TOWN OF DUNSTABLE

SELECT BOARD

MEETING MATERIALS

OCTOBER 8, 2026

511 Main Street

Dunstable, MA 01827

OFFICE OF THE SELECT BOARD
TOWN OF DUNSTABLE
511 Main Street Dunstable, MA 01827
(978) 649-4514 | select-board@dunstable-ma.gov

NOTICE OF A PUBLIC MEETING POSTED IN ACCORDANCE WITH THE PROVISIONS OF MGL 30A §18 – 25

BOARD/COMMITTEE/COMMISSION:	Select Board
SUBMITTED TO TOWN CLERK:	10/05/2026 2:47 pm
MEETING DATE:	10/8//2026
MEETING TIME:	5:30PM
LOCATION:	Town Hall - Upper Level

Topics the Chair Reasonably Anticipates will or could be Discussed:

Note: All topic placement & times are estimated and may vary *tremendously* from projections

SCHEDULED AGENDA ITEMS

1	Meeting Called to Order
2.	Public Comment
3.	Approval of Meeting Minutes from September 21, 2026*
4.	Annual Appointments*
5.	Union Building Re-use and Business Planning Contract - Keen Independent Research*
6.	Firefighter Memorial Location - Monuments and Memorials Committee Chair, Joe Dean*
7.	Ron Mayer - 1085 Main Street Concerns*
8.	Social Media Policy Recommended Updates*
9.	FY28 Budget, Forecast and Override Request Discussion*
10.	Town Administrators Report
11.	Topics Not Reasonably Anticipated by the Chair
12.	Executive Session: Executive Session pursuant to G.L. c. 30A, § 21 (a) (3), to discuss strategy with respect to potential litigation concerning a possible claim relating to PFAS contamination in the Town's public water supply, as discussion in open session may have a detrimental effect on the Board's litigating position.*
13.	Meeting Adjournment

*Votes likely to be taken (Note: This listing of matters reflects those reasonably anticipated by the chair which may be discussed at the meeting. Not all items listed may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.)

Additional Details:

To watch the meeting while streaming visit:
https://teams.microsoft.com/meet/267227352104903?p=E6HDJdCHkxXpuASXdx

ITEM #3

~~MEETING MINUTES~~

ITEM #3

~~MEETING MINUTES~~

From: Jason Silva
To: Jason Silva
Subject: FW: Advisory Board vacancy
Date: Thursday, September 17, 2026 11:08:26 AM

FYI

Jason Silva
Town Administrator
Town of Dunstable
(978) 743-6340
www.dunstable-ma.gov

"I've got a theory that if you give 100 percent all of the time, somehow things will work out in the end." – Larry Bird

---

From: Jason Silva
Sent: Thursday, September 17, 2026 11:05 AM
To: 'Sarah McInnis' <smcinnis01@hotmail.com>
Subject: RE: Advisory Board vacancy

Hi Sarah:

The Select Board asked that I respond to your email. You can find the Advisory Board webpage here: https://www.dunstable-ma.gov/advisory-board. Their website also includes the Advisory Board bylaw which will give you a good idea on the Board's role and responsibilities: https://www.dunstable-ma.gov/sites/g/files/vyhlif4361/f/uploads/advisory_board_bylaw.pdf.

In general, the Advisory Board reviews Town Meeting articles and town finances, then makes recommendations to voters. It primarily serves as the Town's finance committee. The Board is required to hold a public hearing on every Town Meeting warrant article and report its recommendations to Town Meeting. It also works closely with staff and the Select Board on reviewing past spending and proposed budgets each year, developing financial forecasting models, budget recommendations, and other spending/appropriation requests.

The board has 6 elected members serving 3-year terms and currently has one vacancy. Its role is advisory; Town Meeting makes final appropriation decisions. The baord's meeting cadence is typically once a month, although in some months (mostly in summer) they may not meet, and as it gets closer to Town Meeting and during budget

season, they meet more frequently.

After reviewing this information, if you would like to discuss the board further, please feel free to give me a call. I'd be happy to try to answer any additional questions you may have.

Thanks for expressing your interest.

Jason Silva
Town Administrator
Town of Dunstable
(978) 743-6340
www.dunstable-ma.gov

"I've got a theory that if you give 100 percent all of the time, somehow things will work out in the end." – Larry Bird

---

From: Sarah McInnis <smcinnis01@hotmail.com>
Sent: Tuesday, September 15, 2026 8:01 PM
To: select-board <select-board@dunstable-ma.gov>
Subject: [External] Advisory Board vacancy

Good afternoon,

I am interested in volunteering for the Advisory Board. Could you please send more information about this volunteer position?

Greatly appreciated

Sarah McInnis

From: Brian Finnell
To: select-board
Subject: [External] Advisory Board Volunteer
Date: Sunday, September 13, 2026 11:30:59 AM

I'm interested in volunteering for the Advisory Board vacancy. I live at 386 Groton Street and have been a resident of Dunstable for the last 29 years. I retired two years ago as a Vice President of Environmental Services at AECOM, a multinational Engineering firm. In my role, I was responsible for the execution/operations of over $600M in business related to over 400 individual projects. As such, I am very familiar in evaluating budgets, identifying and managing risk, and identifying cost savings. I also have some minor experience in municipal volunteering as a member of the Building Committee associated with the building of the current High School and renovation of the Middle School North.

Thanks!
Brian Finnell

From: Mitch Leestma
To: Leestma, Mitchell
Cc: select-board
Subject: Re: [External] Vacancy - Town of Dunstable Advisory Board
Date: Wednesday, September 30, 2026 7:54:02 PM
Attachments: image001.png

Hello, just writing today to confirm that my message below has been received - I would certainly love to speak to someone if possible. Thank you for your time.

Mitch Leestma
612.747.4546
mitchell.leestma@gmail.com

On Wed, Sep 23, 2026 at 9:04 PM Leestma, Mitchell <Mitchell.Leestma@ampf.com> wrote:

> Hello,
>
> My name is Mitch Leestma, and I live at 76 Hardy Street in Dunstable. I'm writing you today to express my interest in speaking with the Select Board about the vacancy on the Advisory Board.
>
> While I am a new resident of Dunstable – my wife and I moved here in June of 2025 – I have maintained a strong commitment to public service to both my country and my community throughout my life. I served eight years on active and reserve duty with the US Marine Corps as an engineer officer, mentored veterans in their journey to college and graduate education, and more recently as a youth soccer and baseball coach in the Groton-Dunstable sports leagues.
>
> I believe that my previous experience both on the ground - building bases in Afghanistan as a Marine Corps engineer officer – and as a planner - working with nine different subsidiaries on six continents on an annual construction budget of $5 billion – well suits me for 'crunching the numbers' as well as working together with others towards achieving planning goals and targets.
>
> I've attached my resume for consideration, and I would very much appreciate the opportunity to speak with the board to discuss why I think I could be a valuable hand to the advisory board as well as the Dunstable community. The below is my work contact info, but I can also be reached on my personal cell at 612-747-4546 or Mitchell.leestma@gmail.com.
>
> Regards,
>
> Mitch
>
> **Mitch Leestma, MBA**
> Financial Advisor
> Curran & Associates
> A private wealth advisory practice of Ameriprise Financial Services, LLC
>
> Schedule 30 minutes with me

.....

Ameriprise Financial Services, LLC
1400 Computer Dr
Ste 110
Westborough, MA 01581

Mobile: 978.591.6493

Fax: 508.621.5655



Investment products are not insured by the FDIC, NCUA or any federal agency, are not deposits or obligations of, or guaranteed by any financial institution, and involve investment risks including possible loss of principal and fluctuation in value.
Products from RiverSource and Columbia Threadneedle Investments are offered by affiliates of Ameriprise Financial Services, LLC. Investment advisory products and services are made available through Ameriprise Financial Services, LLC, a registered investment adviser. Ameriprise Financial Services, LLC. Member FINRA and SIPC.

The information provided here is for general financial and tax planning purposes only. I am not a CPA, and you should review all tax-related questions with a certified public accountant or tax professional.

****
* “This message and any attachments are solely for the intended recipient and may contain confidential or privileged information. If you are not the intended recipient, any disclosure, copying, use or distribution of the information included in this message and any attachments is prohibited. If you have received this communication in error, please notify us by reply email, or call, and immediately and permanently delete the message and any attachments. Thank you.”
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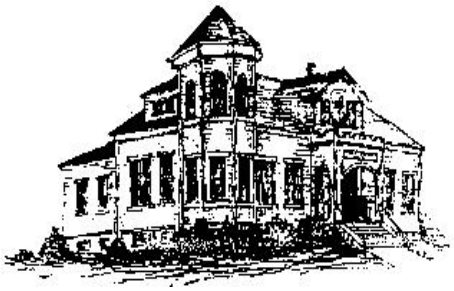
*

ITEM #5

UNION BUILDING REUSE AND PLANNING CONTRACT



OFFICE OF THE
TOWN ADMINISTRATOR
TOWN OF DUNSTABLE
TOWN HALL, 511 MAIN STREET
DUNSTABLE, MA 01827-1313
(978) 649-4514 X224 FAX (978) 649-4371
e-mail: jsilva@dunstable-ma.gov



MEMORANDUM

TO: Dunstable Select Board
FROM: Jason Silva, Town Administrator/Chief Procurement Officer
DATE: October 6, 2026

RE: Union Building Reuse and Business Planning RFP – Determination and Recommendation of Most Advantageous Proposal

---

As you know, the Town issued a Request for Proposals for the Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Union School Building. The Town received a total of 7 proposals in response to the RFP.

The proposals were reviewed and evaluated in accordance with the comparative evaluation criteria contained in the RFP. The evaluation team, which included the Chair of the Union Building Rehabilitation Committee, Leah Basbanes, and me, completed evaluations and rankings for each proposal. The evaluations for each proposal are attached to this memorandum.

Based upon the evaluation results, interviews of the finalists, consideration of the price proposals, and my review of the submissions, as Chief Procurement Officer, I have determined that Keen Independent Research submitted the most advantageous proposal, taking into consideration price and the evaluation criteria outlined in the RFP.

Thus, as Chief Procurement Officer, I recommend that the Select Board approve the award to Keen Independent Research and authorize execution of the contract.

Thank you.

MINIMUM QUALIFICATIONS
Union Building

	Yes	No
The firm/project manager/team must have at least five (5) years of experience in relevant practice areas on projects of similar size and scope.		
The firm/team must have previous experience in similar projects. Successful completion of a minimum of three (3) similar projects within the last five (5) years is required, and completion of five (5) overall is desired.		
The principal and project manager to be assigned to this project must be available for meetings with the Town on days or evenings, as required.		
The firm/team must have proven experience in the public and/or private sector and in working with municipalities.		
The volume of the proposed project managers and firm's current and projected workload must not adversely affect its ability to immediately initiate work and to follow through with the project in a timely and professional manner. The firm and all team members must be current staff members and capable of devoting a significant amount of time to this project in order to complete the work within the schedule outlined in this RFP.		

EVALUATION CRITERIA
Union Building

Criteria	Not Advantageous (Score 1-3)	Advantageous (Score 4-6)	Highly Advantageous (Score 7-10)	Score	Weight Factor	Points
Relevant experience of proposer and/or proposed project staff	The proposer has less than three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least five (5) years of experience consulting with municipalities on projects of similar size and scope to this project.	9	30%	27
Project approach and understanding	The proposal does not contain a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear and comprehensive plan that addresses all the project objectives stated in the RFP.	9	30%	27
Staffing plan and methodology	The proposal is not sufficiently detailed to fully evaluate, or the plan does not contain all the components necessary to produce a complete report that addresses all the required issues.	The proposal includes a credible scheme for producing a complete report that addresses all the required issues.	The proposal includes a detailed, logical, and highly efficient scheme for producing a complete report that addresses all the required issues.	9	20%	18
Proposer's demonstrated ability to complete projects on a timely basis	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	Only one of the proposer's references indicates that the project was completed with substantial delays attributable to the proposer, and no current project or project completed in the last three years experienced substantial delays attributable to the proposer.	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	10	10%	10
References and past performance	References identify concerns regarding the respondent's performance. References indicate they would be reluctant or unwilling to retain the respondent for future work.	References indicate satisfactory performance on comparable projects, with generally positive feedback regarding quality of work, communication, and project management. Minor issues, if any, were resolved in a timely and satisfactory manner. References indicate they would consider retaining the respondent for future work.	All references provide consistently positive feedback regarding the respondent's technical competence, quality of work, communication, responsiveness, project management, ability to meet schedules and budgets, and overall satisfaction. References indicate the respondent successfully completed projects of similar size, complexity, and scope and would be retained again without hesitation.	10	10%	10
					Total Points	92

EVALUATION CRITERIA
Union Building

Criteria	Not Advantageous (Score 1-3)	Advantageous (Score 4-6)	Highly Advantageous (Score 7-10)	Score	Weight Factor	Points
Relevant experience of proposer and/or proposed project staff	The proposer has less than three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least five (5) years of experience consulting with municipalities on projects of similar size and scope to this project.	8	30%	24
Project approach and understanding	The proposal does not contain a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear and comprehensive plan that addresses all the project objectives stated in the RFP.	8	30%	24
Staffing plan and methodology	The proposal is not sufficiently detailed to fully evaluate, or the plan does not contain all the components necessary to produce a complete report that addresses all the required issues.	The proposal includes a credible scheme for producing a complete report that addresses all the required issues.	The proposal includes a detailed, logical, and highly efficient scheme for producing a complete report that addresses all the required issues.	6	20%	12
Proposer's demonstrated ability to complete projects on a timely basis	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	Only one of the proposer's references indicates that the project was completed with substantial delays attributable to the proposer, and no current project or project completed in the last three years experienced substantial delays attributable to the proposer.	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	8	10%	8
References and past performance	References identify concerns regarding the respondent's performance. References indicate they would be reluctant or unwilling to retain the respondent for future work.	References indicate satisfactory performance on comparable projects, with generally positive feedback regarding quality of work, communication, and project management. Minor issues, if any, were resolved in a timely and satisfactory manner. References indicate they would consider retaining the respondent for future work.	All references provide consistently positive feedback regarding the respondent's technical competence, quality of work, communication, responsiveness, project management, ability to meet schedules and budgets, and overall satisfaction. References indicate the respondent successfully completed projects of similar size, complexity, and scope and would be retained again without hesitation.	9	10%	9
					Total Points	77

EVALUATION CRITERIA
Union Building

Criteria	Not Advantageous (Score 1-3)	Advantageous (Score 4-6)	Highly Advantageous (Score 7-10)	Score	Weight Factor	Points
Relevant experience of proposer and/or proposed project staff	The proposer has less than three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least five (5) years of experience consulting with municipalities on projects of similar size and scope to this project.	7	30%	21
Project approach and understanding	The proposal does not contain a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear and comprehensive plan that addresses all the project objectives stated in the RFP.	9	30%	27
Staffing plan and methodology	The proposal is not sufficiently detailed to fully evaluate, or the plan does not contain all the components necessary to produce a complete report that addresses all the required issues.	The proposal includes a credible scheme for producing a complete report that addresses all the required issues.	The proposal includes a detailed, logical, and highly efficient scheme for producing a complete report that addresses all the required issues.	8	20%	16
Proposer's demonstrated ability to complete projects on a timely basis	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	Only one of the proposer's references indicates that the project was completed with substantial delays attributable to the proposer, and no current project or project completed in the last three years experienced substantial delays attributable to the proposer.	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	10	10%	10
References and past performance (10%)	References identify concerns regarding the respondent's performance. References indicate they would be reluctant or unwilling to retain the respondent for future work.	References indicate satisfactory performance on comparable projects, with generally positive feedback regarding quality of work, communication, and project management. Minor issues, if any, were resolved in a timely and satisfactory manner. References indicate they would consider retaining the respondent for future work.	All references provide consistently positive feedback regarding the respondent's technical competence, quality of work, communication, responsiveness, project management, ability to meet schedules and budgets, and overall satisfaction. References indicate the respondent successfully completed projects of similar size, complexity, and scope and would be retained again without hesitation.	10	10%	10
					Total Points	84

EVALUATION CRITERIA
Union Building

Criteria	Not Advantageous (Score 1-3)	Advantageous (Score 4-6)	Highly Advantageous (Score 7-10)	Score	Weight Factor	Points
Relevant experience of proposer and/or proposed project staff	The proposer has less than three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least five (5) years of experience consulting with municipalities on projects of similar size and scope to this project.	8	30%	24
Project approach and understanding	The proposal does not contain a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear and comprehensive plan that addresses all the project objectives stated in the RFP.	8	30%	24
Staffing plan and methodology	The proposal is not sufficiently detailed to fully evaluate, or the plan does not contain all the components necessary to produce a complete report that addresses all the required issues.	The proposal includes a credible scheme for producing a complete report that addresses all the required issues.	The proposal includes a detailed, logical, and highly efficient scheme for producing a complete report that addresses all the required issues.	9	20%	18
Proposer's demonstrated ability to complete projects on a timely basis	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	Only one of the proposer's references indicates that the project was completed with substantial delays attributable to the proposer, and no current project or project completed in the last three years experienced substantial delays attributable to the proposer.	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	3	10%	3
References and past performance	References identify concerns regarding the respondent's performance. References indicate they would be reluctant or unwilling to retain the respondent for future work.	References indicate satisfactory performance on comparable projects, with generally positive feedback regarding quality of work, communication, and project management. Minor issues, if any, were resolved in a timely and satisfactory manner. References indicate they would consider retaining the respondent for future work.	All references provide consistently positive feedback regarding the respondent's technical competence, quality of work, communication, responsiveness, project management, ability to meet schedules and budgets, and overall satisfaction. References indicate the respondent successfully completed projects of similar size, complexity, and scope and would be retained again without hesitation.	3	10%	3
					Total Points	72

EVALUATION CRITERIA
Union Building

Criteria	Not Advantageous (Score 1-3)	Advantageous (Score 4-6)	Highly Advantageous (Score 7-10)	Score	Weight Factor	Points
Relevant experience of proposer and/or proposed project staff	The proposer has less than three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least five (5) years of experience consulting with municipalities on projects of similar size and scope to this project.	7	30%	21
Project approach and understanding	The proposal does not contain a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear and comprehensive plan that addresses all the project objectives stated in the RFP.	8	30%	24
Staffing plan and methodology	The proposal is not sufficiently detailed to fully evaluate, or the plan does not contain all the components necessary to produce a complete report that addresses all the required issues.	The proposal includes a credible scheme for producing a complete report that addresses all the required issues.	The proposal includes a detailed, logical, and highly efficient scheme for producing a complete report that addresses all the required issues.	8	20%	16
Proposer's demonstrated ability to complete projects on a timely basis	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	Only one of the proposer's references indicates that the project was completed with substantial delays attributable to the proposer, and no current project or project completed in the last three years experienced substantial delays attributable to the proposer.	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	10	10%	10
References and past performance	References identify concerns regarding the respondent's performance. References indicate they would be reluctant or unwilling to retain the respondent for future work.	References indicate satisfactory performance on comparable projects, with generally positive feedback regarding quality of work, communication, and project management. Minor issues, if any, were resolved in a timely and satisfactory manner. References indicate they would consider retaining the respondent for future work.	All references provide consistently positive feedback regarding the respondent's technical competence, quality of work, communication, responsiveness, project management, ability to meet schedules and budgets, and overall satisfaction. References indicate the respondent successfully completed projects of similar size, complexity, and scope and would be retained again without hesitation.	10	10%	10
					Total Points	81

EVALUATION CRITERIA
Union Building

Criteria	Not Advantageous (Score 1-3)	Advantageous (Score 4-6)	Highly Advantageous (Score 7-10)	Score	Weight Factor	Points
Relevant experience of proposer and/or proposed project staff	The proposer has less than three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least five (5) years of experience consulting with municipalities on projects of similar size and scope to this project.	8	30%	24
Project approach and understanding	The proposal does not contain a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear plan that addresses most of the project objectives stated in the RFP.	The proposal contains a clear and comprehensive plan that addresses all the project objectives stated in the RFP.	8	30%	24
Staffing plan and methodology	The proposal is not sufficiently detailed to fully evaluate, or the plan does not contain all the components necessary to produce a complete report that addresses all the required issues.	The proposal includes a credible scheme for producing a complete report that addresses all the required issues.	The proposal includes a detailed, logical, and highly efficient scheme for producing a complete report that addresses all the required issues.	7	20%	14
Proposer's demonstrated ability to complete projects on a timely basis	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	Only one of the proposer's references indicates that the project was completed with substantial delays attributable to the proposer, and no current project or project completed in the last three years experienced substantial delays attributable to the proposer.	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	8	10%	8
References and past performance (10%)	References identify concerns regarding the respondent's performance. References indicate they would be reluctant or unwilling to retain the respondent for future work.	References indicate satisfactory performance on comparable projects, with generally positive feedback regarding quality of work, communication, and project management. Minor issues, if any, were resolved in a timely and satisfactory manner. References indicate they would consider retaining the respondent for future work.	All references provide consistently positive feedback regarding the respondent's technical competence, quality of work, communication, responsiveness, project management, ability to meet schedules and budgets, and overall satisfaction. References indicate the respondent successfully completed projects of similar size, complexity, and scope and would be retained again without hesitation.	9	10%	9
					Total Points	79

EVALUATION CRITERIA
Union Building

Criteria	Not Advantageous (Score 1-3)	Advantageous (Score 4-6)	Highly Advantageous (Score 7-10)	Score	Weight Factor	Points
Relevant experience of proposer and/or proposed project staff	The proposer has less than three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.	The proposer has at least five (5) years of experience consulting with municipalities on projects of similar size and scope to this project.	8	30%	24
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Proposer's demonstrated ability to complete projects on a timely basis	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	Only one of the proposer's references indicates that the project was completed with substantial delays attributable to the proposer, and no current project or project completed in the last three years experienced substantial delays attributable to the proposer.	All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.	9	10%	9
References and past performance (10%)	References identify concerns regarding the respondent's performance. References indicate they would be reluctant or unwilling to retain the respondent for future work.	References indicate satisfactory performance on comparable projects, with generally positive feedback regarding quality of work, communication, and project management. Minor issues, if any, were resolved in a timely and satisfactory manner. References indicate they would consider retaining the respondent for future work.	All references provide consistently positive feedback regarding the respondent's technical competence, quality of work, communication, responsiveness, project management, ability to meet schedules and budgets, and overall satisfaction. References indicate the respondent successfully completed projects of similar size, complexity, and scope and would be retained again without hesitation.	9	10%	9
					Total Points	82

Keen	**92**
RND	**84**
BJH	**82**
Weston and Sampson	**81**
RKG	79
Webb	77
JS&A	72

RND	$67,500
Weston and Sampson	$68,800
RKG	$69,750
Keen	**$69,950**
BJH	$70,000
Webb	$70,000
JS&A	$70,000

Firm	Ranking
Keen	**1**
Weston and Sampson	**2**
BJH	**3**
RND	**4**
RKG	5
Webb	6
JS&A	7

BJH ADVISORS



FEASIBILITY STUDY AND BUSINESS PLANNING FOR THE REUSE AND CULTURAL ACTIVATION OF THE HISTORIC UNION SCHOOL BUILDING

Town of Dunstable, Massachusetts
September 2026

Town of Dunstable Massachusetts

TABLE OF CONTENTS

COVER LETTER	3
FIRM OVERVIEW	4
KEY PERSONNEL AND RESUMES	6
SUBCONSULTANTS	11
CONTACT INFORMATION	15
PROJECT UNDERSTANDING AND APPROACH	16
PROJECT SCHEDULE	22
REFERENCES	23
FORMS	24

1. COVER LETTER

September 4, 2026

Jason Silva, Town Administrator
Town of Dunstable
Dunstable Town Hall
511 Main Street
Dunstable, MA 01827

RE: Feasibility Study and Business Planning for the Reuse and Cultural Activation of the Historic Union School Building

Dear Mr. Silva,

BJH Advisors (BJH) is pleased to submit this proposal for the Union Building feasibility study. BJH is a woman and minority-owned real estate advisory, economic development, and urban planning consulting firm with offices in New York and Atlanta. BJH's core strengths are economic and market analysis, financial modeling, funding strategy, and governance structuring for public- and private-sector clients. Gienapp Architects will join as subconsultant, bringing direct architectural experience with the Union Building's exterior restoration and ongoing interior design work, as well as community context and continuity.

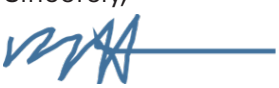
Historic buildings sit at the center of BJH's practice. BJH has completed feasibility studies for the reuse of historic school buildings in New York City, New Haven, Nashua, and Detroit, among other locations across the Northeast and Midwest. Each of these buildings once served a single purpose, and redevelopment offered each the chance to serve its community in a new way. . BJH's approach treats that transition as an opportunity. Reuse preserves the history (and embodied carbon), and market analysis and community engagement give new ideas room to raise their hand and be heard. The Union Building's story doesn't end with adaptive reuse, it moves on to a new chapter.

BJH's financial implementation focus sets our work apart. BJH has extensive experience with financial feasibility and funding strategy projects, including proforma analysis, that can help deliver projects from concept to reality. Feasibility studies often produce a report and stop there, but BJH also brings direct experience developing adaptive reuse projects (NYC & Newburgh, NY). Leveraging our experience both consulting and developing, BJH's capital plans and operating models are scaled to what the client and the community can actually sustain, not to an idealized version of an asset's future. For Dunstable, that means helping the Town define what success looks like for the Union Building on its own terms, and then building a realistic path in today's high-cost environment.

Maggie Haight, Principal, will serve as Principal in Charge for this engagement and is BJH's primary point of contact. Kei Hayashi, Senior Principal and firm founder, will serve as Strategic Advisor. Charlotte Moore will serve as Project Manager, and Asher Hoyt will serve as Project Analyst. BJH will be supported by Imelda Barnhurst and Michael Nee from Gienapp Architects who have deep familiarity with the Union School Building and can provide invaluable insight into its reuse potential.

BJH looks forward to the opportunity to help Dunstable reactivate a building that has served the Town for 130 years, and to help it serve the Town for many more.

Sincerely,



Maggie Haight
Principal, BJH Advisors LLC
(651) 253-2046 | mhaight@bjhadvisors.com

2. FIRM OVERVIEW

BJH Advisors LLC (BJH) is a real estate advisory, economic development, urban planning, and public policy firm founded in 2010 with expertise in financial and market analytics, tax policy, infrastructure and land-use planning, community revitalization, public private partnerships, federal/state/city incentives, and public funding strategies. BJH works with public, private, non-profit, and institutional clients to analyze and structure real estate development opportunities; undertake financial feasibility, market, economic, and zoning analysis; and determine if policy goals require programmatic action. Our principals and staff are a diverse team of policy experts, designers, urban planners, attorneys, and consultants with a deep commitment to improving the communities we work in. Kei Hayashi and Michael Meola, Senior Principals of BJH, have over 50 years of combined public- and private-sector development experience.

BJH is a limited liability company (LLC) with offices at:

25 Park Place, 2nd Floor
New York, NY 10007

119 East Court Square, Suite 201
Decatur, GA 30030

Services

Our services range from policy analysis and advice at the community, city, state and regional levels to master planning at the site to district levels to transactional work such as acquisitions, financial underwriting, dispositions, credit and incentive applications, and development of both commercial and residential assets. Our key service areas include:

- Real Estate and Urban Planning Analysis
- Economic Development Policy
- Public Policy Evaluation
- Financial Feasibility Analysis (public finance, non-profit finance, and real estate finance)
- Workforce Development Strategy
- Incentives Evaluation, Eligibility, and Application
- Public Private Partnership Structuring
- Infrastructure Finance and Tax Policy

BJH has extensive experience with adaptive reuse projects, particularly school and government facility reuse. BJH has provided market analysis and financial feasibility services for school reuse projects in Nashua, NH; New Haven, CT; New York, NY; and Detroit, MI and for facility reuse projects across New York State. BJH also has an active development practice and is undertaking adaptive reuse projects in Newburgh, NY, and on Governors Island in New York, NY.

Minority and Woman-Owned Business Enterprise Status

BJH is also a certified Minority and Woman-Owned Business Enterprise (MWBE) with the following entities:

- New York City
- New York State (through Empire State Development)
- Port Authority of NY and NJ
- City of Philadelphia, PA
- The Commonwealth of Pennsylvania
- Michigan Department of Transportation
- Georgia Department of Transportation

Website / Email

www.bjhadvisors.com | admin@bjhadvisors.com



Nashua School Redevelopment Study

School Reuse Feasibility



New Haven School Redevelopment Study

School Reuse Feasibility



P.S. 64 (New York City) School Reuse Study

School Reuse Feasibility



Detroit Vacant Schools Market & Feasibility Analysis

School Reuse Feasibility



New York State Prison Redevelopment Commission

Facility Reuse Feasibility



New York State Facilities Feasibility Study

Facility Reuse Feasibility



143 Washington Street Development (Newburgh, NY)

Active Adaptive Reuse Project



Governors Island School Reuse Development

Active Adaptive Reuse Project



New York State Downtown Revitalization Initative

Community Engagement

3. KEY PERSONNEL AND RESUMES

BJH ADVISORS



KEI HAYASHI
Strategic Advisor



MAGGIE HAIGHT
Principal in Charge



CHARLOTTE MOORE
Project Manager



ASHER HOYT
Analyst

GIENAPP ARCHITECTS
DANVERS | BELLINGHAM



IMELDA BARNHURST



MICHAEL NEE



KEI HAYASHI
Senior Principal

(646) 573-9588
khayashi@bjhadvisors.com

EDUCATION

Master of Public Affairs
Princeton University
School of Public and Int'l Affairs

Bachelor of Arts
Wesleyan University

WORK EXPERIENCE

2010-Present
Senior Principal
BJH Advisors LLC

2007-2017
Adjunct Assistant Professor
New York University Wagner
School of Public Service

2008-2010
Vice President
BAE Urban Economics
New York Office

1995-2007
Various Positions at NYC
Economic Development
Corporation (NYCEDC)

- Executive Director of NYC Industrial Development Agency (IDA)
- Deputy Director of NYCIDA
- Senior Vice President of Financing Initiatives Division

1994
Associate Consultant
New York Consulting Partners

PROFESSIONAL LICENSURE

Series 50 Registered Municipal Advisor: Municipal Securities Rulemaking Board Series 55

Brooklyn Navy Yard Board Member

Member of WX - New York Women Executives in Real Estate

Kei Hayashi, Partner at BJH Advisors, has extensive experience advising clients on innovative financing and development strategies for real estate projects. Kei gained expertise in economic development financing tools and real estate development through leadership positions at New York City Economic Development Corp., where among other responsibilities she was the executive director of the New York City Industrial Development Agency (NYCIDA). Kei advises clients on public processes and provides market and economic analysis related to development decision-making. She is an MSRB Series 50 Municipal Advisor. Besides leading BJH, Kei is on the board of the Brooklyn Navy Yard and the Riders Alliance.

Recent Experience: Kei/BJH recently completed the financial component of the New York City Economic Development Corporation's master plan for Sunnyside Yards, where PILOT and development opportunity benefits to the public sector were compared to the costs of platforming and other required infrastructure. Kei was also the advisor to the Moynihan Station Development Corporation and the State of New York on a financing for the Phase 2 train hall improvements at Moynihan Station. She also worked on the evaluation of the Mandatory Inclusionary Housing Program for the City of New York.

Private Clients: Private sector clients have included RXR, TF Cornerstone, Taconic, Regional Plan Association (study of airport-related development), Civic Hall at Union Square, REBNY, Mount Sinai, Stanford University, Cypress Hills Development Corp., and the Council of Fashion Designers of America.

While at NYCIDA, Kei worked on developing financing products, including bond programs, to assist a range of borrowers–from small industrial and nonprofit entities to large governmental issuers. Kei was in a leadership position at NYCIDA when the Mets and Yankees used tax-exempt bonds to finance new stadium assets and oversaw NYCIDA policy and approvals for the Hudson Yards property tax structure which contributed to the financing of the No. 7 Subway line extension. Kei is familiar with municipal bond financing requirements as well as the various options public borrowers have to structure their capital markets transactions.



MAGGIE HAIGHT
Principal

(651) 253-2046
mhaight@bjhadvisors.com

EDUCATION

Master of Public Affairs
Princeton University
School of Public and Int'l Affairs

Bachelor of Science
University of Washington

WORK EXPERIENCE

2015-Present
Principal
BJH Advisors LLC

2013-2015
Associate
Federal Reserve Bank of New York

2009-2011
Community Development Officer
Three Rivers Community Action, Inc.

PROFESSIONAL LICENSURE

Series 50 Registered Municipal Advisor: Municipal Securities Rulemaking Board

Maggie Haight is a Principal at BJH Advisors, specializing in real estate market analysis, financial feasibility, and infrastructure finance. She helps public and private sector clients navigate implementation challenges, determining the "how" and "when" based on financial and economic considerations. With a focus on climate and resiliency projects, she leads benefit-cost modeling, economic impacts, program evaluation, and policy monitoring efforts at BJH. She is able to meticulously manage data to tell either a big picture policy story or a fine-grained development narrative. Recent projects successes include conducting resiliency benefit-cost analyses that received nearly $100 million in federal grants, leading the Prison Redevelopment Commission for Empire State Development, and contributing to a large-scale project finance model and strategy to fund the protection of NYC's 520-mile shoreline against flooding and sea level rise.

