conservation and Development, multimodal transportation studies, and resiliency planning projects, with a focus on aligning strategies with the needs and priorities of each community. With a background in landscape architecture, she conveys complex ideas through clear and visually compelling graphics. Skilled in facilitation and community engagement, Rory works collaboratively with residents and stakeholders to translate shared goals into practical, forward-looking plans.

PROJECT HIGHLIGHTS

- **Town of Stratford, CT, Plan of Conservation and Development.** Rory managed the ten-year update end-to-end—data analysis, engagement, meeting facilitation, and plan authoring. The plan addresses growth, mobility, resilience, and community services and outlines a clear implementation pathway. (2022–2024)
- **City of Danbury, CT, Plan of Conservation and Development.** As Deputy Project Manager, Rory contributed mapping, existing-conditions and demographics analysis, and stakeholder outreach. The plan sets a clear vision and strategy to guide Danbury's growth and reinvestment. (2020–2022)
- **Town of Wethersfield, CT, Plan of Conservation and Development.** Rory serves as Project Manager for a 14-month update that defines a community vision and actionable strategies for growth, preservation, and resilience. She coordinates with staff and the POCD Advisory Committee, leads technical analyses on housing, land use, mobility, infrastructure, and the economy, and manages robust engagement through surveys, interviews, focus groups, and workshops. The result is a clear, accessible, and implementable plan aligned with Wethersfield's goals. (2024–Ongoing)
- **Town of Windsor, CT, Plan of Conservation and Development.** As Project Manager, Rory directs a comprehensive update that integrates technical analysis with workshops, focus groups, interviews, and pop-ups. The plan emphasizes equity, sustainability, and livability while ensuring compliance with state requirements and a practical path to implementation. (2024–Ongoing)

Experience

14 Total, 13 with IMEG

Education

University of Massachusetts, MS Regional Planning

University of Connecticut, BS Landscape Architecture

Certifications

American Institute of Certified Planners

LEED Green Associate Certification, 2013

Affiliations

American Planning Association, CT Chapter

American Society of Landscape Architects

United States Green Building Council

Rory Jacobson, AICP

LOCAL PLANNING

- **City of New Haven, CT, New Haven Vision 2034.** Rory managed an inclusive engagement program—workshops, focus groups, pop-ups, and a Community Navigator initiative to elevate underrepresented voices. She coordinated topic based co-creation teams and crafted messaging and tools that tied community priorities to equity- and resilience-focused recommendations. (2023–2025)
- **Lower Connecticut River Valley Council of Governments (RiverCOG), Regional Plan of Conservation and Development.** Rory led GIS mapping, demographics analysis, and multi-format engagement—including virtual workshops—for RiverCOG’s first regional POCD. The plan aligns local priorities across 17 towns with regional strategies for conservation and growth. (2019–2021)
- **Town of Monroe, CT, Plan of Conservation and Development.** Rory produced demographics analysis, maps, and a visually rich plan while helping design surveys and a robust engagement campaign. The document addresses changing retail, mobility, and housing needs in a small-town context. (2019–2021)
- **Town of Woodbury, CT, Plan of Conservation and Development.** As Deputy Project Manager, Rory helped the town address rural community challenges—flat population growth, retail vacancies, and rising service costs—through targeted strategies. She supported engagement, analysis, and plan development. (2019–2020)
- **Town of West Hartford, CT, Plan of Conservation and Development Update.** Rory supported engagement, demographics, mapping, and drafting for a highly accessible, public-friendly plan. The update frames strategies for housing choice, centers, and multimodal mobility. (2018–2020)
- **City of Bridgeport, CT, Plan of Conservation and Development Update.** Rory assisted with community events and prepared graphics and maps for a policy-focused, equity-driven plan in Connecticut’s largest city. Engagement emphasized inclusion and readability. (2018–2019)
- **Town of Litchfield, CT, Plan of Conservation and Development.** As Deputy Project Manager, Rory led GIS resource mapping, stakeholder interviews and focus groups, and public workshop preparation. Outreach tools—including surveys and e-blasts—broadened participation ahead of adoption. (2016–2017)
- **Town of Groton, CT, Complete Streets and Trail Plan.** Rory led engagement through workshops, focus groups, and interviews and supported existing-conditions assessment and network gap analysis. She helped shape route planning, wayfinding strategies, recommendations, and demonstration projects to accelerate near-term improvements. (2024–2025)
- **Lower Connecticut River Valley Council of Governments (RiverCOG), Central Connecticut Loop Trail Study.** Rory organized and facilitated regional workshops, pop-ups, and advisory meetings to build consensus on closing a 23-mile trail gap. She supported land use analysis, environmental screening, and permitting to align design with regulatory and community goals. (2023–2025)
- **Town of Mansfield, CT, Northwest Mansfield Vision and Strategy Plan.** As Project Manager, Rory led a visioning and strategy process addressing infrastructure, pedestrian amenities, mobility, housing, zoning, and economic development. She coordinated inclusive engagement and produced an implementation framework tailored to grants, opportunities, and long-term stewardship. (2023–2025)
- **Lower Connecticut River Valley Council of Governments (RiverCOG), Regional Bicycle and Pedestrian Master Plan.** Rory served as Deputy Project Manager, guiding TAC and public engagement, GIS mapping and analysis, and concept development. The plan provides a regional blueprint for multimodal investment across 17 municipalities. (2021–2022)
- **Connecticut Department of Transportation, Statewide, Community Connectivity Grant Program Road Safety Audits.** Rory supports rapid RSAs that diagnose pedestrian and bicycle issues on local and state corridors. Her work includes baseline research, meeting organization and presentation, and concept-level safety recommendations municipalities can act on quickly. (2021–Ongoing)
- **Town of Simsbury, CT, East Weatogue Historic District Handbook.** Rory served as Deputy Project Manager, facilitating meetings and workshops and producing GIS mapping. She helped craft a user-friendly, graphic-rich guide to support preservation and design review. (2020–2021)
- **Western Connecticut Council of Governments, Danbury–New Fairfield, CT, Route 37 Corridor Study.** As Deputy Project Manager, Rory advanced traffic and environmental analyses, multimodal concepts, and a reservoir-edge multi-use path alignment. She led extensive stakeholder engagement to refine congestion and safety solutions. (2018–2022)
- **Town of Clinton, CT, Route 81 Corridor Study.** As Deputy Project Manager, Rory led conceptual mapping and design, facilitated public meetings, and authored report materials. The study adds bike/ped amenities and operational fixes along a key commercial and civic spine. (2018–2019)
- **Town of Brookfield, CT, Gurski Homestead Concept Plan.** Rory supported a preservation-forward concept for an 18.4-acre historic site through surveys, a public workshop, and mapping. The plan balances cultural resources with public access and stewardship. (2017–2018)

Adam Tecza, AICP, PP

URBAN DESIGN LEAD



Adam leads multidisciplinary planning and urban design teams that focus on the value of culture, history, and economy of place as the foundation for bold yet viable proposals. His expertise includes comprehensive and land use planning, equity planning, complete streets planning, redevelopment planning, form-based zoning, and urban design. Two of Adam's projects have won American Planning Association - New Jersey Chapter Awards: the Trenton250 Master Plan and the Cherry Hill Master Plan.

PROJECT HIGHLIGHTS

- **Connecticut Municipal Development Authority (MRDA), Statewide TOD Station Readiness Study.** As Project Manager, Adam led a system-wide assessment of every fixed-guideway and BRT station in Connecticut, establishing a rigorous baseline of existing conditions and growth potential to guide TOD. He directed the creation of Station Readiness Profiles that score each station across demographic, physical, market, and regulatory metrics and visualize the results with radar charts, and he oversaw future growth scenarios to quantify baseline and high-growth build-out. Adam managed development of a centralized interactive dashboard that compares stations, tracks metrics, and shares findings with partners. The tool enables MRDA to identify opportunities, prioritize investments, and align policy and funding with statewide housing and economic development goals.
- **Lower Connecticut River Valley Council of Governments, Regional Plan of Conservation & Development.** Adam contributed to the region's first POCD since formation, leading existing-conditions analysis across 17 municipalities. The plan integrates natural, historic, and cultural resource priorities with land-use and mobility strategies. (2019–2021)
- **Town of Fairfield, CT, Plan of Conservation & Development and Zoning Updates.** Adam leads the POCD and code amendments to enable context-appropriate mixed-use in key growth areas while protecting open space and discouraging building in high-hazard areas. The plan emphasizes resilience and targeted zoning reform to match community goals. (2023–Ongoing)
- **City of Norwalk, CT, Complete Streets Policy and Design Guide.** IMEG leads policy, manual, and implementation framework development; Adam supported ordinance drafting, delivery process assessment, and the implementation strategy. He also created the structure for the design guide to advance Complete Streets across departments. (2023–Ongoing)

Experience

14 Total, 6 with IMEG

Education

University of Pennsylvania, MS City and Regional Planning

University of Buenos Aires, Graduate Coursework in City Planning

Boston College, BA Sociology, Chemistry, and Philosophy

Registrations/Certifications

Licensed Professional Planner; New Jersey American Institute of Certified Planners

