



January 19, 2026

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

**RE: Request for Qualifications (RFQ) for Municipal Planning Consulting Services**

Dear Mr. Pickering,

MP Planning Group, LLC (MP) is pleased to share our *Statement of Qualifications* providing municipal planning consulting services for WestCOG's member municipalities. Although the name MP Planning Group might be a "new name" to municipal and land use planning, our staff is not. Our two principals and co-founders have successfully completed over two dozen Plans of Conservation and Development in communities ranging from 9,000 residents to over 100,000 residents. Our project team has extensive experience in a range of community planning assignments in Connecticut, including Affordable Housing Plans, Area Master Plans, Transit-Oriented Development Plans, and Zoning Ordinances. Additionally, we provide demographic services to many school districts in WESTCOG's region. Our firm is pleased to submit our *Statement of Qualifications* for consideration to provide the following services:

**Municipal Planning Services**

- Plans of Conservation and Development
- Affordable Housing Plans/Housing Growth Plans
- Student Generation Analysis (student generation impacts from proposed housing)
- District and Neighborhood Plans (including Transit-Oriented Development Plans)

**Municipal Zoning Services**

- District/Neighborhood Based Zoning Text and Map Amendments – MP Planning provides targeted zoning text and map amendment services that implement the recommendations of our planning studies. Examples include Transit-Oriented Development ordinances, waterfront zoning ordinances, and overlay zones. Our firm does not provide comprehensive re-writes of municipal zoning regulations.

Thank you for reviewing our qualifications. It will remain in effect for 90 days after the January 19, 2026 RFQ due date. We look forward to sharing our creativity, passion, experience, and proven process for delivering implementable plans. If we can provide any additional information, please don't hesitate to contact me via email at [pgallagher@mpplanninggroup.com](mailto:pgallagher@mpplanninggroup.com) or on my cell phone at 845-544-4703.

Sincerely,

A handwritten signature in black ink, appearing to read 'Patrick Gallagher'.

Patrick Gallagher, AICP  
Co-Founder and Principal

A handwritten signature in black ink, appearing to read 'Michael Zuba'.

Michael Zuba, AICP  
Co-Founder and Principal



## 2. Work History

MP Planning Group, LLC was founded by Mike Zuba and Pat Gallagher in March 2024. After working together for over a decade for larger architectural and engineering firms, Mike and Pat decided to form their own small business that allowed them to pursue their passion for providing client-focused community planning services while taking a “hands on” approach to their work. MP Planning Group’s areas of expertise include community planning, land use planning, area master planning, school facility planning, demographic analysis, and geospatial services. As a Connecticut based company, MP focuses primarily on Connecticut public sector clients, with a limited number of public sector clients in other states in the northeast. Areas of expertise for our firm include the following:

### Plans of Conservation and Development

Together, Mike and Pat have decades of experience developing Plans of Conservation and Development (POCDs) in Connecticut for communities ranging in size from 10,000 to over 100,000 residents. With their prior firms, they led Plan of Conservation and Development projects for over two dozen communities and were responsible for every facet of project delivery including technical analysis, GIS mapping, community involvement, plan writing, policy development, and project management. These projects include:

Waterbury	West Haven	<b>Redding</b>
Groton	Meriden	<b>Wilton</b>
North Haven	Hamden	East Haddam
Watertown	Woodbridge	<b>Bethel</b>
Windham	Sprague	City of New Britain
Wilton	Lisbon	Black Point (East Lyme)
North Branford	SCRCOG (Regional Plan)	South Windsor
Hartford	<b>Weston</b>	Clinton

### Housing Plans

MP has experience assisting communities with proactively planning for greater housing choices. Since 2020, MP’s principals have led Affordable Housing Plan efforts in Weston, Mansfield, Farmington, and Hebron. The “Housing Growth Plan” framework outlined in the recently passed HB 8002 will replace the Affordable Housing Plans. The new framework has a more technical approach to identifying affordable housing policies, including evaluation and identification of priority zones and parcels, a developable land inventory, and an assessment of infrastructure needs. Leveraging its in-house GIS expertise, MP is well positioned to provide these technical services and develop Housing Plans that meet the new statutory requirements.