Prior to joining BJH Advisors in 2015, Maggie was an associate at the Federal Reserve Bank of New York. There, she led a team to automate and visualize large financial datasets including modeling firm losses under stressed economic scenarios. Before going to grad school at Princeton's School of Public and Int'l. Affairs (SPIA, Master's in Public Affairs and certificate in Urban Planning and Policy), Maggie worked for an nonprofit affordable housing developer in rural Minnesota.

Outside of work, Maggie lives in Brooklyn and is a dedicated bike commuter (winter/rain inclusive). She is an advisory board member of P/Prep, a networking group for young real estate and economic development professionals in NYC, enjoys getting off the grid with outdoorsy travel, and attempts to keep her two toddlers (1.5 & 3) from running into oncoming traffic.



CHARLOTTE MOORE

Senior Analyst

(513) 315-4533
cmoore@bjhadvisors.com

EDUCATION

Master of Urban Planning
New York University
Wagner School of Public Policy

Hons. Bachelor of Science
Furman University

WORK EXPERIENCE

2023-Present
Senior Analyst
BJH Advisors LLC

2020-2022
Community Outreach Intern
Greenville Housing

Summer 2020
City of Travelers Rest Fellow
Shi Institute for Sustainable
Communities at Furman University

2019-2020
Community Dialogue Fellow
Shi Institute for Sustainable
Communities at Furman University

Charlotte Moore is a Senior Analyst and member of the urban planning practice at BJH Advisors. At BJH, Charlotte has supported planning and real estate projects throughout the New York Metropolitan Area and the Northeast, including transit-oriented development, site planning and adaptive reuse, and downtown revitalization projects. Charlotte conducts demographic, real estate, and workforce analyses to support project narratives and contributes to public and stakeholder engagement throughout planning processes.

Recently, she has supported the New York State Downtown Revitalization Initiative on Long Island and the New York Forward program in the Central New York region. Charlotte also supported the planning and environmental impact analysis processes for the recent Brooklyn Marine Terminal redevelopment. Additionally, Charlotte frequently leverages her quantitative background to develop and execute benefit-cost and economic impact analyses supporting economic development and climate investments across the country.

Prior to BJH, Charlotte was an intern with the Greenville Housing Fund, where she managed the organization's public relations. In coordinating the operations of the Greenville Affordable Housing Coalition, she enhanced stakeholder engagement around developing affordable housing strategies in Greenville, South Carolina.

Charlotte holds a Masters Degree in Urban Planning from New York University's Wagner School of Public Service and graduated from Furman University with a Bachelor of Science in Mathematics-Economics and Urban Studies. She is proficient in German.



ASHER HOYT
Analyst

(303) 548-7571
ahoyt@bjhadvisors.com

EDUCATION

Bachelor of Science in Urban and Regional Studies
Cornell University College of Architecture, Art, and Planning

WORK EXPERIENCE

2024-Present
Analyst
BJH Advisors LLC

2022-2023
General Manager
The Student Agencies Building
Student Agencies Inc.

Summer 2023
Operations Intern
Urban American Management

2022-2023
General Manager
Big Red Shipping and Storage
Student Agencies Inc.

PROFESSIONAL CERTIFICATIONS

Real Estate Investing and Analysis Certificate - Wharton Online

Asher Hoyt, Analyst at BJH Advisors, has experience across real estate advisory, economic development, urban planning, and socioeconomic analysis. His work supports public agencies, private clients, and nonprofit partners through market research, financial feasibility analysis, demographic analysis, fiscal and economic impact research, and project management.

At BJH, Asher has contributed to strategic planning, redevelopment, environmental review, and development advisory engagements. His project experience includes supporting the Brooklyn Army Terminal and MADE Campus Strategic Development Plan, where BJH analyzed industry sectors, market conditions, amenity assumptions, and financial feasibility scenarios to inform tenanting strategies, public infrastructure investments, and development density. He has also supported industrial market and land use strategy work in Philadelphia, including analysis of industrial real estate conditions, labor markets, business sectors, and policy recommendations. Asher's planning work includes contributions to the Creedmoor Mixed-Use Project socioeconomic analysis, where BJH evaluated demographic, real estate, and socioeconomic conditions. He has also supported transportation and infrastructure tasks, including planning for NJ Transit's zero-emissions bus system, with work related to labor force research, ridership demographics, and market conditions. His experience also includes the New York State Downtown Revitalization Initiative (DRI), where BJH coordinates local stakeholder committees, supports public engagement, studies existing conditions, and prepares implementation plans. Asher brings real estate and project management experience through his work supporting residual land value modeling assignments, public-private development proposals, ULURP project management, and loan closing and construction-phase coordination for an affordable mixed-use development.

Prior to BJH, Asher gained hands-on real estate operations experience through roles with Urban American and Cornell Student Agencies. He managed a mixed-use property in Ithaca, overseeing leasing, rent reconciliation, tenant communications, building finances, and general operations. He holds a B.S. in Urban and Regional Studies from Cornell University.

4. SUBCONSULTANTS

BJH will be supported by Gienapp Architects (collectively, "The Team"), a Danvers, Massachusetts-based architecture firm who has conducted both exterior and interior renovation projects for the Union School Building. Gienapp's existing experience with both the building and the surrounding context of Dunstable makes them an important partner for this work. The following pages contain more information regarding Gienapp Architects and resumes for key personnel supporting this project.

Gienapp Architects

Since opening our doors in 2000, our architecture firm has been committed to creating custom solutions that align with our clients' needs. At Gienapp Architects, we avoid one-size-fits-all designs and preconceived notions. Instead, we begin each project by listening attentively to understand your vision, goals, and aspirations for your space—be it an office, library, residential complex, or educational facility.

What Sets Us Apart

- Creative Problem Solvers: Our team comprises seasoned architects and talented designers who excel in finding innovative solutions. We delve into the details to ensure every aspect of your project is addressed comprehensively.
- Project Management Experts: We excel not only in design but also in project management. From feasibility studies to code reviews and everything in between, we manage every facet of the project with precision and care.
- Collaborative Approach: Collaboration is integral to our process. We work closely with you throughout the entire project to ensure your goals are realized.

Our Services

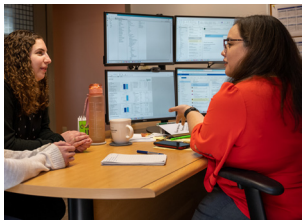
Our services are extensive. From building design and project management to master planning and construction administration, we offer a comprehensive range of expertise. Whether you are renovating an existing space or embarking on a new construction project, we have the skills and experience to make it happen.

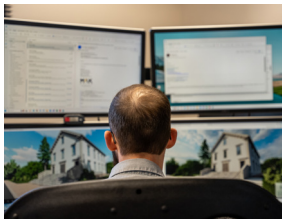
Team Experience

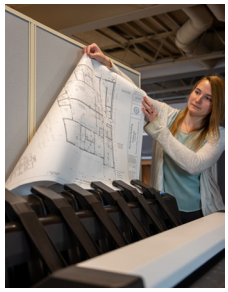
Our team is our greatest asset. With experienced senior staff providing guidance and talented junior members offering fresh perspectives, we maintain the perfect balance of knowledge and innovation. Together, we tackle projects of all sizes, from small renovations to large-scale developments. Our project teams are carefully selected based on the specific needs of your project, guaranteeing an optimal fit.

Conclusion

At Gienapp Architects, we are dedicated to helping our clients realize their goals through thoughtful design and expert project management. With years of experience and a proven track record, we are here to help you navigate every step of your architectural journey. Let us collaborate to create spaces that not only meet but exceed your expectations—because your vision deserves nothing less.








Imelda R. Barnhurst, AIA, LEED AP BD+C
Managing Partner

Principal-in-Charge, Architecture

PROFESSIONAL EXPERIENCE

2009-	Gienapp Architects
2008-2009	Wallin/Gomez Associates
2007	Sarfatty Associates
2005-2007	Hill Foley Rossi & Associates

REGISTRATION

Massachusetts #50999
Connecticut #ARI.0016101
Maine #ARC5453
New Hampshire #05031
Rhode Island #ARC.0005943
Vermont #003.0134728

EDUCATION

Illinois Institute of Technology
Master of Architecture

Georgia Institute of Technology
Bachelor of Science, Architecture

AFFILIATIONS

American Institute of Architects
Boston Society of Architects
NCARB
US Green Building Council

GIENAPP ARCHITECTS
DANVERS | BELLINGHAM

EXPERIENCE

Union Building—Interior Restoration, Dunstable, MA
Assessment and renovation of a historic former schoolhouse. Work began with an assessment of building for opportunities for improvement and Code-required upgrades. Subsequent work includes upgrades to the MEP systems including replacing and adding toilet rooms, replacing or repairing interior finishes, and addressing Code-required work on accessibility and fire protection issues.

In progress.

Union Building—Exterior Restoration, Dunstable, MA
Restoration of the exterior of a historic former schoolhouse, with work including roof repairs, masonry repointing, trim and molding repair and replacement as necessary, siding repair and replacement as necessary, and painting.

Danvers Town Hall—Restoration, Danvers, MA
Architectural design and construction administration for HVAC modernization, fire protection and electrical systems upgrades, interior renovations, exterior improvements, landscape renovations, and accessibility improvements for the historic Town Hall.

Holliston Town Hall—Exterior Restoration, Holliston, MA
Exterior renovations and restoration of historic town hall. Improvements include siding replacement, paint stripping, painting, and rebuilding four chimneys.

Bridgewater Town Hall & Academy Building—Exterior Restoration, Bridgewater, MA
Architectural services for the exterior renovations and restoration of two historical buildings used for municipal offices. Improvements included exterior repair, window restoration and replacement, and ADA accessibility.

Glen Magna Mansion—Assessment & Code Review, Danvers, MA
Code review and conditions assessment at a historic manor house currently in use as an event venue. Several issues had to be assessed and accessibility and other code solutions developed. This project involved careful repairs and improvements conducted in a historic space. Notable work included design for a lift that would match the building's historical tone.



Michael Nee, RA

Project Manager, Architecture

PROFESSIONAL EXPERIENCE

2009- Gienapp Architects
1996-2009 Salley Associates

REGISTRATION

Massachusetts #10736

EDUCATION

Roger Williams University
Bachelor of Architecture

EXPERIENCE

Union Building—Interior Restoration, Dunstable, MA
Assessment and renovation of a historic former schoolhouse. Work began with an assessment of building for opportunities for improvement and Code-required upgrades. Subsequent work includes upgrades to the MEP systems including replacing and adding toilet rooms, replacing or repairing interior finishes, and addressing Code-required work on accessibility and fire protection issues.

In progress.

Union Building—Exterior Restoration, Dunstable, MA
Restoration of the exterior of a historic former schoolhouse, with work including roof repairs, masonry repointing, trim and molding repair and replacement as necessary, siding repair and replacement as necessary, and painting.

Derby Summer House—Assessment & Repairs, Danvers, MA
Assessment, design, and construction services for emergency repairs for historic summer house located on the Glen Magna estate, including communication with the Massachusetts Historical Commission to coordinate funding.

Glen Magna Mansion—Assessment & Code Review, Danvers, MA
Code review and conditions assessment at a historic manor house currently in use as an event venue. Several issues had to be assessed and accessibility and other code solutions developed. This project involved careful repairs and improvements conducted in a historic space. Notable work included design for a lift that would match the building's historical tone.

Norwood Town Hall—Assessment & Repairs, Norwood, MA
Study of exterior conditions of historic town hall for water infiltration at masonry and roofing areas needing long-term repair and restoration; established priorities for long-term repair and restoration. Design of masonry, roofing, and flashing repairs to address water infiltration.

Norwood Civic Center—Assessment & Masonry Restoration, Norwood, MA
Assessment of masonry conditions for water infiltration, and recommendations for repair. Subsequent repairs included restoration of stone façade, limited repairs of brick façade, limited roof replacement, attic replacement, and floodproofing lower level.

GIENAPP ARCHITECTS
DANVERS | BELLINGHAM

5. CONTACT INFORMATION

All questions and correspondence regarding this proposal should be directed to:

Maggie Haight
Principal, BJH Advisors LLC

25 Park Place, 2nd Floor
New York, NY 10007

(651) 253-2046
mhaight@bjhadvisors.com

6. UNDERSTANDING AND APPROACH

The **2024 Union School Building Rehabilitation and Reuse Plan** identifies a strong strategy and approach to feasible redevelopment of the Union School Building. Additionally, the Town's planning documents converge on the Union Building as a priority reuse site. The **2018 Master Plan** calls for strengthening the Town Center as the community's civic and cultural heart and promoting local artists and craftsmen. The 2**025 Open Space and Recreation Plan** documents resident support for year-round indoor recreation, senior services, and youth programming, uses Dunstable currently lacks. The **2024 Housing Production Plan** does not name the Union Building as a priority housing site, but the Town's limited subsidized and rental housing, along with a growing senior population, raises the question of whether a small housing component should be considered. This engagement will seek to answer key questions like:

- Is there enough demand to support an artist studio/center or community facility model at the Union Building?
- Should a small-scale affordable or senior housing component belong among the potential reuse alternatives?
- Once the preferred use is identified, what is the most sustainable ownership and operating model for that use? Is that use financially feasible?
- What capital and operating funding gaps may exist for the preferred use, and what funding sources can close it?
- What does community engagement reveal about priorities and support across these alternatives?
- What procurement approach positions the Town to move into implementation?

This engagement will seek to find answers to these questions, putting the Town on a path to reactivating the historic Union Building into a community asset that reflects its documented needs, adopted planning goals, and long-term financial sustainability.



Active BJH adaptive reuse project on Governors Island in New York, NY.



TASK 1

PROJECT MANAGEMENT AND EXISTING CONDITIONS REVIEW

APPROACH:

BJH Advisors brings experience managing both its own adaptive reuse development projects and many feasibility studies for historic assets, giving the Team an execution-oriented understanding of this project. Gienapp Architects brings on-the-ground knowledge of the Union Building and the Town, having led the exterior restoration and current interior design work. The Team will leverage Gienapp's familiarity with the building's history, the Committee's preferences, and the Town's goals, as well as our own experience leading feasibility projects to shape an efficient work plan.

The Team will begin with a review of all prior planning efforts, including the 2021 existing conditions assessment by Spencer, Sullivan & Vogt Architects, Gienapp's restoration and interior design documents, the 2024 Union School Building Rehabilitation and Reuse Plan by Spencer Preservation Group, the 2018 Dunstable Master Plan, Housing Production Plan, Open Space and Recreation Plan, and any engagement materials. This review will establish a clear baseline of what has already been studied or decided, ensuring the current effort builds on prior work.

As a kickoff, the Team will meet with Town staff and the Union Building Rehabilitation Committee to confirm project goals, success metrics, and constraints, including coordination with the ongoing interior design process and Community Preservation Fund compliance requirements. The Team will also discuss available capital and operating funding support from the Town or other sources with Town staff and the Committee. This will establish whether the project needs to be fully self-sustaining, which will influence which reuse models are ultimately viable.

These discussions will inform a detailed work plan and schedule identifying all tasks, deliverables, and decision milestones through the March 31, 2027 completion date, along with an invoicing schedule tied to milestones.

Throughout the engagement, the Team will coordinate regular check-ins with the Committee and Town staff and monitor progress against the schedule. The Team has proposed a draft schedule in Section 7 below.

DELIVERABLES:

- Project Work Plan
- Schedule



Active BJH adaptive reuse project in Newburgh, NY.

TASK 2

EXISTING CONDITIONS AND MARKET ANALYSIS

APPROACH:

Existing conditions and market analysis form the basis for demand assumptions and financial model inputs used in later tasks and are important for establishing feasibility. This analysis will build off of the existing feasibility analysis conducted as part of the 2024 Union Building School Rehabilitation and Reuse Plan.

Gienapp Architects will lead the assessment of existing building configuration and prior rehabilitation work, building directly on their restoration and interior design experience with the Union Building. The Team will pair this with a market analysis framed around community demographics, local and regional market conditions, and comparable facilities such as Lowell's mill/studio models, small nonprofit community centers, and multi-use facilities in surrounding towns.

To do this, we will leverage public and proprietary data sources such as US Census/American Community survey, Costar, and Lightcast, and targeted interviews used for both market research as well as in tandem with engagement interviews conducted in Task 4. Potential interviewees may include, but are not limited to, stakeholder groups named in the Town's plans (the Union Building Rehabilitation Committee, Affordable Housing Committee, Council on Aging, and Historical Society), existing arts organizations on the Route 3 corridor and in the Greater Lowell region, and Town officials regarding town needs and educational programming opportunities. We will use these sources to validate, update, and extend the per-square-foot rents, staffing costs, lease structures detailed in the 2024 Rehabilitation and Reuse Plan.

As mentioned in the Project Understanding, we know that prior plans identify goals such as:

- strengthening the Town Center as the community's civic and cultural heart
- promoting local artists and craftsmen, with residents proposing an artist-community model
- resident support for converting the building into a multi-use facility

The Team will evaluate the market potential for these uses, as well as a small-scale housing or mixed-use component given the Town's documented lack of subsidized housing. For each potential reuse opportunity, we will create a SWOT matrix (strengths, weaknesses, opportunities, and threats). This will detail strong/weak demand indicators, willingness-to-pay, and market absorption potential, zoning, infrastructure capacity, and other constraints.

DELIVERABLES:

- Existing Conditions Assessment
- Market Analysis
- Reuse Opportunities Comparison, Strengths and Weaknesses

TASK 3

ADAPTIVE REUSE ALTERNATIVES

APPROACH:

Task 3 translates the findings of Task 2 into testable reuse concepts, each evaluated on functionality, cost, and long-term viability. The Team will evaluate concepts drawn from the RFP, the Town's planning documents including the 2024 study, and other ideas surfaced by the market analysis and structured interviews. These will include but are not limited to a community arts center, artist studios, flexible event space, a small-scale housing or mixed-use concept (4-6 units), and municipal/public uses. If programming aligns and space allows, uses may be combined to enhance the building's activation.

Gienapp Architects will assess each concept's compatibility with the building's existing configuration, the adjacent Swallow Union Elementary School, ongoing interior design plans, and a high level zoning review.

The Team will prepare planning-level "Statements of Probable Cost" for each alternative and, working with the Client group, recommend a preferred alternative based on functionality, implementation complexity, capital cost, and long-term operational sustainability.

DELIVERABLES:

- Reuse Alternatives Memorandum
- Concept Evaluation Planning
- Statements of Probable Cost
- Preferred Alternative Recommendation

TASK 4

COMMUNITY ENGAGEMENT

APPROACH:

Before beginning any community engagement, the Team crafts and confirms a Public Engagement Plan with the Town to ensure a productive and collaborative engagement process. The Team has extensive experience with a variety of engagement forms and tactics, including interviews, focus groups, charettes, public meetings and workshops, and online meeting and survey formats. We are committed to ensuring that engagement is inclusive, accessible, and generates meaningful outcomes that contribute to both a project's success and a community's sense of contribution to the project.

The Team would begin engagement conducting structured interviews with important stakeholders and prospective user groups. These conversations serve as both critical market research and background information as well as important outreach to potential future users and/or operators. The Team would also meet approximately 3 times with the Union Building Rehabilitation Committee to present key milestones and at least once with the Select Board.

To engage the broader Dunstable community, the Team would conduct both a Public Workshop as well as online engagement for those unable to attend the in-person workshop. The workshop will present the shortlisted alternatives developed in Task 4, including planning-level cost estimates, to allow the public to react to each concept and its associated tradeoffs. To ensure all voices are heard, the meeting would focus on ranking exercises and methods that can easily be replicated for online participants. Meeting materials and a public survey would be posted online for those who cannot attend in person.

Finally, following the development of the Final Feasibility Plan and associated procurement documents in Task 8, the Team will conduct a second Public Presentation to ensure transparency and continue to inform the public about outcomes related to this key town landmark.

DELIVERABLES:

- Project Work Plan
- Schedule



Photo: BJH community workshop event, Sept. 2025.

TASK 5

GOVERNANCE AND OPERATIONAL ANALYSIS

APPROACH:

Based on the results of Tasks 1-4, the Team will evaluate alternative ownership and operating models for the preferred use, including but not limited to those listed in the RFP.

The Team will outline the high level opportunities and constraints of each model, grounded in the experience of nonprofits operating similar facilities in the region, engaged through Tasks 2-4 outreach. This analysis will identify potential partnerships, such as nonprofit operators, cultural organizations, or private partners, that could support the building's long-term financial sustainability. In the Team's experience, nonprofit or cultural tenants taking on responsibility for capital improvements or long-term master leases need a demonstrated operating track record and a financial position strong enough to carry that responsibility. The Team will apply this lens when evaluating candidate operators and partnership structures.

For each model, the Team will assess governance structure, staffing needs, maintenance responsibilities, organizational capacity, and legal considerations, identifying the high-level cost and staffing implications that will inform the Task 6 financial analysis. Based on this evaluation, the Team will recommend a preferred operating model.

DELIVERABLES:

- Governance Alternatives Report
- Recommended Operating Model



TASK 6

FINANCIAL FEASIBILITY ANALYSIS

APPROACH:

The Team will prepare a planning-level financial analysis to evaluate the preferred reuse alternative, understanding this Task is intended to convey potential feasibility rather than serve as an underwriting proforma.

Building on the Task 5 governance recommendation, the Team will develop a static proforma for a stabilized operating year, combining Task 3's Statements of Probable Cost with operating income and expense assumptions identified in Task 5. This proforma will produce a gap analysis identifying whether additional capital funding or ongoing operating support is needed to sustain the preferred use, and will surface key areas of financial stress or sensitivity. The team has extensive experience creating and reviewing development proformas for a variety of end uses and is confident this analysis will support ongoing financial feasibility at the redeveloped Union School Building.

Separately, the Team will draft a high-level operating proforma incorporating operating revenue (ex. fees, memberships, rentals, concessions, donations, public funding/support etc.) and expense assumptions (ex. staffing, administrative, insurance, utilities, maintenance, programming etc.) - ramping up to a stabilized year and continuing on for 2-3 years beyond stabilization. Likewise, we have worked with numerous non-profit groups to expand and sensitize their operations to understand where key vulnerabilities and demand indicators lie. For example, here we may want to test sensitivity on key revenue drivers, including second-floor rental rates and program/class fee assumptions, where local precedent data show meaningful variation.

The Team will also provide qualitative analysis of:

- Maintenance considerations
- Implementation sequencing and/or capital planning/phasing
- Major financial risks and opportunities
- Commentary on long-term financial sustainability

DELIVERABLES:

- Financial Feasibility Analysis
- Operating Proforma
- Financial Sustainability Recommendations

TASK 7

FUNDING STRATEGY AND IMPLEMENTATION

APPROACH:

The funding matrix and implementation roadmap translate the preferred alternative and financial analysis in Task 6 into an actionable path to construction and operation.

The Team will identify potential funding sources, including federal and state grants, historic preservation programs, arts and cultural funding, and philanthropic opportunities, and prepare a funding matrix detailing eligibility, applicability, estimated funding levels, required match, application timing, and competitiveness. Sources like the Community Preservation Act, which have supported other work on the Building under the historic resources category, may separately support a housing component under the community housing category. Given Dunstable's relatively high median income and low poverty rate, the Team will flag where equity-weighted funding criteria may limit competitiveness for certain state and federal programs, and will prioritize sources better aligned with the Town's profile. Below is an example funding source matrix for the Union School Building project.

The Team will also prepare an Implementation Roadmap identifying immediate actions, short-term priorities, long-term milestones, procurement sequence, permitting considerations, partnership identification, and a recommended timeline for implementation.

DELIVERABLES:

- Funding Matrix
- Implementation Roadmap

Sample Funding Source Matrix

FEDERAL	STATE	LOCAL
USDA Rural Development Community Facilities Direct Loan & Grant Program	Massachusetts Cultural Facilities Fund	Community Preservation Act (CPA) funds
National Endowment for the Arts (Our Town / Challenge America)	Massachusetts Preservation Projects Fund	Affordable Housing Trust Fund
Historic Preservation Fund (via Massachusetts Historical Commission)	Executive Office of Elder Affairs Facility/Senior Center Grants	Municipal capital budget / bonding
Federal Historic Rehabilitation Tax Credit	MassDevelopment Underutilized Properties Program	Private philanthropic campaign
	EOHLC Community Planning Grants	

TASK 8

PROCUREMENT DOCUMENTS AND FINAL REPORT

APPROACH:

Task 8 consolidates the Team's findings into the final deliverables and will prepare the Town for the next phase - project implementation! The Team will prepare a Final Report documenting all findings and recommendations across Tasks 1-7, including existing conditions, market analysis, public engagement, reuse alternatives, governance and financial analysis, funding strategy, and the implementation roadmap.

The Team will present the Final Report to the Union Building Rehabilitation Committee and Select Board.

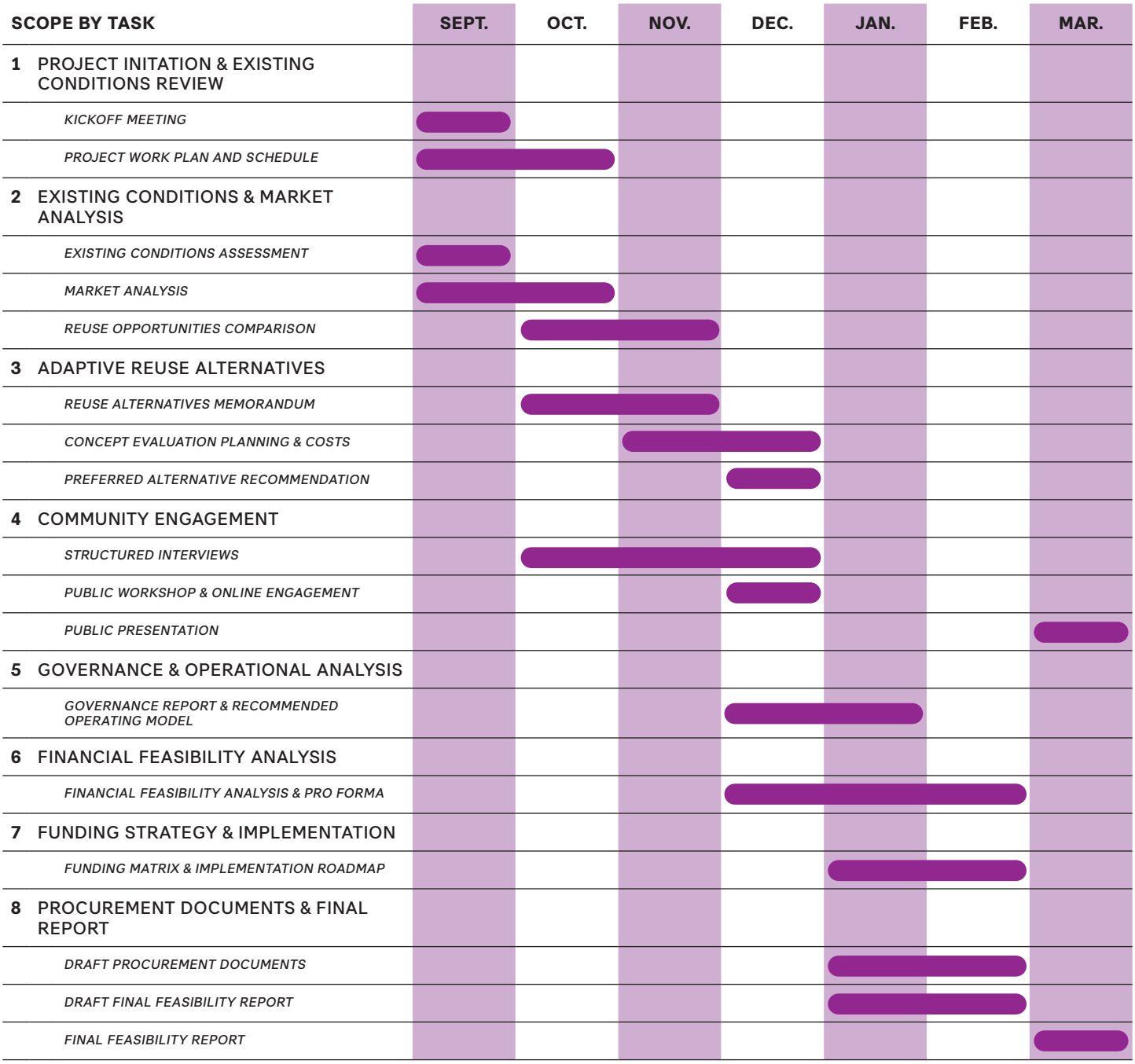
Separately, the Team will prepare draft procurement documents for the next phase of implementation. This is anticipated to include Requests for Proposals (RFPs) for facility redevelopment and/or operations, property/building management, and tenant solicitation. BJH frequently assists municipalities with RFPs/procurement and bid leveling for real estate projects.

DELIVERABLES:

- Draft RFP/RFQ Documents
- Final Feasibility Report
- Public Presentation

7. WORK PLAN AND SCHEDULE

The Team understands that the Town of Dunstable plans to engage a consultant in September 2026 and intends to complete the project by end of March 2027. The Team proposes the following schedule, to be confirmed during initial project meetings as a component of Task 1.



8. REFERENCES

The following projects and references represent BJH's work across the disciplines required in this solicitation.

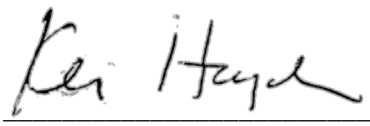
REFERENCE	PROJECT(S)	
Alison Walsh Vice President, Real Estate Development and Planning Empire State Development 633 3rd Avenue, Suite 34 New York, NY 10017 alison.walsh@esd.ny.gov	**New York State Prison Redevelopment Commission Report**	In 2022, ESD retained BJH to support facilitation of the Prison Redevelopment Commission. BJH and ESD completed a comprehensive review of the prison sites, including their physical characteristics, local market conditions, and redevelopment assets and limitations.
	New York State Facilities Redevelopment Feasibility Study	BJH supported a team led by LaBella Associates in completing a comprehensive reuse concept study for three underutilized New York State-owned sites across upstate New York. BJH conducted a market analysis for each facility and, once a preferred scenario was selected, completed a high-level residual land value model to determine the scenario's financial feasibility and potential funding gap.
Jason Friedman Development Director - East City of Detriot Housing & Revitalization Department friedmannj@detroitmi.gov (313) 205-6707	**Herman Kiefer Redevelopment**	Together with Interboro Planning and Design, BJH is completing a market and financial analysis for the vacant Herman Kieffer hospital campus in Detroit, Michigan. Given the scale of the buildings and the campus, the work employs a phased "tactical redevelopment" approach, focusing on feasibility and slowly reactivating a historic site with new life.
	Vacant Schools Market & Financial Feasibility Analysis	Together with Interboro and WJE Engineering, BJH completed market analyses for 63 vacant schools owned by the City of Detroit and Detroit Public Schools. BJH also completed a high-level financial feasibility analysis for each of the 'Priority Project' schools using inputs from the market analysis.
Emily Hultquist Program Manager Connecticut Municipal Development Authority emily.hultquist@wearecmda.org (860) 805-6837	**Norwich Redevelopment Study**	Together with Pirie Architects, BJH conducted a redevelopment and reuse analysis for Downtown Norwich, Connecticut. The analysis included an adaptive reuse downtown buildout analysis based on building characteristics development concepts created by the architecture team.

9. FORMS



Certificate of Non-Collusion

The undersigned certifies under penalty of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.



Signature of person signing bid or proposal

Elizabeth Kei Hayashi, Senior Principal

Printed Name of person and title

BJH Advisors LLC

Company name

09/04/2026

Date

Revenue Enforcement and Protection Certification (REAP)

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the company, corporation, partnership or entity named below is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

ENTITY NAME: BJH Advisors LLC

By: _____ 09/04/2026

Authorized signature Date

Elizabeth Kei Hayashi

Name of person signing above (type/print)

25 Park Place, 2nd Floor, New York, NY 10007

Business address

(646) 573-9588

Telephone Number

PRICE PROPOSAL FORM

Request for Proposals for Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

BETWEEN THE TOWN OF DUNSTABLE
AND BJH Advisors LLC

In consideration of the mutual covenants herein contained, the Consultant agrees to furnish all labor, materials, equipment and insurance necessary to perform all of the services required, (the "Contract"), in a good and professional manner and in strict accordance with this Request for Proposals plus any addenda that may have been issued, each of which is incorporated by reference and made a part hereof, for the Proposed Contract Price indicated below and for a Contract Time beginning approximately September 21, 2026. Addenda will apply only if issued.

A. If addenda are issued, please note addenda numbers: 1, 2.

B. The Contract Price for Architectural and/or Planning Services is:

Seventy thousand dollars and no cents ($70,000)
(In Words) (Dollar Amount)

C. The Consultant agrees to commence services on or about September 21, 2026 unless otherwise agreed to by the Town.

D. The Consultant agrees that, if it is selected as Consultant, it will, within three (3) business days after Notice of Award by the Town, furnish an insurance certificate evidencing the coverages required by the Town of Dunstable in the contract document and General Requirements.