Awards

2022 Somerset County Excellence in Planning" award, Downtown Raritan Sustainable Economic Development Plan

2018 APA-NJ Outstanding Plan Award, Cherry Hill Master Plan

2015 APA-NJ President's Award, Trenton250 Master Plan Visioning

2009 Ambassadorial Fellowship, Rotary International Foundation

Adam Tecza, AICP, PP

URBAN DESIGN LEAD

- **Town of West Hartford, CT, Vision Zero Action Plan & Bike Facility Plan Update.** As task lead, Adam organized the Action Plan around four themes—Policies & Practices, Design, Culture, and Data—and facilitated a collaborative process with the Vision Zero Task Force. The result is a 10-year plan of SMART, equitable, and accessible actions with identified leads and implementation pathways. (2023–Ongoing)
- **Connecticut Department of Transportation, Greater Hartford Mobility Study (PEL).** Adam supports engagement for a comprehensive PEL addressing mobility needs on both sides of the Connecticut River. He built an interactive virtual engagement site during the pandemic, capturing feedback to inform alternatives that enhance safety, access, and economic vitality. (2020–Ongoing)
- **Radnor Township, PA, Downtown Wayne Master Plan.** Adam serves as Project Manager and lead urban designer for a TCDI-funded plan that sets a community-driven vision and goals for Downtown Wayne. The plan will map infrastructure upgrades for safer walking, better station access, smarter parking management, and flood-risk reduction. A placemaking strategy will identify new public spaces, expand the tree canopy, and advance climate-resilient streets. It will also define a framework for reinvestment and a path to add diverse, attainable housing. (2025–Ongoing)
- **Haverford Township, PA, Comprehensive Zoning Review and Rewrite.** Adam leads a full code modernization to align with a community-centered, sustainable vision. The rewrite simplifies structure and language, embeds climate-conscious and context-sensitive standards, and expands options for transit-oriented and mixed-use districts. A four-stage engagement program—public workshops, digital surveys, and stakeholder sessions—grounds the ordinance in local priorities. The outcome is a clear, usable, and compliant code that strengthens neighborhood cohesion and walkability. (2025–Ongoing)
- **Radnor Township, PA, Radnor 2035 Comprehensive Plan.** As Project Manager, Adam directed trends analysis, GIS mapping, and a robust engagement program. A virtual workshop drew 500+ participants and 3,500+ comments; subsequent phases include in-person workshops and 10 topic-area strategies spanning land use, environment, and mobility. (2022–Ongoing)
- **Radnor Township, PA, Transportation and Community Development Initiative (TCDI) Grant Support.** Adam identified TCDI as a fit for Downtown Wayne priorities surfaced through Comprehensive Plan engagement and led a successful \$100,000 application. Funding will support a plan to improve the pedestrian realm, strengthen connections to Wayne Station, optimize parking, and mitigate flooding. The work will also deliver a placemaking strategy for public spaces and a climate-resilient streets framework. (2024)
- **City of Dunkirk, NY, Sustainable Dunkirk 2030: Zoning Code for Resiliency & Smart Growth.** Adam manages a comprehensive update introducing a hybrid form-based code and architectural guidelines for downtown and waterfront districts. The code encourages diverse housing and employment, supports social integration, and elevates design quality. Emphasis areas include connectivity, multimodal access, and context-sensitive standards that reinforce sense of place. (2024–Ongoing)
- **NJ TRANSIT, Statewide, Gentle Density & Missing Middle Housing Technical Assistance.** Adam leads creation of a statewide guide to expand missing-middle housing, especially in Transit Villages. The resource provides history, illustrative typologies, zoning and planning tools, equity and preservation considerations, and a model ADU ordinance. He will also deliver technical assistance to three municipalities to implement the guidance. (2024–Ongoing)
- **Village of Lindenhurst, NY Forward – Strategic Investment Plan.** As Project Manager and lead urban designer, Adam developed concepts for two signature projects: enhancing Village Square with green space, a bandshell, and flexible programming, and reimagining Heling Boulevard for linear parking and stronger links between the park and the LIRR. The plan positions \$3M in state investment to catalyze a more vibrant downtown. (2023)
- **New York State Department of Transportation, Orange & Sullivan Counties, Route 17 Mobility & Access Improvements (EIS).** Adam led visual impact analysis for corridor alternatives, producing ~12 before/after renderings to communicate effects of two build options. The visuals support public, agency, and decision-maker understanding of trade-offs. (2023–Ongoing)
- **Borough of Oxford, PA, Subdivision and Land Development Ordinance (SALDO) and Zoning Update.** Adam serves as urban design lead crafting hybrid form-based standards for the downtown district. He designs engagement around design topics, drafts guidelines and standards, and provides graphics to support consensus-building. The update aligns infill with historic context and improves development review clarity. (2023–Ongoing)
- **NJ TRANSIT, Monmouth County, Route 9 Transit-Oriented Development Plan – Guide to Encouraging Accessory Dwelling Units (ADU).** Adam authored a companion report explaining ADU policy options, case studies, and lot-size illustrations ($\frac{1}{4}$, $\frac{1}{2}$, $\frac{3}{4}$ acre) near 17 corridor bus stops. The study identified capacity for up to 2,000 ADUs within 10 minutes of station areas; the guide operationalizes that recommendation for municipalities. (2023–2024)

Nicole Detora

RESEARCH & MAPPING



Nicole is a highly motivated graduate of the UConn Landscape Architecture Program dedicated to protecting and promoting resilient spaces for the future. She is a reliable and collaborative leader with strengths in communication, public presentation, community outreach, and team organization. STEM-oriented with a background in engineering, math, and chemistry, Nicole is passionate about initiatives in land preservation, urban resilience, and local economies. She is proficient in a range of design and analysis software, including Adobe Illustrator, Adobe Photoshop, Adobe InDesign, AutoCAD, SketchUp, ArcGIS, and Lumion.

PROJECT HIGHLIGHTS

- **City of New Haven, CT, New Haven Vision 2034.** Nicole supported mapping and community engagement tasks for the City of New Haven's Comprehensive Plan, contributing to focus groups, pop-up events, and interactive outreach activities. Her support on mapping and visualization helped illustrate key planning themes, while her role in engagement ensured broad resident participation and meaningful input on issues of equity, resilience, and neighborhood priorities. (2023-2025)
- **City of Bloomfield, CT Plan of Conservation and Development.** Nicole played a key role in the development of the plan document and was responsible for existing conditions mapping, document writing, and document layout.(2024)
- **Town of Windsor, CT Plan of Conservation and Development.** Nicole has played a key role in the development of the plan through her efforts in townwide existing conditions mapping, community engagement efforts, and document layout. (2024-Ongoing)
- **Town of Wethersfield, CT Plan of Conservation and Development.** Nicole has played a key role in the development of the plan through her efforts in townwide existing conditions mapping, community engagement efforts, and document layout. (2024-Ongoing)
- **Town of Mansfield, CT, Northwest Mansfield Vision and Strategic Plan.** Leading a strategy plan for the development of a vision for the northwestern area of Mansfield, CT, along with a strategy plan for achieving that vision. As a project planner, a comprehensive review of prior planning documents relevant to the project study area has been conducted. Project engagement materials such as flyers and interactive boards for community open house events were produced, and GIS data was utilized for the creation of base maps and assessment of key attributes including open space, land use, traffic conditions, transit facilities, and pedestrian circulation. (2023-Ongoing)

Experience

4 Total, 2 with IMEG

Education

University of Connecticut, BS Landscape Architecture

Awards

Horace & Gladys Murphey Scholar
Albert Wilkinson Scholar
Donald N. Maynard Fund Scholar
Kyle C. Slocum Scholar