### Student Generation Analysis

MP has extensive experience working with School districts in the WestCOG region, performing services such as enrollment projections, capacity studies, student generation analyses, and long range planning. Over the last five years, MP staff has worked with fourteen (14) school districts within the WestCOG region, giving it a unique perspective on enrollment trends and expertise of the impact of new housing on enrollment. MP has compiled a database of recently completed housing developments combined with local enrollment data, providing a unique local student generation dataset that can help inform future land use applications. Creating locally- or regionally-based student “multipliers” can provide a more nuanced view of the impacts that different housing types have on local school enrollment.

## **District and Neighborhood Plans**

MP has experience developing district and neighborhood plans including downtown Plans, transit-oriented development plans, and brownfield area revitalization plans. Our experience spans rural, suburban, urban communities across the state. MP's approach to district and neighborhood plans combines technical expertise and stakeholder involvement to ensure that recommendations are both locally supported and are realistic from a market and development capacity perspective. Recent projects led by MP's principals include:

### **District Plans**

- Waterfront Business Zone Study – **Greenwich, CT**
- Town Center Master Plan – **Weston, CT**
- Silver Lane Revitalization Plan – East Hartford, CT
- Centre Square Development Plan – Bristol, CT

### **Transit-Oriented Development**

- Transit-Oriented Development Zoning Initiative – West Hartford, CT
- New Britain Transit-Oriented Development Plan – New Britain, CT

### **Brownfield Redevelopment Plans**

- Freight Street Redevelopment Strategy – Waterbury, CT
- New Britain Brownfield Area Revitalization (BAR) Plan – New Britain, CT

## **Municipal Zoning Services**

Zoning regulations are one of the key tools that municipalities have to implement the recommendations of district or neighborhood plans. While MP does not provide comprehensive re-writes of municipal zoning regulations, MP's principals have worked with several municipalities to adopt zoning ordinances for specific districts or neighborhoods that meets the community's desired land use and development goals. Recently completed projects include:

- Greenwich Waterfront Business Zoning Ordinance – **Greenwich, CT**
- Commercial Corridors Zoning Initiative – New Haven, CT
- Transit-Oriented Development Zoning Ordinance – West Hartford, CT

## Summary of Relevant Experience and References

Client/Project Name	Contact/Reference
Town of Bethel Bethel Plan of Conservation and Development (2019) * <a href="#">Link to Document</a>	Ms. Beth Cavagna Director of Planning & Zoning <a href="mailto:cavagnab@bethel-ct.gov">cavagnab@bethel-ct.gov</a> (203) 794-8578
Town of Wilton Wilton Plan of Conservation & Development (2019) * <a href="#">Link to Document</a>	Mr. Bob Nerney, AICP Director of Planning and Land Use (former) <a href="mailto:rnerney@waterburyct.org">rnerney@waterburyct.org</a> (203) 574-6817 ext. 7294
Town of Greenwich Waterfront Business Zone Planning Study and Zoning Ordinance (2018)* <a href="#">Link to Ordinance</a>	Mr. Patrick LaRow, AICP Director of Planning and Zoning <a href="mailto:Patrick.LaRow@greenwichct.gov">Patrick.LaRow@greenwichct.gov</a> (203) 622-7894
Town of Weston Weston Plan of Conservation and Development (2020)* Weston Affordable Housing Plan (2021)*  <a href="#">Link to POCD</a> <a href="#">Link to Affordable Housing Plan</a>	Ms. Tracy Kulikowski, AICP Land Use Director (former) <a href="mailto:Tracy.Kulikowski@greenwichct.org">Tracy.Kulikowski@greenwichct.org</a> (203) 622-7894
Town of South Windsor South Windsor Plan of Conservation and Development (2024) <a href="#">Link to Document</a>	Ms. Michele Lipe, AICP Director of Planning <a href="mailto:michele.lipe@southwindsor-ct.gov">michele.lipe@southwindsor-ct.gov</a> (860) 644-2511 ext. 2329
City of New Britain New Britain Plan of Conservation and Development (2021) * <a href="#">Link to Document</a>	Mr. Jack Benjamin Director of Planning & Development (former) <a href="mailto:Jack.benjamin@hartford.gov">Jack.benjamin@hartford.gov</a> (860) 757-9311
Town of West Hartford Transit Oriented Development Zoning Initiative (2022) * <a href="#">Link to Ordinance</a>	Mr. Todd Dumais, AICP Town Planner <a href="mailto:Todd.Dumais@WestHartfordCT.gov">Todd.Dumais@WestHartfordCT.gov</a> (860)-561-7556
City of Waterbury Plan of Conservation and Development (in progress) <a href="#">Link to Draft POCD</a>	Mr. Bob Nerney , AICP City Planner <a href="mailto:rnerney@waterburyct.org">rnerney@waterburyct.org</a> (203) 574-6817 ext. 7294