E. The Consultant certifies under the penalties of perjury that this proposal is in all respects bona fide, fair and made without collusion or fraud with any other natural person, joint venture, partnership, corporation, or other business or legal entity.

F. The Consultant certifies it shall comply with the General Requirements regarding Nondiscrimination and Affirmative Action.

G. The Consultant hereby certifies, under the penalties of perjury, that to the best of its knowledge and belief, the Consultant has complied with any and all applicable state and local tax laws related to the taxes included in the following: G.L. c. 59 - Assessment of Local Taxes; and G.L. c. 62C, §2.

H. Attached to this proposal form please include a detailed budget for services required for the completion of this study, including a detailed lump sum listing of the cost for each activity/task referenced herein, and any other costs (such as travel costs and materials) that may be required to complete the study not to exceed $70,000.

I. The Consultant hereby certifies that the proposal as submitted is complete.

Elizabeth Kei Hayashi	09/04/2026
Name	Date
Senior Principal	BJH Advisors LLC
Title	Firm

Attachments:

Dunstable Union School Rehabilitation and Reuse Plan

Spencer, Sullivan & Vogt's Exterior Envelope Conditions Assessment

ADDENDA ACKNOWLEDGMENT

Request for Proposals: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

The bidder or proposer must complete and sign this form and submit it with each bid.

PROJECT NAME: RFP for Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

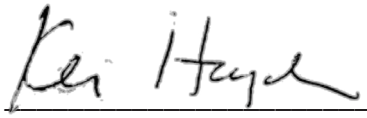
Addendum Number(s) (Can be listed on one line or separate lines):
1, 2

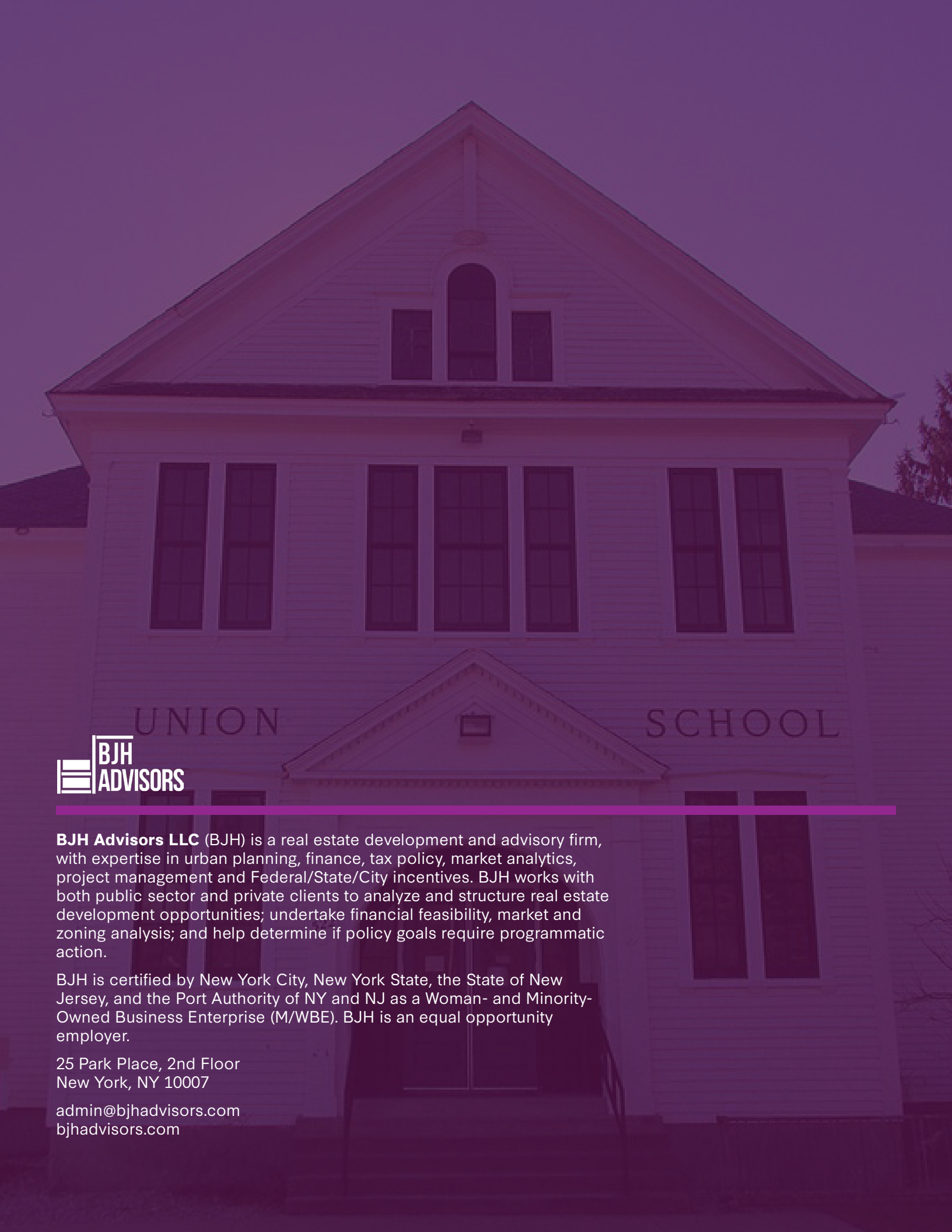
The undersigned hereby acknowledges receipt of the addenda listed above and has taken the information contained therein into full consideration in the formulation of each bid. Failure to acknowledge receipt of each addendum may be cause for rejection of the Bid or Proposal.

Company Name: BJH Advisors LLC

Printed Name: Elizabeth Kei Hayashi

Title: Senior Principal

Signature:  Date: 09/04/2026



BJH ADVISORS

BJH Advisors LLC (BJH) is a real estate development and advisory firm, with expertise in urban planning, finance, tax policy, market analytics, project management and Federal/State/City incentives. BJH works with both public sector and private clients to analyze and structure real estate development opportunities; undertake financial feasibility, market and zoning analysis; and help determine if policy goals require programmatic action.

BJH is certified by New York City, New York State, the State of New Jersey, and the Port Authority of NY and NJ as a Woman- and Minority-Owned Business Enterprise (M/WBE). BJH is an equal opportunity employer.

25 Park Place, 2nd Floor
New York, NY 10007

admin@bjhadvisors.com
bjhadvisors.com



TOWN OF DUNSTABLE

Re-Use and Activation of the Historic Union School Building

Dunstable, Massachusetts

September 8, 2026

September 8, 2026

Town of Dunstable
Attn: Jason Silva, Town Administrator
511 Main Street, Dunstable, MA 01827

Mr. Silva:

RKG Associates, Inc., is pleased to submit this proposal in response to the Town's RFP to study the potential for reuse and activation of the historic Union School building. Our firm brings 45 years of experience working closely with municipal clients across New England to evaluate their real estate assets to help them understand the potential for maximizing their value back to the community. We have worked on dozens of projects involving former school buildings, town halls, and recreation centers that with capital or operational changes can be brought back to a productive use. Our firm brings together market analytics, development feasibility, and operational proformas to provide you with market-ready opportunities but grounded in longer-term financial sustainability.

For this project, we are thrilled to once again team with our colleagues at STA Design. As a small boutique architecture and interior design firm, STA focuses their efforts on pursuing unique projects with intractable challenges. Their blend of traditional architecture and design with a passion for research and tool creation brought our two firms together on a similar project in Malden, Massachusetts. STA developed several concepts for a former state courthouse just outside Downtown Malden that would accommodate the city's desire for an arts and culture center. RKG worked hand in hand with STA to bridge the design program and capital expenditures with a financially-sound operational proforma and governance strategy.

Our team has worked together on projects like yours, and we feel our combined skill set and familiarity with the iterative nature of this work puts us in a unique position to help you take the next step with the Union School building.

I am excited by the opportunity of returning to Dunstable after my work on the Route 113 Corridor Study and am eager to help the town reinvigorate this building in the heart of your town center. If there are any questions, I can be reached by email at ehalvorsen@rkgassociates.com or by phone at 617-847-8912. Thank you for this opportunity and we look forward to hearing from you!

Thank you,



Eric Halvorsen, AICP
Vice President and Principal

About Our Firm

RKG Associates is a full-service economic, planning and real estate consulting firm with offices located in Boston, Massachusetts; Alexandria, Virginia; Atlanta, Georgia; 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 nine full-time professionals, having grown to become one of the most respected economic, housing, and real estate advisory consulting firms in the 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 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

2,000+
CONSULTING PROJECTS COMPLETED

35+
STATES WHERE WE WORK

100+
REUSE PROJECTS COMPLETED

STA Design is an Architecture and Interior Design firm based in Boston, Massachusetts. Founded 30 years ago, STA Design's mission is to create spaces and environments that positively impact each and every person we encounter, and to help build communities that thrive. Our process is inclusive and equitable, engaging people in open conversation, listening with empathy to their goals and ideas, and respecting and valuing all perspectives.

STA is led by David Silverman, FAIA, Principal and Architect, and Felice Silverman, FIIDA, Principal and Interior Designer. Often referred to as "boutique", STA is a team of ten designers with backgrounds in architecture and interior design. We have stayed intentionally this size so that the principals can have direct involvement on all projects. At this size we have maintained an ability to be flexible and nimble, pursuing projects of great interest to us, exploring new markets and tools, and devoting time to research.

Throughout STA's history, we have developed such strong relationships with our clients that we are sometimes considered to be an extension of their own companies; a testament to the fact that we are always available no matter how small the problem that needs solving.



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BOSTON, MA 02210
617-426-1501
sta-design.com



Contact

ehalvorsen@rkgassociates.com

+1 617-847-8912

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

Affiliations

Urban Land Institute

Housing and Economic Development Council

American Institute of Certified Planners

American Planning Association

Expertise

Community Planning

Housing Strategies

Market Analysis

Fiscal Impact Analysis

Economic Impact Analysis

ERIC HALVORSEN, AICP

Vice President and Principal

Eric Halvorsen, AICP, has over twenty 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.

MARKET STUDY AND BUILDING REUSE

Arts Center Feasibility Study
Malden, Massachusetts

Mohawk Theater Operational Proforma
North Adams, Massachusetts

Mill No. 5 Market and Financial Feasibility Study
Lowell, Massachusetts

Racquet Facility Operational Proforma
Boston Area, Massachusetts

Route 113 Corridor Study
Dunstable, Massachusetts

12 North Main Street Feasibility Study
Westford, Massachusetts

School Reuse Feasibility Study
Pittsfield, Massachusetts

School Reuse Feasibility Study
Bath, Maine

Heritage State Park Reuse Feasibility Study
North Adams, Massachusetts

Highest and Best Use Study
New Haven, Connecticut

Reuse Feasibility Study
Melrose, Massachusetts

Reuse Feasibility Study
Stoughton, Massachusetts

**Additional Project Experience Provided Upon Request*

RKG ASSOCIATES INC



Contact

akulkarni@rkgassociates.com

+1 617-847-8912

Education

Pratt Institute
Masters of City and Regional Planning

University of Mumbai
B.S. Architecture

Expertise

Land Use & Zoning

Urban Design

Affordable Housing

Community Engagement

AISHWARYA KULKARNI

Market Analyst and Planner

Aishwarya has over three years of work experience in land use planning, urban design, economic development, transportation planning, and community engagement. She leverages her background in Architecture and planning skills to create innovative, data-driven solutions that address community needs. Aishwarya has worked on a diverse range of projects, including comprehensive plans, housing plans, economic development and market studies, scenario planning, and specific area plans.

Her proficiency in using ArcGIS, 3D modeling and rendering software, and graphic design applications, allow her to support analysis and communicate complex planning concepts effectively. Aishwarya also has the ability to engage with diverse stakeholders and design innovative public input processes that build trust, encourage participation, and inform planning outcomes.

PLANNING EXPERIENCE

Mohawk Theater Operational Proforma
North Adams, Massachusetts

Building Reuse Study
Groveland, Massachusetts

Heritage State Park Building Reuse Plan
North Adams, Massachusetts

Economic Development Plan
Shrewsbury, Massachusetts

Downtown Plan
Westborough, Massachusetts

Comprehensive Plan
Orange, Massachusetts

Economic Development Plan
Winchester, Massachusetts

Industrial Area Plan
Woburn, Massachusetts

Chestnut Hill Commercial Area Plan
Brookline, Massachusetts

Plan of Conservation and Development
Guilford, Connecticut

Plan of Conservation and Development
New Haven, Connecticut

Comprehensive Plan
Tuckahoe, New York

**Additional Project Experience Provided Upon Request*

RKG ASSOCIATES INC



David Silverman, FAIA, Principal, is a registered Architect and will be the Principal in Charge during all phases of the project. In 2012, David Silverman joined STA as a Principal after leading his own architecture practice for 8 years. Prior to that David worked at the Massachusetts Institute of Technology as an in-house architect and design project manager on a $300 million capital project. This experience as an owner's project manager proved invaluable as it helped David to appreciate first hand the all important operations, maintenance, and facility management concerns that all of our clients experience. David received his Bachelor of Architecture degree from the Boston Architectural College, and is on the Foundation Board of the Boston Society for Architecture.



Felice Silverman, FIIDA, Principal, is an NCIDQ certified Interior Designer, and will be the lead Interior Designer. She brings over 40 years of design and leadership experience to STA's projects. She is a recognized leader in this field, and is sought after for speaking, training, and design consultation services to other architectural firms. With a commitment to designing healthy environments, Felice is LEED ID+C certified, and is WELL AP certified. Felice co-founded STA 30 years ago. Felice is the past President of the International Interior Design Association. She was recognized by the New England Chapter with the 2009 Leadership Award, and was named a Fellow of the Association for her service and leadership. Felice has taught at the Boston Architectural College, and was recognized by Design New England with the 2014 Distinguished Mentor Award. Felice received her Master of Interior Design from the Boston Architectural College, and a Bachelor of Fine Arts from Harvard University.

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BOSTON, MA 02210
617-426-1501
sta-design.com



Bobby Main AIA, will be a Project Architect on the STA team. Bobby received his Bachelor of Architecture degree in 2007 from Wentworth Institute of Technology, and his Master of Architecture in 2010 Wentworth Institute of Technology. Bobby's recent relevant experience includes master planning work for the West End House in Brighton, MA, construction documents for a renovation for the Boston Housing Authority offices in Boston, and an addition to Wellan Montessori School in Newton, MA. Bobby's recent relevant experience includes:

Cambridge Redevelopment Authority

Boston Housing Authority

Wellan Montessori Schools



Imran Khan NCIDQ, Associate IIDA is an NCIDQ certified Interior Designer. He has been with STA Design since 2020 and worked on many different project types and sizes. Imran brings 10+ years experience working on projects across various disciplines and being involved in all stages of the construction process. Imran has taught at the Boston Architectural College and continues to be invited for various studio critiques. He received his Bachelor of Architecture degree in 2015 from the University of Pune, India, and his Master of Interior Architecture in 2019 from the Boston Architectural College.Imran's recent relevant experience includes:

Cambridge Redevelopment Authority

Boston Housing Authority

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BOSTON, MA 02210
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sta-design.com

PROJECT UNDERSTANDING

The Town of Dunstable is seeking a consultant to guide the Union School Building from its current state through a feasibility study, market analysis, community engagement process, governance and financial analysis, and implementation roadmap that positions the Town to select and act on a preferred re-use strategy. Our team's approach builds directly on the Town's substantial prior planning investment, including the 2021 exterior conditions assessment, and the ongoing Gienapp designs for interior renovations, rather than duplicating that effort. Our work will provide the town with a clear set of options for the actual use of the building and the sustained financial effort it will take to ensure the facility can remain viable long-term.

An arts and cultural facility of this kind could give Dunstable something it doesn't currently have: a dedicated home for creative programming, community gathering, and cultural identity in a town center anchored by historic civic buildings. Realizing that potential, however, comes with some potential challenges. Dunstable is a small, rural community, and a facility of this scale will likely need to draw participation and revenue beyond the town's own population to be financially sustainable. This also needs to fit within a modest project budget and a building whose long-term operating costs, staffing, and governance capacity have not yet been tested. Our scope of work is structured to surface and test these issues early rather than late: the market analysis will ground demand assumptions in realistic regional draw rather than aspiration, the governance and financial tasks will stress-test each alternative against staffing and operating capacity before the Town commits to one, and the public engagement process will give residents, prospective user groups, and arts organizations a direct hand in shaping and validating a concept the community will actually use and support.

Scope of Services

Task 1 – Project Management and Existing Conditions Review

Prior to the official project kick off with the town and the Union Building Rehabilitation Committee, our team will review the prior studies, plans, and design documents relevant to the building to provide us with the context of existing and ongoing work. RKG will work with town staff to confirm the scope of work, schedule, and deliverables before our meeting with the Rehab Committee. Our first meeting with the Rehab Committee should be in person and we would conduct a site visit to tour the building and grounds as well as the surrounding context the building sits within prior to that meeting. At the first Rehab Committee meeting we will confirm the schedule, project goals, and success metrics. This will also be an ideal time to discuss a list of local and regional stakeholders we should speak with.

Deliverables: Confirmed Work Plan and Project Schedule.

Community Engagement

Following on our initial meeting with the Rehab Committee, RKG will develop a Public Engagement Plan identifying stakeholders, engagement methods, and a more targeted schedule aligned with key project decision points. Our initial engagement task will involve conducting stakeholder interviews to help inform the market analysis and reuse options described in Task 2. We will also facilitate one public workshop and presentation, likely after the completion of Tasks 2 and 3, to share our refined list of alternative uses for the building and providing attendees with data-driven reasons for why we determined those uses to be most beneficial. This meeting will provide opportunities for questions and feedback on those alternatives and a

temperature check for public support of reuse options. We will also plan for an online platform to gather feedback on the alternatives from those who are unable to attend an in-person public workshop.

Lastly, we will plan for two in-person presentations to the Selectboard. The first meeting will follow our work on Tasks 2 and 3 to keep them informed of the reuse evaluation process and the second near the end of the process to share our findings on operational and capital expenses, funding strategies, and implementation.

Our team will also be presenting to the Rehab Committee four (4) times throughout the process using a combination of in-person and virtual meeting platforms. Regular virtual check in meetings with the town staff guiding this process are also envisioned with a cadence of every other week throughout the duration of the process.

Deliverables: Public Engagement Plan, Meeting Materials, and Public Input Summary.

Tasks 2 and 3 – Existing Conditions, Market Analysis, and Alternatives Evaluation

The team will rely on and synthesize the existing 2021 and 2024 studies and Gienapp Architects' current interior design plans to form the basis of our market research and alternatives evaluation. The three alternatives identified in the 2024 NMCOG study will be evaluated for market viability through a combination of data research and qualitative stakeholder interviews. We will analyze relevant community demographics and regional context, including Dunstable and the surrounding communities to characterize potential user populations for arts, cultural, educational, and childcare programming. We will also evaluate other potential uses based on our knowledge of adaptive reuse projects around the Commonwealth and alternatives surfaced by our market research. The team will coordinate with the Groton-Dunstable Regional School District and Town departments to identify any municipal or educational space needs that could factor into re-use and will identify nonprofit and private-sector partnership opportunities that could inform both programming and governance.

To complement the data-driven market analysis, RKG will also set up a series of up to 10 stakeholder interviews informed by input from the Rehab Committee at our initial meeting. These virtual meetings will be set up and conducted by RKG to provide qualitative information about the market, organizations that may be active in these spaces, and potential challenges with reuse concepts. The findings from these interviews will be summarized as part of our deliverable for this task.

Building on the foundation of the prior work products and the market analysis, our team will begin to ideate on potential reuse options. We have found in our work with STA that a key component of these projects is marrying the market viability with the reality of the space itself. In some instances, the interior of the building, exterior access, accessibility challenges, utilities, column spacing, or location of load bearing walls, can all impact the reality of converting a former building into a new use. RKG and STA will work closely to iterate on different use alternatives that come from the market analysis to ensure the building itself can be adapted at a reasonable cost. Use alternatives may include a combination of those already discussed in the 2024 Reuse Plan, options included in Task 3 of the RFP, and any additional reuse options that come from our market analysis and stakeholder interviews.

To help the team and Reuse Committee begin to reduce the number of potential alternative uses, we will develop an evaluation matrix highlighting comparative metrics that could include (but not limited to):

- Market Viability
- Compatibility with Interior Space
- Compatibility with Exterior Space and Site

- Operational Complexity and Cost
- Estimated Capital Investment Needed
- Partnership Opportunities

The team will evaluate functionality within the existing building configuration, compatibility with adjacent Elementary School operations, compatibility with Gienapp Architects' finalized interior design plans, operational complexity, anticipated capital investment, and long-term sustainability. The team will prepare planning-level Statements of Probable Cost that build from the base building rehabilitation costs already developed, adding incremental, use-specific fit-out costs for each alternative rather than full new capital estimates. The evaluation matrix will facilitate a structured comparison from which the Rehab Committee can evaluate trade-offs and narrow to a preferred alternative or short list of preferred alternatives.

Findings from this task will be summarized in an existing conditions and market analysis document identifying the strengths and weaknesses of each candidate use relative to building configuration, market demand, and site constraints.

Deliverables: Existing Conditions Assessment, Market Analysis, and Reuse Opportunities Comparison, Concept Evaluation Matrix, Statements of Probable Cost, and Preferred Alternative Recommendation.

Task 4 – Governance and Operational Analysis

Based on the results of the market analysis, building assessment, and public engagement efforts, the team will evaluate governance and ownership models that would best fit with the reuse alternatives. These could include options such as municipal ownership and operation, municipal ownership with contracted operations, nonprofit or private ownership and management, or a long-term ground or building lease. Each reuse option from Task 3 will be weighed against different governance and operating models to assess staffing needs, maintenance responsibilities, operating costs, and organizational capacity requirements.

To ground this analysis in real-world experience, the team will conduct outreach and structured discussions with nonprofits and organizations currently operating comparable facilities in the region, gathering lessons learned and benchmarking operating costs and staffing models. This outreach may also help identify potential long-term partners that could own or operate the facility.

Deliverables: Governance Alternatives Summary and Recommended Operating Model.

Task 5 – Financial Feasibility Analysis

Once the use alternatives and governance options are determined, the team will construct the operating proforma model for the facility. RKG builds models to be purposefully iterative to test different assumes for both revenue streams and annual costs. This is done so assumptions can be easily changed to sensitivity test which are critical to the short- and long-term stability of the project. The model will be designed to accommodate a five-year projection of revenues and costs and can have phased costs related to staffing, equipment, as well as inflation adjusted costs for utilities, insurance, or cleaning services. Operating revenue and expense assumptions will be calibrated to any benchmarking information gathered during the 2024 Reuse Plan, stakeholder interviews, and RKG's experience with other similar facilities in Massachusetts.

STA will also identify, at a high level, any capital investment estimates specific to each use type and associated maintenance and capital-reserve considerations and will coordinate with Task 7 to identify funding strategies needed to close any operating or capital gaps identified in the pro forma(s). The team will document implementation sequencing and phasing options and their financial implications, identify major

financial risks such as construction cost escalation, revenue ramp-up timing, and staffing costs, and provide financial sustainability recommendations.

Deliverables: Operating Pro Forma(s) and Financial Recommendations.

Task 6 – Funding Strategy and Implementation

The team will build on the funding source analysis completed in the 2024 study and compile any additional federal, state, historic preservation, arts and cultural, and philanthropic and fundraising funding sources relevant to the preferred alternative. We will prepare a Funding Matrix documenting each source, the program name, eligibility, applicability to the project, estimated funding level, required match, and recommended strategy. Building on this matrix, the team will develop an Implementation Roadmap identifying immediate actions, short-term priorities, long-term milestones, procurement sequence and process, partnership identification, funding strategy alignment, and a recommended overall timeline.

Deliverables: Funding Matrix and Implementation Roadmap.

Task 7 – Procurement Documents and Final Report

The team will prepare a planning-level RFQ/RFP document with recommendations for the town could consider its next steps following the issuance of the report and creation of an actual RFP. Our recommendations will include the preferred procurement process, information that should be included in the solicitation, timing of the solicitation, potential for site visits, information required in the submission, and potential scoring criteria. The team will issue these recommendations as part of the draft and final reports.

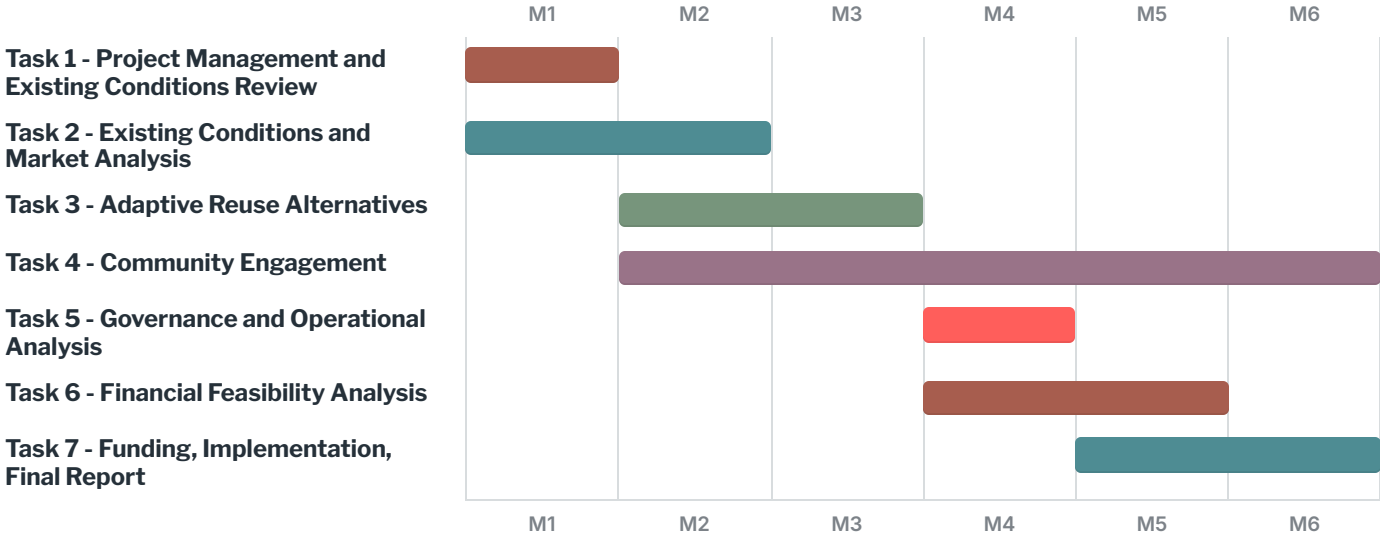
The team will compile a draft Report incorporating all task findings, organized to include an Executive Summary, Existing Conditions, Market Analysis, Public Engagement, Reuse Alternatives, Governance Analysis, Financial Analysis, Funding Strategy, Implementation Roadmap, and Recommended Next Steps. The draft will be shared with town staff and the Rehab Committee for their comments. Revisions will then be made by the team and a final report will be issued to the town.

Deliverables: RFP/RFQ Recommendations, Draft and Final Report.

PROJECT TIMELINE

Project Schedule

Our team anticipates completing the project within the Town's preferred timeline of March 31, 2027.



PROJECT EXPERIENCE

Art Center Financial Analysis

Malden, Massachusetts

> *RKG's market analysis and operating pro forma showed Malden how to fund and program an arts center in a former courthouse, informing its* ***acquisition and reuse decision****.*



RKG SERVICES

Arts and Creative Space Market Analysis, Operational Pro Forma Analysis.

SITUATION

The City of Malden was presented with an opportunity to acquire a former county courthouse adjacent to their downtown area. After going through a robust community driven process to identify potential uses for the building, the city settled on an adaptive reuse plan to create a community center for the arts. The space would be have open gallery spaces, leasable art studios, theater spaces, a small cafe, and commissary space. Acquiring the building, fitting out the interior of the space, and operating the space would come at a substantial cost to the city or third-party operator. Therefore, the city wanted to understand the potential cost of operations and how much revenue could be generated from different internal and external funding sources.

APPROACH

To help the city and arts committee understand the potential operating costs and revenue streams, RKG conducted a market and funding analysis for the space to identify potential demand segments for internal activity/revenue as well as funding models used in similar spaces in Massachusetts. RKG also constructed a proforma model that estimated operating revenues and costs and could be changed depending on the type of internal programming the space would have over time.

RESULTS

RKG's analysis illustrated several ways the community center could be funded and include many of the activities and spaces residents desired. The operational model was provided to the city for future use as it determined how best to move forward with the acquisition and reuse of the building. RKG Associates

PROJECT EXPERIENCE

Mill No. 5 Market Study & Financial Feasibility

Lowell, Massachusetts

> *RKG's market study and operational proforma identified **market-feasible uses** to fill Mill No. 5's vacant spaces and bring rents to market rates.*





RKG SERVICES

Market Analysis, Operational Proforma Analysis.

SITUATION

The City of Lowell, through MassDevelopment's Trans formative Development Initiative (TDI), commissioned a study to help the owner of Mill No. 5 understand what other market opportunities were available to build out the remaining vacant spaces in the former mill build ing. Mill No. 5 is a very active former mill building with dozens of small retail, art, and food incubator spaces and plays an important role in the City of Lowell as an attraction for visitors and home to small businesses in low-rent spaces.

APPROACH

RKG first conducted a market analysis to look at what uses the building owner could begin market ing to and fitting spaces out for. This included small retail, food services, artist studios, a small performance theater, and other creative economy uses. RKG then constructed an operational proforma to show the owner how much revenue these new uses could generate compared to current and future costs to improve and operate the spaces.

RESULTS

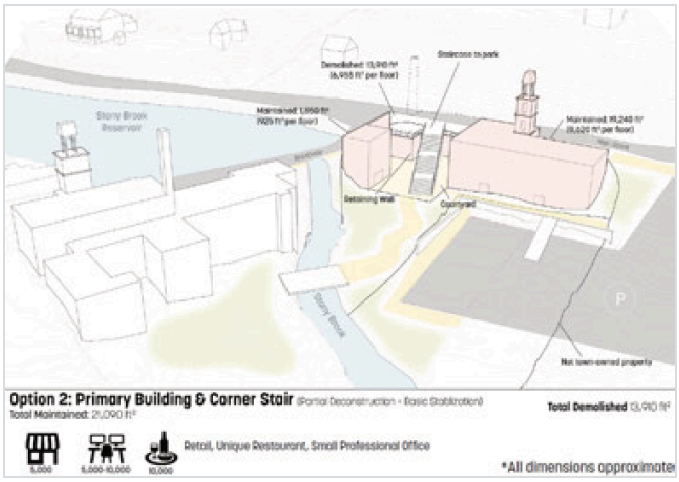
RKG identified several market feasible uses that could help fill the remaining spaces in the mill build ing and ways to bring rents up to market rates to help offset interior and exterior building improvement projects.

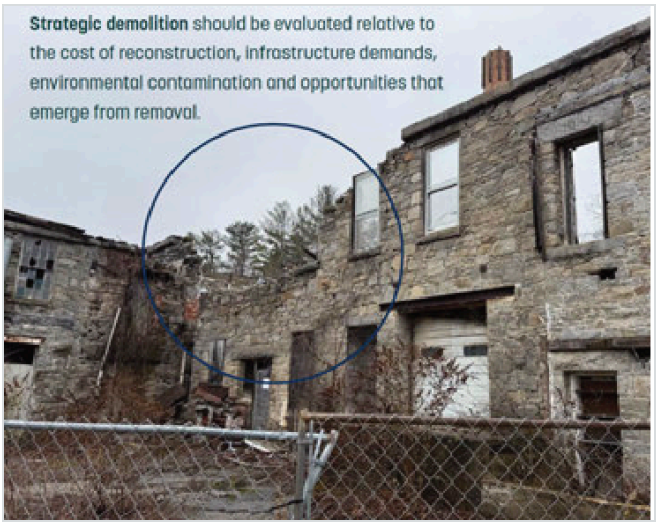
PROJECT EXPERIENCE

12 North Main Street Reuse Plan

Westford, Massachusetts

> *RKG's reuse study led Westford's Selectboard to back **housing and small-format commercial** at a former mill; the Town is now pursuing grant funding.*





RKG SERVICES

Real Estate Market Analysis, Financial Feasibility Modeling, Land Use and Zoning Assessment, Public Process.

SITUATION

The Town of Westford acquired a former mill building used for textile manufacturing decades ago. Following the mills closure, the building fell into disrepair with the Town eventually taking control of the building. An unsuccessful RFP process led the Town to undertake environmental remediation efforts to clean up the property and the building in hopes of removing risk and obstacles for future redevelopment.

APPROACH

To help the Town understand potential options for adaptive reuse and redevelopment, RKG led a team alongside Gamble Associates to help envision different reuse scenarios for the building and property along with market analytics, a financial proforma analysis, and a zoning review. Gamble provided compelling visuals and graphics to help the Town understand the physical aspects of the site and how reuse could take place.