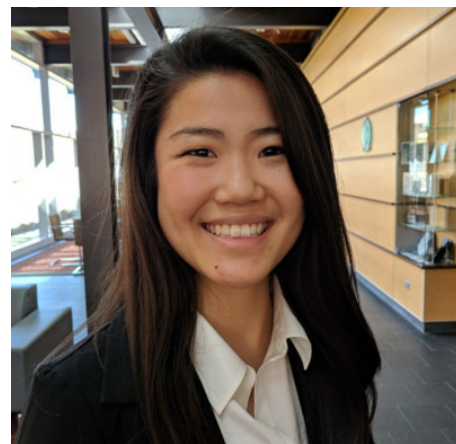
Nicole Detora

RESEARCH & MAPPING

- **Connecticut Department of Transportation, Greater Hartford Mobility Study.** Nicole played a key role in the development of project renderings which visually conveyed the recommendations of the plan. (2023-2024)
- **City of Norwich, CT Master Park Plan.** Nicole assisted the project team by creating base maps, categorizing vacant and undeveloped city-owned parcels, and identifying gaps in existing trails and park facilities. Nicole also developed concepts and recommendations for future trail connectivity in the city. This project was recognized with the 2025 Merit Award by the Connecticut Chapter of the American Society of Landscape Architects. (2023)
- **Capitol Region Council of Governments, East Coast Greenway Gap Closure Study, CT.** Nicole has played a key role in the development of project renderings throughout the Town of Simsbury's, Bloomfield, Hartford, and East Hartford. (2024)
- **City of Hartford, CT Neighborhood Plans.** Nicole has played a supporting role in the development of the plan through her efforts in demographic analysis and community asset mapping. (2024-Ongoing)
- **City of Norwalk, CT Complete Streets and Design Guidelines.** Nicole has played a supporting role in the development of the street typology graphics and sections that are included as a part of this plan. (2024-Ongoing)
- **City of Groton, CT Complete Streets and Trail Plan.** Nicole played a key role in the development of the Town of Groton's Complete Streets and Trail Plan. Her responsibilities included data collection, analysis of existing conditions, identification network gaps, development of conceptual design plans and recommendations, as well as report writing and design. She also supported community engagement efforts and was a vital member of the project team. (2023-2025)
- **University of Connecticut, Storrs, CT, Werth Tower Memorial Garden.** scope of work involved the design and installation of memorial planters outside of UConn's Werth Tower residence hall to commemorate the life of Andry Evangelista, a student whose sudden passing deeply affected the campus community, particularly his peers at Werth Tower. The memorial garden was thoughtfully designed to reflect Andry's character and to offer a space of comfort and remembrance for his friends and fellow students. The planting palette was carefully selected to emphasize winter interest and texture, incorporating dried inflorescences and delicate grasses that maintain visual beauty throughout the colder months. This design choice ensures that even in the dormant season, the space continues to evoke warmth, reflection, and the enduring presence of Andry's spirit (2022)
- **City of Willimantic, CT, Community Outreach and Urban Acupuncture.** Assisted in restoring and revitalizing the urban setting of Willimantic, CT through strategic improvements in the downtown area. Scope of work included identifying key sites for urban acupuncture through community engagement projects, the effort aims to create safe, lively public spaces that accentuate the town's historical character, support local artists, encourage mixed-use development, and promote pedestrian-friendly streets. These targeted interventions will help Willimantic shed its negative reputation, attract new populations, and reinvest in the well-being of long-standing community members. (2022)
- **Town of Avon, CT, Protected Open Space Analysis.** The scope of work involved an assessment of Avon's existing open space network to identify and prioritize undeveloped parcels with high ecological value. Parcels were evaluated based on their contribution to habitat connectivity and overall ecosystem function. The analysis revealed that many of these areas lacked legal protection and are vulnerable to future development. The project recommended strategic land acquisition and the implementation of zoning regulations to legally protect key parcels that are critical to preserving the integrity of the town's open space network. (2022)
- **Town of Andover, CT, Community Revitalization.** This project focused on developing a revitalization strategy for the rural community of Andover, located in Tolland County, in response to challenges associated with an aging population and difficulty attracting younger residents. The scope of work included identifying strategies to reverse population decline and promote long-term community sustainability. Key components of the proposed strategy addressed the lack of functional community spaces, active business centers, and pedestrian-friendly infrastructure. The plan leveraged existing assets such as the Hop River and its rail trail to establish a vibrant, mixed-use downtown core. Design recommendations incorporated principles of pedestrian connectivity, public open space, and mixed-use development to enhance quality of life and stimulate economic growth. (2022)
- **University of Connecticut, Storrs, CT, Mirror Lake Land Improvement.** The scope of work focused on enhancing the Mirror Lake area as a key pedestrian corridor and passive recreation space on the University of Connecticut campus. While the site's existing features support campus circulation and student activities, opportunities for direct engagement with the lake were limited. The proposed design emphasized improving interaction with the water's edge by introducing a thoughtfully designed pathway that encourages exploration and mindfulness. Inspired by Red Ribbon Park in Qinhuangdao City, China, the design features a meandering route that weaves along and into the lake shore, promoting a deeper connection between people and the natural environment. Site selection and design development were informed by community engagement and the principles of urban acupuncture. (2021)

Nicole McCallum, ENV SP

ZONING SUPPORT



Nicole is an urban planner and sustainability professional passionate about implementing data-driven and human-centric initiatives to empower people, decision-makers, organizations, and cities to be more sustainable.

PROJECT HIGHLIGHTS

- **Town of Old Lyme, Old Lyme, CT, Comprehensive Zoning Regulations Update.** Nicole is assisting with research and document control for this comprehensive repair and reformat of the City's zoning regulations. (2025-Ongoing)
- **City of Manchester, CT, Comprehensive Zoning Regulations Update.** Nicole is assisting with the comprehensive repair and reformat of the City's zoning regulations. Working closely with the City planner and zoning commission, the team will identify and correct issues with the existing regulations and reformat the document while preserving the substance of the regulations. The team will ensure that the regulations align with recent statutory changes, maintaining compliance and relevance. (2024-Ongoing)
- **City of New Haven, CT, 2025 Plan of Conservation, Development, Equity, and Resilience.** The City of New Haven's 2025 Plan of Conservation, Development, Equity, and Resilience (POCD+ER) is being developed to include the collection of information and analysis of trends at both the citywide and neighborhood levels. The work includes Plan Discovery and Existing Conditions mapping, covering Demographics, Land Use, Zoning, Services and Facilities, Mobility, Cultural Resources, and Environment. Nicole is assisting with coordination, community engagement, and data trend analysis. (2024-Ongoing)
- **Lower Connecticut River Valley Council of Governments (RiverCOG) Essex, CT, SS4A Comprehensive Safety Action Plan.** IMEG is providing policy analysis and prioritization, and public and stakeholder engagement for this safety action plan. Nicole is leading the preparation and completion of three pop-up events as part of the public and stakeholder engagement. Upon completion, the plan will empower RiverCOG and its member municipalities to access crucial Implementation Grant funding through the Safe Streets and Roads for All (SS4A) initiative. (2024-Ongoing)

Experience

6 Total, 2 with IMEG

Education

Lehigh University, MA Environmental Policy Design, Urban Environmental Policy
 Lehigh University, BS Environmental Engineering and Sustainable Development, Entrepreneurship
 DIS Sustainable Development and Entrepreneurship Program, Denmark, Copenhagen

Certifications

Institute for Sustainable Infrastructure
 ENV SP

Nicole McCallum, ENV SP

ZONING SUPPORT

- **Newtown Creek, New York, NY, Combined Sewer Overflow Storage Tunnel.** IMEG is preparing key sections of a City Environmental Quality Review (CEQR) EIS and federal and state permits for the Newtown Creek Combined Sewer Overflow (CSO) Tunnel Project. This critical initiative is an integral part of the Long-Term Control Plan (LTCP), which seeks to mitigate the adverse effects of CSO flooding events on Newtown Creek. Nicole's work includes data collection, fieldwork, and mapping for Land Use, Zoning, Services and Facilities, and Open Space. (2024-Ongoing)
- **Port Authority Bus Terminal, New York, NY, Replacement Program.** IMEG is the bus operations lead for the PE/EIS team is supporting the replacement of the Port Authority Bus Terminal (PABT) in Midtown Manhattan. Services include alternatives analyses, preliminary engineering and design, and an environmental assessment. Nicole's responsibilities include assisting with analyses of current and future bus carrier operational needs, terminal gate configurations and other design considerations, support for traffic and pedestrian modeling, construction impact assessments and mitigation planning, and inter-agency coordination with NJ TRANSIT and private bus carriers. (2024-Ongoing)
- **Delaware Department of Transportation, Statewide, DE, Environmental Justice Guidance.** An Environmental Justice (EJ) Guidance document is being developed for Delaware DOT. The guidance introduces DelDOT staff to environmental justice principles and provides direction on incorporating an environmental justice perspective into community engagement efforts. Nicole is supporting the engagement efforts. (2024-Ongoing)
- **New York State Department of Transportation, Statewide, NY, Culvert Rehabilitation Replacement.** The NYSDOT is rehabilitating or replacing culverts throughout New York State. The environmental screening for each culvert includes assessment of Wild, Scenic, and Recreational Rivers, Section 4(f), Section 6(f), and Farmland Protection. Nicole is supporting the preparation of the environmental screenings and mapping for multiple culverts, as well as assisting in the development of a Programmatic 4(f) Evaluation. (2023-Ongoing)
- **New York City Economic Development Corporation, New York, NY, Seaport Coastal Resilience Project.** The Seaport Coastal Resilience Project (SPCR) focuses on safeguarding the Seaport neighborhood from immediate and future risks from tidal flooding and sea level rise projected for the year 2100. The project includes community outreach and engagement, as well as CEQR and NEPA environmental reviews. Nicole is supporting the Engagement plans to support these efforts. (2024-Ongoing)

David Winslow

GIS SPECIALIST



David is an environmental planner with professional experience in both academia and the public sector, in which he has built and utilized advanced Geographic Information Systems (GIS) skills. His skills include ESRI Geographic Information Systems (ArcMap, ArcPro, ArcOnline), Python and SQL scripting, and Quantum GIS (QGIS)

PROJECT HIGHLIGHTS

- **Town of Old Lyme, CT, Comprehensive Zoning Regulations Update.** David serves as GIS Lead for Old Lyme's multi-phase zoning update focused on modernizing and streamlining the Town's regulations. He supports technical analysis and map production to clarify existing conditions and inform proposed zoning standards. His GIS work helps translate regulatory updates into clear, accessible materials that support implementation. (2024–Ongoing)
- **Town of Manchester, CT, Comprehensive Zoning Regulations Update.** David serves as GIS Lead supporting a multi-phase effort to modernize and streamline Manchester's zoning framework. He develops mapping and data-driven visuals that help present zoning concepts clearly and consistently, including interactive digital formats. His contributions support a user-friendly ordinance that strengthens the Town's approach to sustainable growth and community-driven development. (2024–Ongoing)
- **New York State Department of Transportation, Orange and Sullivan Counties, Route 17 Mobility & Access Improvements Project Environmental Impact Statement.** As GIS Specialist, David developed a field data collection app to capture geotagged photos and built an interactive online viewer to display images alongside their locations and viewing directions. He managed and organized environmental datasets across approximately eight miles of corridor, including wetlands delineations, habitat mapping, and U.S. Army Corps of Engineers transect data. David's work supported accurate environmental analysis and clear visualization of field conditions for use in the Environmental Impact Statement and agency coordination. (2023–2026)
- **City of Hartford, CT, Neighborhood Plan Development.** David supported the Hartford Neighborhood Plan effort by contributing data assembly, analysis, and map graphics for existing conditions documentation. His GIS work helped present neighborhood-scale conditions clearly and consistently to inform plan recommendations. (2022)