\* Indicates project completed by MP Planning Group Principals while at prior firms

### 3. Qualifications

Our project team is made up entirely of licensed senior staff. Senior staff doesn't just manage the project, we take a hands on approach to every facet of the project including technical analysis, stakeholder engagement, public outreach, and plan writing.

**Mike Zuba, AICP, NCI** Mike brings over 20 years of experience working in the A/E consulting industry, with a focus on community planning, master planning, demographics, land use, and zoning. He also has extensive experience serving as a facilitator for public and private clients' planning processes including master plans, development projects, school planning, facility master plans, zoning regulations and community comprehensive plans. Since 2000, Mike has assisted more than 60 communities on a variety of projects ranging from demographics and land use to comprehensive plans. He understands the complexity of modern planning projects, balancing input from many stakeholders, managing project dynamics, and fostering public involvement.

**Pat Gallagher, AICP** Pat brings fifteen years of experience spanning both the public and private sector. Pat is passionate about helping clients make informed decisions about their future. He brings expertise in the fields of land use and zoning, demography, geographic information systems, data visualization and analysis, master planning, and community involvement. Pat's experience spans both the public and private sectors and in addition to being a planning consultant has served as a regional planner at Naugatuck Valley Council of Governments (NVCOG) and a municipal planning director for the Town of Hebron.

# Mike Zuba, AICP, NCI

Co-Founder and Principal



Mike is a certified planner with over 20 years of experience working in the A/E consulting industry, with a focus on master planning, demographics, land use and zoning. He also has extensive experience serving as a facilitator for public and private clients’ planning processes including master plans, development projects, school planning, facility master plans, zoning regulations and community comprehensive plans. Since 2000, Mike has assisted more than 60 communities on a variety of projects ranging from demographics and land use to comprehensive plans. He understands the complexity of modern planning projects, balancing input from many stakeholders, managing project dynamics, and fostering public involvement.

### EDUCATION

MS, Environmental Science University of New Haven

BS, Environmental Science Wilkes University

### EXPERIENCE

**MP Planning Group:** 2024 to Present

**SLAM Collaborative:** 2021 to 2024

**Milone & MacBroom:** 2009 to 2021

**Harrall-Michalowski Associates (HMA):** 2000 to 2008

### REGISTRATIONS

Certified Planner, American Institute of Certified Planners (AICP)

National Charette Institute

### MEMBERSHIPS

American Planning Association

National Charrette Institute

### Plans of Conservation and Development

Project Manager and Lead Planner for the design, development, and compilation of Plans of Conservation and Development (POCD) in the following communities:

Hartford	Waterbury	Chester
Guilford	Meriden	<b>Wilton</b>
West Haven	Haddam	Woodbridge
Windham	Hamden	<b>Weston</b>
New Britain	Watertown	<b>Redding</b>
Wallingford	Groton	<b>Bethel</b>
North Haven	Sprague	Black Point (East Lyme)
East Haddam	<b>Newtown</b>	South Windsor
Clinton		

**WestCOG Member municipalities are highlighted in bold**

All of the POCD assignments above included significant land use inventory and analysis tasks, as well as extensive GIS analysis and mapping for all components of the plans. Additional tasks included authoring several chapters of the plan including collection of baseline topical data, analysis of this data, and the development of findings and recommendation for future action; fieldwork to collect data and verify accuracy of plan maps; topical presentations to the POCD Steering Committee; and coordinating and leading public workshop sessions. Worked with other members of the project team to compile the final plan document including the development of an “Action Agenda” master list of recommendations for future planning, zoning, and administrative actions to implement the plan.



## Community Planning, Land Use, and Zoning Studies

Mike has worked as a planning consultant for various land use and zoning projects in Connecticut over the last two decades including Area Master Plans, Affordable Housing Plans, Transit-Oriented Development Plans, Brownfield Redevelopment Plans, and Zoning Regulations. Notable projects include:

- **Weston Town Center Master Plan – Weston, CT**
- **Weston Affordable Housing Plan – Weston, CT**
- **Waterfront Business Zone Planning Study and Zoning Ordinance – Greenwich, CT**
- New Britain Transit-Oriented Development Plan – New Britain, CT
- New Britain Brownfield Area Revitalization Plan – New Britain, CT
- New Haven Commercial Corridors Zoning Regulations – New Haven, CT
- Freight Street Redevelopment Strategy – Waterbury, CT
- Bristol Centre Square Development Plan – Bristol, CT

**Projects within the WestCOG region municipalities are highlighted in bold**

## School Planning and Housing Impact Analysis

Mike is a state leader in school planning including enrollment projection updates, School Master Plans, capacity studies, and housing impact analyses (quantifying enrollment impacts of recently built or future housing developments). Over the last five years, Mike has worked with the following school districts within the WestCOG region.

Greenwich Public Schools  
Stamford Public Schools  
Darien Public Schools  
New Canaan Public Schools  
Norwalk Public Schools  
Westport Public Schools  
Brookfield Public Schools

Wilton Public Schools  
Weston Public Schools  
Ridgefield Public Schools  
Bethel Public Schools  
Newtown Public Schools  
Danbury Public Schools  
Sherman Public Schools

# Pat Gallagher, AICP

Co-Founder and Principal



## EDUCATION

MA, Geography  
Graduate Certificate in GIS  
University of Connecticut

BA, Geography  
State University of New York  
College at Geneseo

## EXPERIENCE

**MP Planning Group:** 2024 to Present

**SLAM Collaborative:** 2022 to 2024

**Town of Hebron:** 2021 to 2022

**Milone & MacBroom:** 2015 to 2021

**NVCOG:** 2012 to 2015

## REGISTRATIONS

Certified Planner, American Institute of  
Certified Planners (AICP)

## MEMBERSHIPS

American Planning Association

Pat is a certified community planner who is passionate about helping clients make informed decisions about their future. He brings expertise in the fields of land use and zoning, demography, geographic information systems, data visualization & analysis, master planning, and community involvement. Pat has over a decade of experience spanning both the public and private sectors and has experience as both a planning consultant, a municipal Planning Director, and a regional transportation planner.

## Plans of Conservation and Development

Pat has led Plan of Conservation and Development projects for numerous Connecticut municipalities ranging from 9,000 to over 100,000 residents.

Waterbury

Watertown

SCRCOG Regional Plan

**Wilton**

North Branford

East Haddam

**Weston**

Weston

**Bethel**

Vernon

New Britain

Black Point Association (East Lyme)

South Windsor

Clinton

**WestCOG Member municipalities are highlighted in bold**

As the lead planner or project manager, Pat was responsible for all facets of the POCD projects including technical analysis, GIS analysis and mapping, policy development, graphic and report design, engagement with Planning and Zoning Commissions and other stakeholders, and the development of the "Action Agenda" or master list of recommendations guiding the economic, natural, and social future of the community.