RESULTS

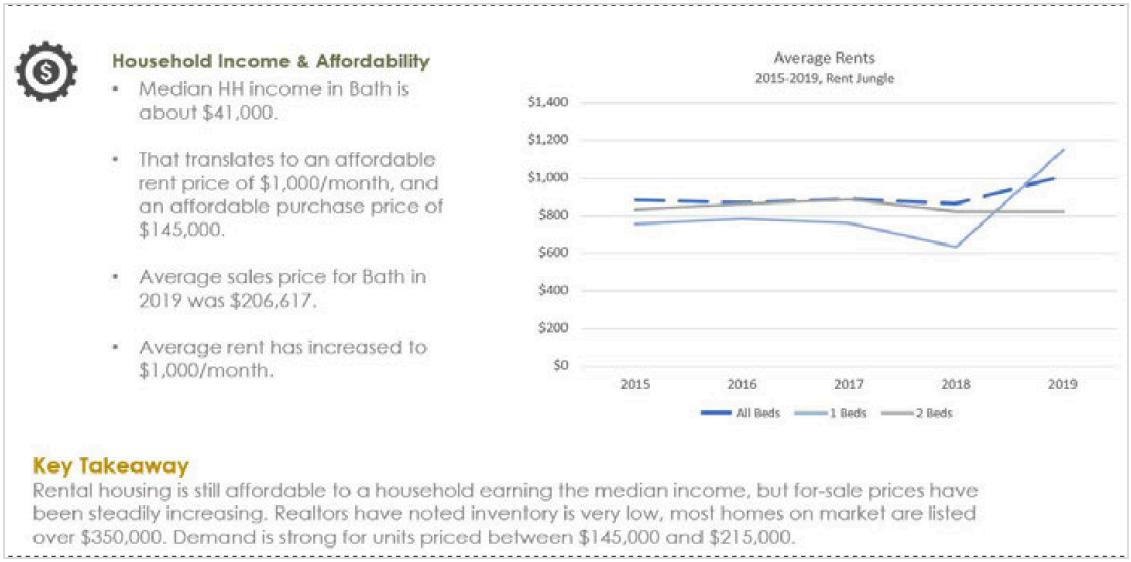
The study concluded with the Selectboard indicating their preferences for reuse and redevelopment options including new housing and small format commercial space. The Town is now pursuing additional grant funding to continue building stabilization and clean up efforts.

PROJECT EXPERIENCE

School Reuse Plan

Bath, Maine

> *RKG's reuse study mapped **housing options** for Bath's former high school.*



RKG SERVICES

Real Estate Market Analysis.

SITUATION

The City of Bath, Maine conducted a school use plan to determine possible ways to reuse the former Morse High School located just north of US Route 1 and a quarter-mile from the Downtown. The City hosted a visioning session with community members prior to this study and identified several potential uses that were supported by the community. Those included small offices, makerspace, ownership and rental housing, senior housing, small retail spaces, and municipal uses. The City then hired Harriman and RKG Associates to take the vision to the next level by testing market demand for these uses and creating architectural plans that would support different reuse options.

APPROACH

Given the school's location within an existing residential neighborhood, future use options were limited to residential, a small office or retail component, arts and cultural activities, and municipal uses. RKG conducted a market study to determine the supply and demand within each use category and worked with Harriman to determine the amount of space within each use category that could be supported at the school site. RKG also carefully evaluated retail and arts and cultural uses with the understanding that the City had already focused much of that market in the Downtown area and in other adaptive reuse projects supporting the arts.

RESULTS

RKG identified opportunities to provide more affordable housing options for younger residents and older residents as they were the fastest growing age cohorts in need of housing options. The school was an unique opportunity, due to its internal layout, to provide smaller housing units for single- and two-person households. RKG also focused the commercial and arts components on very small spaces for local businesses with visibility from the primary roadway.

PROJECT EXPERIENCE

Corridor Market Analysis

Dunstable, Massachusetts

> *RKG's Route 113 corridor market analysis produced **zoning revisions and a mixed-use pro-forma** now being implemented by the Town of Dunstable.*





RKG SERVICES

Residential and Commercial Market Analysis

SITUATION

The Town recently adopted zoning bylaw for the Town Center District and put forth a mixed-use overlay district to encourage development along the Route 113 corridor and in the Town Center. Challenges to development include a well-built environment that is predominantly owner occupied housing. Also, despite some high traffic counts (as a commuter route) the Town and its Main Street are more rural in character and community-wide desire or acceptance for change is inconsistent.

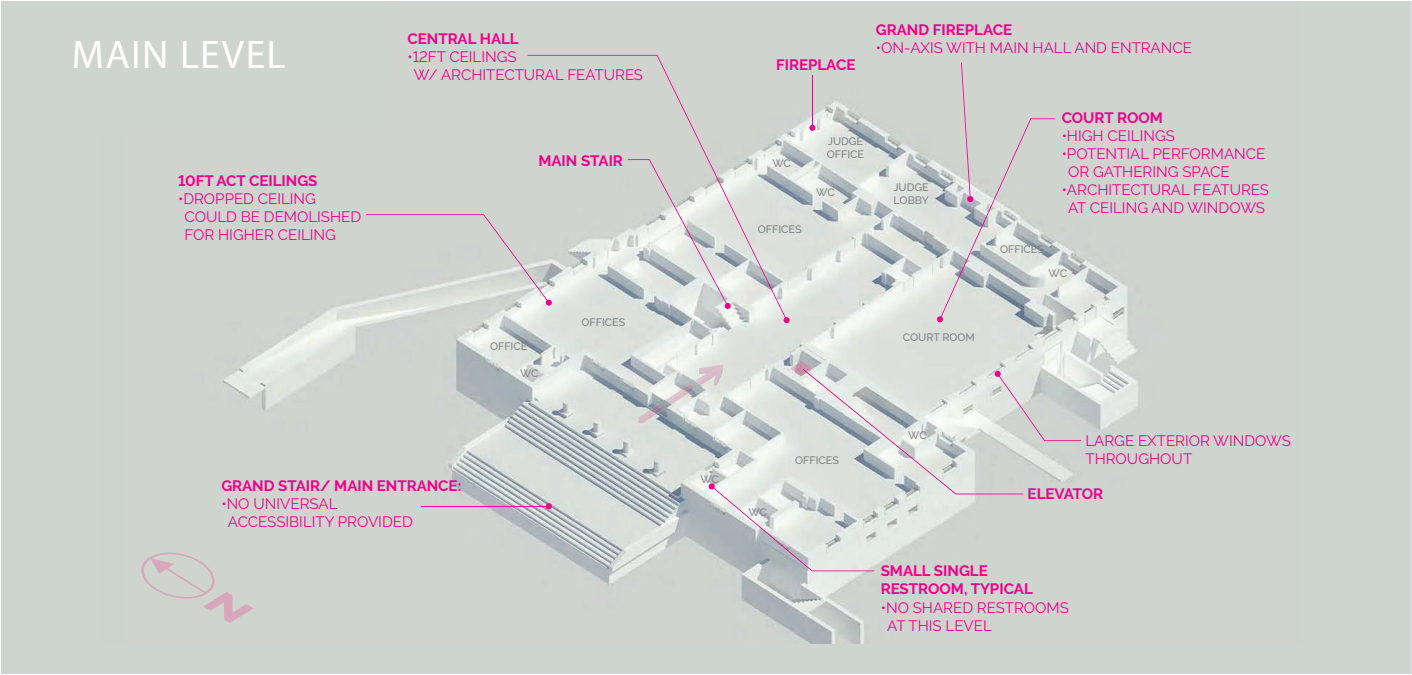
APPROACH

RKG reviewed prevailing and projected market demand and supply indicator in Dunstable and relative to a baseline of surrounding and comparative communities. Despite some desire for local retail and service establishments, demand opportunities were generally weak other than for some residential and 55+ housing in particular. Additionally, as of this analysis, the community was a "dry" community which adversely impacted some retail/restaurant opportunities. Existing zoning, with respect to allowable uses, lot requirements and other issues further impacted some development opportunities. RKG's final analysis recommended several considerations for zoning revisions and also developed a hypothetical pro-forma for a modest mixed-use development, with retail/services down and residential use on upper floors.

RESULTS

This project is complete and the recommendations are being implemented by the town. RKG Associates

STADESIGN MALDEN CENTER FOR ARTS AND CULTURE



CLIENT

Malden Center for Arts & Culture

LOCATION

Malden, MA

PROJECT TEAM

David Silverman
PIC, Project Architect

OVERVIEW

STA created a feasibility study for Malden's Center for Arts and Culture. The new Malden Center for Arts and Culture promises to have a transformative impact on the Malden community and beyond. The feasibility study included a design proposal that is based on city and community input, related construction costs, and a phasing plan to help chart the course forward.

We took into consideration the balance the flexible use of space, the recognition of the history of the building, and the financial limitations that are imposed on any project of this scale. We studied the exterior envelope, the interior condition and the existing building systems and recommended changes based on the study findings.





99 BISHOP ALLEN DRIVE



CLIENT
Cambridge Redevelopment Authority

LOCATION
Cambridge, MA

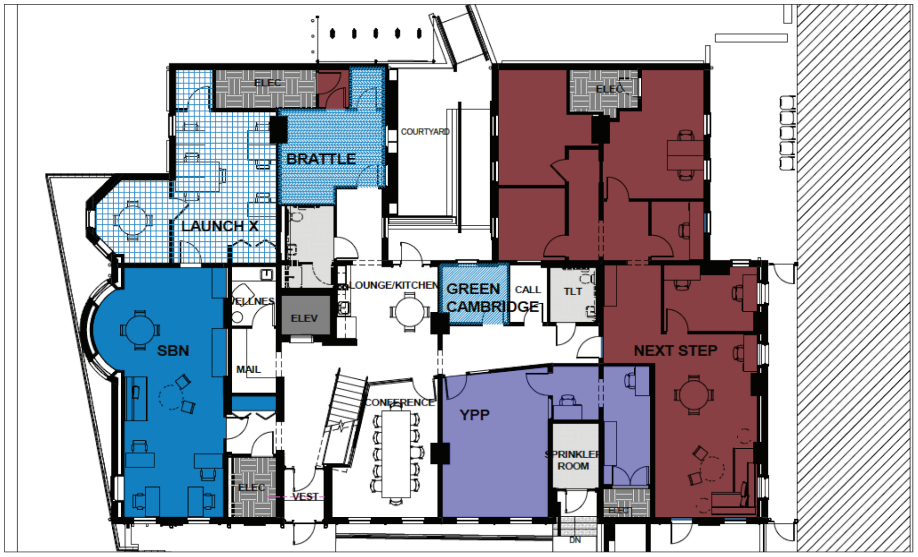
PROJECT SIZE
20,000 SF

PROJECT TEAM
David Silverman
PIC, Project Architect

Felice Silverman
Lead Interior Designer

Imran Khan
Architectural Designer

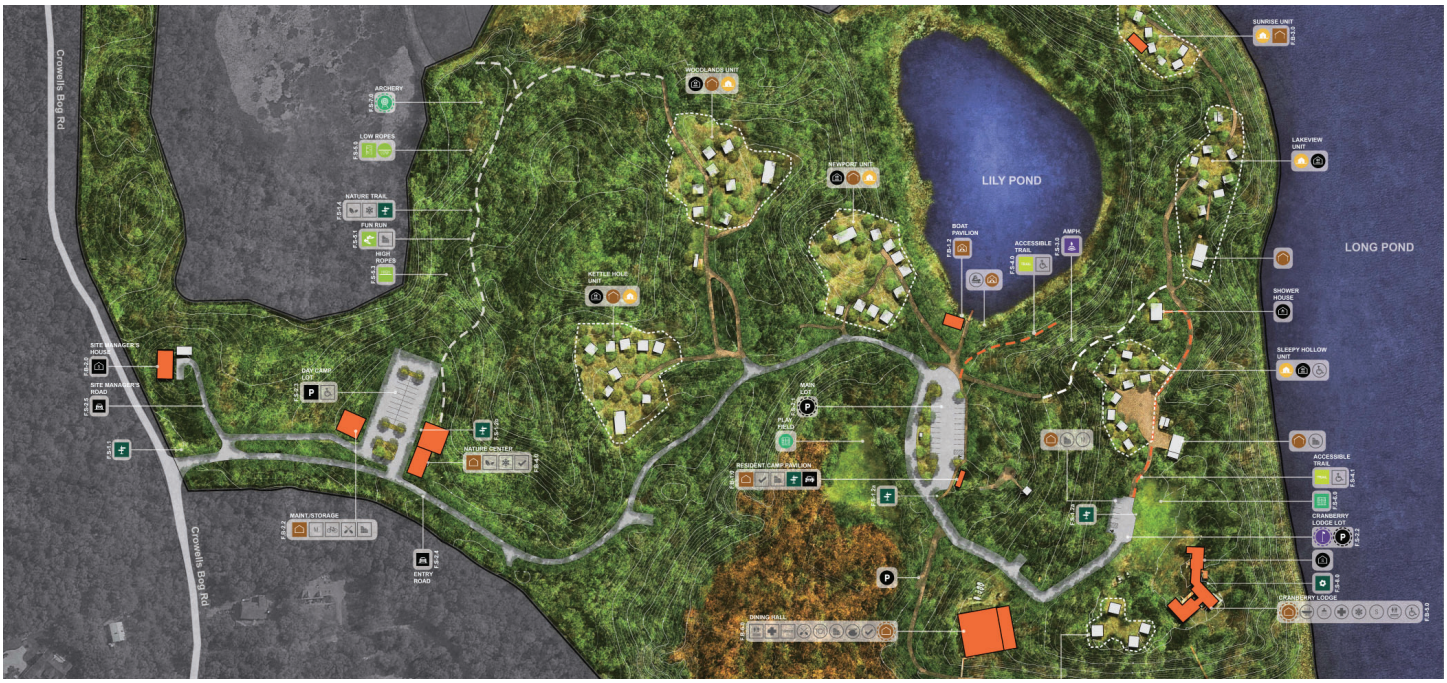
OVERVIEW
Renovation of historic building housing non-profit programs since 1965. Along with a full building infrastructure renovation including full systems and code upgrades, a complete reprogramming,master plan and interior renovation of the building was completed to join the buildings, improving collaboration, security and accessibility. Awarded the 2022 Preservation Award by the Cambridge Historical Commission.







GIRL SCOUTS OF EASTERN MASSACHUSETTS
5 YEAR MASTER SITE PROPERTY PLAN



CLIENT

Girl Scouts of Eastern Massachusettes

LOCATION

Various Locations in MA, NH

PROJECT TEAM

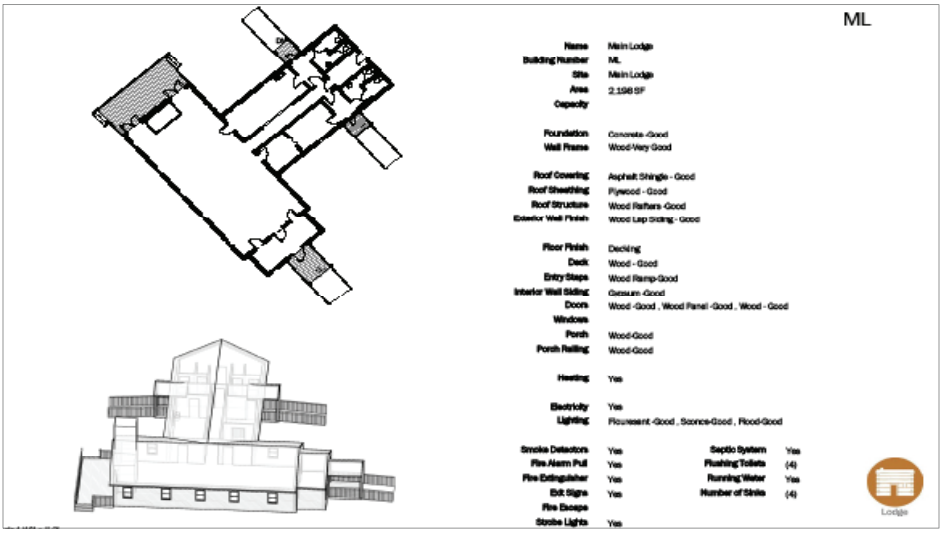
David Silverman
PIC, Project Architect

Felice Silverman
Lead Interior Designer

OVERVIEW

STA was selected to lead the effort for a 5 year master plan for the Girl Scouts of Eastern Massachusetts. The project focused on five core properties; four of which are in eastern Massachusetts and one in southern New Hampshire. STA and their team visited all of the properties and performed careful documentation of existing buildings, sites, and programs and created site plans and building plans of existing conditions from which to review potential design opportunities. With these tools in hand, a series of meetings and interviews were set up to assess current and future needs at all of the sites. This needs assessment was then used as a basis for new design proposals. Working closely with the GSEM team and their long range planning committee we worked to prioritize projects along the 5 year timeline using cost estimates developed by our team. The GSEM is currently using the master plan report as a tool to build a capital fundraising campaign around.





CLIENT REFERENCES

REFERENCE 1

Mohawk Theater Operational Proforma - RKG Reference

City of North Adams / MassDevelopment

CONTACT
Ben Murphy
Vice President, Real Estate

PHONE / EMAIL
857-300-3223
bwmurphy@massdevelopment.com

Conducted a market analysis, case studies, operational proforma, and governance model options for the City.

REFERENCE 2

Mill No. 5 Market Study and Operational Proforma - RKG Reference

City of Lowell

CONTACT
Rami el Samahy
Principal at OverUnder - Lead Design Firm

PHONE / EMAIL
617-426-4466
samahy@overunder.co

Market study to identify potential uses for the vacant space, operational proforma to illustrate revenues vs. operational and capital expenses.

REFERENCE 3

12 North Main Reuse Study - RKG Reference

Town of Westford

CONTACT
Joe Giniewicz
Town Planner

PHONE / EMAIL
978-692-5524
jginiewicz@westfordma.gov

Market analysis, proforma analysis, public engagement.

REFERENCE 4

Design Services - STA Reference

Cambridge Redevelopment Authority

CONTACT
Tom Evans
Executive Director

PHONE / EMAIL
617-492-6800
evans@cambridgeredevelopment.org

ADDENDA ACKNOWLEDGMENT

Request for Proposals: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

The bidder or proposer must complete and sign this form and submit it with each bid.

PROJECT NAME: Feasibility Study and Business Planning for the Re-use and Activation of the Historic Union School Building

Addendum Number(s) (Can be listed on one line or separate lines):

1 and 2

Company Name: RKG Associates, Inc.

Printed Name: Eric Halvorsen

Title: Principal

Signature: Eric Halvorsen Date: 9/8/26

Certificate of Non-Collusion

The undersigned certifies under penalty of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.



Signature of person signing bid or proposal

Eric Halvorsen, Principal

Printed Name of person and title

RKG Associates, Inc.

Company name

9/8/26

Date

Revenue Enforcement and Protection Certification (REAP)

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the company, corporation, partnership or entity named below is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

ENTITY NAME: RKG Associates, Inc.

By: _____ 9/8/26

Authorized signature Date

Eric Halvorsen, Principal

Name of person signing above (type/print)

RKG Associates, Inc.
76 Canal Street, Suite 401
Boston, MA 02114

Business address

617-847-8912

Telephone Number

SOMWBA Certification

Date of Certification by State Office of Minority and Women Business Assistance (SOMWBA)



Authorized Signature

Date

Not Applicable to RKG Associates

Printed Name

RKG ASSOCIATES

Navigating Complexity. Building Trust. Unlocking Potential.

RKG Associates, Inc.
76 Canal Street, Suite 401
Boston, MA 02114
617.847.8912

www.rkgassociates.com

RND Consultants, Inc.
DBE/WBE CERTIFIED

TECHNICAL PROPOSAL

TOWN OF DUNSTABLE

Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

PROJECT LOCATION

522 Main Street

Dunstable, Massachusetts 01827

SUBMITTED BY

RND Consultants, Inc.

SUBMITTED ON

September 8, 2026

SUBMITTED TO

Jason Silva, Town Administrator

Town of Dunstable

Table of Contents

Cover Letter 3

..... 4

Firm Overview 5

Relevant Experience 6

Understanding of the Scope & Project Approach 17

Proposed Project Schedule 24

References 25

Appendix- Resumes 27

Andrew Julian 28

Janice Martin Bergeron 30

Christopher Stanley 33

Danny DeFreitas 35

Cover Letter

Town of Dunstable
Town Administrator Attn: Jason Silva
Dunstable Town Hall
511 Main Street
Dunstable, MA 01827

RE: Town of Dunstable Request for Proposals- Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

Dear Evaluation Committee Members:

RND Consultants, Inc. (RND) is pleased to submit our technical and price proposal to the Town of Dunstable for the Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building. RND's Real Estate Consulting Practice is focused on supporting communities through thoughtful planning, economic development, financial analysis, and implementation-focused strategies.

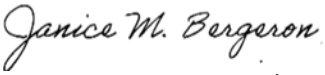
RND understands that the Town is seeking more than another conceptual feasibility study. This assignment requires a practical, community-supported roadmap for determining the most appropriate long-term use of the historic Union School Building and advancing that vision toward implementation. The work must carefully balance the building's historic character, its relationship to the adjacent Swallow Union Elementary School, community and cultural needs, market demand, governance and operational considerations, financial sustainability, and available funding opportunities.

RND has intentionally assembled a dynamic, multidisciplinary team capable of supporting every aspect of the Town's programmatic goals and objectives. Our team brings experience in municipal and economic development planning, adaptive reuse evaluation, market and financial feasibility analysis, community engagement, governance and operational planning, funding strategy, and public-sector implementation. Together, these capabilities will allow us to evaluate realistic reuse alternatives, meaningfully engage the community and prospective users, develop a sustainable operating framework, and provide the Town with clear recommendations and actionable next steps.

We recognize the importance of building upon the planning, design, and exterior rehabilitation work already completed for the Union School Building. Our approach will respect those prior investments while helping the Town move confidently from analysis to decision-making, funding, procurement, and implementation. RND is prepared to begin work promptly following contract award and complete the draft and final deliverables in accordance with the Town's anticipated project schedule.

Andrew Julian will serve as RND's Project Manager and primary point of contact for this assignment. He can be reached at andrewjulian@rndconsultants.net or 617-981-0577. We appreciate the opportunity to present our qualifications and approach and look forward to the possibility of partnering with the Town of Dunstable and the Union Building Rehabilitation Committee on this important community initiative.

Sincerely,



Janice Bergeron, President & CEO
RND Consultants, Inc.

Firm Overview & Relevant Experience

Firm Overview

RND Consultants is a multidisciplinary real estate consulting, program management, and transportation services firm that helps public and private clients turn vision into reality. With offices in Boston and North Charleston, our team brings together expertise, innovation, and lessons learned across diverse markets to deliver tailored solutions from planning and feasibility through construction and implementation.

RND Consultants, Inc.
DBE/WBE CERTIFIED

Clients First. Results Driven. People Focused.

Company Overview

Founded in 2017, RND Consultants, Inc. (RND) is a multidisciplinary real estate consulting, program management, and transportation services firm serving public- and private-sector clients. RND provides strategic planning, real estate advisory, market and financial analysis, community engagement, project feasibility, funding strategy, procurement advisory, engineering, and implementation support.

Our team combines professionals from diverse technical and strategic backgrounds to support projects from initial planning and feasibility through procurement, development, construction, and implementation. *Regardless of a project's size or complexity, RND provides each client with a tailored, collaborative approach grounded in its guiding principles: "Clients First. Results Driven. People Focused."*

RND was established with the goal of contributing to transformative projects that promote economic development, strengthen communities, and create lasting public benefit. Since its founding, the firm has supported municipalities, public agencies, developers, institutions, engineering firms, and contractors in navigating complex planning, real estate, infrastructure, and development initiatives.

RND recognizes that there is no "one-size-fits-all" approach to planning or project delivery. Our team integrates technical expertise with strategic and innovative thinking to develop solutions responsive to each client's priorities, resources, stakeholders, and implementation environment. This multidisciplinary perspective allows RND to evaluate opportunities within their broader market, financial, operational, regulatory, and community context.

Our experience is particularly relevant to assignments requiring communities to determine not only what is possible, but what is practical, financially sustainable, publicly supported, and capable of implementation. RND's capabilities in project feasibility and alternatives analysis, market and financial analysis, public engagement, governance and operational planning, funding-source identification, and procurement advisory position our team to help the Town of Dunstable establish an actionable and sustainable path forward for the historic Union School Building.

For this assignment, RND will build upon the Town's previous planning, design, and rehabilitation investments to evaluate realistic reuse alternatives and translate the preferred strategy into clear recommendations for governance, funding, procurement, and implementation. Our goal is to provide Dunstable with more than a conceptual study, we will deliver a practical roadmap for advancing the Union Building into its next chapter of community use.

Relevant Experience

The Town of Dunstable's Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building requires a consultant team capable of integrating adaptive reuse planning, market and financial feasibility, community engagement, governance and operational analysis, funding strategy, and implementation planning into one coordinated approach. RND Consultants, Inc. (RND) has assembled a focused and highly capable team to address these objectives and deliver the implementation-oriented roadmap outlined in the RFP.

RND approaches this assignment with extensive experience providing economic development, planning, and real estate advisory services to public-sector clients throughout New England. Our work includes feasibility studies, market and fiscal analyses, development pro forma evaluation, community and stakeholder engagement, redevelopment strategy, funding assistance, and implementation planning for municipalities, redevelopment authorities, and quasi-public agencies. Massachusetts assignments such as the Erving Mill Site Readiness Project, Peabody Centennial Park Planning Assessment, Trout Brook Redevelopment District Urban Revitalization Plan, New Bedford Economic Development Council Business Recruitment Research, and Brockton Redevelopment Authority Downtown Selection Assistance Program demonstrate our ability to integrate market conditions, development economics, public investment goals, and stakeholder priorities into realistic and financially grounded recommendations. This experience directly supports Dunstable's need for objective analysis, a sustainable reuse and operating strategy, and actionable guidance that can move the Union Building toward funding, procurement, and implementation.

Demonstrated Project Experience

The following matrix provides an at-a-glance comparison of the proposed team's relevant experience across the core capabilities required for the Union Building assignment, including adaptive reuse, historic preservation, market and financial analysis, community engagement, governance, funding, and implementation planning.

REQUIRED COMPETENCY PER RFQ	HISTORIC MILL FEASIBILITY, MARKET ANALYSIS, PROCUREMENT FRAMEWORK	STRATEGIC BUSINESS PLANNING, MARKET ANALYSIS, PARK DEVELOPMENT	MARKET ANALYSIS, FINANCIAL FEASIBILITY, PUBLIC PROCUREMENT	DEVELOPMENT PLANNING, PROCUREMENT CREATION, FEASIBILITY SCENARIOS	FEASIBILITY STUDY, OPERATIONAL PLANNING, DEVELOPER SELECTION
MUNICIPAL CLIENT	✓	✓	✓	✓	✓
MARKET ANALYSIS	✓	✓	✓	✓	-
ADAPTIVE REUSE	✓	✓	✓	-	✓
HISTORIC	✓	✓	✓	-	-
COMMUNITY ENGAGEMENT	✓	✓	✓	-	✓
GOVERNANCE	✓	✓			✓
FINANCIAL FEASIBILITY ANALYIS			✓	✓	✓
FUNDING/ IMPLEMENTATION	✓	✓	✓	✓	✓

Historic Mill Feasibility, Market Analysis, & Procurement Framework

MassDevelopment | Erving, MA



PROJECT SCHEDULE

July 2025 – December 2025

CLIENT

Massachusetts Development

PROJECT ELEMENTS

- Historic Mill Feasibility
- Market Analysis
- Procurement Framework

Situation

The Town of Erving sought to reposition the former International Paper Mill as a community asset while addressing the challenges of historic preservation, building conditions, and redevelopment readiness. The project required consideration of both viable reuse opportunities and public benefits, including a public walking path, access to the Millers River, and opportunities for youth engagement.

RND Approach and Solution

RND's approach connected market analysis and programmatic feasibility with the practical requirements of implementation. The team explored how potential building uses could complement riverfront access, outdoor recreation, and youth-oriented activities, considering these ideas alongside preservation requirements, infrastructure needs, and selective demolition and rehabilitation sequencing. This work helped frame opportunities for phased reuse and informed a procurement framework linking the Town's community objectives with the conditions necessary to attract prospective redevelopment partners. RND led outreach and engagement with developers, regional planning organizations, and community leaders to assess market demand. This process included a comprehensive SWOT analysis.

Results

The feasibility planning effort clarified the relationship between potential reuse programs, the potential tradeoffs with each scenario, and the steps needed to advance site readiness. RND helped the Town establish a more informed basis for prioritizing improvements and shaping future procurement. The work provided a foundation for pursuing redevelopment that balanced historic character, public access, and practical feasibility.

Existing Conditions	Market Analysis	Site Readiness	Public Engagement	Procurement Framework
Site visit, photo documentation, memo	Program opportunities, Competitive Demand, Stakeholder Interviews	Financial Feasibility and funding needs, Implementation recommendations	Public workshop With community to gather feedback on alternative uses	Flexible procurement approaches accommodating multiple scenarios

Strategic Business Planning, Market Analysis, Park Development

MassDevelopment | Peabody, MA



PROJECT SCHEDULE

September 2025 – May 2026

CLIENT

Massachusetts Development

PROJECT ELEMENTS

- Strategic Business Planning
- Market Analysis
- Park Development

Situation

The City of Peabody sought a strategic plan to strengthen Centennial Park's long-term vitality and explore opportunities to diversify its uses and community benefits. The assignment required evaluating how an established business park could accommodate new programming and investment while identifying the governance, financial considerations, and implementation steps needed to advance potential changes.

RND Approach and Solution

RND combined existing conditions review and a detailed market analysis to evaluate potential reuse alternatives within the park. Alternatives included a community sports facility, a mixed-use district, and public-private partnership opportunities. A public workshop attended by nearly 70 participants helped identify priorities and gather feedback on potential uses. RND also developed governance recommendations for a business park utilization committee and provided illustrative financial feasibility examples to help decision-makers understand the investment requirements and tradeoffs associated with potential changes.

Results

The final report established a planning framework connecting reuse opportunities with community priorities, governance recommendations, and implementation considerations. Planning-level funding strategies and phased implementation examples provided the City with a basis for prioritizing next steps and further testing potential investments. The study helped translate a broad range of ideas into actionable directions for the park's future, while distinguishing concepts requiring additional feasibility analysis from opportunities suitable for near-term advancement.

Existing Conditions	Market Analysis	Reuse Alternatives	Public Engagement	Governance Financial Feasibility
Site visit, photo documentation, memo	Demographic assessment, Market Opportunities	Community sports facility, mixed-use district & P3 planning	Public workshop with nearly 70 attendees	Utilization committee governance recommendations Planning-level feasibility examples

Market Analysis, Financial Feasibility, & Procurement Development

City of Brockton | Brockton, MA



PROJECT SCHEDULE

May 2020 – January 2021

CLIENT

Brockton Redevelopment Authority (BRA)

PROJECT ELEMENTS

- Market Analysis
- Financial Feasibility
- Procurement Development

Situation

The City of Brockton sought to advance redevelopment of the 64-acre Trout Brook Redevelopment District, encompassing 41 parcels under 25 separate owners. Located approximately one-quarter mile from the Brockton Commuter Rail Station, the district offered significant transit-oriented development potential but required a clear understanding of market demand, environmental costs, and financial feasibility. The City needed a strategy that translated its revitalization objectives into viable development alternatives and a structured process for attracting and evaluating development partners.

RND Approach and Solution

RND began with market analysis to assess demand for potential uses and alternatives, developed an environmental cost-to-cure estimate, and tested the Urban Revitalization Plan's financial feasibility before advancing to solicitation. Building on those findings, RND developed a two-tiered procurement approach and marketing plan to reach viable development partners. The team prepared a Request for Letters of Interest, established developer selection criteria, produced an evaluation committee handbook, and assisted with scoring responses. RND also provided strategic business planning guidance for a public-private partnership and development agreement.

Results

RND equipped the City with a coordinated framework linking market-supported uses, redevelopment costs, financial feasibility, and partner selection. The procurement materials and evaluation handbook supported a consistent, transparent review of responses, while the business planning guidance helped frame partnership and development agreement considerations. This work positioned the City to pursue implementation with clearer expectations for project viability, partner qualifications, and alignment with public objectives.

Existing Conditions	Market Analysis	Financial Feasibility	Procurement & Outreach	Business Planning Partner Evaluation
Documented existing land uses, owners, and physical features	Demand assessment and environmental cost to cure	URP feasibility testing before solicitation	Two-tiered approach, RLOI & RFQ/P with a full marketing plan	Selection criteria Committee handbook P-3 development agreement for implementation

Development Planning, Procurement Creation, Feasibility Scenarios

City of New Bedford | New Bedford, MA



PROJECT SCHEDULE

July 2024

CLIENT

New Bedford Economic Development Council (NBEDC)

PROJECT ELEMENTS

- Business Planning & Recruitment Analysis
- Market Survey
- Economic & Gap Analysis

Situation

The City of New Bedford sought to evaluate the redevelopment potential of an approximately 100-acre municipal site for a major advanced manufacturing campus. The assignment required the City to understand market demand, compare alternative development scenarios, test the economic benefits and implementation requirements of the proposed master plan, and establish a competitive process for identifying a qualified development partner.

RND Approach and Solution

RND conducted market and economic base analyses to identify viable industries, prospective users, and development opportunities for the site. The team analyzed multiple development scenarios to compare their market support, economic benefits, infrastructure and public-investment needs, implementation considerations, and ability to advance the City's long-term objectives. RND translated these findings into a procurement and outreach strategy, including an initial Request for Information, a subsequent Request for Proposals, developer evaluation criteria, and an evaluation committee manual. RND also developed a grant strategy to help establish a public-private partnership and reduce barriers to implementation.