Experience

3 Total, 3 with IMEG

Education

University of Connecticut, BS Geographic Information Science and Environmental Science,

David Winslow

GIS SPECIALIST

- **New York Metropolitan Transportation Council (NYMTC), Regional Transportation Plan (RTP) 2055.** As GIS Specialist, David designed and built a complex ArcGIS Experience Builder platform to support technical review of public survey data for the Moving Forward 2055 plan. He developed an internal-facing site featuring six or more tabs, each with interactive maps, charts, filters, and embedded review forms to allow NYMTC staff to explore and analyze results efficiently. David also created a second, public-facing Experience Builder site to present survey findings and plan data in an accessible, transparent format for residents and stakeholders. These tools supported data-driven decision-making and broadened public understanding of the long-range regional transportation plan. (2023–2025)
- **Connecticut Department of Transportation, Statewide, Federal, State, and Local Bridge Program Environmental Documentation.** IMEG supports environmental documentation for bridge replacements across Connecticut under CTDOT's bridge programs. David assists with data processing and the production of mapping and reports supporting invasive species inventories, wetland delineation documentation, and related environmental deliverables. His work helps standardize and streamline documentation across multiple bridge sites and task orders. (2022–Ongoing)
- **Connecticut Department of Transportation, New Haven–Hartford–Springfield Rail Program Management.** David supports CTDOT's rail program with environmental, demographic, and cultural resources mapping to inform planning and documentation for rail improvements and station projects. He prepared screening maps for the proposed Enfield Station and produced sketch maps of regulated resources for the 3B track improvements area in Enfield, Windsor Locks, and West Hartford. David also supported NEPA documentation and permit reviews and contributed to field data collection, including invasive species delineations. (2022–Ongoing)
- **New York State Department of Transportation, Sullivan County, Route 17 Design Services for Scoping & Preliminary Design (Exits 103–105 and 105–107).** As GIS Specialist, David supported the visual impact analysis for corridor upgrades associated with the Route 17 to I-86 Enhancements Program. He processed LiDAR data to create high-resolution digital elevation models that integrated terrain, canopy heights, dense forest cover, buildings, and proposed element heights. David used these models to generate spatial views identifying visually affected areas to inform preliminary design decisions and environmental review. (2024–2025)
- **Androscoggin Transportation Resource Center, ME, Androscoggin 2045 Metropolitan Transportation Plan.** David supports development of a bicycle and pedestrian infrastructure and safety technical report for ATRC as part of the region's long-range transportation plan. The work documents existing conditions, analyzes needs, and shapes a vision to improve walking and biking safety across Lewiston, Auburn, Sabattus, and Lisbon. David contributes data assembly, analysis, and map graphics to support clear, decision-ready findings. (2023–Ongoing)
- **Massachusetts Department of Transportation, Statewide, Inland Flooding Risk Assessment.** MassDOT's Inland Flooding Risk Assessment evaluates flooding, erosion, and hazard risk across timescales, storm return periods, and climate scenarios statewide. The study identifies MassDOT assets exposed under varying RCP climate simulations and flood conditions to support risk-informed planning. David supports the effort through data visualization and map graphic production that communicate results clearly. (2022–Ongoing)
- **Connecticut Department of Transportation, Ansonia, CT, Route 8 Resurfacing, Bridge Rehabilitation & Safety Improvements.** David supported preparation and review of the Stormwater Pollution Control Plan permit for CTDOT's Route 8 improvements. The permit documents stormwater infrastructure—over 500 culverts and outfalls—across a four-town highway segment with aging assets requiring upgrades. His contributions helped ensure permit materials were accurate, complete, and aligned with project needs. (2023–Ongoing)
- **Capitol Region Council of Governments, CT, East Coast Greenway Gap Study.** David leads GIS efforts to support selection of a preferred alignment to close a critical East Coast Greenway gap through Simsbury, Bloomfield, Hartford, and East Hartford. He developed a public-facing data viewer to support technical review and community understanding, integrating environmental, transit, demographic, cultural, bicycle/pedestrian, roadway, and land use datasets. The tool also links users to project websites, surveys, and engagement resources to support transparent decision-making. (2022–2024)
- **New Hampshire Department of Transportation, Seabrook & Hampton, Route 1A Bridge over Hampton Harbor Inlet Environmental Support.** David supported plant mitigation and environmental permitting through mapping and data assembly of regulated resources identified in the field. He participated in field surveys involving plant identification, GPS data collection, and plot surveys, and produced environmental resource maps to support screening and permit completion. His work helped translate field findings into clear, usable documentation for review and compliance. (2022–Ongoing)
- **New Hampshire Department of Transportation, Lebanon, I-89 Exit 18 / NH 120 Improvements.** David supported environmental fieldwork and planning for safety and operational improvements along the I-89 Exit 18/ NH 120 corridor. He assisted with culvert stream-crossing measurements and surveys related to listed bat species, and contributed mapping and data assembly to support technical documentation. His work helped connect field conditions to permitting and project development needs. (2022–Ongoing)

Raul Irizarry

COMMUNITY ENGAGEMENT LEAD



Raul is an advocate for community and is passionate about all things urban planning, design and engagement. His skills range from producing design drawings to facilitating community conversation about the built environment.

PROJECT HIGHLIGHTS

- City of New Haven, CT, New Haven Plan of Conservation and Development.** Raul was a community engagement planner for the New Haven Comprehensive Plan 2035 and was responsible for guiding the community engagement and outreach process. Under the direction of the City Plan staff and steering committee, this role involved defining and implementing strategies that promoted meaningful resident participation in the development of the plan. Responsibilities included supporting the outreach process and engaging the community through workshops. The effort aimed to develop actionable goals that prioritize socioeconomic justice, equity, and environmental resilience. (2023-2025)
- City of Hartford, CT. Blue Hills Neighborhood Traffic Calming.** Design services were provided for traffic calming and bicycle facility concept plans on neighborhood streets in the City of Hartford. This work supported the Slow Streets initiative, which aims to create safer, slower Complete Streets in neighborhoods. As part of the outreach component, street programming in the study area has been communicated through diagrammatic maps, meetings have been held with City officials and local police to review countermeasures and gather feedback, and project findings have been presented to the public. (2023-2025)
- MetroCOG, Bridgeport, CT, Fairfield Ave-Brewster Street Transportation Safety Corridor Study.** Feasible improvements to Fairfield Avenue (Route 130) in the Black Rock Neighborhood in Bridgeport, CT, aimed at increasing safety for all modes, reducing traffic congestion, and accommodating bicyclists, pedestrians, and other transit users throughout the corridor. As part of the engagement effort, survey analysis was conducted, public meeting presentations were developed, and the public was engaged at community events. Coordination with MetroCOG included the preparation of outreach materials, translation of flyers and materials into Spanish, and the creation of large interactive maps for virtual engagement. (2023-2025)

Experience

16 Total, 4 with IMEG

Education

University of Connecticut, BS Urban and Community Studies; BA Landscape Architecture

Affiliations

Park Watershed, Board Member
City of Hartford Planning and Zoning Commission, Commissioner

Raul Irizarry

COMMUNITY ENGAGEMENT LEAD

- **Connecticut Department of Transportation, Community Connectivity Grant Program Road Safety Audits, Statewide, CT.** Series of pedestrian and bicycle Road Safety Audits (RSAs) are being conducted for the Connecticut Department of Transportation (CTDOT) at various locations throughout the state. The program, funded through the Community Connectivity Grant Program, enables municipalities to apply for small studies that recommend improvements on state and local corridors. The effort includes preparing existing conditions reports, leading pre-audit meetings with town officials and community members, facilitating walks along study corridors during field audit days, and guiding on-the-ground discussions about potential countermeasures. Each Road Safety Audit report is then finalized for use by the municipality to support implementation of the recommendations. (2023-Ongoing)
- **Connecticut Department of Transportation, I-95 Fairfield-Bridgeport Planning and Environmental Linkages Study.** Community engagement effort for the I-95 Fairfield-Bridgeport Planning & Environmental Linkages (PEL) Study supports efforts to alleviate congestion between Exits 19–27A for the Connecticut Department of Transportation (CTDOT). Responsibilities include facilitating public input through a variety of engagement strategies to ensure that community perspectives are incorporated into the development and evaluation of alternatives. The engagement team also collaborates with stakeholders and local communities to promote a multimodal approach, contributing to the study's goal of improving transportation access and mobility in the region. (2022-Ongoing)
- **City of Hartford, CT, Hartford Neighborhood Plans.** Community engagement planner for the project, collaborating with City officials, stakeholders, and residents to develop strategic plans that align with the Hartford 2035 City Plan. Responsibilities include facilitating walking tours with neighbors as part of the engagement strategy, allowing for on-the-ground discussions about neighborhood-specific needs such as affordable housing, economic vitality, and social services. This collaborative approach helps ensure that diverse voices are heard and integrated into the plans, contributing to sustainable and equitable solutions that enhance the quality of life for Hartford's residents. (2022-Ongoing)
- **Massachusetts Department of Transportation, New Bedford–Fairhaven Bridge Replacement Project.** Raul supports stakeholder engagement for the alternatives study, assisting in organizing and facilitating hybrid public meetings. He assists in preparing press releases, handling technology setup, and participates in facilitation to ensure productive dialogue and equitable participation across the two communities. (2023-Ongoing)
- **Ulster County Transportation Council, Long Range Transportation Plan Public Engagement Services, Ulster County, NY.** Raul led public engagement, graphic design, and website development efforts for the Ulster County Transportation Council's Long Range Transportation Plan (LRTP). Oversaw all phases of public outreach to ensure the project remained on schedule and within budget, while aligning with federal planning requirements and regional transportation goals. Conducted comprehensive reviews of prior LRTPs and related studies, and facilitated meaningful community and stakeholder input through in-person events, digital tools, and bilingual materials. Designed and implemented a visually engaging project website, developed branded infographics and maps to effectively communicate complex data, and produced detailed progress reports and a final public engagement summary. Collaborated closely with UCTC to ensure all deliverables reflected the organization's standards and supported inclusive, transparent planning processes. (2024-2025)
- **Connecticut Department of Transportation, Stamford, CT, I-95 Stamford PEL Study.** Raul was Engagement Specialist for the I-95 Stamford Planning and Environment Linkages (PEL) Study leads efforts to involve diverse stakeholders in reducing congestion and improving infrastructure between Interchanges 7–9. Under the guidance of a Project Advisory Committee, the engagement process includes facilitating public input through pop-up events. The focus is on providing creative, equitable opportunities for engagement, particularly for underrepresented communities, to ensure their voices are heard throughout the study and subsequent NEPA process. (2022-Ongoing)