## Community Planning, Land Use, and Zoning Studies

Pat brings expertise in community planning, land use, and zoning, including redevelopment plans, neighborhood master plans, zoning studies and zoning text amendments. Recent efforts that Pat has led include:

- **Waterfront Business Zoning Study and Zoning Ordinance – Greenwich, CT**
- **Weston Town Center Master Plan – Weston, CT**
- Affordable Housing Plans
  - Farmington, CT
  - Mansfield, CT
  - Hebron, CT
  - **Weston, CT**
- Silver Lane Revitalization Strategy – East Hartford, CT
- Bristol Centre Square Development Plan – Bristol, CT
- Freight Street Redevelopment Strategy – Waterbury, CT
- UConn West Hartford Campus Visioning – West Hartford, CT
- Commercial Corridors Zoning Study – New Haven, CT
- West Hartford TOD Zoning Initiative and Zoning Ordinance – West Hartford, CT
- South Green Area Master Plan – Hartford, CT
- South End Planning Study – Bridgeport, CT
- South End Industrial Park Feasibility Study – Waterbury, CT

**Projects within the WestCOG region municipalities are highlighted in bold**

## School Planning and Housing Impact Analysis

Pat has over a decade of experience in school planning including enrollment projection updates, School Master Plans, capacity studies, and housing impact analyses (quantifying enrollment impacts of recently built or future housing developments). Over the last five years, Pat has worked with the following school districts within the WestCOG region.

Greenwich Public Schools  
Stamford Public Schools  
Darien Public Schools  
New Canaan Public Schools  
Norwalk Public Schools  
Westport Public Schools  
Sherman Public Schools

Wilton Public Schools  
Weston Public Schools  
Ridgefield Public Schools  
Bethel Public Schools  
Newtown Public Schools  
Danbury Public Schools



## 4. Description of Organization

<b>Firm Name:</b>	MP Planning Group, LLC
<b>Mailing Address:</b>	PO Box 1013, Madison CT 06443
<b>Date Firm Organized:</b>	March 22, 2024
<b>Principals:</b>	Patrick Gallagher, AICP, Co-Founder and Principal Michael Zuba, AICP, Co-Founder and Principal

### About MP Planning Group

MP Planning Group, LLC was founded by Mike Zuba and Pat Gallagher in March 2024. After working together for over a decade for larger architectural and engineering firms, Mike and Pat decided to form their own small business that allowed them to pursue their passion for providing client-focused community planning services while taking a “hands on” approach to their work. MP Planning Group’s areas of expertise include community planning, land use planning, area master planning, school facility planning, demographic analysis, and geospatial services. As a Connecticut based company, MP focuses primarily on Connecticut public sector clients, with a limited number of public sector clients in other states in the northeast.

### Organizational Framework

As a small business, MP Planning Group is committed to principal involvement and pursuing quality projects, as opposed to the “volume” based business model of some of our larger competitors. This allows our senior staff to have a direct connection with our clients and projects and stay involved with all aspects of the project, as opposed to delegating tasks to a large team of junior staff. All tasks will be performed by MP Planning Group’s two principals. We possess the necessary personnel and capacity to complete the services described in the RFQ.

## 5. Signature of Representative

As an owner and principal of MP Planning Group, I have legal authority to contract on behalf of the firm.

A handwritten signature in black ink, appearing to read "Patrick Gallagher", is written over a solid horizontal line.

Patrick Gallagher, Co-Founder and Principal

The information submitted as part of this *Statements of Qualifications* will remain in effect for 90 days after the January 19, 2026 due date.

## 6. Organizational Conflict of Interest Statement

MP Planning Group and its principals have no relevant facts or circumstances that could give rise to conflicts of interest.