Results

RND provided the City with a clear framework for moving from a broad master-planning vision to an implementable development strategy. The market, scenario, and economic analyses helped City leaders understand the benefits and tradeoffs associated with the proposed campus, while the procurement framework supported a transparent and defensible partner-selection process. RND presented the findings to the New Bedford City Council, contributing to approval of the master plan and selection of a development partner.

Existing Conditions	Market Analysis	Economic Feasibility	Procurement Strategy	Project Planning & Partnerships
Documented existing land uses, owners, and physical features	Industry demand, concepts, and benefit/tradeoff analysis	Economic benefits of each scenario's infrastructure & private investment	RFI/RFP development, outreach, full selection support	Full implementation plan pre-procurement selection and partnership framework

Feasibility Study | Operational Planning | Developer Selection Assistance

Brockton Redevelopment Authority | Brockton, MA



PROJECT SCHEDULE

April 2020 – October 2020

CLIENT

Brockton Redevelopment Authority (BRA)

PROJECT ELEMENTS

- Feasibility Study & Operational Planning
- Developer Selection Assistance

Situation

The Brockton Redevelopment Authority sought to evaluate the redevelopment potential of a priority property through four alternative development scenarios. Potential programs included housing, artist studios, creative-economy space, and youth-oriented programming. The Authority needed to understand which uses, or combination of uses, were feasible and how the opportunity could be positioned to attract qualified development, operating, and community partners.

RND Approach and Solution

RND prepared a feasibility study comparing the four scenarios based on programmatic fit, market support, development considerations, potential community benefits, partnership opportunities, and implementation needs. The analysis considered how complementary uses could be combined into a viable mixed-program concept and identified prospective developers, operators, arts organizations, youth-service providers, and other partners capable of advancing the project. RND then translated the findings into a procurement and outreach strategy, including preparation of a Request for Information designed to test market interest, gather partnership ideas, and invite flexible responses from the development community.

Results

RND provided the Authority with a structured framework for comparing reuse alternatives and moving from conceptual programming to active partner solicitation. The feasibility findings and RFI allowed the Authority to communicate its objectives while preserving flexibility for respondents to propose innovative development, operating, and partnership structures. This work positioned the Authority to assess market interest, refine the preferred program, and identify a realistic path toward implementation.

Feasibility Analysis	Reuse Scenarios	Programmatic Planning	Partner Identification	Procurement Strategy
Comparative assessment of four development scenarios	Housing, artist studios, creative-economy, youth programs	Evaluation of individual use tradeoffs	Developers, operators, and selection assistance criteria	RFI development, response, and framework for how to implement each scenario

Key Personnel & Staffing Plan

Executive Summary- Project Team

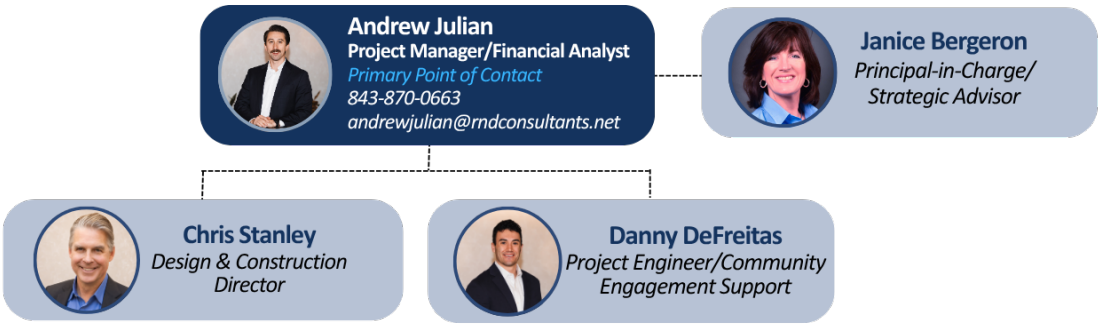
The Union Building study requires a consultant team capable of integrating adaptive reuse and historic preservation planning, market and financial feasibility, community engagement, governance and operational analysis, funding strategy, and procurement planning into one coordinated approach. The Town's objective—to identify a practical, financially sustainable, and community-supported reuse strategy and advance it toward implementation—requires a team that can evaluate the building's opportunities and constraints while balancing market conditions, public priorities, operational realities, and long-term feasibility.

RND approaches this assignment with extensive experience conducting complex feasibility, business planning, and redevelopment analyses across Massachusetts. Our prior work includes the MassDevelopment Erving IP Mill Site Readiness Study, which addressed historic mill feasibility, market analysis, and procurement framework development; the MassDevelopment Peabody Site Readiness Centennial Park Planning Assessment, which included strategic business planning, market analysis, and park development; the Brockton Trout Brook Redevelopment District Urban Revitalization Plan, which incorporated market analysis, financial feasibility, and procurement development; the New Bedford Economic Development Council Business Recruitment Research assignment, which focused on business planning and recruitment analysis; and the Brockton Redevelopment Authority Downtown Selection Assistance assignment, which included feasibility and operational planning and developer selection assistance. These projects demonstrate RND's ability to synthesize market conditions, development economics, stakeholder priorities, operational considerations, and public investment goals into realistic, financially grounded strategies that support long-term planning, procurement, and implementation.

Project Organization

RND has assembled a focused, multidisciplinary team with the planning, financial, technical, engagement, and project-management capabilities necessary to complete the Union Building assignment. The proposed team structure establishes a clear point of contact for the Town while providing direct access to senior leadership and specialized support throughout the study.

Organizational Chart & Point of Contact



SUBJECT MATTER EXPERTS

Adaptive Reuse + Historic Preservation	Governance + Operations
Market + Reuse Analysis	Financial Feasibility
Community Engagement	Funding + Implementation

A Team of Local Experts

The individuals assigned to this project have been selected for the specific experience and capabilities they will contribute to the Union Building study. Together, the team provides the project leadership, municipal planning, market and financial analysis, technical evaluation, community engagement, and implementation support necessary to address the full scope of services.

Each team member will have a defined role while working collaboratively across tasks to ensure that the Town receives one coordinated analysis and a consistent set of recommendations. The following qualifications demonstrate how the experience of RND's key personnel will be applied to the Town of Dunstable's objectives for the future reuse, operation, funding, and implementation of the historic Union Building.



Andrew Julian
Project Manager/Financial Analyst

As Lead Project Manager and Dunstable's primary point of contact, Andrew will manage day-to-day execution, coordinate the project team, maintain the schedule and milestones, facilitate communication with the Town and Union Building Rehabilitation Committee, and integrate the team's planning, market, financial, funding, and implementation analyses. Andrew Julian brings real estate experience spanning public-sector advisory, private investment, capital markets, and development strategy. His background in real estate fund management, investment analysis, underwriting, and financial structuring enables him to provide municipalities and public agencies with objective, data-driven guidance from early feasibility through implementation. Andrew combines financial rigor with planning and stakeholder coordination to translate complex development considerations into clear, practical, and implementable strategies.



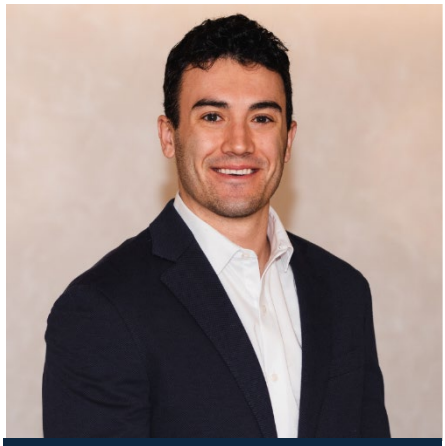
Janice Bergeron
Principal-in-Charge/Strategic Advisor

Janice will provide executive oversight and quality assurance, review major deliverables and recommendations, and support Andrew Julian at key project milestones to ensure the work remains responsive to Dunstable's objectives, schedule, and implementation priorities. As founder and President & CEO of RND, brings decades of experience in real estate development, municipal planning, and infrastructure advisory. She has successfully completed eight MassDevelopment and MassHousing assignments with comparable planning and development scopes and managed more than a dozen development projects across diverse communities. Her experience developing scenarios that balance market conditions, public objectives, stakeholder priorities, and long-term feasibility will provide valuable senior-level guidance for the Union Building study.



Chris Stanley
Design & Construction Director

Chris Stanley will lead the team's planning activities, supporting the review of existing conditions and prior studies, evaluation of potential reuse alternatives, assessment of land-use and operational considerations, and development of practical recommendations for the building's future use.



Danny DeFretias
Project Engineer/Development Support

Danny DeFreitas will serve as Project Engineer and provide community engagement support. He will contribute technical and engineering insight to the review of existing conditions, reuse alternatives, implementation considerations, and planning-level project needs. Danny will also assist with stakeholder coordination, public-engagement activities, presentation materials, and documentation of community input.

Availability and Commitment Statement

The Project Teams Anticipated Availability

Staff Member	Anticipated Availability %)
Andrew Julian	40%
Janice Bergeron	10%
Chris Stanley	25%
Danny DeFreitas	30%

Why RND?

The future of the Union Building must be evaluated through multiple, interconnected perspectives: **historic preservation, community and cultural needs, market demand, financial sustainability, governance, funding, and implementation.** RND's multidisciplinary capabilities allow our team to examine these considerations as part of one coordinated process rather than as separate planning exercises.

RND brings relevant experience in municipal planning, adaptive reuse and redevelopment strategy, market and financial feasibility analysis, public engagement, governance and operational evaluation, funding-source identification, and procurement advisory.

Our team will use this experience to help Dunstable identify a reuse strategy that respects the Union Building's historic significance, complements the adjacent Swallow Union Elementary School, responds to demonstrated community needs, and can be realistically operated and funded.

Most importantly, RND understands that the Town is not seeking another conceptual study. Our approach is designed to move the Union Building from evaluation toward action by providing the Town with a supported reuse recommendation, sustainable operating framework, funding strategy, procurement documents, and phased implementation roadmap.

Together, our team offers:

Local Insight with Regional Reach
The Team is deeply rooted in New England, with a nuanced understanding of its municipalities, communities, stakeholders, and evolving land use dynamics.

Integrated Expertise
From economic development and housing strategy to transportation planning and environmental analysis, our combined capabilities ensure a holistic approach to impact assessment.

Client-Centered Collaboration
We prioritize responsiveness, transparency, and adaptability, working side-by-side with the Town to align all your goals and timelines.

Scalable Solutions, Tailored Delivery
Our nimble structure allows us to customize our approach to each phase of the study, ensuring actionable insights and meaningful outcomes

Understanding of the Scope & Project Approach

Introduction

RND has carefully reviewed the RFP's purpose, background, and scope of professional services and understands the Town's need for a qualified consultant team that can build on prior planning, clarify viable reuse options, and support a practical path toward implementation.

The Town of Dunstable's June 24, 2024, Union School Building Rehabilitation and Reuse Plan reflects a significant amount of completed work and provides a strong foundation for the next phase. Our approach will be strategic and implementation-focused, helping the Town evaluate the most appropriate long-term use, governance structure, operating model, and implementation strategy for the building.

RND brings experience preparing financial analyses, operational models, procurement strategies, and partner roadmaps across a range of community and civic reuse projects. This experience positions us to translate the Town's goals and prior planning efforts into clear recommendations, actionable next steps, and a realistic framework for moving the project forward.

Task 1 – Project Management and Existing Conditions Review

RND will initiate the assignment with a structured project kickoff designed to establish a shared understanding of the Town's objectives for the Union School, confirm decision-making criteria, and organize the feasibility process around clear milestones. Our team will begin by reviewing prior studies, rehabilitation plans, design documents, cost estimates, public engagement findings, and other materials provided by the Town. Particular attention will be given to decisions that have already been made so that this study builds upon prior work rather than revisiting settled issues.

Following the document review, RND will facilitate a kickoff meeting with Town staff and the Union Building Rehabilitation Committee to confirm the project vision, key questions to be answered, stakeholder priorities, known constraints, and measures of success.

We will establish a set of evaluation criteria that can be carried consistently through the study, including community benefit, market demand, compatibility with the building and adjacent Swallow Union Elementary School, capital requirements, operating sustainability, implementation complexity, and potential Town financial needs.

RND will then prepare a detailed work plan and schedule identifying major activities, meetings, engagement milestones, decision points, and deliverables. RND will schedule a virtual bi-weekly coordination meeting for the lifecycle of the project to discuss project progress, questions, and to review findings and make decisions as the study advances.

Key approach: *Establish the decision framework at the beginning of the study so that every subsequent reuse concept can be evaluated against the same criteria.*

Task 2 – Existing Conditions and Market Analysis

RND will combine physical conditions, demographic and market research, stakeholder input, and comparable facility analysis to determine which potential uses have a reasonable basis for further consideration.

The team will assess the existing building configuration, previous rehabilitation work, available plans, accessibility and circulation considerations, relationship to Swallow Union Elementary School, and other physical characteristics that may influence adaptive reuse. From a financial and operational lens this assessment will identify portions of the building that are readily adaptable as well as physical constraints that could increase the cost or complexity of particular uses.

The market analysis will establish the demand context for potential programming. RND will evaluate Dunstable and the surrounding Northern Middlesex regional market, including demographic characteristics, households and families, arts and cultural activity, community and educational needs, existing facilities, artist and creative-space demand, childcare/youth programming opportunities, and nonprofit and institutional activity. The analysis will assess the Union School's potential to meet local community needs while also attracting users, partners, and programming from the broader region. This will include identifying the conditions needed to support regional appeal, strengthen visibility, and positioning the building as a desirable destination.

Up to five (5) comparable facilities will be evaluated to understand successful programming mixes, space utilization, operating structures, pricing, partnerships, and lessons learned. With guidance from the Town and project stakeholders, RND will also conduct targeted outreach to potential nonprofit, institutional, educational, arts, and private partners to test whether identified uses have realistic operators or users.

The findings will be summarized through a reuse opportunities comparison identifying the relative strengths, weaknesses, market support, physical compatibility, partnership potential, and key constraints associated with each use.

Key approach: Move beyond asking *"What could fit in the building?"* to determine *"What uses have demonstrated demand, an identifiable user or operator, and a reasonable path toward sustainability?"*

Task 3 – Adaptive Reuse Alternatives

Building upon the market analysis and community input, the team will develop a manageable set of three (3) adaptive reuse alternatives representing realistic choices for the Town. Rather than evaluating each potential use independently, the team will consider how complementary uses could be combined to create a stronger and more financially sustainable building program.

As proposed in the RFP, potential scenarios will include an arts and cultural hub, artist studios, community/event space, educational or youth programming, municipal uses, nonprofit occupancy, private or institutional tenancy, and mixed-use or hybrid concepts.

For each scenario, the team will develop a planning-level program identifying proposed uses, approximate space allocation, circulation and shared spaces, potential users or operators, and compatibility with existing rehabilitation and interior design plans. The concepts will be reviewed against the evaluation criteria established under Task 1.

Each alternative will be assessed based on:

- Market and community demand; physical and functional compatibility; relationship to Swallow Union Elementary School; capital investment and building modifications; operating requirements; revenue potential; governance and partnership opportunities; implementation complexity; and long-term financial sustainability.

Planning-level Statements of Probable Cost will be prepared to identify the incremental capital investment associated with each reuse alternative and allow the Town to make an apples-to-apples comparison.

RND will then facilitate a structured alternatives evaluation with the Town and Committee. A scoring matrix will clearly illustrate the tradeoffs between alternatives and provide a transparent basis for identifying a preferred alternative or hybrid scenario.

Key approach: *Narrow a broad universe of ideas into approximately three viable **scenarios**, compare them consistently, and advance the strongest concept into detailed operational and financial analysis.*

Task 4 – Community Engagement

The engagement process will be integrated into the feasibility analysis rather than treated as a standalone exercise. RND will build upon prior outreach and focus engagement on questions that directly influence reuse, programming, partnerships, and implementation.

Early stakeholder interviews will include Town representatives, Committee members, community organizations, prospective users, arts and cultural organizations, nonprofits, educational organizations, and other parties identified during the study. Targeted user-group conversations will test potential demand, space requirements, willingness to occupy or program the building, operational capacity, and potential partnership structures.

One public workshop will occur at a strategic point in the alternatives process. Rather than simply asking residents what they would like to see, participants will be presented with emerging reuse concepts and asked to consider their relative benefits, tradeoffs, and priorities. RND sees the workshop as an opportunity for the community to ask questions and get full feedback before report finalization.

Where appropriate, online engagement will provide an additional opportunity for participation with an established survey and email correspondence folder.
Following development of the preferred strategy, RND will present findings and recommendations publicly, demonstrating how community input influenced the recommended reuse concept.

Key approach: *Use engagement to test and refine real alternatives, while clearly documenting how public and stakeholder input influenced the final recommendation.*

Task 5 – Governance and Operational Analysis

A successful reuse strategy must answer not only what happens inside the building, but **who is responsible for operating it and how those responsibilities are funded over time**.

RND will evaluate alternative ownership and operating structures, including direct municipal operation, municipal ownership with contracted management, nonprofit operation, public-private partnership structures, long-term leasing, and hybrid approaches.

For each model, RND will define the respective responsibilities of the Town, operator, tenants, and partners. The analysis will consider staffing, programming, leasing, building management, utilities, routine maintenance, capital reserves, insurance, custodial responsibilities, marketing, event management, and other ongoing obligations.

Targeted outreach to organizations operating comparable facilities will provide practical information regarding staffing levels, organizational structure, operating challenges, revenue sources, fundraising requirements, and lessons learned.

RND will develop a governance comparison matrix addressing Town control, Town financial exposure, organizational capacity, operational complexity, revenue potential, maintenance responsibility, risk allocation, and long-term sustainability.

The recommended model will establish a clear framework for **who owns, who operates, who pays, who maintains, and who assumes risk**.

Key approach: *Recommend an operating structure that protects the Town from assuming an unsustainable long-term operating obligation while preserving the public and community objectives of the project.*

Task 6 – Financial Feasibility Analysis

RND will translate the preferred reuse concepts into a planning-level financial model that allows the Town to understand both the upfront capital requirement and the ongoing financial implications of operating the Union School.

For each scenario advanced for detailed analysis, RND will prepare an operating pro forma identifying potential revenue sources such as leases, studio rents, memberships, programming fees, event rentals, grants, fundraising, sponsorships, or municipal support, as applicable. Expenses will reflect staffing, utilities, insurance, maintenance, management, programming, custodial services, marketing, and appropriate operating and capital reserves.

Capital costs developed under Task 3 will be incorporated to establish the total investment required for each scenario. RND will distinguish between improvements that may already be contemplated as part of the building rehabilitation and incremental investments required specifically to accommodate the proposed reuse.

Multi-year projections will illustrate stabilization and identify whether the building can reasonably achieve operating self-sufficiency or will require an ongoing subsidy. Where a funding gap exists, RND will quantify it rather than simply characterize the scenario as infeasible.

Sensitivity testing will evaluate the assumptions that have the greatest influence on feasibility, such as occupancy, rents, event utilization, programming revenue, operating costs, fundraising, and municipal support.

The analysis will ultimately provide the Town with a clear financial picture:

Key approach: *Give decision-makers a transparent understanding of both the cost of opening the building and the cost to keep it operating successfully.*

Task 7 – Funding Strategy and Implementation

Once a preferred reuse and operating strategy has been established, RND will develop a funding strategy focused on closing identified capital gaps and positioning the project for implementation.

Potential resources will be evaluated across federal and state programs, historic preservation resources, arts and cultural programs, community development funding, municipal resources, philanthropy, fundraising, private investment, sponsorships, and public-private partnerships.

The funding matrix will identify each potential source, eligible activities, estimated funding potential, matching requirements, timing, competitiveness, readiness requirements, and recommended priority. Importantly, RND will distinguish between funding opportunities that are realistically actionable in the near term and longer-term opportunities requiring additional design, matching funds, partnerships, or project readiness.

The implementation roadmap will then convert the feasibility study into an actionable sequence. It will identify immediate actions, responsible parties, partnership development, design and permitting activities, funding applications, procurement requirements, operator/tenant selection, construction or fit-out activities, and anticipated opening.

Where appropriate, RND will identify a phased implementation strategy that allows portions of the project or programming to advance while larger funding or capital improvements are pursued.

Key approach: *Create a roadmap that answers what happens next, who is responsible, what it costs, how it is funded, and when each action needs to occur.*

Task 8 – Procurement Documents and Final Report

The final phase will position the Town to move directly from planning into implementation. Based upon the recommended governance and operating structure, RND will prepare draft procurement documents appropriate to the next phase of the project.

Depending upon the preferred strategy, documents may include RFPs or RFQs for facility operations, property/building management, nonprofit or private operators, and tenant solicitation. Procurement materials will clearly establish the Town's objectives, available space, anticipated responsibilities, evaluation criteria, financial expectations, reporting requirements, and desired community outcomes. RND will include two rounds of revisions for the final procurement documentation.

The Final Feasibility Report will consolidate the technical work into a clear decision-making document rather than simply compiling individual task memorandum. The report will document existing conditions and market findings, public input, alternatives considered, the rationale for the preferred reuse concept, governance recommendations, financial feasibility, funding opportunities, and implementation strategy.

The Executive Summary will provide a concise roadmap for decision-makers highlighting the recommended reuse, anticipated capital investment, operating model, projected financial performance, priority funding sources, implementation schedule, and immediate next steps.
RND will present the findings to the Union Building Rehabilitation Committee and Select Board and incorporate final comments into the completed report.

Key approach: *The final deliverable will function as both a feasibility study and implementation playbook, allowing Dunstable to move directly into funding, procurement, partnership development, and implementation.*

Proposed Project Schedule

Proposed Project Schedule

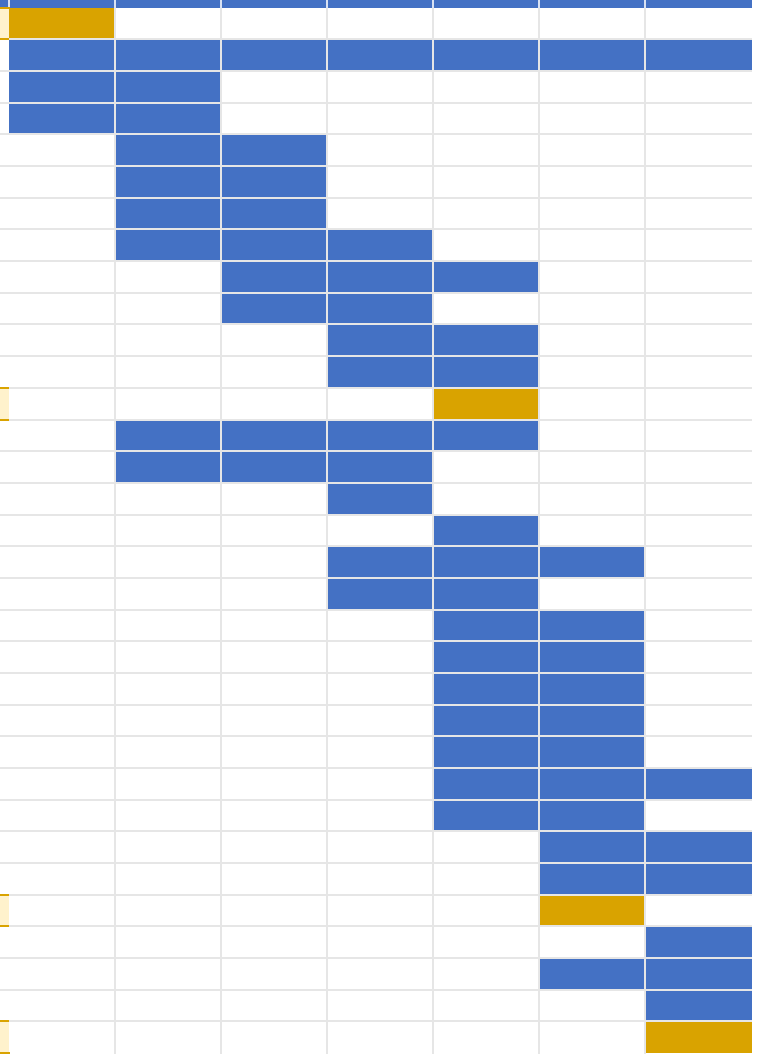
The following schedule presents RND's anticipated sequence of work, coordination activities, decision points, and deliverables for the Union School Feasibility Study and Business Plan. RND will invoice the Town monthly based on work completed during each billing period, and all services will be managed within the established ceiling of the contract budget. Any potential changes affecting the schedule, scope, or budget will be communicated to the Town in advance.

Union School Feasibility Study & Business Planning

Town of Dunstable | Proposed Project Schedule | September 21, 2026 – March 31, 2027

Sequencing prioritizes selection of the preferred reuse alternative in January so financial feasibility, governance, funding, and implementation can be completed before the February 28 draft report.

Task	Activity / Milestone	Lead	Start	Finish	Duration (Days)	Phase
Milestone	**Contract Award**	**Town / RND**	**Sep 21, 2026**	**Sep 21, 2026**	**1**	***Award***
Task 1	Project Management & Existing Conditions Review	RND / Town	Sep 21, 2026	Mar 31, 2027	192	*Ongoing*
Task 1	Kickoff Meeting and Document Review	RND / Town / Committee	Sep 28, 2026	Oct 16, 2026	19	*Workstream*
Task 1	Confirm Goals, Evaluation Criteria and Work Plan	RND / Town / Committee	Sep 28, 2026	Oct 16, 2026	19	*Workstream*
Task 2	Existing Conditions and Market Analysis	RND Team	Oct 5, 2026	Nov 30, 2026	57	*Workstream*
Task 2	Building and Prior Plan Review	Design / Technical Team	Oct 5, 2026	Nov 6, 2026	33	*Workstream*
Task 2	Market, Demographic and Comparable Research	RND	Oct 12, 2026	Nov 30, 2026	50	*Workstream*
Task 2	Potential User and Partner Outreach	RND	Oct 19, 2026	Dec 18, 2026	61	*Workstream*
Task 3	Adaptive Reuse Alternatives	RND / Design Team	Nov 2, 2026	Jan 22, 2027	82	*Workstream*
Task 3	Develop Initial Reuse Concepts	RND / Design Team	Nov 2, 2026	Dec 4, 2026	33	*Workstream*
Task 3	Evaluate and Narrow Viable Alternatives	RND / Committee	Dec 7, 2026	Jan 15, 2027	40	*Workstream*
Task 3	Planning-Level Statements of Probable Cost	Cost / Design Team	Dec 7, 2026	Jan 22, 2027	47	*Workstream*
Milestone	**Preferred Alternative Selected**	**Town / Committee**	**Jan 15, 2027**	**Jan 15, 2027**	**1**	***Decision***
Task 4	Community Engagement	RND / Town	Oct 5, 2026	Jan 29, 2027	117	*Workstream*
Task 4	Stakeholder and Prospective User Interviews	RND	Oct 12, 2026	Dec 18, 2026	68	*Workstream*
Task 4	Public Workshop – Review Reuse Alternatives	RND / Town	Dec 7, 2026	Dec 18, 2026	12	*Engagement*
Task 4	Preferred Alternative / Findings Presentation	RND / Town	Jan 18, 2027	Jan 29, 2027	12	*Engagement*
Task 5	Governance and Operational Analysis	RND	Dec 7, 2026	Feb 19, 2027	75	*Workstream*
Task 5	Operator and Nonprofit Outreach	RND	Dec 7, 2026	Jan 29, 2027	54	*Workstream*
Task 5	Governance and Operating Model Evaluation	RND	Jan 4, 2027	Feb 19, 2027	47	*Workstream*
Task 6	Financial Feasibility and Business Planning	RND	Jan 4, 2027	Feb 26, 2027	54	*Workstream*
Task 6	Capital Investment and Cost Analysis	RND / Cost Team	Jan 4, 2027	Feb 12, 2027	40	*Workstream*
Task 6	Operating Pro Forma(s)	RND	Jan 11, 2027	Feb 19, 2027	40	*Workstream*
Task 6	Multi-Year Financial Sustainability Analysis	RND	Jan 25, 2027	Feb 26, 2027	33	*Workstream*
Task 7	Funding Strategy and Implementation Roadmap	RND	Jan 11, 2027	Mar 19, 2027	68	*Workstream*
Task 7	Funding Matrix and Funding Gap Strategy	RND	Jan 11, 2027	Feb 26, 2027	47	*Workstream*
Task 7	Implementation Roadmap	RND / Town	Feb 8, 2027	Mar 19, 2027	40	*Workstream*
Task 8	Procurement Documents and Final Report	RND	Feb 1, 2027	Mar 31, 2027	59	*Workstream*
Milestone	**Draft Feasibility Study & Business Plan**	**RND**	**Feb 28, 2027**	**Feb 28, 2027**	**1**	***Deliverable***
Task 8	Town and Committee Review / Comment Period	Town / Committee	Mar 1, 2027	Mar 12, 2027	12	*Review*
Task 8	Draft RFP / RFQ Procurement Documents	RND	Feb 15, 2027	Mar 19, 2027	33	*Workstream*
Task 8	Final Presentation – Committee and Select Board	RND / Town	Mar 15, 2027	Mar 26, 2027	12	*Engagement*
Milestone	**Final Feasibility Study & Business Plan**	**RND**	**Mar 31, 2027**	**Mar 31, 2027**	**1**	***Deliverable***



Legend: Blue bar = active work period | Gold bar = milestone / decision point | Dates are planning-level and may be refined with the Town at kickoff.

References

New Bedford Economic Development Council
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City of Peabody, MA
Curt Bellavance
Director of Community Development & Planning
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978-538-5772

Required Forms

Certificate of Non-Collusion

The undersigned certifies under penalty of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

Janice Martin Bergeron

Signature of person signing bid or proposal

Janice Martin Bergeron, President

Printed Name of person and title

RND Consultants, Inc.

Company name

09/08/2026

Date

Revenue Enforcement and Protection Certification (REAP)

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the company, corporation, partnership or entity named below is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

ENTITY NAME: RND Consultants, Inc.

By: Janice Martin Bergeron
Authorized signature

09/08/2026
Date

Janice Martin Bergeron, President
Name of person signing above (type/print)

1 Liberty Sq., Suite 230
Boston, MA
02109
Business address

617-816-9836
Telephone Number

SOMWBA Certification

Date of Certification by State Office of Minority and Women Business Assistance (SOMWBA)

Janice Martin Bergeron

Authorized Signature

09/08/2026

Date

Janice Martin Bergeron, President

Printed Name

Addendum #1: Request for Proposals: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

This addendum modifies the original solicitation as described. The addendum may contain supplemental information, clarifications to the solicitation, or substantive changes to terms and conditions, unit pricing, or submittal dates and times. Those submitting a response to the solicitation are required to sign and acknowledge this addendum and include the form in the response. Failure to do so may result in rejection of the response.

Purpose: The Town of Dunstable is seeking sealed proposals from qualified consulting firms to provide professional planning and consulting services for the preparation of a comprehensive feasibility study, governance analysis, financial feasibility analysis, and implementation strategy for the adaptive reuse and long-term operation of the historic Union School Building.

Addendum to Specification: This addendum is issued in response to questions and clarification requests received.

QUESTION: As we consider assembling the right team for the project, we had one clarification question. The RFP asks respondents to identify proposed subconsultants and provide their qualifications and roles. However, General Requirement #4 states that the Contractor "shall not subcontract or sublet any portion of the work."

Could you please confirm whether a prime consultant may include named subconsultants as part of its proposed team, provided those subconsultants are identified in the proposal and their qualifications and responsibilities are clearly described?

ANSWER: Yes. Responding firms <u>are permitted</u> to include subconsultants as part of their proposed team for the project, provided the subconsultants are identified in the proposal and their qualifications and responsibilities are clearly described. For purposes of this RFP, the restriction in General Requirement #4 does not prohibit the use of subconsultants identified as part of the respondent's proposed team.

Firms that intend to submit a proposal must include the Addenda Acknowledgement Form with their response and must acknowledge the receipt of Addendum #1.

The Addenda Acknowledgement Form is posted on the Town's website, <u>www.dunstable-ma.gov</u> and is included with this addendum.

Released: August 24, 2026
Released by: Jason Silva, Town Administrator

ADDENDA ACKNOWLEDGMENT

Request for Proposals: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

The bidder or proposer must complete and sign this form and submit it with each bid.

PROJECT NAME: Feasibility Study and Business Planning for the re-use and cultural activation of the historic Union School Building_____

Addendum Number(s) (Can be listed on one line or separate lines):

_____#1_____

_____

_____

The undersigned hereby acknowledges receipt of the addenda listed above and has taken the information contained therein into full consideration in the formulation of each bid. Failure to acknowledge receipt of each addendum may be cause for rejection of the Bid or Proposal.