Leah Beckett

ENGAGEMENT SPECIALIST



Leah is a seasoned creative who has dedicated her career to facilitating climate solutions. She has partnered with diverse organizations to offer end-to-end creative design solutions that encompass everything from concept ideation to graphic design, production, and delivery. Additionally, she has planned, executed, and analyzed the effectiveness of various marketing campaigns. She takes a collaborative approach to design, branding, marketing, and communications and is skilled in visual and written storytelling. Leah's technical skills include: Adobe Creative Suite, Email: Klaviyo, Mailchimp, GovDelivery, Google Analytics, GSuite, Slack, Asana, SurveyMonkey, and Salesforce.

PROJECT HIGHLIGHTS

- **City of Norwalk, CT, Complete Streets Policy and Design Guide.** Leah serves as a contributing graphic designer for the creation of a Complete Streets policy, design guide, and implementation framework for the City of Norwalk. Her design work supports clear and engaging communication of the plan's mobility and safety strategies. (2023–Ongoing)
- **Metropolitan District Commission (MDC), Hartford, CT, Communications and Graphic Design Services.** Leah provides ongoing graphic design and art direction for public education materials, including brochures, flyers, banners, and digital graphics. Her work helps the MDC communicate clearly with customers about water quality, infrastructure, and service initiatives across the Hartford region. (2016–Ongoing)
- **Town of Hebron, CT, Community Branding and Marketing Strategy.** Leah supports research and strategy development for Hebron's community brand and economic development marketing plan. Her work focuses on identifying best practices for digital outreach, social media engagement, institutional partnerships, and earned media to elevate the town's visibility and appeal. (2023–Ongoing)
- **Connecticut Department of Transportation (CTDOT), Greater Hartford Mobility Study.** Leah supports engagement and communications for CTDOT's holistic mobility study, contributing to written and visual materials such as fact sheets, websites, and social media content. She helps ensure that project messaging remains accessible, cohesive, and inclusive for diverse audiences. (2023–Ongoing)

Experience

12 Total, 3 with IMEG

Education

University of Massachusetts - Boston,
MBA Environmental Management,
Gonzaga University, BA English
Massachusetts College of Art, Continuing
Education - Graphic Design

Certifications

UX Certificate, American Graphics
Institute

Leah Beckett

ENGAGEMENT SPECIALIST

- **Connecticut Department of Transportation (CTDOT), I-84 Danbury Project.** Leah manages social media content and website updates for the I-84 Danbury Planning and Environmental Linkages Study, which explores long-term solutions to improve mobility and reduce congestion. Her communications work enhances public awareness and participation in the planning process. (2023–Ongoing)
- **Vermont Agency of Transportation (AOT), Statewide, Greenhouse Gas Policy Analysis.** Leah serves as Deputy Project Manager for IMEG’s public and stakeholder engagement effort supporting Vermont’s cap-and-invest program to reduce greenhouse gas emissions. She leads stakeholder coordination for focus groups and contributes to planning and facilitation for two statewide engagement rounds. Her work helps ensure that policy recommendations reflect the perspectives of both the public and institutional partners. (2024–Ongoing)
- **Metropolitan Transportation Authority (MTA), New York, NY, Resilience and Sustainability Roadmaps.** Leah contributes to the design and production of the MTA’s Resilience and Sustainability Roadmaps, which outline the agency’s carbon-reduction commitments and strategies for resilient infrastructure. She led document layout and developed informative graphics and illustrations to communicate complex environmental goals in a clear, accessible format. (2023–Ongoing)
- **Port Authority of New York and New Jersey (PANYNJ), New York, Resilience Communications Initiative.** Leah supports the Port Authority’s Climate Resilience communications effort by creating visual materials and contributing to the design of a strategic roadmap to convey agency-wide sustainability goals. She also assists with internal workshops and department coordination, providing graphic design, layout, and meeting facilitation support. (2023–Ongoing)
- **Port Authority of New York and New Jersey (PANYNJ), New York, Port Authority Bus Terminal (PABT) Replacement Program.** Leah contributes to public outreach for the Environmental Impact Statement and Preliminary Engineering phase of the Port Authority Bus Terminal Replacement Program. She led the development of digital and print advertisements for the Draft EIS, supporting extensive binational public engagement in New York and New Jersey. (2023–Ongoing)
- **Vermont Agency of Transportation (AOT), Statewide, On-Call Information Services.** As part of the on-call contract with AOT, Leah manages regular construction update emails for multiple active projects statewide, ensuring consistent, clear, and timely communication with the public. (2023–Ongoing)
- **Vermont Agency of Transportation (AOT), Statewide, Carbon Reduction Strategy.** Leah supports AOT in implementing Vermont’s Carbon Reduction Strategy through public and stakeholder engagement. She assists in organizing meetings and developing communications that align with the state’s long-term climate action framework. (2023–2024)
- **Freelance Graphic Design & Marketing, Boston, MA.** As an independent designer and marketing consultant, Leah produced websites, infographics, surveys, packaging, presentations, and learning modules for clients in the consumer goods, green infrastructure, and renewable energy sectors. Her work emphasized clear visual storytelling and strategic brand alignment. (2019–2023*)

**Prior to joining IMEG*

Kelsey Kahn

ENGAGEMENT SPECIALIST



Kelsey is a planner and an organizational mastermind. She supports a variety of projects across IMEG's service lines with graphic design, file organization, web design, meeting coordination (virtual and in-person), and presentation development. Her design style is engaging, public-friendly and easy to consume. Kelsey is an experienced web designer and has developed project sites for the CTDOT, MNR, MTA, NJTPA, NJDOT, NYMTC, and local municipalities across the northeast. She is an enthusiastic expert in virtual engagement best practices and tools and loves to learn about new resources to make community engagement more streamlined and accessible.

Experience

9 Total, 8 with IMEG

Education

Hunter College, MS Urban Planning
Lewis & Clark College, BA Environmental Studies

PROJECT HIGHLIGHTS

- **Capitol Regional Council of Governments, CT, Regional Solid Waste Communications & Outreach.** IMEG is part of the team developing regionwide strategies for disposal, recovery, and reuse of waste and organics. Kelsey leads the development of a series of stakeholder surveys—design, deployment, and synthesis—to surface the needs and challenges of municipal solid-waste managers and haulers. She's also supporting a public recycling education campaign, contributing to message development, materials, and outreach strategy to boost participation and reduce contamination.
- **Connecticut Department of Transportation, Stamford, CT, I-95 Over Route One Bridge Replacement.** Kelsey managed public outreach for an accelerated bridge replacement over I-95. Developed a project website, scheduled community group meetings, and produced multilingual materials (postcards, social media, fact sheets, presentations) to communicate detours and construction impacts. Outreach maintained clarity and safety during a compressed delivery schedule. (2018 – 2019)
- **Red Bank Borough, NJ, Master Plan - Small Areas Plan.** The Borough hired IMEG, to provide public engagement and small area planning services in support of the Master Plan. IMEG, created the public involvement plan, developed a virtual workshop, and promoted the workshop virtually and in person. Kelsey managed the development of the engaging and accessible virtual workshop to collect meaningful feedback from Red Bank residents and stakeholders to help develop goals and priorities to guide the Master Plan.(2022-2023)