Company Name: RND Consultants, Inc._____

Printed Name: Janice Bergeron_____

Title: President_____

Signature: _____ Date: _9/8/2026_____

Appendix- Resumes

Andrew Julian

Project Manager/Financial Analyst II



Education

- BA, College of Charleston
- Minor, Commercial Real Estate

Training and Certifications

- ULI Market Cap Rate Skills
- NAIOP Effective Communication Course

Professional Summary

Andrew has built his career around helping communities and organizations that bring complex projects to life through thoughtful planning and collaboration. Andrew advises on funding opportunities to make projects pencil out- he prepares grants, real estate market analysis, market feasibility studies, proforma and financial modeling and analysis, and scenario or alternative analysis studies. He also completed various development strategies, transit-oriented development services, affordable and attainable housing services, public procurement documents and conducted relocation advisory services. His expertise lies in coordinating multi-stakeholder projects that bridge municipal goals with private investment - ensuring that every effort moves forward on time and with measurable community impact.

Andrew's background in real estate private equity provides him with a foundational yet adaptive approach to navigating public–private partnerships, from early-stage feasibility and stakeholder engagement to funding analysis and implementation.

Professional Experience

Mass Development Trout Brook Redevelopment District (Brockton Ma) – A*dvisory/Analyst*
The City of Brockton & the Brockton Redevelopment Authority received a Site Readiness grant from MassDevelopment to activate the redevelopment of a 65-acre brownfield site in their downtown. The site required Urban Renewal advisory along with procurement building for sourcing and qualifying a development partner. Andrew led the project from its infancy of environmental due diligence and land valuation of the site. This site selection and investigation was prepared to follow the creation of a two-step procurement process that would lead to the sourcing of a qualified development partner. Andrew also prepared a detailed and robust marketing plan to seize interest. Andrew helped guide senior leadership with the resources and information needed to strategize and implement catalytic restorative themes around the Trout Brook neighborhood and identified gap funding grant opportunities that the City could apply for redevelopment. Andrew and the team have conducted an analysis to understand the infrastructure needs and development potential for new housing and commercial uses. To that end, Andrew worked with elected city officials of the appropriate wards to better understand the business and neighborhood climates that would be directly impacted by future developments.

MassDevelopment – Erving IP Mill Site Readiness Project, Erving, MA
As part of the Former International Paper Mill Site Readiness Project in Erving, Massachusetts, RND helped the Town evaluate redevelopment opportunities for the historic mill property and identify a path toward future reuse. The work included a historical analysis of the mill complex, review of existing site and building conditions, a site visit, and interviews with development stakeholders to better understand market interest, redevelopment challenges, and opportunities for the property.
As RND Project Manager, Andrew coordinated the firm's analysis and worked closely with the Town and broader project team. He participated in public meetings to present findings and gather community input and helped develop an evaluation matrix comparing the mill buildings based on their condition, historic significance, reuse potential, cost, and implementation considerations. RND used this analysis to recommend which portions of the complex should be preserved, reused, or considered for demolition.
Andrew also helped evaluate funding strategies and project timelines to determine the most practical approach for moving the property forward. The resulting recommendations provided the Town with a clear framework for prioritizing improvements, pursuing funding, and preparing the site for future redevelopment.

Charter Development – Relocation Advisory Services, Brockton, MA
As part of a brownfield redevelopment project, a private developer retained RND to provide real estate and relocation advisory services for a complex site with existing industrial, distribution, waste management, office, and transportation uses. Because the project involved state funding, RND guided the developer through potential Uniform Relocation Act requirements and prepared relocation cost estimates for affected property owners and tenants. As RND Project Manager, Andrew helped develop the developer's land assembly strategy by evaluating acquisition priorities, relocation requirements, and potential costs. He also prepared the team for discussions with affected owners and tenants by identifying likely relocation questions and issues in advance. RND's guidance supported the successful acquisition of three key parcels that provided critical site access, allowing the redevelopment planning and landscape architecture work to advance while giving the developer greater clarity on acquisition and relocation costs.

Innovative Community Development Program, Brockton, MA- *Real Estate Analyst*
Andrew supported the grant writing team by developing detailed financial models and conducting project analyses to enhance the overall competitiveness of grant applications and led the One Stop Development grant for the developer. He organized administrative tasks and maintained thorough documentation to ensure all required files and submission materials were completed and submitted on time. Andrew played a key role in executing various Federal, State, and Local grant applications, ensuring all funding requirements were met to keep the redevelopment project on track. He reviewed materials prepared by third-party consultants, engineers, and clients to confirm compliance with grant requirements and contributed to the development of a Grant Capital Funding Strategy to determine which grants to prioritize and apply for first. Additionally, Andrew collaborated with stakeholders to review application documents, providing feedback on write-ups, descriptions, financial models, and other relevant materials, while also securing letters of support from partners at all levels of the project.

Planning Office Urban Affairs, Brockton, MA- *Project Manager*
RND is serving as a key advisor and grant administrator supporting the City of Brockton's Department of Planning and Economic Development (BPED) and the Brockton Redevelopment Authority (BRA) in managing a $1.5 million HousingWorks Infrastructure Grant awarded through the Massachusetts Executive Office of Housing and Livable Communities (EOHLC). Andrew is providing strategic oversight of the grant administration process, ensuring compliance with all state requirements, proper documentation, and timely reimbursement requests. He will work closely with the Planning Office for Urban Affairs (POUA) and municipal partners, facilitating the coordination of grant reporting, materials, and communications between the BRA, BPED, and EOHLC. His role includes monitoring project funding allocations for infrastructure improvement such as roadways, sidewalks, and underground utilities—critical to advancing the new affordable housing development. Andrew's institutional finance experience will strengthen accountability, streamline funding workflows, and ensure the successful execution of the HousingWorks grant over the 12-month implementation period.

MBTA Red Line TOD, Boston, MA – *Project Manager*
RND is a part of the Red Line TOD project team to assist with the strategic plan for new transit-oriented development opportunities at five MBTA stations. The team is conducting an analysis of land use and market conditions, developing capacity and foreseeable development trajectories at the station areas, and identifying strategies for harnessing a share of recent and future value creation to help fund future capital maintenance or upgrades of the stations. Andrew is responsible for reviewing five station sites within the same corridor for joint development planning. Andrew led RND's team to conduct market research, source reliable comps, build financial models, and develop planning and zoning review write ups to accompany each station's joint development plan. In addition to strategizing development capacity and impact to the MBTA, Andrew is working closely with the prime consultant to analyze case studies of value capture opportunities and analyzing the policies that guide them.

Janice Martin Bergeron

Strategic Advisor



Education

- BS, Suffolk University

Training and Certifications

- OSHA 10 Hour Construction Safety and Health Training
- MBTA Right-of-Way (ROW) Certified
- Keolis Right-of-Way Worker Protection (RWP) Certified

Memberships/Affiliations

- WTS Boston/SC
- ACEC MA/SC
- Charleston Metro Chamber

Professional Summary

As founder and president of RND, Janice brings more than 35 years of experience across the real estate, engineering, and construction sectors with a focus on transportation and development. She brings extensive experience leading all stages of the real estate lifecycle - from early planning and feasibility through design, construction, environmental review, and public outreach- and includes advising public-sector clients on risk, infrastructure investment, and policies that support community stability and business retention. She has a proven track record of completing high profile and difficult projects in a successful and timely manner.

Janice brings senior-level experience leading climate resilience initiatives for public sector clients, informing long-term risk, infrastructure investment, and policy alignment. She has worked with organizations across the country to translate best practices into actionable policy and financing strategies that support affordable housing preservation and the retention of local businesses.

Professional Experience

MassDevelopment New Bedford Market Analysis – *Advisor*
Janice served as a strategic advisor to the New Bedford Economic Development Council on a MassDevelopment-funded Site Readiness initiative evaluating the redevelopment potential of a 100-acre municipally owned golf course and industrial park. RND oversaw stakeholder engagement, market and economic analyses, and development opportunity assessments to identify the site's highest and best use. The team evaluated demographic, economic, and real estate trends, assessing opportunities, risks, and competitive advantages to support future commercial and industrial development. RND's recommendations provided a data-driven framework to guide redevelopment planning, investment attraction, job creation, and long-term tax base growth for this location. This resulted in a follow-up project to prepare procurement documents for a Request for Proposals.

Peabody Economic Development & Site Readiness Strategy, Peabody, MA – Long-Range Planning and Development Advisory– *Strategic Advisor*
RND partnered with MDFA and the City of Peabody to develop a market-driven long-range economic development strategy focused on enhancing site readiness, attracting private investment, and supporting sustainable growth. RND conducted a study area assessment, evaluating existing land use, zoning, infrastructure, development constraints, and redevelopment opportunities.The team analyzed transportation networks and connectivity improvements, engaged key stakeholders to identify priorities and challenges, and performed an opportunity analysis to identify catalytic development projects. RND then developed a long-range development plan that evaluated build-out scenarios and

provided actionable recommendations to improve development readiness, strengthen economic competitiveness, and create a clear roadmap for future investment and implementation.

MassDevelopment Erving Site Readiness Project, Erving, MA – *Strategic Advisor*
RND led a strategic evaluation of the site's redevelopment potential, engaging stakeholders to identify opportunities, constraints, and market-driven development scenarios for the historic International Paper Mill site in Erving, MA. The team reviewed existing conditions, assessed redevelopment barriers, and developed targeted strategies to enhance the site's marketability and competitiveness. Working closely with MassDevelopment and the Town, RND provided actionable recommendations on redevelopment vision, developer outreach, and investment attraction strategies. Through its analysis and stakeholder-driven approach, RND established a clear roadmap for repositioning the property, helping transform an underutilized industrial asset into a development-ready opportunity capable of attracting qualified developers and supporting future economic growth within the Town of Erving.

MassDevelopment Trout Brook Redevelopment, Brockton, MA – *Strategic Advisor*
RND was hired under a MassDevelopment On-Call Contract to provide specialized economic development, transformative development, and real estate services for the Trout Brook Redevelopment in the City of Brockton. This 63-acre site is in an Urban Renewal Plan (URP) District with the intent to select a Master Developer for the entire site with a heavy emphasis on environmental clean-up for the redevelopment. RND is developing the procurement document to allow the BRA/City to select a developer or developers that can enter into a partnership agreement with the BRA and City of Brockton and oversee the entire site from predevelopment through construction. The project is split into two phases: Phase 1: Develop an RFQ/P process and documentation to source and qualify developers for the Trout Brook/CSX site and abutting properties and documentation to support the procurement process including costs, schedules, acquisition strategy, developer outreach marketing efforts and materials, producing advertisements, assistance with negotiations with property owners and developer selection requirements. Phase 2: preparing a developer agreement(s), assistance with CSX negotiations, and oversight of the development process.

Brockton Redevelopment Authority Developer Selection Assistance for Downtown Brockton, Brockton, MA – *Sr. Project Manager*
As Project Manager, Janice and the RND Team assisted the City of Brockton and BRA with marketing and developer selection materials for vacant, blighted properties in downtown Brockton. Responsibilities include preparing a Request for Letters of Interest, marketing efforts with prospective developers, coordinating developer presentations to the BRA, assisting the BRA in the selection of a developer, and negotiating the terms of the development agreement. developing selection criteria and assisting in scoring responses from developers for Downtown Brockton Catalytic Development Sites.

New Bedford Economic Development Council, Procurement Advisory – *Strategic Advisor*
RND partnered with the New Bedford Economic Development Council (NBEDC) to evaluate and reposition the procurement strategy for the redevelopment of a nearly 100-acre site targeted for a Life Science and Advanced Manufacturing Campus. Following an initial solicitation that generated no limited success, NBEDC retained RND to provide an independent assessment of the procurement process, development requirements, and market feasibility to help unlock the site's redevelopment potential. Janice and her team conducted a comprehensive review of zoning regulations, environmental constraints, procurement documents, market conditions, and the original Request for Proposals (RFP). Through a detailed SWOT analysis and stakeholder engagement process, RND identified operational, financial, regulatory, and development barriers that limited developer interest and constrained project feasibility. The team provided strategic recommendations to refine solicitation requirements, balance municipal objectives with market realities, and establish a more development-ready framework while maintaining the community's long-term economic development goals. RND developed alternative procurement and land use strategies that improved project marketability, clarified development expectations, and reduced unnecessary barriers to entry. The firm's

recommendations informed a revised procurement approach that successfully attracted qualified development teams and ultimately resulted in a successful RFP award, positioning the property for transformational redevelopment and advancing NBEDC's vision for a premier life sciences and advanced manufacturing campus. This effort demonstrates RND's ability to bridge public-sector objectives and private-sector development realities to unlock challenging redevelopment opportunities and deliver successful implementation outcomes.

Christopher Stanley

Design & Construction Director



Education

- Graduate School of Design, Harvard University, Master of Architecture- 1999, Cambridge, MA
- Connecticut College, BA, Government- 1989, New London, CT

Training and Certifications

- Revit
- SketchUp
- AutoCAD
- Bluebeam
- Illustrator
- InDesign

Professional Summary

Chris

Professional Experience at Previous Firms

Trinity Financial, Inc, January 2014-2026– *Vice President Design and Construction*
Design and permitting leader. Manager of entitlements, construction estimates, and public outreach for a developer of mixed income housing throughout New England. Strong experience with low-income housing and historic tax credits. Responsible for schematic feasibility studies, estimating, selection of designers and construction managers, review of design documents. Manage implementation of Passive House energy efficiency standards and coordination of MEP/FP disciplines prior to final construction documents. Development of RFPs and assessment of final bids from selected CMs. Review and submission of construction, permitting and design documentation for review by public and private funding sources.

Selected Projects at Trinity Financial, LLC:

Treadmark- 83 units, $44 million total development cost (TDC). Managed the design for the mixed-income, mixed-tenancy, transit-oriented development in Dorchester. Financed using developer equity, low-income housing tax credits, state and city funds. Led design team through construction documents, city entitlements and public meetings. Project partially destroyed during construction by fire in July 2017. Directed design and construction management for the reconstruction. Project completed and occupied in June 2019.

Worcester Courthouse - 117 units, $53 million TDC. Led design effort for a complete renovation and adaptive reuse of 19th /20th century courthouse complex. Unique historic challenges for tax credit approvals involved retaining courtrooms and public spaces while renovating buildings for mixed income housing.

2085 Washington Street - 96 units $65 million TDC. Led design and permitting with city and residents for mixed income, mixed tenancy, Passive House standard building. Managed multiple design iterations to meet design budget goals.

Brunert/Cott Associates, Inc., March 2002- January 2014– *Senior Project Manager*
Managed design and in charge of construction administration of $65 million, three phase renovation of historic mill complex in Waltham, MA. Coordinated all aspects of historic tax credit approvals with design and construction efforts.

Leers Weinzapfel Associates, November 2001-March 2002– *Project Manager*
Developed schematic and construction drawings for several projects at Harvard University.

Schwartz/Silver Architects, February 1999 - October 2001- *Project Manager*
Developed schematic and construction details for complete rehab and modernization of Boston Athenaeum

Ashmont Station Redevelopment and Transit Oriented Development (TOD), March 2000 - June 2010- *Co-Chair*
Led community-based team for redesign of new MBTA Station. Successfully advocated for creation of one of the first TOD projects on MBTA land. Combined construction cost: $80 million.

Danny DeFreitas

Project Engineer/Cost Estimating, Scheduling Support



Education

- BS, University of Massachusetts Amherst

Training and Certifications

- CMAA Early Career Professional
- OSHA 10-Hour Training
- Procore Certified
- AutoCAD 3D and Revit
- MBTA ROW Training
- Keolis ROW Training
- CMIT Level 3

Professional Summary

Danny DeFreitas is a project and construction engineer specializing in development planning, scenario analysis, scheduling and cost estimating for transportation and site development projects. He supports projects from early concept development through construction coordination, ensuring that proposed scenarios are feasible, cost effective, and aligned with client goals, budgets, and schedules. Danny develops and evaluates multiple planning and phasing options, prepares detailed engineering and construction cost estimates, and conducts technical reviews with attention to mobility, accessibility, and constructability. He is proficient in AutoCAD 3D, Revit, Primavera P6, and other tools that support design coordination, schedule development, and cost analysis. In both field and office settings, Danny manages document control, tracks schedules and budgets, reviews design and construction plans, prepares construction phasing and laydown plans, and oversees site utility coordination bringing a practical, implementation focused perspective to every assignment.

Professional Experience

Innovate Community Development, Private Developer- *Project Engineer*
Danny developed conceptual site layouts for the rehabilitation of a historic multi-use building, organizing marketplace, restaurant, retail, entertainment, and storage program elements in AutoCAD and 3D visualization tools to support early planning and design coordination. He also evaluated the conceptual layouts to prepare preliminary construction cost inputs that supported feasibility analysis and early budgeting, and he outlined scheduling considerations by identifying key design, modeling, and planning milestones needed to coordinate phased redevelopment with ongoing design revisions and construction planning. To help the private developer visualize and refine direction during the conceptual stage, Danny produced detailed 3D models and AutoCAD drawings illustrating interior layouts, massing relationships, and overall program distribution.

Brockton Downtown Neighborhood Hub, Brockton, MA, 2024- *Project Engineer*
Danny assisted the MassHousing team to develop several scenarios that utilize Site AC (Downtown Brockton) to offset the parking issues associated with stalling nearby planned housing production. The goal was to recognize the linkage of providing parking and housing on one site that can lead to the accommodation of future housing projects in the community. Danny developed four conceptual layouts for Site AC that included a parking garage, a residential complex, commercial space, green space, and residential parking. The conceptual layouts included parking, build-out square footages, and building stack diagrams which included the number of proposed residential units and parking ratios required for each conceptual layout. Danny's efforts helped the MassHousing team in the creation of subsequent procurement documentation for redeveloping the catalytic site once a preferred scenario is determined.

MassDevelopment Site AC Feasibility & Development Strategy, Brockton, MA, 2021-2022 *Project Engineer*
The RND team supported MassDevelopment to perform advisory and analysis work to determine the most advantageous course of action for the City of Brockton for the development of a Vertical Farm, Commercial space and a parking garage on a 14-parcel site (Site AC). Danny assisted in identifying parcel ownership and the site history. Danny was responsible for creating Sketch Up 3D models of the complex to help show the acquisition and cash flow processes for the development.

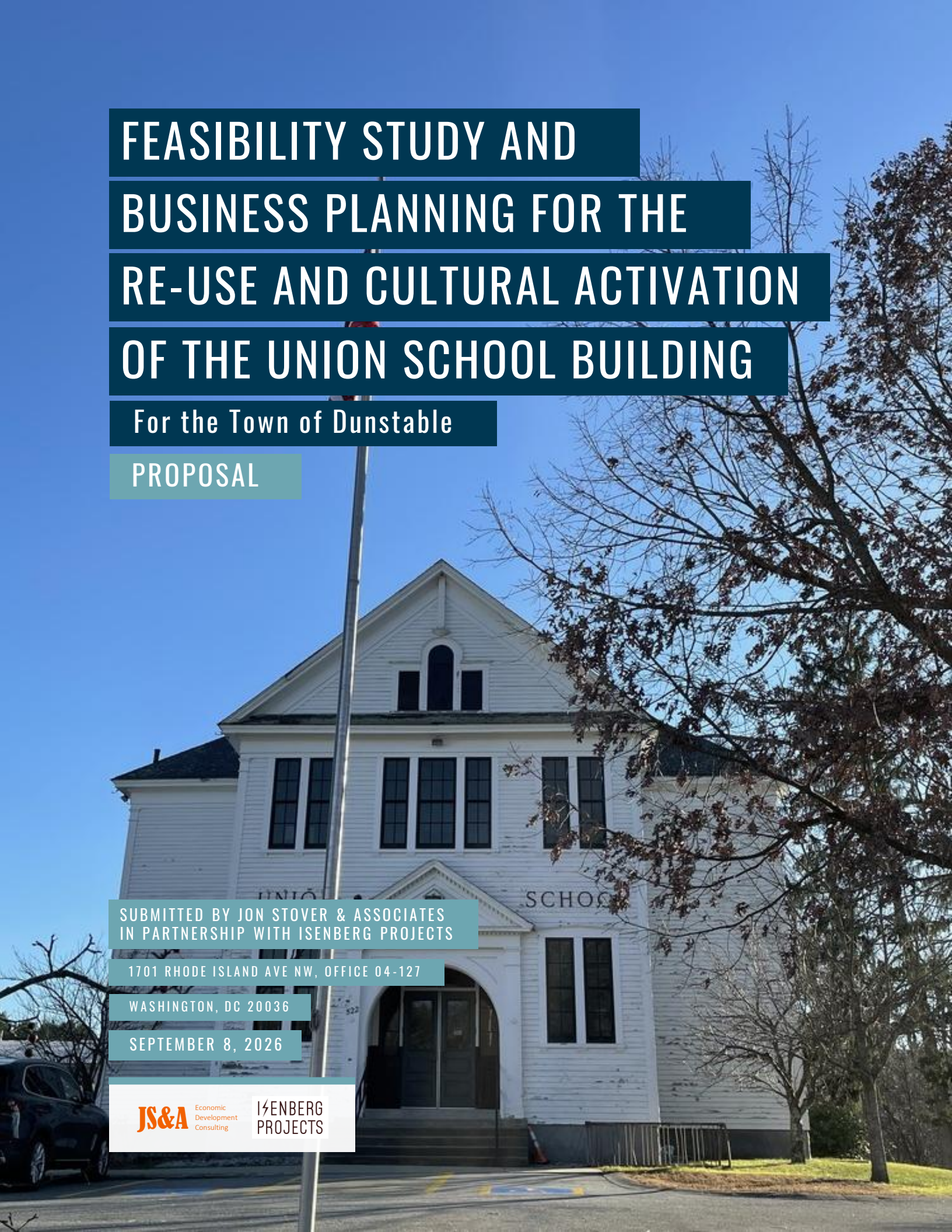
MBTA Red Line Transit-Oriented Development District Frame Study, Boston, MA- *Project Engineer*
Danny was part of the Red Line TOD project team with AECOM, where he assisted in providing strategic planning for transit-oriented development at five MBTA stations. Danny was responsible for creating site aerials that highlighted station and site boundaries, abutting property information, pedestrian access points, and roadways. Danny also provided conceptual site layouts to AECOM to assist with design plan creation. Along with providing assistance for strategizing development capacity and trajectory, Danny also prepared preliminary construction cost estimates for each station to be reviewed by AECOM's estimating team.

MBTA South Side Maintenance Facility, Boston, MA- Field Engineer
Danny supported the prime consultant to support the preliminary design phase of the South Side Commuter Rail Maintenance and Layover Facility Project. Danny supported the utilities, roadway layout and real estate acquisition process. Danny researched existing utilities and property ownership, logged the properties, and kept track of the activities and progress against the established schedule, reviewed acquisition plans, and met with property owners on an as needed basis.

FEASIBILITY STUDY AND BUSINESS PLANNING FOR THE RE-USE AND CULTURAL ACTIVATION OF THE UNION SCHOOL BUILDING

For the Town of Dunstable

PROPOSAL



SUBMITTED BY JON STOVER & ASSOCIATES
IN PARTNERSHIP WITH ISENBERG PROJECTS

1701 RHODE ISLAND AVE NW, OFFICE 04-127

WASHINGTON, DC 20036

SEPTEMBER 8, 2026

JS&A Economic Development Consulting

ISENBERG PROJECTS

Dear Town of Dunstable,

Jon Stover & Associates (JS&A) and Isenberg Projects are pleased to submit this proposal to conduct a comprehensive feasibility study for the historic Union School Building. We have put together a project team ideally suited to help reenvision this facility as a cultural space, and we look forward to bringing a mix of methodological rigor, comprehensive market analysis, meaningful stakeholder engagement, creative visioning, and implementation mapping to this work.

JS&A is an Economic Development Consulting firm specializing in feasibility studies, planning for arts institutions, arts and culture impact assessment and strategy, market analysis, public-private partnership development, and economic development strategy. Much of our work centers on the arts and cultural economy, including facility needs assessment, market analysis and positioning, development strategy, and fiscal, economic, and community impact analysis. We understand the importance of historic buildings like the Union School Building can play in local economies through adaptive reuse projects. With our background in economic development and real estate strategy, we also know to assess local supply gaps and market demand, align stakeholders and to develop the vision, identify financial resources and constraints, and create clear pathways to redevelop, create, or expand cultural facilities.

We are pleased to partner with Isenberg Projects, a creative consulting agency based in Boston that specializes in place-based cultural planning work. For over a decade, the agency has worked closely with artists and cultural organizations across the region, designing and delivering complex, multi-disciplinary plans, programs, and on-the-ground cultural activations. They will lead the stakeholder engagement process for this project – gathering insights and identifying specific spatial needs of prospective cultural users of the building. **Together, we are eager to work with you to identify a long-term direction for the facility and chart a course for implementation and building launch.**

Our team has conducted arts and culture facility feasibility studies for cities, counties, and nonprofit organizations across the country. We bring an unparalleled combination of experience, cultural facility understanding, market analysis methods, and a robust portfolio of successfully executed projects of a similar size and scope. **We are confident that our team offers the ideal blend of experience to execute the recommended scope of work to the highest possible standard.**

- We are national leaders in cultural facility feasibility analysis, design and development, and impact assessments.
- Our project partner, Isenberg Projects, brings extensive regional knowledge and expertise at community-oriented arts planning that understands and serves local practitioners.
- Our process and output prioritize action and lead to a track record of high-quality and impactful facilities.
- We have proven expertise in governance, financial sustainability, and cultural facility planning, equipping us with the knowledge and tools we need to produce a transformative and ready-to-implement report.

We recognize the opportunity for this project to meet a range of community needs and are excited to bring our demonstrated experience in market analysis, cultural facility planning, stakeholder engagement, and public-private partnership strategy to this engagement.

Please do not hesitate to contact us should you have any questions or would like to discuss any aspect of our submission. Thank you for your consideration, and we welcome the opportunity to work with you on this exciting project.

Sincerely,

Jon Stover, Managing Partner

Jon Stover & Associates
(202) 695-4956, jstover@stoverandassociates.com
1701 Rhode Island Ave NW, Office 04-127, Washington, DC 20036



JS&A Economic Development Consulting

Table of Contents

Cover Letter 2

Firm Overview 4

Key Personnel 17

Sub-Consultants 23

Contact Information 29

Scope of Services and Approach 31

Project Schedule 39

References 41

Forms 43

FIRM OVERVIEW



Summary of Qualifications

JS&A is a national leader in planning and feasibility studies for arts and cultural facilities and programming. We have completed dozens of similar projects for municipal governments and cultural organizations, and we pride ourselves on our track record of creating well-received studies that lead to new programming, policies, and funding. Joined by Isenberg Projects, a Boston-based agency specializing in cultural infrastructure, cultural space planning, and long-term investment planning, our team offers a unique blend of cultural facility planning expertise and a strong track record of local engagement.

We are national leaders in arts and cultural venue needs assessment, development strategy, and implementation. We've also worked on number adaptive reuse and historic preservation projects.

JS&A specializes in market analysis and development feasibility analysis, particularly for arts and cultural facilities, including studies for local municipalities, performing arts centers, museums, and cultural districts, helping organizations align their mission with financial sustainability and audience growth.

Our project partner, Isenberg Projects, understands the regional funding and cultural space landscape, and has an exceptional track record of engaging creative professionals and identifying key spatial needs.

Isenberg Projects is perfectly suited to lead the engagement process for this work, as its team has extensive experience working directly with a broad coalition of artists and creatives, cultural organizations, and public and private sector stakeholders as part of cultural infrastructure and cultural space planning projects throughout Massachusetts.

Our experience informs valuable governance, operations, and financial planning insights. We build support and enthusiasm throughout the process, leading to tangible results.

JS&A offers not only the analytical insights and rigor to conduct market analyses, but also the storytelling ability to bridge data and findings with actionable recommendations. Our strategies are tailored to support long-term facility sustainability. We also excel at communicating these strategies to a wide range of stakeholder audiences throughout the project engagement.

JS&A brings an implementation focus to everything we do. Our report will pave the way for action and emphasize clear and approachable implementation steps.

JS&A's team prioritizes connecting the dots from analysis to action. We'll conclude the feasibility study with a set of clear next steps for implementation. We'll also equip the Town of Dunstable with the talking points, data highlights, roadmap, and recommendations to bring the envisioned facility to life.

Team Roles

JS&A Economic Development Consulting

Project Prime

JS&A specializes in development feasibility, economic and market analysis and business planning for cultural facilities.

- Project Management
- Market Analysis and Needs Assessment
- Reuse Scenarios and Analysis
- Operations and Governance Recommendations
- Strategy Development
- Graphic Design and Report Creation

ISENBERG PROJECTS

Subcontractor

Isenberg Projects brings extensive engagement experience and works in communities across the state on transformative, place-based arts and culture spaces and investments.

- Stakeholder and Community Engagement
- Prospective User Needs Assessment
- Advisory Support on Regional Funding Opportunities & Implementation Considerations

Our clients keep coming back!

Our experience, credibility, and analytical methods are of the highest caliber. We're also enjoyable to work with if we say so ourselves. Our track record of helping clients leverage our analyses to achieve their goals keeps our clients coming back.










Jon Stover & Associates (JS&A) works with public, private, and nonprofit organizations to bridge the gap between the very different worlds of local policy, business, urban design, community interest, and real estate development. As Economic Development Consultants, we inform, develop, and implement strategies to strengthen a place economically, visually, and socially.

A certified business enterprise (CBE) located in the District of Columbia, JS&A is a small business specializing in economic and real estate analysis, market analysis, economic impact analysis, forming neighborhood and commercial revitalization strategies, and implementing strategic opportunities to bolster local economies.

Founded in 2009, JS&A has completed hundreds of projects around the country for town, city, and state agencies, nonprofit organizations such as Main Streets and Business Improvement Districts, and private developers and business owners.

Official Firm Name: Stover & Associates LLC (DBA Jon Stover & Associates)
Address: 1701 Rhode Island Avenue NW, Office 02-121 Washington DC 20036
Phone: (202) 695-4956
Email: jstover@stoverandassociates.com

For more information about our firm, team, and previous experience, visit www.stoverandassociates.com.

Our Affiliations

Main Street America Allied Member

International Downtown Association

American Planning Association

Responsible Hospitality Institute

Staff Certified by the American Institute of Professional Planners

Recent Publications

Measuring Impact for Main Street Transformation: A Practitioner's Guide. Co-Authored with National Main Street Center *(2018).*

Firm Information

Legal Status: Corporation

Number of Full-Time Employees: 4

Years in Business: 17

JS&A Economic Development Consulting

Economic Research and Analysis Expertise

JS&A specializes in economic development strategy and economic analysis. We help our clients undertake planning initiatives capitalizing on market opportunities to meet residential, commercial, and agency stakeholders' needs while laying the groundwork for desirable futures. Our team brings a data and market-driven approach to our work. But at the end of the day, we know that analysis must be combined with local knowledge and input to ensure a strategy or plan is effectively implemented. Our team's approach toward economic development strategies does not end at merely identifying market needs and opportunities for city intervention to spur targeted economic growth. We take pride in our experience developing and implementing specific economic development programs and strategies at the local level. Approaches that we have particular familiarity with include, but are not limited to, the following:



Arts and Culture Economic Development

We help our clients identify and create arts and cultural assets to boost their local economies by identifying key opportunities to support the arts and cultural sector and assessing the economic and fiscal impact of these industries.



Nightlife Industry Analysis and Strategy

We help municipalities quantify and leverage their nighttime industries as economic development drivers. We assess the economic and fiscal impact of specific industries and identify key strengths and growth opportunities.



Tourism Enhancement

We strategize with cities and place management organizations to bring new visitors to commercial districts and support existing establishments for prosperous futures.



Labor Market Analysis

We support developers, agencies, and community development corporations in assessing the market viability for potential strategies and development projects by analyzing demographic and economic data to project future population and employment growth across various geographies and timeframes.



Recovery and Resiliency Planning

We help measure and mitigate the impacts of economic downturns such as COVID-19 by helping to develop a wide range of policies to meet specific needs, such as strategic input for nightlife industry assistance and bolstering customer bases for the local economy.



Best Practice Analysis and Policy Recommendations

We help local stakeholders connect the dots between data and strategic objectives by developing policy recommendations regarding land use, affordable housing, and economic development.

JS&A's Creative Economy Expertise and Capabilities

JS&A understands the unique role arts and culture assets play in local economic development and in creating communities where people want to live, work, and play. We help clients tell the story of arts and culture in their town or city, exploring the many layers of economic impact that are attributable to arts and cultural assets and businesses. We also identify strategies for ongoing investment and promotion of the arts and culture economy. The JS&A team understands that the local arts and culture landscape varies widely by region and community, so we've developed approaches that allow for flexibility and customization in what the arts and culture sector means to you. JS&A combines a market-driven approach to understanding user and visitor needs as well as local venues and assets, with best-in-class storytelling about the role of arts and culture activities, businesses, and experiences in your community.



Arts & Culture Impact Assessment

We quantify the economic and fiscal impact of arts and culture businesses and experiences leveraging employment and spending data to tell the story of the arts in your community.



Arts & Culture Master Planning

We examine the big picture role of arts and culture, and identify strategies to support local arts organizations, invest in the arts, and build a lasting arts identity.



Tourism & Downtown Vibrancy

We understand the role of downtown arts and culture in attracting tourism, creating desirable places, and encouraging downtown vibrancy.



Cultural User Needs & Trends

We analyze arts participation, local demographics, and stakeholder insights to attract new audiences to the arts and meet the evolving needs of arts & culture patrons.



Venue Supply & Feasibility Analysis

We analyze the market need for new arts and culture venues, facilities, or institutions, understanding the feasibility of (and building support for!) new arts and culture spaces.

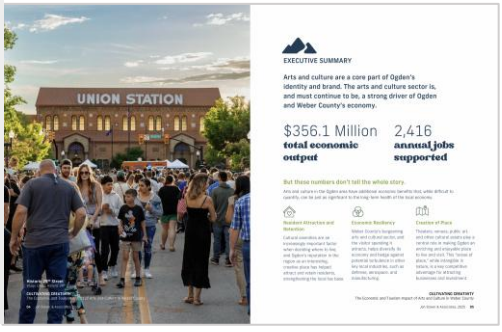


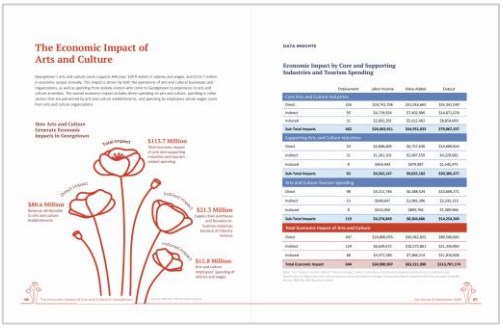
Anchor Institutions

We study how core downtown arts and culture institutions can be catalysts for downtown visitation, new and ongoing investment, and durable partnerships.

We've helped communities around the country strengthen their arts and culture economy.









Overview of Experience

Our recently completed work demonstrates our high-caliber expertise in impact analysis, marketing analysis, and cultural facility strategic planning – an ideal alignment with the core objectives of this project.

Selection of Facility Positioning and Strategy Work

- Mississippi Museum of Art Feasibility Study for the Downtown Jackson Cultural Campus | *Jackson, MS*
- Fairfax Performance Venue Feasibility and Development Study | *Fairfax, VA*
- Wisconsin Dells Entertainment and Cultural Event Facility Impact Assessment and Development Feasibility Study | *Wisconsin Dells, WI*
- Innovation Space Feasibility Assessment and Policy Support Strategy | *Washington, DC*

Selection of Arts and Culture Impact and Strategic Assessment Work

- The Economic Impact of Arts and Culture in Georgetown, TX | *Georgetown, TX*
- Cultivating Creativity: The Economic Impact of Arts, Culture, and Tourism in Ogden | *Ogden, UT*
- Summit County Arts and Culture Master Plan | *Summit County, UT*
- Louisville Arts and Cultural Plan | *Louisville, KY*
- Loudoun County Comprehensive Arts Plan | *Loudoun County, VA*
- Ulster County Arts Master Plan | *Ulster County, NY*
- Art All Night Economic and Fiscal Impact Assessment | *Washington, DC*
- Downtown Lake Worth Arts and Culture Economic Development Strategy | *Lake Worth, FL*
- H Street Festival Economic and Fiscal Impact Assessment | *Washington, DC*
- Michigan Street African American Heritage Corridor Economic Development and Strategic Action Plan | *Buffalo, NY*
- Kingston Arts and Culture Economic Impact Analysis | *Kingston, NY*
- Prince George's County Cultural Arts Study | *Prince George's County, MD*

Selection of Additional Economic Impact Studies

- Assessing Main Street Arkansas Initiative's Outcomes | *State of Arkansas*
- 20 Years of Main Street Impact: The Economic, Fiscal, and Community Impacts of Michigan Main Street Since 2003 | *State of Michigan*
- 15-Year Economic and Fiscal Impact Assessment of Hershey Tourism & Hershey Corporation | *Hershey, PA*
- Providence Life at Night Industry Impact and Support Strategy | *Providence, RI*
- The Impact of Fort Lauderdale's Nighttime Economy | *Fort Lauderdale, FL*
- Economic Impact of DC's Nightlife Industry | *Washington, DC*
- Atlanta Nightlife Economic Impact Analysis and Support Strategy | *Atlanta, GA*

Select Recent JS&A's Professional Experience

Economic Impact Studies

- New River Gorge National Park and Preserve Economic and Social Impact in West Virginia
- The Impact of Iowa's Downtown Revitalization Efforts
- Guidebook for Measuring the Impact of Historic Preservation for the State of Pennsylvania
- Trends in Historic Districts: The Impact of Portland, Maine's Historic Preservation Ordinance
- The Pandemic's Impact on Washington DC's Arts and Cultural Sector
- The Economic Impact of the Delaware Water Gap National Recreation Area in Delaware, New Jersey, Pennsylvania
- Igniting Impact: How the Danville River District Association Impacts the Economy and Community
- Main Street Arts Festival Impact in Fort Worth, TX
- Main Street's Impact in Washington State
- The Economic Impact of Oregon Jamboree
- Statewide Economic Impact of Tennessee Main Street Programs
- Nighttime Economy Impact Assessment Best Practices and Recommendations
- Toronto Nightlife District Support Strategy, City Data Coordination, and Data Comparison Template

Organizational Strategic Plans and Economic Development Strategies

- Short North Arts District Market and Consumer Study in Columbus, OH
- Cumberland Community Improvement District Placemaking Master Plan
- 20-Forward Keene Comprehensive Master Plan
- Maryville Downtown Master Plan
- Lake Worth Beach Arts and Culture Master Plan
- River District Association Strategic Plan in Danville, VA
- Cape Canaveral Economic Development Element and Implementation Plan
- Sudlersville Economic Development Strategy
- Sodus Point, NY Retail Market Analysis and Tourism Enhancement Opportunity
- Vision Greenwood, MO Comprehensive Master Plan
- Barracks Row Main Street Market Analysis, Strategic Plan, and Executive Board Visioning
- Middlebury Downtown Strategic Plan
- Boynton Beach Economic Development Plan
- Howard County Retail Feasibility Analysis and Zoning Recommendations

Our Experience Conducting High Quality Arts & Culture Impact and Support Studies is Unrivaled!

- Old South Baton Rouge Economic Development Plan
- Mid City East Small Area Plan
- Cleveland Park Business Association Marketing, Branding, and Capacity Building
- Eastern Market Main Street Near-Term Strategic Plan
- Woodley Park Main Street Strategic Plan
- Coral Gables Retail Analysis and Economic Development Strategy

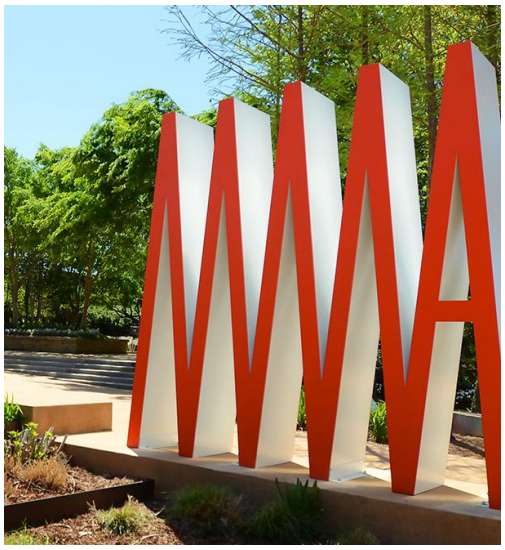
Additional Economic and Fiscal Impact of Development Analysis

- Economic and Employment Impact Assessment for MLK Gateway Redevelopment
- Economic and Employment Impact Assessment for 1401 Pennsylvania Avenue Development
- 616 Eye Street Market Analysis and Economic Impact Assessment
- DC Water Infrastructure Construction Economic Impact on Local Businesses
- Indian River Lagoon Economic Impact Assessment
- Connected City Economic and Fiscal Impact Assessment
- The Clara on MLK Economic and Employment Impact Assessment
- Economic and Fiscal impact Assessment of Project Arthur Proposed Development
- Economic Impact Assessment of DC Water Construction on Local Businesses
- COVID-19 Impact on Barracks Row Businesses
- Economic Impact of Streetcar Ridership in DC

Feasibility Studies and Additional Analysis

- Culinary Industry Incubator Feasibility and Impact Study for Las Cruces, NM
- Old Town Bowie Maker District Feasibility for Inncuvate Community Development Partners, Inc.
- Howard County Library System Makerspace Feasibility Study
- Frederick County Makerspace Market Analysis and Inventory
- Melwood Innovation Center Feasibility Assessment for Prince George's County, MD
- Community Planning Handbook, 5th Edition with the Center for Rural Pennsylvania
- Economic Generators Analysis for Maryland – National Capitol Park & Planning Commission
- Analysis and Strategy for an Innovation Space and Policy Support Strategy in DC
- Anchor Institutions as Economic Development Drivers Case Study Analysis

JS&A Economic Development Consulting







Project Summary

- Venue Feasibility Assessment
- Asset Mapping
- Cultural User Engagement & Needs Assessment
- Venue Orientation and Building Program Recommendations
- Venue Management, Operations, and Funding Recommendations

Relevant Experience

Arts Campus Study and Needs Assessment for the Mississippi Museum of Art

The Mississippi Museum of Art engaged JS&A, in partnership with CharcoalBlue and the Anne Butterfield Company, to understand the opportunity for a multi-use visual and performing arts space to attract visitors to downtown Jackson. The study assessed the current supply of performing arts venues for Jackson arts institutions and the needs of arts organizations and other downtown stakeholders, pairing the analysis with a comprehensive business plan including recommendations pertaining to the orientation of new and renovated performing arts spaces, operating strategy, and financial model, with an eye towards long-term sustainability and lasting impact to downtown Jackson and local communities.

Scope Detail

Stakeholder Engagement and Needs Assessment. JS&A identified space and venue needs among Jackson visual and performing arts organizations and conducted thorough outreach and one-on-one interviews with local stakeholders to understand their hopes for arts spaces and programming in downtown Jackson.

Arts & Culture Market and Venue Analysis. JS&A built on its comprehensive stakeholder engagement process by collecting quantitative data from ESRI Business Analyst, the Census, and market research tools. We then conducted a market analysis of audience demographics, economic conditions, tourism trends, and spending patterns related to the arts to understand the market potential and economic viability of new performing arts spaces in Jackson.

Venue Management Recommendations and Business Plan. JS&A formulated a recommendation for shared performing arts spaces to be used by the MMA and other local arts institutions as well as a management and governance structure for the proposed space(s). JS&A leveraged its strength at real estate and market analysis, as well as a study of peer projects, to set the MMA and its partners up for long-term viability and impact on the Jackson arts environment.

Venue Operations and Funding Recommendations. JS&A developed a budget and cost ranges, emphasizing tradeoffs between initial capital needs for redevelopment and long-term operating expenses to position the new performing arts space for success. We concluded the project by developing a five-year pro forma financial model outlining revenue streams, operating costs, and contributions from public ad private grants, philanthropies, and sponsorships.

Year Completed: 2026

Client: Mississippi Museum of Art

JS&A Economic Development Consulting





Project Relevance

The Fairfax Performance Venue Feasibility Study showcases JS&A's venue feasibility, stakeholder engagement, and operational planning expertise. Like MMA, it assessed venue demand, space needs, and funding strategies, ensuring a data-driven plan for MMA and Thalia Mara Hall.

Project Summary

- Venue Feasibility Assessment
- Asset Mapping
- Cultural User Engagement & Needs Assessment
- Venue Orientation and Building Program Recommendations
- Venue Management, Operations, and Funding Recommendations
- Fiscal, economic, and community impact analysis and ROI analysis

Relevant Experience

Fairfax Performance Venue Feasibility, Orientation, Development Strategy, and Impact Assessment

The City of Fairfax engaged JS&A, in partnership with Streetsense, to assess the need and feasibility of a potential dedicated performance venue to serve the Fairfax cultural community. This study assessed the existing local supply of performance venues and needs of local stakeholders. The study also defined the facility's recommended orientation and building program, potential users, operational relationship to the City, and development and operational feasibility.

Scope Detail

Asset Mapping: Performance Venue Supply and Context. JS&A assessed the City of Fairfax's existing arts performance venues and identified venue opportunity gaps and space needs. JS&A also created a map that visually depicted the performance venue landscape.

Cultural User Engagement and Needs Assessment. JS&A interviewed key potential users of a new performance venue including possible resident companies; other performance organizations with interest in using the space on a regular basis; office space users; and organizations that could implement onsite programmatic activities.

Venue Orientation and Building Program Recommendations. JS&A provided building program recommendations pertaining to the types and sizes of specific performance spaces onsite; anticipated onsite programming; office space, gallery space, community space, and meeting space; and corresponding implications for facility design and development. JS&A developed three conceptual building program scenarios and provided ranges regarding facility construction costs.

Venue Management, Operations, and Funding Recommendations. JS&A developed a conceptual operating budget and cost ranges for facility management and maintenance, including estimates of revenues from onsite operations and additional expected annual revenue streams from the City's general fund, philanthropic sources, events, space rental, and other miscellaneous onsite activity, and other sources. The team also assessed any potential funding gap between the income estimates and the conceptual operating budget.

Impact Analysis. In a follow-up study, JS&A analyzed and quantified the fiscal, economic, and community impacts of facility construction and operations, including job creation and local business revenues. We also helped the City assess future revenues generated by the project in relation to City financial contributions.

Year Completed: 2023

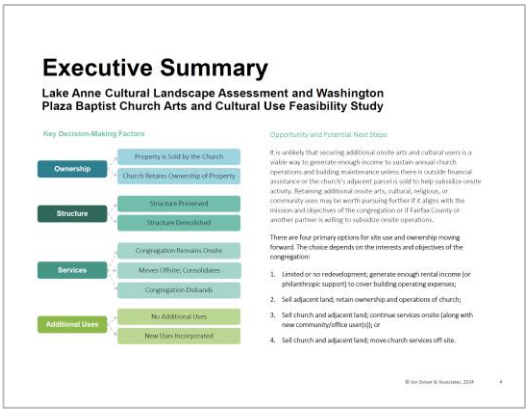
Client: City of Fairfax

Project Reference:

Megan Dubois, Cultural Arts Manager
City of Fairfax
(703) 273-6097, Megan.DuBois@fairfaxva.gov

JS&A Economic Development Consulting







Project Summary

- Church Repositioning Assessment
- Arts and Cultural Use Market Analysis
- Regional Inventory of Facilities
- Church Redevelopment Case Studies
- Site Reuse Feasibility
- Recommended Pathway for Redevelopment

Relevant Experience

Washington Plaza Baptist Church Repositioning Study: Arts and Cultural Use Feasibility

Recommending Reuse Positioning for Washington Plaza Baptist Church

Lake Anne, VA

Washington Plaza Baptist Church is a progressive American Baptist church featuring an inclusive Christian community. The congregation has dwindled in size, and annual contributions have dropped below the levels needed to sustain operations and maintenance in the aging building. The 1968 brutalist church earned its historic designation on the National Register of Historic Places as a contributing structure to the Lake Anne Historic District. As part of the broader planning and visioning feasibility study for Lake Anne, JS&A was retained by Fairfax County to assess the feasibility of integrating arts and cultural uses in the church redevelopment.

Scope Detail

Site Reuse Feasibility. JS&A developed a series of five primary factors to evaluate the feasibility of serving the broader arts community onsite, including site conditions, competitive context, user demand, precedent, and redevelopment potential.

Arts and Culture Market Analysis. JS&A conducted an assessment of available arts, cultural, and community organizations in the region to understand the demand levels of prospective users in the redevelopment of the church.

Church Re-Use Case Studies. JS&A explored extensive case studies for the adaptive reuse of brutalist churches to understand the redevelopment potential of the structure. After finding no successful precedents, JS&A expanded its case study research to assess how churches have integrated additional onsite uses to sustain onsite operations or fund building maintenance. JS&A created an evaluation framework to clearly define reuse determinants and redevelopment pathways.

Development Strategy. After finding that securing additional onsite arts and cultural users would not be viable to generate sufficient income for annual church operations and building maintenance, JS&A provided an overview of recommended site uses and ownership structures to meet the church's needs.

Year Completed: 2024

Client: Fairfax County

JS&A Economic Development Consulting







Project Summary

- Makerspace Feasibility Assessment
- Maker and Community Needs Assessment
- Market Analysis
- Orientation Scenario Development
- Stakeholder Engagement
- Recommendations for Next Steps
- Best Practice Assessment

Relevant Experience

Howard County Library Makerspace Feasibility Study and Market Analysis

Howard County Library System is exploring the potential of creating a new makerspace within its library system. HCLS engaged JS&A to conduct a Feasibility Study for the expansion of their Makerspace program and facilities as part of a three-part process. During the first phase, completed in 2024, JS&A assessed the feasibility of a new makerspace, recommended positioning for the makerspace, and created a framework to help guide the next steps in the process. As a result of this project, HCLS secured additional funding through TEDCO's Maryland Makerspace Initiative to fund the subsequent phases of the overall project.

Scope Detail

Market Analysis. JS&A conducted a market analysis of the potential makerspace with a regional inventory assessment, management and library system data, capture and draw area user demographics, and regional and national trends. This analysis determined that the prospective makerspace would fulfill a local and regional maker network gap.

Best Practices and Makerspace Case Studies. JS&A explored best practices and conducted a series of five case studies to articulate recommended strategies, lessons learned, and operational insights.

Community Needs Assessment. JS&A conducted a series of interviews and focus groups to assess the needs of community members, makers, entrepreneurs and small business owners, and students. This assessment explored the demand for a new makerspace and insights into optimal positioning for highest use.

Scenario Development. Based on the market analysis, case study research, and community needs assessment, JS&A worked with HLCS to identify two recommended operational scenarios for further evaluation in the following phases of the project. These scenarios explored how the makerspace would optimally fit into HCLS's current maker ecosystem as well as within planned facility infrastructure investment.

Year Completed: 2024

Client: Howard County Library System

Project Reference:

Lewis Belfont, Chief Operating Officer
Howard County Library System
9411 Frederick Road, Ellicott City, MD 21042
(410) 313-7796, lew.belfont@hclibrary.org

JS&A Economic Development Consulting





Relevant Experience

Entertainment and Cultural Event Facility Impact Assessment and Development Feasibility Study

The Wisconsin Dells Visitor & Convention Bureau and Wisconsin Dells Festival Inc. were exploring the opportunity to develop and operate a dedicated entertainment and multi-purpose event facility. This facility would serve as a cultural attraction to Wisconsin Dells and draw tourists and visitors to the area year-round for dedicated programming and events. The organization, the official destination marketing organization for the region, seeks to grow the economic and fiscal impact of regional tourism. The client retained JS&A to conduct a development feasibility assessment and impact assessment of the proposed entertainment facility's development and operations.

Scope Detail

Visitation Projections. JS&A worked with the client to develop a strategic overview of potential event typologies based on the expanded capacity of the organization with the proposed event facility. JS&A leveraged this model to establish visitation projections from the facility's opening to stabilization for estimated attributable annual visitors.

Economic, Fiscal, and Community Impact Assessment. JS&A conducted an impact assessment of the proposed facility to quantify the economic and fiscal impacts the development would generate during both construction and annual stabilized operations. JS&A provided estimated sales revenue, employment jobs, and salaries and wages during both phases. JS&A also quantified the estimated direct tax revenue the municipality can anticipate from the proposed development during construction and stabilized operations.

Community Impact Assessment. JS&A evaluated how the proposed facility will benefit the greater community and how these benefits align with local and city-wide goals and planning objectives.

Strategic Recommendations for Moving Forward. JS&A provided Wisconsin Dells Festivals, Inc. with a roadmap and process to move forward from understanding the feasibility of the facility through the development process.

Project Relevance

The Entertainment Facility Feasibility Study showcases JS&A's expertise in venue development, economic impact, and strategic planning. Like MMA, it assessed market demand and fiscal impact, ensuring a sustainable roadmap for MMA and Thalia Mara Hall.

Project Summary

- Cultural Facility Analysis
- Development Feasibility
- Economic Impact
- Fiscal Impact
- Community Impact
- Strategic Recommendations
- Planning Implications

Year Completed: 2021

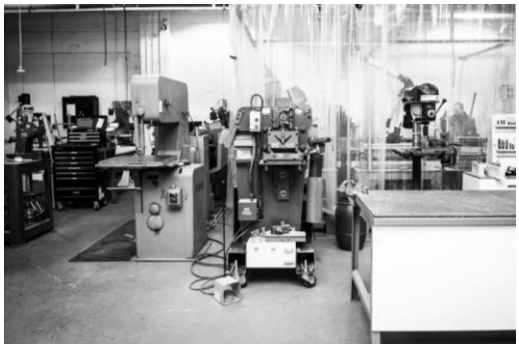
Client: Wisconsin Dells Visitor & Convention Bureau and Wisconsin Dells Festival Inc.

Project Reference:
Jenifer Dobbs, Managing Director of Wisconsin Dells Visitor & Convention Bureau, Inc
(608) 254-9879, Jenifer@wisdells.com

JS&A Economic Development Consulting







Project Summary

- Makerspace Market Analysis
- Entrepreneurship Assessment
- Opportunity Gap Analysis
- Operational Assessment
- Site Assessment
- Makerspace Feasibility

Relevant Experience

Feasibility Assessment for an Innovation Space and Makerspace in Washington DC

JS&A was retained to conduct an analysis on opportunities for establishing a District-sponsored Innovation Space and Marketplace. This analysis included assessing the local context, understanding best practices, developing Makerspace Programmatic Scenarios, recommending operations and site feasibility, understanding potential partners, and analyzing the potential economic impact of a District-sponsored Innovation Space and Marketplace.

Scope Detail

Market Analysis and Opportunity Gap. JS&A conducted a market analysis of regional makerspaces and innovation hubs. This analysis determined the gap in supply of makerspaces and developed opportunities and scenario-based models to serve the makerspace industry. Following the analysis, JS&A conducted site-specific analysis for potential makerspaces in the District and assessed operating and business models.

Implementation Recommendations. This analysis is one of the first steps necessary to plan and develop the Innovation Space and Marketplace in the District. JS&A's analysis and report directly helped DMPED and other District agencies understand and evaluate the opportunity at hand and make strategic decisions necessary to continue the process of developing a makerspace that will meet the District's goals and stakeholder needs. JS&A's recommendation to focus on an industry-specific makerspace to create sustainable operations has since been validated as many general, community-oriented makerspaces in the region have closed or drastically reoriented their operations since this analysis was conducted. The city has continued conversations about creating such a makerspace.

Year Completed: 2017

Client: Washington DC Deputy Mayor for Planning and Economic Development (DMPED)

KEY PERSONNEL



Meet Our Team Members

Our team brings together experts in economic development, cultural planning, and community needs to support sustainable growth in the arts. JS&A specializes in economic impact analysis, tourism strategy, and business model development, while Isenberg Projects brings local insights, stakeholder engagement strategies, and expertise in placemaking and public art. Together, we deliver both national best-in-class analysis and strategy as well as local insights and community arts emphasis to position the Union School facility for maximum community impact.

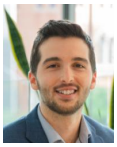
JS&A

Project Prime

Role: Project management and coordination; facility needs and orientation; development feasibility and strategy; public private partnership strategy; economic impact analysis; operating strategy; and implementation.



Jon Stover
Managing Partner
Role: Project Director
Jon will lead the feasibility study and project management.



Aaron King
Director of Economic Development
Role: Project Manager
Aaron will oversee project coordination and lead the economic data collection and analysis.



Leslie Gray, AICP
Vice President
Role: Strategy Lead
Leslie will lead the creation and design of the report deliverables and support with strategy creation.



Jane Scinta
Associate
Role: Strategy Support
Jane will assist with economic data collection, research and analysis, and report writing.

ISENBERG PROJECTS

Subconsultant

Role: Stakeholder engagement; arts leadership and strategy; local insights.



Emily Isenberg
Founder + Creative Director
Role: Project Oversight and Strategy



Liz Woodward
Principal + Director of Strategy
Role: Community Arts Engagement Lead



Max Frank
Associate Community Strategist
Role: Community Arts Engagement Support

Meet Our Team Members

Our team members are economic development experts with strong insights pertaining to community arts and culture, feasibility studies, economic impact, and all facets of development and operational feasibility studies. JS&A's team excels at identifying the unique drivers of innovation within local economies, understanding and articulating development opportunities, and creating action plans that build buy-in, investment, and momentum towards implementation.

We help municipalities and their constituents explore the tools and tactics necessary to shape the local economy, impact the market, support targeted industries, and create the types of places businesses want to locate, people want to live, and where employees want to be. We help our clients leverage our analysis and quantitative data insights to strengthen their local economies and bolster their economic development initiatives. **Importantly, our passion for strengthening local economies radiates throughout our work, and we approach it creatively and innovatively, finding locally curated solutions for each client we work with.**



Jon Stover *Project Director (Managing Partner, JS&A)*

A distinguished and reputable national leader in helping cities strategize for strong economies, Jon will serve as our team's Project Director. Jon's expertise in supporting small businesses, downtown districts, and entrepreneurial pathways, merged with his market-oriented approach to understanding development and operational feasibility, will guide our approach to the project.



Aaron King *Project Manager (Director of Economic Development, JS&A)*

With a background in public policy, Aaron blends his expertise in economic analysis and industry contribution assessments with an implementation mindset focused on creating implementable policies that bolster quality places and robust local economies. Aaron has led numerous arts and culture studies for communities around the country, tailoring his approach to the local landscape while bringing a strong knowledge of national best practices.



Leslie Gray, AICP *Project Support (Vice President, JS&A)*

Leslie helps communities across the country create economic development strategies specific to their local economies. Her work centers around cultivating economic development strategies for places spanning high-quality commercial districts and bustling metropolises to rural Main Streets. Leslie also leads our team's communications strategy, deliverable development, and collateral creation.



Jane Scinta *Analyst (Associate, JS&A)*

Jane supports our project team with analysis, stakeholder engagement, and deliverable development, helping to connect quantitative and qualitative findings into the strategy. Jane excels at collecting and interpreting the community and market data, case studies and best practice research, and stakeholder insights that drive our insights and strategy work.

Jon Stover

Managing Partner

Project Role: Director

Years of Experience

17

Education

University of Pennsylvania
Masters of Urban Planning
School of Design

Certificate in Real Estate Development, Wharton School of Business and School of Design (Joint Program)

Speaking Engagements

Selected Speaker at Sociable City Conference, 2018, 2020, 2022,

"Nature-Based Placemaking in Your Downtown" Main Street NOW, Richmond (2022)

"Tips for Measuring the Impact of Your Program." Downtown Pennsylvania Conference, Pennsylvania Main Streets (2019)

"Building Resiliency on Main Street." Main Street NOW, Seattle (2019)

"Breaking the Black Box of Economic Impact." Main Street NOW, Seattle (2019)

NPR's All Things Considered, Guest Interview (2018)

"Using Data to Bolster Decision Making." Tennessee Retail Summit, Tennessee Main Streets (2018)

"Quantifying the Nighttime Economy in Your City." Sociable City Summit, New Orleans (2018)

"Local and National Retail Trends: How Can We Help Businesses Compete Now and In the Future." DC Main Street Executive Director Training (2018)

"Understanding the Economic and Fiscal Impact of Your Programs." Neighborhoods USA Conference (2017)

Jon Stover is the founder and Managing Partner of Jon Stover & Associates. He is an expert in economic analysis and strategy development, with a particular specialization in economic impact analysis and creative economy strategy. Through extensive conversations and projects related to arts and culture, Jon has developed a recognized leading methodology for quantifying the value of the arts and culture economy for cities across the county. Through a collaborative partnership with the Responsible Hospitality Institute and various cities, Jon has pioneered frameworks for data collection and analysis of economic activity during evening and late-night hours. Jon has secured, planned, and directed hundreds of projects working for and partnering with tourism agencies, city departments, non-profit organizations, universities, neighborhood stakeholder organizations, real estate developers, and private business owners.

Relevant Project Experience

Fairfax Arts and Culture Facility Feasibility and Impact Assessment | Fairfax, VA
City of Fairfax

Washington Plaza Baptist Church Repositioning Study: Arts and Cultural Use Feasibility
Lake Anne, VA | *Fairfax County*

Prospective Event Facility Impact Assessment | *Wisconsin Dells, WI*
Wisconsin Dells Visitor & Convention Bureau

Mississippi Museum of Art Feasibility Study and Downtown Cultural Campus Vision |
Jackson, MS | *Mississippi Museum of Art*

Arts and Cultural Post-Pandemic Economic Recovery Support Strategy Recommendations
Washington, DC | *DC Commission of Arts and Humanities*

Howard County Library Makerspace Feasibility Assessment | *Howard County, MD*
Howard County Library Systems

Lake Worth Arts and Cultural Master Plan and Economic Strategy | *Lake Worth, Florida*
Lake Worth Community Redevelopment Authority

Feasibility Assessment for an Innovation Space and Makerspace in Washington DC
Washington, DC | *Deputy Mayor's Office of Planning and Economic Development*

Cultural Tourism Enhancement Strategy for Michigan Street | *Buffalo, New York*
Michigan Street African American Heritage Corridor Commission

Arts & Culture Economic Impact Analysis and Master Plan | *Kingston, New York*
Kingston Arts Commission

Prince George's County Cultural Arts Study | *Prince George's County, Maryland*
Maryland-National Capital Park and Planning Commission

Life at Night Impact Study | *Providence, Rhode Island*
City of Providence Department of Art, Culture and Tourism

Short North Arts District Market and Consumer Study | *Columbus, Ohio*
Short North Alliance

Atlanta Nightlife Economy Impact and Enhancement Strategy | *Atlanta, Georgia*
City of Atlanta

Aaron King
Director of Economic Development
Project Role: Project Manager

Years of Experience
7

Education
University of Delaware
Bachelor of Arts in Public Policy; Urban Policy, Planning, and Historic Preservation Concentration

Speaking Engagements
"Rules of Thumb for Retail Viability" Main Street NOW, Boston (2023)

"Building Retail Resiliency on Main Street." Main Street NOW, Seattle (2019)

"Growth and Adaptation of a Main Street." Main Street NOW, Kansas City (2018)

Experience
Co-Founder & Director
Better Block Wilmington
Wilmington, DE

Aaron King has successfully completed projects relating to economic and fiscal impact assessments, commercial market analyses, feasibility assessments, commercial corridor revitalization, and nonprofit strategy and capacity building. Aaron combines his background in public policy and community development to engage with stakeholders, collect and analyze data, and craft actionable strategies for a range of public and private sector clients, which have included government agencies, real estate developers, economic development corporations, and community development nonprofits.

Relevant Project Experience

Mississippi Museum of Art Feasibility Study and Downtown Cultural Campus Vision | *Jackson, MS | Mississippi Museum of Art*

Fairfax Arts and Culture Facility Feasibility and Impact Assessment | Fairfax, VA
City of Fairfax

Washington Plaza Baptist Church Repositioning Study: Arts and Cultural Use Feasibility
Lake Anne, VA | Fairfax County

Feasibility Assessment for an Innovation Space and Makerspace in Washington DC
Washington, DC | Deputy Mayor's Office of Planning and Economic Development

Wisconsin Dells Tourism Enhancement Opportunity with a Prospective Event Center | *Wisconsin Dells, Wisconsin | Wisconsin Dells Visitor and Convention Bureau*

Howard County Library Makerspace Feasibility Assessment | *Howard County, MD*
Howard County Library Systems

Kingston Arts & Culture Economic Impact Analysis and Master Plan | *Kingston, New York*
Kingston Arts Commission

County Arts and Culture Master Plan | *Ulster County, NY* |
Ulster County, NY

Economic Impact of Arts and Culture | *Tucson, AZ*
City of Tucson

Art, Culture, and Tourism Economic Impact Assessment | *Ogden, UT*
Visit Ogden

Summit County Arts and Culture Master Plan | *Summit County, UT*
The Arts Council of Park City & Summit County

Atlanta Nightlife Economy Impact and Enhancement Strategy | *Atlanta, Georgia*
City of Atlanta

Greeley Stampede Visitor Profile, Economic Impact Assessment and Marketing Materials
Greeley, Colorado, Greeley Stampede

Economic Impact of DC's Nightlife Industry | *Washington, DC*
Mayor's Office of Nightlife and Culture & WDCEP

Oregon Jamboree Music Festival Economic and Fiscal Impact Assessment | *Sweet Home, Oregon The Oregon Jamboree*

Arts and Cultural Post-Pandemic Economic Recovery Support Strategy Recommendations
Washington, DC | DC Commission of Arts and Humanities

Leslie Gray, AICP
Vice President

Project Role: Lead Strategy

Years of Experience

11

Education

Columbia University
Masters of Science in Urban Planning

University of Cincinnati
Bachelor of Science in Architecture

Affiliations

American Institute of Certified Planners

American Planning Association

Commercial Real Estate Women

Speaking Engagements

"Rules of Thumb for Retail Viability" Main Street NOW, Boston (2023)

"Nature-Based Placemaking in Your Downtown" Main Street NOW, Richmond (2022)

"Breaking the Black Box of Economic Impact." Main Street NOW, Seattle (2019)

National Main Street Center Training Webinar with Main Streets (2018)

"Growth and Adaptation of a Main Street." Main Street NOW, Kansas City (2018)

"The Numbers Are In. Learn the Economic Impact of Your Main Street Program." Main Street NOW, Pittsburgh (2017)

"The Power of Tracking Your Main Street's Economic Performance." Main Street NOW, Milwaukee (2016)

Experience

Land Use Planner
Bayer Becker
Cincinnati, Ohio

Leslie Gray, AICP, specializes in the intersection between economic analysis, physical planning, and community development. Leslie has completed economic development strategies for a range of clients across different sectors and geographies, from site-specific, corridors, regional, and nationwide analysis. In addition to her experience with economic development city planning, her expertise includes economic and fiscal impact analysis, master planning, community planning, and market analysis, and serves as JS&A's in-house graphic designer.