KELSEY KAHN

ENGAGEMENT SPECIALIST

- **New York City Department of Transportation, Vision Zero Plan Update.** IMEG led a major update to the 2014 Vision Zero Action Plan, coordinating across agencies and facilitating strategy development. Kelsey managed weekly working sessions with the City team and co-facilitated two large strategy workshops with 60+ participants from multiple agencies. Kelsey also co-led development of the updated, detailed action plan, aligning goals with inter-agency implementation and accountability. (2024)
- **Connecticut Department of Transportation, Customer Experience Action Plan.** Kelsey supported the development of a statewide plan to improve rider experience, grow ridership, and build customer loyalty. She managed community and stakeholder engagement and designed/administered the project website to centralize information and feedback. The campaign earned APTA's award for Best Marketing and Communications to Highlight Transit Needs/Funding (Comprehensive Campaign). (2021 – Ongoing)
- **New Jersey Department of Transportation, Statewide Long-Range Transportation Plan (LRTP).** Kelsey is supporting a 25-year policy and investment framework through a statewide needs assessment, policy architecture, and funding strategy. Responsibilities include scenario development, programmatic prioritization, and integration of resilience and equity objectives. She is leading public outreach which includes a project website, interactive survey, stakeholder meetings, focus groups, webinars, and virtual public meetings on draft recommendations. (2021 – Ongoing)
- **New York Metropolitan Transportation Council, Regional Transportation Plan and Congestion Management Process Outreach.** Kelsey is providing outreach leadership for NYMTC's RTP and CMP updates. Work includes virtual engagement coordination, an online survey tool, a geospatial survey analysis platform, and project website management. Additional activities include pop-up events and topical virtual workshops to broaden and diversify participation. (2023 – Ongoing)
- **New York State Department of Transportation, Orange & Sullivan Counties, NY, Route 17 Mobility & Access Improvements (EIS).** Kelsey is delivering public involvement for an Environmental Impact Statement addressing mobility and access between I-87 in Harriman and Exit 113 in Sullivan County. She is coordinating agency and stakeholder meetings, briefings with elected officials, and public workshops. Developing accessible informational materials (newsletters, fact sheets) to explain alternatives and impacts. (2023 – Ongoing)
- **Union County, NJ, Electric Vehicle Infrastructure Study.** IMEG conducted a countywide study to plan a network of EV charging stations that meets current and future demand. Kelsey led engagement through a Technical Advisory Committee, a public meeting, an online survey with interactive map, newsletters, and media outreach. Produced public-friendly materials (flyers, presentations, newsletters) to support informed input and equitable siting. (2022 – 2023)
- **New York City Department of Transportation & New York City Economic Development Corporation, Truck Electrification and Freight Decarbonization Feasibility Study.** Kelsey facilitated stakeholder engagement to identify barriers and strategies for truck electrification. Managed an interactive project dashboard, coordinated outreach, developed interview guides, and organized group discussions and workshops. Findings inform near-term pilots and longer-term freight decarbonization pathways. (2022 – Ongoing)
- **Bureau of Ocean Energy Management, NY-CT-RI, Sunrise Wind EIS.** Kelsey provided engagement support for the Environmental Impact Statement for the Sunrise Wind offshore wind project. She planned and prepared public scoping meetings and draft EIS hearings, coordinating public notices, scoping reports, and presentation materials. Work was closely coordinated with federal and state regulators to ensure clarity and compliance. (2021 – 2023)
- **North Jersey Transportation Planning Authority, Raritan, NJ, Downtown Sustainable Economic Development Plan.** IMEG advanced a downtown revitalization plan leveraging existing transportation assets to attract context-appropriate development. Kelsey designed and hosted a custom interactive online workshop with integrated data collection and analysis. Recommendations aligned land use, mobility, and economic development under the NJTPA Emerging Centers program. (2020 – 2021)
- **City of Jersey City, NJ, Master Plan.** IMEG supported this Small Area Vision Plans, delivering targeted policy and implementation recommendations. Kelsey led engagement which included stakeholder interviews, on-demand online workshops, and virtual public meetings tailored to neighborhood priorities. The plan integrated land use, regulation, environment, and mobility to meet community goals. (2020 – 2021)
- **North Jersey Transportation Planning Authority, Keyport, NJ, Complete Streets Policy and Implementation Plan.** IMEG produced a comprehensive policy and implementation plan including a new ordinance and a Complete Streets Design Guide. Kelsey supported engagement which featured a project website and a custom online workshop with embedded data collection. The effort, part of NJTPA's Emerging Centers program, built local capacity for consistent, context-sensitive design. (2020 – 2021)
- **Dutchess County Transportation Council, NY, Regional Transportation Plan.** IMEG led public outreach for a 25-year RTP, including design and management of a project website hosting the full plan. Kelsey supported planning and facilitation of virtual public workshops to review goals, needs, and draft recommendations. Engagement artifacts were consolidated to inform final prioritization. (2020 – 2021)

Maya Navar

ENGAGEMENT SPECIALIST



Maya is a planner and community engagement specialist with excellent bilingual communication skills in English and Spanish. She brings expertise in public outreach, presentation and report development, translation, and qualitative data analysis. Having earned her Master of Arts in Latin American Studies with a focus in environment, ecology, and sustainability, Maya strives to engage Spanish-speaking communities in urban planning and green infrastructure projects across the region.

PROJECT HIGHLIGHTS

- **City of Waterbury, CT, West Main Street Reconstruction (WATER Phase II).** IMEG supports inclusive engagement for this active transportation and economic resurgence project. Maya provides Spanish translation and QA/QC for outreach collateral to ensure accurate, culturally appropriate messaging. Her work strengthens trust and participation among Spanish-speaking residents. (2024–Ongoing)
- **North Hudson Sewerage Authority, Hudson County, NJ, CSO Long Term Control Plan Outreach.** IMEG leads public engagement aligned with NJPDES permits, including the CSO LTCP website, collateral, social media, public meetings, and Community Advisory Board (CAB) coordination. Maya manages NHTSA's social channels and visual campaigns, oversees Spanish translation for all LTCP materials, and produces clear, accessible meeting presentations. She helped recruit the CAB and regularly facilitates meetings to capture actionable community input. (2024–Ongoing)
- **New York Metropolitan Transportation Council, Regional Transportation Plan – Moving Forward 2055.** IMEG leads outreach for the next RTP. Maya authored the Public Involvement Report and Title VI Assessment, coordinated seven topical forums, and distilled results from the interactive web exercise. She conducted qualitative analysis on survey data and produced concise summaries to inform plan recommendations. (2023–Ongoing)
- **New York State Department of Transportation, Orange & Sullivan Counties, Route 17 Mobility & Access Improvements EIS.** IMEG supports comprehensive public involvement including scoping meetings/hearings, pop-ups, and multi-channel notifications. Maya manages comment intake and filing for the official record, maintains the stakeholder database, and prepares graphics and presentations. She ensures feedback is tracked and reported with clarity and consistency. (2023–Ongoing)

Experience

2 Total, 2 with IMEG

Education

Stanford University, MS Latin American Studies

Stanford University, Linguistics; Comparative Literature

Affiliations

National Hispanic Institute

Awards

Certificate of Excellence, Stanford University Center for Latin American Studies

Maya Navar

ENGAGEMENT SPECIALIST

- **New Jersey Department of Transportation, Statewide, 2025 Strategic Highway Safety Plan.** IMEG manages statewide stakeholder and agency coordination for New Jersey's action-oriented SHSP. Maya maintains and activates the contact list for 700+ stakeholders and Emphasis Area members, coordinating invitations, agendas, and follow-up. She standardizes documentation to capture decisions and next steps across teams. (Ongoing)
- **New York City Economic Development Corporation, Seaport Coastal Resilience Project (SPCR).** IMEG leads CEQR/NEPA environmental reviews and community engagement for a project to elevate the waterfront to 11 feet and reduce flood risk. Maya coordinates open houses, workshops, and site walking tours, producing bilingual materials that explain complex design and resilience concepts. She compiles meeting notes and feedback memos that directly inform the planning process. (2024–Ongoing)
- **NYC Parks, Bronx, NY, Van Cortlandt Park Stadium Master Planning Study.** IMEG supports a master plan to improve accessibility, usability, and connections around the stadium. Maya facilitates public meetings and pop-up engagement, designs easy-to-digest outreach pieces, and synthesizes input themes for the design team. Her work keeps community priorities visible throughout concept development. (2024–Ongoing)
- **City of Trenton, NJ, MLK Jr. Boulevard & Southard Street Complete & Green Streets.** IMEG leads engagement for a safer, more accessible, and environmentally sustainable corridor plan. Maya staffs events, prepares clear summaries of stakeholder input, and supports targeted outreach to schools and park-adjacent audiences. She helps translate feedback into implementable design considerations. (2024–Ongoing)
- **New York City Department of Transportation, Reimagining the Cross Bronx Expressway.** IMEG supports a community-driven visioning process to reconnect neighborhoods along the corridor. Maya provides bilingual (English/Spanish) support at meetings and pop-ups, ensuring Spanish-speaking residents can fully participate. She helps tailor materials and captures feedback for inclusion in project documentation. (2023–Ongoing)
- **North Jersey Transportation Planning Authority, Local Safety Action Plans.** IMEG partners with eight counties to develop SS4A-aligned LSAPs focused on reducing fatal and serious-injury crashes. Maya develops outreach materials and social media plans, staffs pop-ups, and supports county-specific messaging. She helps convert technical safety content into accessible community updates. (2024–Ongoing)
- **South Jersey Transportation Planning Organization (SJTPO), Local Road Safety Plans.** IMEG supports LRSP outreach across Atlantic, Cape May, Cumberland, and Salem Counties. Maya created a comprehensive social media strategy, using data insights to target messages and elevate safety topics. Her plan boosted stakeholder participation and improved clarity around priority countermeasures. (2024–Ongoing)
- **New York Metropolitan Transportation Council, Regional Transportation Plan/Congestion Master Plan Outreach.** IMEG leads a broad outreach program for the Regional Transportation Plan and Congestion Management Process. Maya performs qualitative survey analysis, crafts a social media strategy to broaden reach, and provides live polling support during forums on freight, active transportation, and human services. Her deliverables translate engagement signals into actionable insights. (2024–Ongoing)
- **New Jersey Department of Transportation, Statewide, Long-Range Transportation Plan.** IMEG supports the federally and state-compliant 2050 LRTP with robust public engagement. Maya developed survey questions to elicit clear, representative input and coordinated with staff and stakeholders to refine messaging. She documents findings to align investment strategies with multimodal needs. (2024–Ongoing)

Sara Grossman

GRAPHIC DESIGN SPECIALIST



Sara is a creative and detail-oriented designer with experience creating impactful visuals in a variety of areas, including print, digital, and branding. Sara strives to add value to projects by utilizing human-centered design, putting intent behind every element, and embracing the client's principles and identity. She possesses the skills to undertake complex tasks and works diligently to provide work that aligns with the needs and requirements of clients in a timely manner.

PROJECT HIGHLIGHTS

- **City of Danbury, CT, Plan of Conservation and Development.** IMEG developed a 10-year vision and action plan informed by robust engagement. Sara designed boards for pop-ups, flyers for an online survey, and lawn signs to promote workshops. Her production support boosted participation and clarity. (2020–2022)
-  **Town of Stratford, CT, Plan of Conservation & Development.** IMEG updated the Town's 10-year POCD with robust outreach. Sara staffed pop-ups and workshops, created the logo, social graphics, and flyers, managed the website, and laid out the final plan. Her materials increased visibility and helped translate technical content into clear actions. (2022–2024)
-  **Town of Bloomfield, CT, Plan of Conservation & Development.** IMEG is developing a 10-year plan with a strong, accessible visual identity. Sara crafted the project logo and brand guidelines, ensuring consistent application across web, print, and presentations. Cohesive branding improves public recognition and engagement. (2023–Ongoing)
- **Town of Greenwich, CT, Open Space Plan.** IMEG produced a branded, easy-to-navigate plan to guide open-space stewardship. Sara handled document design and layout for a consistent look and feel. Graphics improved legibility for maps and inventories. (2022)
- **Capitol Region Council of Governments, CT, Regional Plan of Conservation & Development.** IMEG provides document layout and mapping for CRCOG's regional POCD update. Sara's production support advances a cohesive, readable plan that integrates maps and graphics with policy guidance. Her work ensures consistency with regional branding and accessibility best practices. (2024)

Experience

5 Total, 5 with IMEG

Education

Bachelor of Arts, Graphic and Interactive Design, Quinnipiac University

Software Skills

Adobe Creative Suite (InDesign, Illustrator, Photoshop, After Effects)
HTML/CSS
Sketch
Figma
ArcGIS Pro

Affiliations

American Institute of Graphic Arts

Sara Grossman

GRAPHIC DESIGN SPECIALIST

- **Town of Fairfield, CT, Plan of Conservation & Development and Zoning Regulation Updates.** IMEG is prime for the POCD and zoning updates, integrating resilience, housing, and mobility with land-use policy. Sara assists with layout and map development for plan materials. Her production work supports a clear, modern, web-friendly document. (2022–Ongoing)
- **City of New Haven, CT, Plan of Conservation and Development.** IMEG leads the POCD process to set a 10-year vision and strategy. Sara maintains the website and supports workshop logistics to keep information current and easy to navigate. Her production support strengthens transparency and participation. (2023–Ongoing)
- **Town of Waterford, CT, Plan of Conservation & Development.** IMEG provides web, engagement, and production support for the Town’s POCD. Sara designs social media posts and flyers, attended a public workshop, maintains the website, and is developing the final plan document. Project site: www.planwaterford.com. (2022–Ongoing)
- **City of Milford, CT, Plan of Conservation & Development.** IMEG supported mapping and document design for the Town’s POCD. Sara prepared all plan maps and assisted with layout to present data and policy succinctly. The deliverable improved readability for boards and the public. (2021–2022)
- **Town of Greenwich, CT, Affordable Housing Plan.** IMEG designed a cohesive, visually compelling plan document. Sara’s layout balanced narrative with data visualizations for clarity and accessibility. The design supports policy communication with residents and boards. (2022)
-  **City of Norwalk, CT, Complete Streets Policy & Design Manual.** IMEG is preparing a policy, ordinance, design guide, and integration plan to build a safer multimodal network. Sara created the logo and brand assets, and produces print/digital outreach materials for events. Consistent visual language supports cross-department adoption and public understanding. (2023–Ongoing)
-  **Capitol Region Council of Governments (CRCOG), CT, East Coast Greenway (ECG) Gap Closure Study.** IMEG is determining a final ECG alignment across a 13-mile regional gap. Sara created the logo, style guide, and templates, and produces print materials for outreach. A unified brand helps communities track progress across jurisdictions. (2022–Ongoing)
- **Connecticut Department of Transportation, Greenwich–Stamford, CT, I-95 PEL Study (NY Line to Exit 7 and U.S. 1).** IMEG supports public and stakeholder outreach and manages social media for the corridor study. Sara produces content and coordinates postings to expand reach. Timely updates encourage broad participation and feedback. (2023–Ongoing)
- **City of Norwich, CT, Parks Master Plan.** IMEG provided document layout to present systemwide strategies and priority investments. Sara aligned maps, graphics, and narrative for a clear, readable final. The design supports adoption and implementation. (2023)
- **City of Stamford, CT, Parklet Guide.** IMEG developed a how-to guide enabling businesses and community groups to create safe on-street seating and recreation space. Sara co-developed document layout and graphics explaining parklet types, standards, and the application process. The illustrated guide accelerated consistent, high-quality implementations. (2021–2022)
- **City of Hartford, CT, Neighborhood Plans.** IMEG supports plans for two diverse neighborhoods with engagement to build consensus on priorities and actions. Sara develops outreach materials to encourage awareness and participation. Visuals are tailored to meet community needs and language accessibility. (2022–Ongoing)
- **Radnor Township, PA, Comprehensive Plan.** IMEG is prime consultant, integrating engagement, data analysis, and strategy. Sara analyzed and summarized 500+ virtual workshop submissions and produced mailers, bookmarks, posters, and flyers. She now monitors the project inbox and updates the website to sustain two-way communication. (2023–Ongoing)
- **Connecticut Department of Transportation, Stamford, CT, I-95 PEL Study (Interchanges 7–9).** IMEG supports analysis and engagement for congestion relief and bridge replacement concepts. Sara staffs community events, maintains the website, and designs print/digital materials to explain study objectives and options. More information: www.i95stamford.com. (2022–Ongoing)
- **Connecticut Department of Transportation, Statewide Customer Experience (CX) Action Plan.** IMEG supported CTDOT’s award-winning campaign to put riders at the center of transit decision-making. Sara produced print materials that amplified outreach and brand consistency across channels. The program earned APTA’s “Best Marketing and Communications – Comprehensive Campaign” recognition. (2021–2024)
- **Connecticut Department of Transportation, Greater Hartford Mobility Study (PEL).** IMEG supports a holistic regional mobility study addressing all modes. Sara assists with website updates and creates social media, outreach boards, and other materials to broaden participation. More information: www.hartfordmobility.com. (2020–Ongoing)

David Murphy, P.E., CFM

Principal

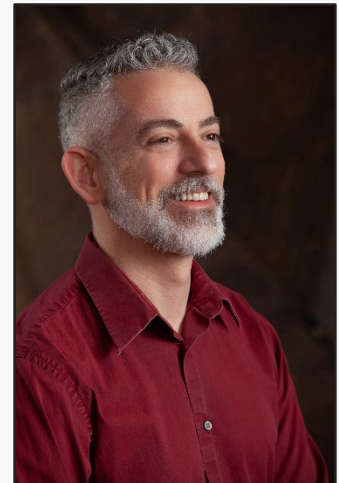
David Murphy of Resilient Land And Water is a planner and Professional Engineer with over 30 years of experience supporting municipal and state clients. He oversees planning services, climate adaptation, hazard mitigation, community resilience, and water resources planning at his consulting practice, and managed a similar technical discipline elsewhere prior to 2021. Mr. Murphy has extensive consulting experience working for many Connecticut municipalities and most of the Councils of Governments (COGs).

PLAN OF CONSERVATION AND DEVELOPMENT EXPERIENCE

- **Clinton Plan of Conservation and Development:** Principal in Charge for development of Clinton POCD. Project included substantial public engagement.
- **Guilford Plan of Conservation and Development:** Principal in Charge for development of Guilford POCD. Project included substantial public engagement.
- **Waterbury Plan of Conservation and Development:** As a subconsultant to MP Planning, responsible for environmental resources, historic resources, infrastructure, sustainability, and resilience topics. Project included substantial public engagement.
- **New Haven Plan of Conservation and Development:** As a subconsultant to FHI Studio, responsible for incorporating community resilience and coastal resource management into the new POCD known as "Vision 2034."
- **Fairfield Plan of Conservation and Development:** As a subconsultant to FHI Studio, responsible for incorporating community resilience and coastal resource management into current POCD. Project included substantial public engagement.
- **Stratford Plan of Conservation and Development:** As a subconsultant to FHI Studio, responsible for incorporating community resilience and coastal resource management into current POCD. Project included substantial public engagement.
- **Groton Plan of Conservation and Development:** Contributor to all facets of the 2016 edition of the Groton POCD. Project included substantial public engagement.
- **Hampton (New Hampshire) Master Plan Vision and Coastal Management:** Managed the development of a communitywide vision statement, set framework for coastal management and climate resilience sections, and set goals for a later contract for master plan development.
- **Chicopee (Massachusetts) Comprehensive Plan Chapter:** Developed chapter about climate resilience for the new Comprehensive Plan.

ON-CALL MUNICIPAL PLANNING EXPERIENCE

- **Floodplain Management:** Provided floodplain management assistance in municipalities such as New Haven and Stonington. This included a review of specific development projects as needed.
- **Community Rating System:** Provided ongoing maintenance for several communities. Details include:



BACKGROUND

Resilient Land And Water, LLC:
Principal, 2021-Present

Connecticut Institute for Resilience and Climate Adaptation (CIRCA): Director of Resilience Engineering, 2021-2023

SLR Consulting (Formerly Milone & MacBroom, Inc.): Manager of Water Resources Planning, 2000-2021

Marin Environmental, Inc.:
1997-2000

Dames & Moore: 1994-1997

Ground Water, Inc.: 1992-1994

EDUCATION, LICENSES, AND CERTIFICATIONS

University of Arizona, Department of Hydrology and Water Resources, MS in Hydrology, 1997

Cornell University, Department of Geological Sciences, BS, 1992

Licensed Professional Engineer (PE)

Certified Floodplain Manager (CFM)

MVP Community Resilience Building

David Murphy, P.E., CFM

Principal

- New Haven: Assisted the City with entry into the program at Class 7 in 2016, and have provided maintenance since then. Tasks have included review of elevation certificates, producing after-action reports for flood events, and deployment of in-person and virtual outreach and engagement.
- Norwich: CRS entry including rarely-requested, successfully-awarded points for property acquisitions and flood warning and response. Maintenance includes review of elevation certificates.
- Stonington Town: CRS entry and continuous maintenance including review of elevation certificates, updates to annual flood awareness newsletter, producing after-action reports for flood events, and on-call floodplain management services.
- Stonington Borough: CRS maintenance including review of elevation certificates and on-call floodplain management services.

WESTCOG EXPERIENCE

- **Hazard Mitigation Assistance Grants in for WestCOG Region:** Under contract to WestCOG, executed a planning process to solicit and screen potential FEMA Hazard Mitigation Assistance project applications from the member WestCOG municipalities. Example applications include the following:
 - Residential structure elevations in Greenwich, Stamford, and Westport (FMA and HMGP)
 - Standby power in Brookfield (HMGP and BRIC)
 - Scoping grant for Saugatuck Island Special Taxing District (HMGP and BRIC)
 - Project grant for flood emergency warning network in the Community Disaster Resilience Zone (CDRZ) in western Danbury (BRIC)
- **Hazard Mitigation Plan Updates for WestCOG Region:** Developed hazard mitigation plan updates in 2020-2021 and 2025-2026 (ongoing). Prior to these two iterations of the multi-jurisdiction plan, the former SWRPA hazard mitigation plan was edited for WestCOG; and individual hazard mitigation plans were developed for all ten former HVCEO municipalities.
- **Priority Climate Action Plan (PCAP) for Southwest Connecticut:** Working as a subconsultant to Weston & Sampson under an accelerated schedule, assisted with public engagement and specific technical tasks toward the completion of the PCAP for WestCOG and MetroCOG due March 1, 2024.
- **Resilient Connecticut:** Consultant team program manager for Phase II of *Resilient Connecticut*, a planning process spanning 51 municipalities in Fairfield County and New Haven County, from 2020 through 2021. Outcomes included extreme heat and flood vulnerability mapping in all communities. Project included virtual workshops held at the WestCOG level for all member municipalities.
- **Historic and Cultural Resources Resiliency Planning:** Managed development of individual historic and cultural resources resiliency planning frameworks and reports for all coastal municipalities in Connecticut; and contributed narratives to a best practices guide and the State Historic Preservation Plan Update. Project included a workshop held at the WestCOG office for all member municipalities.
- **Connecticut Drinking Water Vulnerability Assessment and Resiliency Plan:** Completed portions of the planning process and document, 2016-2018, including WestCOG municipalities.
- **Coordinated Water System Plan:** Team Lead for Western Connecticut Public Water Supply Management Area in the Coordinated Water System Plan Process, 2016-2018; contributor to plan documents for Western, Central, and Eastern regions. The Western region included all of WestCOG.



ERIC HALVORSEN, AICP

Vice President and Principal

Eric Halvorsen, AICP, has over nineteen years of experience in land use, economic development, housing, and transportation planning. Eric's diverse planning background provides a broad perspective making connections between the many facets that drive community decisions, inputs, and results. Eric also brings a wide range of project experience including work on master plans, downtown plans, economic and market studies, housing plans, and site specific plans. Additionally, he has managed multiple public engagement efforts, crafting processes for groups as small as five and as large as 300. These include highly interactive open houses, site walks, town hall meetings, small group facilitation, focus groups, and project working groups.

Eric's focus has been and continues to be the formulation of realistic strategies that help catalyze change in the short- and long-term. Making connections between each facet of community development is a critical component to success. Eric enjoys learning, understanding, and leveraging those elements of a place that make it unique.

EDUCATION

University of Illinois

Masters of City and Regional Planning

Rutgers University

B.S. in Environmental Planning and Design

Harvard University Executive Ed.

Urban Retail

PROFESSIONAL AFFILIATIONS

Urban Land Institute

Housing and Economic Development Council

American Institute of Certified Planners

American Planning Association

RELEVANT EXPERIENCE

South Norwalk TOD Plan

Norwalk, Connecticut

East Norwalk TOD Plan

Norwalk, Connecticut

Plan of Conservation and Development

Danbury, Connecticut

Noroton Heights Fiscal Impact Analysis

Darien, Connecticut

SCRCOG Regional Housing Plan

SCRCOG Region, Connecticut

RiverCOG Route 66 Corridor Study

Easthampton & Portland, Connecticut

MetroCOG CEDS Plan

MetroCOG Region, Connecticut

Route 20 Corridor Plan

Windsor, Connecticut

Statewide Economic Development Plan

State of Connecticut

COVID Migration Analysis

State of Connecticut

Brownfields Planning

Torrington, Connecticut

Brownfields Planning

Easthampton, Connecticut

Residential Market Analysis

Berlin, Connecticut

Highest and Best Use Analysis

New Haven, Connecticut

**Additional Project Experience Provided Upon Request*



ERIK WOYCIESJES

Associate Principal

Erik Woyciesjes has five years of applied research and modeling experience in real estate analytics, economic development, housing, demography and GIS applications. Erik's background in academic research provides a broad array of experience in advanced quantitative methods and data driven approaches that he has applied to a wide range of projects including social equity strategies; market analysis; location analysis; housing studies and economic/workforce development analysis.

Erik brings a strong background in GIS, applied statistics and computational methods which he pairs with his experience in applied research to connect key data insights with project goals and policy aims. Erik is an advocate of data driven approaches to addressing rapid urbanization, housing affordability and economic development.

EDUCATION

University of Buffalo

Masters of Urban and Regional Planning

Union College

B.A. in English Literature & Classics

PROFESSIONAL AFFILIATIONS

Urban Land Institute

National Association for Business Economics

Population Association of America

RELEVANT EXPERIENCE

Plan of Conservation and Development

Danbury, Connecticut

SCRCOG Regional Housing Plan

SCRCOG Region, Connecticut

Statewide Economic Development Plan

State of Connecticut

COVID Migration Analysis

State of Connecticut

Brownfields Planning

Torrington, Connecticut

Residential Market Analysis

Berlin, Connecticut

Plan of Conservation and Development

Berlin, Connecticut

Plan of Conservation and Development

Wethersfield, Connecticut

Plan of Conservation and Development

New Haven, Connecticut

Affordable Housing Plan

New London, Connecticut

Affordable Housing Plan

East Haven, Connecticut

Affordable Housing Plan

Milford, Connecticut

Affordable Housing Plan

Meriden, Connecticut

*Additional Project Experience Provided Upon Request

CONFLICT OF INTEREST STATEMENT





Conflict of Interest Statement

January 19, 2026

IMEG Consultants Corp. has no interest which would conflict with its performance of services as described in this RFQ Municipal Planning Consulting Services for Western Connecticut Council of Governments. IMEG Consultants Corp., represents, to the best of its knowledge, that no employee or officer affiliated with Western Connecticut Council of Governments has a financial interest in IMEG Consultants Corp.

IMEG is committed to upholding the highest standards of integrity, transparency, and accountability in all its activities. As part of this commitment, the organization has established a Conflict-of-Interest Policy to ensure that decisions and actions are made in the best interest of the organization and its stakeholders, free from any personal, financial, or other conflicts that may compromise these interests. IMEG's policy applies to all board members, employees, volunteers, and contractors operating on behalf of the firm in order to maintain its commitment to ethical conduct, integrity, and accountability in all aspects of its operations.

A handwritten signature in black ink, appearing to read "Ken Livingston".

Kenneth Livingston, AICP
Client Executive
Planning and Engagement
(860) 247-1700 | phone
(860) 256-4907 | Direct
ken.m.livingston@imegcorp.com

Building Design: Engineering & Planning

Civil Engineering
Structural Engineering
MEP / FP Engineering
Technology Design
Security Design & Engineering
Acoustics & Noise Control
Architectural Lighting
Medical Equipment Planning
Parking Planning & Design

Sustainability & Energy Solutions

Daylighting
Decarbonization Planning
CFD
Energy Modeling
Embodied Carbon Services
LEED, WELL, PHIUS Certification Services
Net Zero Consulting
Rapid Performance Modeling
Renewable Energy Assessments
Total Carbon Analysis

Building Performance

Commissioning
Retro-Commissioning
Monitoring-Based Commissioning
Building Performance Optimization & Operations

Infrastructure: Design & Planning

Civil Engineering
Land Surveying
Planning & Landscape Architecture
Environmental & Arborist
Materials Testing
Transportation (Roads, Highways, Bridges)
Parking Planning & Design
Subsurface Utility Engineering
Construction Observation

Consulting & Advisory Services

Building Intelligence & Integration
Technology Advisory Services
Healthcare Information Technology
Security Design Consulting
Visioning & Planning

Process Engineering

Automation & Controls
Chemical Process