Relevant Project Experience

Fairfax Arts and Culture Facility Feasibility and Impact Assessment | Fairfax, VA
City of Fairfax

Mississippi Museum of Art Feasibility Study and Downtown Cultural Campus Vision |
Jackson, MS | *Mississippi Museum of Art*

Wisconsin Dells Tourism Enhancement Opportunity with a Prospective Event Center |
Wisconsin Dells, Wisconsin | *Wisconsin Dells Visitor and Convention Bureau*

Howard County Library Makerspace Feasibility Assessment | *Howard County, MD*
Howard County Library Systems

Washington Plaza Baptist Church Repositioning Study: Arts and Cultural Use Feasibility
Lake Anne, VA | *Fairfax County*

Feasibility Assessment for an Innovation Space and Makerspace in Washington DC
Washington, DC | *Deputy Mayor's Office of Planning and Economic Development*

Economic Impact of Fort Lauderdale's Nighttime Economy | *Fort Lauderdale, Florida*
City of Fort Lauderdale

Cultural Tourism Enhancement Strategy for Michigan Street | *Buffalo, New York*
Michigan Street African American Heritage Corridor Commission

Short North Arts District Market and Consumer Study | *Columbus, Ohio*
Short North Alliance

Impact of COVID-19 on the Resiliency of Main Streets | *Statewide Pennsylvania*
Pennsylvania Downtown Association

Economic and Fiscal Impact of New River Gorge National Park | *West Virginia*
National Parks Conservation Association

Atlanta Nightlife Economy Impact and Enhancement Strategy | *Atlanta, Georgia*
City of Atlanta

Kingston Arts and Cultural Master Plan | *Kingston, NY*
City of Kingston

Economic Impact of Life at Night in Providence | *Providence, Rhode Island*
City of Providence Department of Art, Culture and Tourism

Arts and Cultural Post-Pandemic Economic Recovery Support Strategy Recommendations
Washington, DC | *DC Commission of Arts and Humanities*

Prince George's County Arts and Cultural Master Plan | *Prince George's County, MD*
Maryland-National Capital Park and Planning Commission

SUB-CONSULTANTS



ISENBERG PROJECTS

115 Kingston St
5th Floor
Boston, MA 02111
emily@isenbergprojects.com

Shaping spaces that spark connection.

Founded in 2011, Isenberg Projects is a creative consulting agency based in Boston that specializes in place-based work. For over a decade, our agency has designed and delivered complex, multi-disciplinary plans, programs, and initiatives that blend rigorous research, tactical implementation, and place-based strategy. We've produced actionable and equity-centered outcomes for cities and developers alongside a cohort of over 1,000 artists, partners, and nonprofits. Critically, our work leverages both long term planning and on-site implementation, translating lofty ideals into real results.

Our work recognizes the members of New England's creative economy as key stakeholders and co-authors of the region's unique identity. We specialize in translating grassroots cultural dynamics into implementable frameworks and we get excited about cultural infrastructure, zoning modernization, space protection, and long-term investment planning.

Recognized with a 2025 Congress for New Urbanism Charter Award, our work spans disciplines and project types. We are unwaveringly committed to supporting and sustaining New England's creative sector, and leverage our own knowledge and experience working with a broad coalition of artists and creatives, public sector stakeholders, and real estate developers.



ISENBERG PROJECTS TEAM

Our strategy department is the driving force behind our business philosophy and consultancy practice. We believe in pushing our team and our clients to make the best, most intentional, and most impactful work possible. This philosophy manifests in every aspect of our strategic advisory, project work, and design. Our office also includes implementation and design experts, who may be engaged on a limited basis throughout this process.

The staff below will serve as primary points of contact for both the Town of Dunstable and the full project team.



EMILY ISENBERG *(she/her)* | FOUNDER + CREATIVE DIRECTOR

Emily Isenberg is the Founder and Creative Director of Isenberg Projects, a creative consulting studio focused on how people experience a place and why they're drawn to one public space over another. For more than fifteen years, she has brought life to overlooked and in-between spaces, partnering with communities, developers, institutions, universities, municipalities, and cultural organizations across the country. She helps public and private partners move from good intentions to actionable plans that result in places people actually use and places that function, endure, and matter over time. A lifelong learner with a bias toward action, Emily is driven by pattern recognition and real world testing. She is focused on advancing work that strengthens how people gather, connect, and belong, and on building models that hold up beyond a single project or trend. Emily holds a BA from Lesley University and serves on the boards of the Provincetown Public Art Foundation, Independent Lodging Congress, and the Massachusetts College of Art and Design Innovation Council.
Emily lives in Watertown.



LIZ WOODWARD *(she/her)* | PRINCIPAL + DIRECTOR OF STRATEGY

Liz is the Principal and Director of Strategy at Isenberg Projects, where she leads the firm's strategic initiatives and concept development, pioneering innovative models of collaboration to shape future urban spaces. With over 15 years of experience in placemaking, Liz integrates art, culture, and data to create inclusive, engaging public spaces that support both the livability and economy of cities.
Having worked in both rural and urban settings across the U.S., Liz is driven by the belief that every community is a unique ecosystem that thrives on creativity and participation. At Isenberg Projects since 2016, Liz has managed many projects at a range of scales, including work on the Harvard Allston Initiative, MOAC's Chapter 91 study on Waterfront Civic and Cultural space, the Reserved Channel Development, a house doctor for MassDevelopment TDI district initiatives, Arsenal Yards and 1234-1240 Soldiers Field Road. Liz lives in Jamaica Plain.



MAX FRANK *(he/him)* | ASSOCIATE COMMUNITY STRATEGIST

Max is Associate Community Strategist at Isenberg Projects, synthesizing experience in architecture, urban strategy, and small business development. Driven by a desire to create better public places through meaningful collaborations between public and private stakeholders, Max combines rigorous research with a detailed approach to execution. Max has worked on planning and placemaking projects for MITIMCo, the Town of Brookline, and the Harvard Allston Initiative while at Isenberg Projects. His work has been recognized with national design awards from ASLA, and his research on private subsidization of the public realm has been published by ACSA. Max lives in Somerville.

CASE STUDY | ISENBERG PROJECTS

BOSTON WATERFRONT CIVIC + CULTURAL SPACE PLANNING STUDY






CLIENT: Mayor's Office of Arts and Culture (MOAC), City of Boston Planning + Design Department
CONSULTANT TEAM: Isenberg Projects (Lead) with Agency Landscape + Planning
LOCATION: Boston Waterfront - Dorchester, Fort Point, Charlestown, East Boston
TIMELINE: 2023 - 2024
IP ROLE: Lead Consultant - Strategic Direction, Recommendations, Public Engagement

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THE CHALLENGE

The City of Boston has leveraged Massachusetts General Law Chapter 91, the state's Public Waterfront Act, for decades to secure arts and cultural space along the waterfront, requiring private developers to provide Facilities of Public Accommodation (FPAs) in exchange for the right to build on tidelands. In practice, the system had grown inefficient and opaque: arts and cultural nonprofits struggled to access the spaces they were supposed to occupy, and developers struggled with unclear and inconsistent requirements. The Mayor's Office of Arts and Culture selected Isenberg Projects to lead a planning study that would assess existing and pending waterfront civic/cultural uses, identify future opportunities, and recommend an improved approach to delivery and tenanting.

THE APPROACH

Isenberg Projects led a multi-phase study built around three objectives: inventory existing and pending FPA spaces across the City; develop a deeper understanding of the civic and cultural users who would benefit from these spaces; and simplify the delivery and tenanting process. Our team conducted document review, site visits, stakeholder interviews, and license analysis spanning the full Boston waterfront, with particular focus on the City's most rapidly developing neighborhoods. The methodology combined rigorous policy analysis with on-the-ground engagement, including three public meetings used both to share findings and to build stakeholder consensus in real time.

OUTCOMES

- Final recommendations formally adopted by the Mayor's Office of Arts and Culture as the basis for ongoing FPA process improvements
- Three new Chapter 91 RFPs are adopting our recommended terms for tenanting
- The City is adopting our recommendations to improve transparency and promote available spaces, including re-launching the city-wide Cultural Needs Register and publishing new spaces on their website.
- Our recommendation to additionally launch a study on Boston's city-wide cultural infrastructure is now in progress and scheduled for completion in 2027.

CASE STUDY | ISENBERG PROJECTS

HARVARD ZONE 3 INITIATIVE







CLIENT: Harvard University + Allston Development Group
LOCATION: Western Avenue Corridor, Boston, MA
TIMELINE: 2015 - Ongoing (10+ years)
OUR ROLE: Strategic Lead, Creative Director, Program Operator
RECOGNITION: Congress for the New Urbanism Charter Award for Public Space and Placemaking

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THE CHALLENGE

In 2015, Western Avenue in Boston's Allston neighborhood was an industrial, car-oriented corridor dominated by surface parking, with few ground-floor amenities or places to gather. The Harvard Allston campus needed connectivity to the surrounding neighborhood, and Isenberg Projects was engaged to build cultural infrastructure in advance of major capital investment. We set out to create a robust programmatic, public art, and messaging strategy that created experimental space for the community to meet, create, and connect.

THE APPROACH

Isenberg Projects developed Zone 3 as a long-term strategic placemaking program by starting small, building relationships with a broad coalition of partners, and adapting continuously based on what we learned. After establishing the strategic framework, we hit the ground running, designing experiments, curating partners, producing programming, and reporting findings back to Harvard's development team in real time.

Our cohort of local creatives was key to the success of this effort, and we built a feedback loop with them early on to understand the challenges and pressures they faced across the neighborhood. Early years focused on lightweight, high-frequency activations: pop-up retail, cultural series, public art, performance events, and partnerships with local artists, makers, and small businesses. Each was a low-cost experiment that generated data on what brought people to the corridor, what brought them back, and what kinds of permanent investment the community could support.

OUTCOMES

- 100+ programs produced across the Western Avenue corridor
- 1,500+ artists and creative professionals engaged as partners and contributors
- $2.5M+ channeled directly into local creative economies
- Cultural identity established as the foundation for long-term retail and real estate investment along the corridor

CASE STUDY | ISENBERG PROJECTS

OPEN NEWBURY STREET






CLIENT: City of Boston
LOCATION: Newbury Street, Back Bay, Boston, MA
TIMELINE: 2023 - Present
IP ROLE: Strategic Advisory, Stakeholder Management, Design & Marketing, Event Production
SCALE: 16 weeks of pedestrian activation across one mile of Boston's most iconic retail corridor

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THE CHALLENGE

Open Newbury began in 2016 as a single-day pilot: closing a few blocks of one of Boston's busiest retail corridors to cars. By 2022 it had grown to six Sundays a year, popular but still ran as an informal program using temporary infrastructure and ad-hoc coordination. In 2023, the City of Boston committed to expansion, scaling the program to sixteen weeks and spanning the full length of the street. This required operational and physical infrastructure durable enough to support weekly activation and satisfy the businesses and residents who lived nearby.

THE APPROACH

Isenberg Projects partnered with the City to manage stakeholders and comprehensively reimagine how the program was deployed. Strategic advisory focused on the systems behind the program: how decisions get made, how feedback loops work between businesses and the City, how the program adapts mid-season, and how success gets measured. We worked with the Mayor's Office and multiple City agencies to design an operating model that let Open Newbury scale from six days to sixteen without proportionally scaling staff or overhead. Design and marketing delivered a unified wayfinding and signage plan, a communications strategy calibrated to each audience, and the visual identity that has come to define the program. Event production transformed the street each Sunday, deploying pop-up seating, coordinating business activation and managing on-the-ground operations..

OUTCOMES

- Welcomed thousands each Sunday to enjoy a safer, more energetic pedestrian experience
- Scaled from 6 Sundays to 16 weeks in a single season
- The City added the first-ever Open Newbury Holiday Stroll in 2024, extending the program into December
- Elevated one of Boston's most visible pedestrian initiatives, frequently cited as a demonstration model for pedestrian-first programming
- Sustained business and resident engagement, with stakeholder participation growing year over year
- Operational infrastructure now in place to support continued growth and change each year

CONTACT INFORMATION



Contact Information

Jon Stover & Associates

Address: 1701 Rhode Island Ave NW, Office 04-127
Washington, DC 20036

Website: https://stoverandassociates.com/

Project Director: Aaron King, Director of Economic Development

Email: aking@stoverandassociates.com

Phone: (202) 669-5829

Isenberg Projects

Address: 115 Kingston St, #5,
Boston MA 02111

Website: https://isenbergprojects.com/

Project Director: Max Frank, Associate Community Strategist

Email: max@isenbergprojects.com

Phone: (406) 794-7839

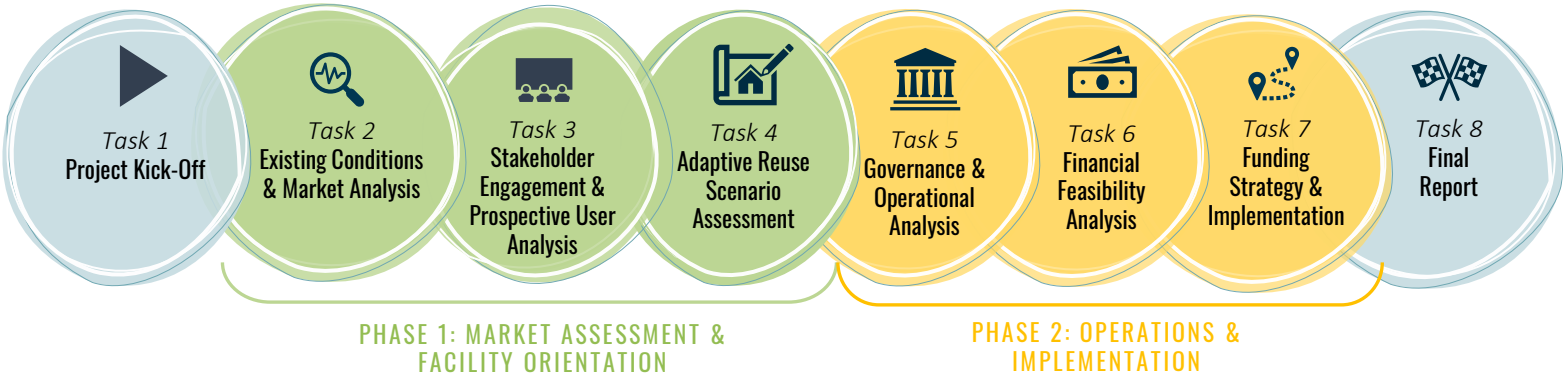
SCOPE AND APPROACH



Summary of Approach

Our proposed Scope of Work for this project builds off our extensive experience quantifying the impacts of cultural facilities and industries and helping cultural organizations develop actionable strategies for boosting programmatic and organizational impact moving forward. We are happy to refine our approach and services to best meet your needs. We've developed a two-phase project approach, outlined below, broken up into eight key tasks. The following pages detail our proposed approach for each of these components. We are happy to refine this proposed approach to best meet the needs of the Town of Dunstable.

OUR TWO-PHASED PROJECT APPROACH



OUR PROJECT PRIORITIES

- Collaborate with Town of Dunstable leadership and key stakeholders to conduct a comprehensive feasibility study and business planning analysis that shed light on viable approaches for the historic Union School.
- Build upon previous planning efforts to leverage existing knowledge and current thinking without duplicating previous efforts.
- Pair a methodologically rigorous market and economic impact analysis with meaningful stakeholder engagement, led by Isenberg Projects, to understand the opportunity at hand and potential facility orientations.
- Develop a business plan that outlines potential governance and operational models, digging into the unique advantages and challenges of each to emerge at strategic recommendations for governance of the facility.
- Carefully consider the long-term financial feasibility of the facility by identifying funding opportunities, understanding particular financial challenges associated with various operational models, and conducting a thorough financial feasibility analysis to understand future revenues and costs.
- Ensure findings are accessible and actionable, equipping the Town of Dunstable and key partners with clear recommendations and an implementation roadmap.
- Conclude the project by identifying clear next steps, priorities, and project partners that can build momentum with early implementation wins.
- Deliver a visually compelling, easily understood final deliverable that celebrates the report recommendations and gets stakeholder audiences excited about next steps for the historic Union School.

Proposed Scope of Work

Our team is eager to work with Town of Dunstable, the Union Building Rehabilitation Committee, and community stakeholders to identify a high-impact, sustainable future for the historic Union School Building. We have developed a two-phase approach that progressively narrows the range of potential building use scenarios and will provide the Town with the research, stakeholder engagement, and implementation tools needed to move forward with this exciting project.

Task 1: Project Kick-Off & Project Management

JS&A will serve as the project manager, with Aaron King, Director of Economic Development, as the primary point of contact for the project and consulting team. Our team will facilitate a virtual kickoff meeting with Town staff, along with Union Building Rehabilitation Committee members if applicable, to establish a shared understanding of the project scope, objectives, and key priorities. The kickoff meeting will be conducted virtually and will focus on:

- Reviewing the overall project goals, context, and approach to ensure alignment.
- Confirming the project timeline, deliverables, and communication protocols.
- Discussing the stakeholder engagement process, including key voices from the arts and cultural community, Swallow Union Elementary School, potential private and philanthropic sector partners, and prospective facility operators.
- Discussing prior plans and studies to prioritize for Existing Conditions Review

Following this meeting, we will provide the client team with a project work plan and project schedule, and we will begin a thorough review of the Dunstable Union Building School Rehabilitation and Reuse Plan, Exterior Envelope Conditions Assessment, and other relevant past plans and studies.

Throughout the engagement, we will conduct regular check-in meetings to share progress, discuss emerging findings, and incorporate stakeholder feedback.

Task 2: Existing Conditions & Competitive Supply Assessment

Our team will assess the local and regional supply of cultural and community facilities relevant to the Union School Building, including arts centers, artist studios, flexible event and meeting spaces, educational venues, and other comparable facilities. We will examine their location, size, programming orientation, user amenities, pricing, and operating models to identify gaps, areas of overlap, and opportunities for the Union School Building to establish a differentiated role within the local market.

We will pair the competitive supply assessment with a snapshot of relevant demographic, arts participation, programming, and real estate trends in Dunstable and the surrounding region. Findings will be summarized into a concise set of preliminary implications for the building's optimal orientation, governance structure, and role within the regional cultural landscape. These findings will then be paired with the stated needs and preferences of prospective users, who will be engaged in Task 3.

Proposed Scope of Work (Continued)

Task 3: Community Engagement & Prospective User Analysis

At the outset of the project, our team will prepare a Public Engagement Plan and supporting materials that identify the audiences, objectives, formats, and timing for outreach. Engagement will include one-on-one interviews, prospective-user discussions or focus groups, and public meetings with community members, arts and cultural organizations, nonprofits, municipal representatives, potential partners, and operators of comparable facilities. Conversations will focus on desired activities and programming, frequency of use, partnership interest, operational capacity, and key opportunities and concerns associated with potential reuse concepts.

We will translate these findings into a concise summary of prospective user needs and a spatial needs matrix connecting target users and program types with requirements such as room configuration, storage, access, equipment, scheduling, security, and compatibility with the adjacent elementary school. This practical tool will allow the Town to compare shared and competing needs across users and directly inform the development and refinement of adaptive reuse scenarios.

Community Engagement

Isenberg Projects, which has been embedded in New England's creative economy for over a decade, will lead the design and execution of the stakeholder engagement process and help identify the core spatial and programmatic needs of potential cultural users of the building. The firm will leverage their extensive regional work at the intersection of public art, cultural programming, and social connection to cultivate a detailed understanding of the spatial and programmatic needs of the prospective building users in in Dunstable and greater market area.

The Isenberg Projects team recognizes the pressures behind the lack of cultural space in the region and the challenges both public and private-sector stakeholders face in addressing them. The stakeholder engagement process will be targeted and specific, while gathering input from a wide range of potential users and stakeholders.

Building trust is a difficult and time-consuming process. The firm's relationships and experience with greater Boston's creative constituents will allow the team to work quickly and efficiently and allow us to gather insightful and candid insights from prospective users.

Key activities will include the following:

- Developing a target list of prospective user organizations in coordination with the project team, drawing on Isenberg Projects' regional network of arts nonprofits, artist collectives, cultural producers, educational providers, and community-based users
- Conducting one-on-one stakeholder interviews with prospective anchor users to assess space needs, financial capacity, and mission alignment
- Facilitating focus groups organized by user category (e.g., visual arts, performing arts, community programming, education) to test shared assumptions and surface demand overlaps
- Coordinating outreach to arts organizations and nonprofits identified through Task 2 market analysis
- Designing and facilitating one public workshop to gather broader community input on programming priorities
- *List continues on the next page…*

Proposed Scope of Work (Continued)

Task 3: Community Engagement & Prospective User Analysis (cont.)

- Delivering one public presentation of engagement findings to the Union Building Rehabilitation Committee and Select Board
- Managing an online engagement channel (survey and/or comment portal) to extend reach beyond in-person participants, (as appropriate and to be determined in coordination with the Town)

Findings from the engagement process will be summarized into a **Prospective User Needs Matrix**, detailing the following information from prospective users:

- Current spatial requirements for administrative and/or cultural production space
- Degree of need for additional administrative and/or cultural production space
- Current rent capabilities and the rental rates users would be willing to pay for office and/or production/programming space at the Union School facility
- Anticipated frequency of renting performance/production spaces
- Degree to which Union School facility would allow them to serve larger audience
- Degree to which Union School facility would be additive to their mission

This matrix will allow us to compare shared and competing needs across users and directly inform the development and refinement of adaptive reuse scenarios in Task 4.

Task 4: Adaptive Reuse Scenario Assessment

Building from the competitive supply analysis, assessment of prospective user needs analysis, and other findings from the stakeholder engagement process, we will develop up to three target reuse scenarios for the building. The development of these scenarios will be done in close consultation with the client team. After developing a set of preliminary scenarios to assess, we will conduct a scenario development workshop with the Union Building Rehabilitation Committee to vet the two reuse scenarios before proceeding with the assessment.

These scenarios will incorporate but not limited to the elements stated in the RFP: artist studio space, community arts space, cultural organization administrative and production space, flexible event and educational space, youth programming, and municipal uses. Each scenario will describe its target users, programming orientation, prospective partners and operators, and core strategic strengths and weaknesses. We will compare the two scenarios through a consistent framework addressing market support, implementation complexity, alignment with interior design plans, alignment with Swallow Union Elementary School, implementation complexity, anticipated catalytic impact on local cultural ecosystem, and long-term operational viability.

For each scenario, we will also prepare conceptual Statements of Probable Cost based on available regional construction cost information. We will then synthesize the scenario comparison, probable costs, and Town priorities into a recommended building scenario. If the findings support a phased, hybrid, or flexible concept rather than a single scenario orientation, we will clearly define its recommended components and sequencing.

Proposed Scope of Work (Continued)

Task 5: Governance and Operational Analysis

Governance and Operations

JS&A will evaluate potential ownership and operating models, identifying key strengths and weaknesses of each alternative. We will analyze a range of models, including municipal ownership, contracted operations, nonprofit management, public-private partnerships, hybrid structures, and more. Each alternative will be evaluated on the basis of how well it meets community needs, serves the long-term viability and sustainability of the facility, is appropriate to programming and operations goals, accommodates existing municipal capacity, and sets the facility up for long-term impact and success. JS&A will then develop further recommendations for governance, operations, staffing, and management approach to help the facility maximize efficiency and impact on areas of community need. JS&A's ownership and governance recommendations will be informed by our past arts and culture work, national best practices, case study research, and stakeholder insights regarding the local context.

Staffing and Leadership Plan

Based on the recommended governance and operations approach, we will create a staffing and leadership plan that is responsive to the needs of our recommended operational approach and programming mix. For key roles, we will identify compensation ranges, hiring considerations, and major roles and responsibilities. We will also outline ways to engage volunteers for additional capacity at the facility.

Approach to Identifying and Developing Partnerships

JS&A recognizes the importance of meaningful partnerships that can support the financial viability of the facility as well as enhance its community impact. Building off the governance and operations recommendations, we will assess the potential for new partnerships with a wide range of private sector, institutional, or nonprofit players who can contribute to the success of the facility. Potential partners will be identified at the outset of this project phase and JS&A, in partnership with Isenberg Projects, will leverage our community engagement process to conduct outreach and assess the viability of collaboration with the identified partners.

Task 6: Financial Feasibility Analysis

This task will focus on ensuring the ensuring the financial feasibility and long-term sustainability of the recommended reuse scenario. Our team will develop a five-year pro-forma financial model, outlining projected revenue streams, operating costs, and capital investment needs to support strategic decision-making. Assumptions will be grounded in Market Assessment findings, comparable facility operations, and the recommended staffing and governance structure, and will be clearly documented for future refinement.

Building off the pro-forma analysis, we will develop a concise summary of findings and implications, summarizing long-term operational viability, key operating risks, and anticipated funding gaps. Where appropriate, we will also identify opportunities to manage these gaps through phasing, scope refinement, earned revenue, in-kind support, or alternative operating approaches.

Proposed Scope of Work (Continued)

Task 7: Funding Strategy, Implementation, & Procurement Support

Funding Strategy

Our team, leveraging prior stakeholder conversations and Isenberg Projects' extensive cultural planning work throughout Massachusetts, will identify applicable county, state, federal, philanthropic, and other private funding sources, as well as opportunities for in-kind support and other public-private partnership opportunities. Potential sources will be compiled into a Funding Opportunity Matrix, assessing each source's eligibility, applicability, likely award size or size range, matching requirements, timing, competitiveness, and key prerequisites. The matrix will be developed as a tool that can be adjusted over time, helping the Town and operating partners prioritize opportunities.

Implementation Plan

Building on Tasks 5 and 6, and the Funding Opportunity Matrix, and we will put together a detailed action plan that defines key milestones, investment priorities, and partnership opportunities, ensuring a clear, achievable roadmap for execution of the vision developed throughout the project. This plan will include an Implementation Matrix that outlines the timeframe, resource intensiveness, and priority level for each recommended action. Actions will address governance formation, operator and/or tenant recruitment, design advancement, permitting, funding applications, procurement, capital improvements, and operational launch. Importantly, this plan will integrate stakeholder input gathered throughout the engagement process and be developed in close consultation with Town staff to ensure that action steps are realistic and aligned with the capacity of the Town and other partners.

Procurement Support

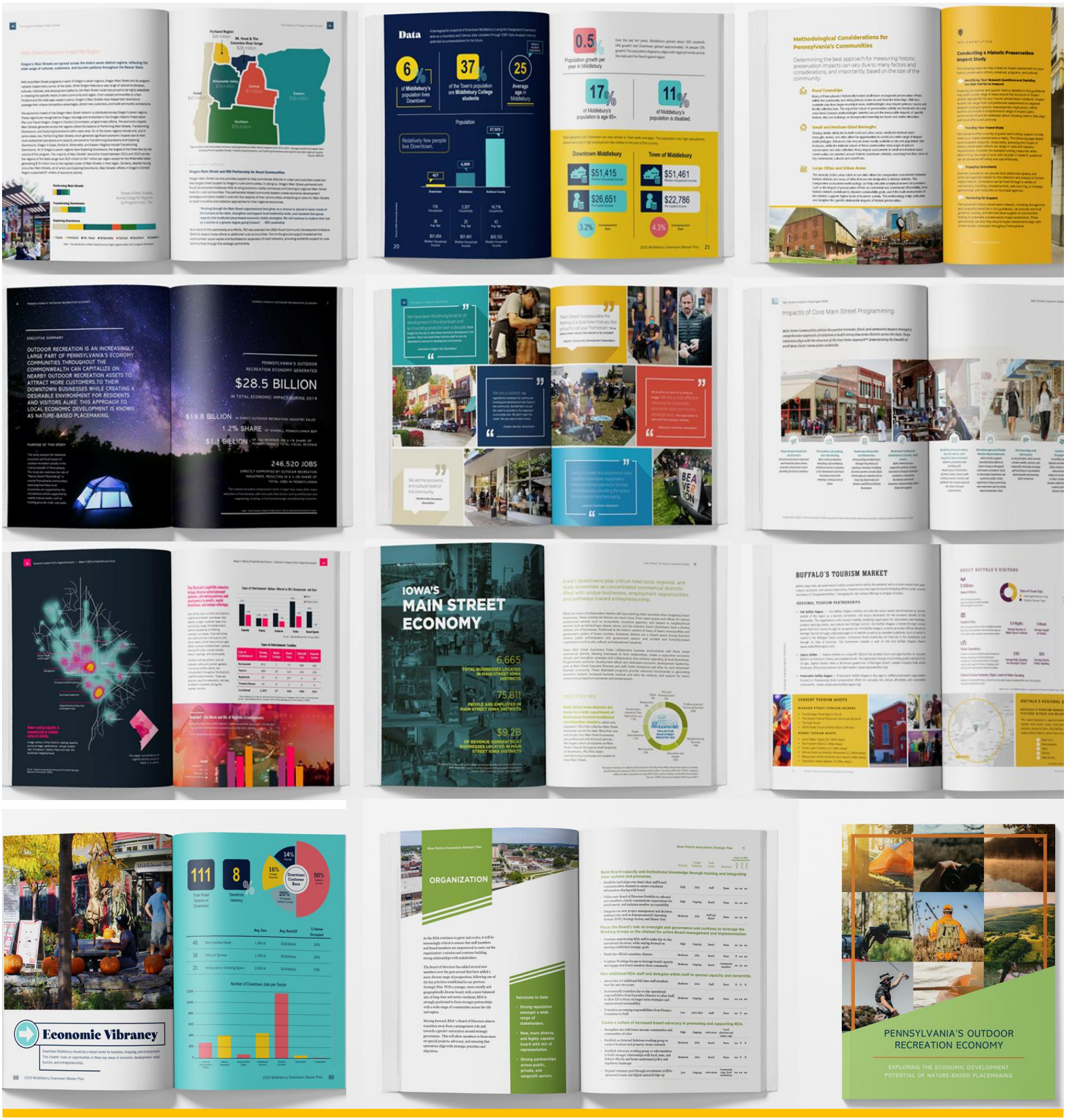
To help the Town transition directly from planning into implementation, our team will prepare procurement document outlines for up to two draft RFPs or RFQs. These may include solicitations for facility operations and/or tenant recruitment. Each RFP or RFQ outline will include a set of clear objectives, scope, respondent qualifications, and evaluation criteria. The Town of Dunstable will be responsible for the addition of more detailed procurement elements to ensure conformity with existing procurement policies, legal review, and finalization of all procurement documents.

Task 8: Final Report & Presentations

Findings from both phases will be incorporated into a visual, reader-friendly final report. Our team will provide a draft report for review and feedback, working with the client team to integrate all feedback and edits necessary to improve and finalize the report. We will then finalize our report deliverable, ensuring it is clear, visually engaging, accessible to a broad audience, and conducive to immediate and effective implementation. Our goal for the final report is that it will communicate key findings from the project, act as a key piece of collateral in building support and partnerships and serve as a strategic roadmap for the next phase of the project.

We take pride in delivering reports that are ambitious yet actionable, ensuring decision-makers have the insights and next steps needed to drive investment and long-term sustainability.

We will be happy to conduct in-person or virtual presentations to present to the Union Building Rehabilitation Committee and Select Board.



Samples of recently completed JS&A work. Full project reports are available upon request.

Graphic Design and Our Deliverables

At JS&A, we pride ourselves on our data-driven methodologies paired with our abilities to create engaging, reader-friendly deliverables. We believe that having high-quality outputs from our work creates more buy-in for our clients moving forward. Our approach strengthens communication, interaction, and conversations between our clients and stakeholders while creating meaningful understanding and interest – and ultimately – results.

PROJECT SCHEDULE



Proposed Project Schedule

Our recommended timeline aligns with the RFP's timing considerations, with our team available to kick off the project in October 2026 and deliver a draft report in February 2027, finalizing the report in March 2027. **Our proposed timeline is flexible if particular milestones align best with the needs of the Town of Dunstable and its stakeholders.**

Recommended Project Timeline	Oct	Nov	Dec	Jan	Feb	Mar
1. Kick-Off, Project Management, and Coordination						
Project Kick-Off Meeting						
Routine Check-in Calls						
2. Existing Conditions & Competitive Supply Assessment						
Local Supply of Cultural Facilities						
Relevant Demographic & Programmatic Trends in the Local Cultural Landscape						
Summary of Key Takeaways & Implications on Optimal Facility Orientation						
3. Community Engagement & Prospective User Analysis						
Development of Public Engagement Plan & Supporting Materials						
One-on-One Interviews, Focus Groups, Public Meetings						
Summary of Prospective User Needs & Spatial Needs Matrix						
4. Adaptive Reuse Scenario Assessment						
Reuse Scenario Comparison Analysis						
Statements of Probable Cost						
Preferred Alternative Recommendation						
5. Governance and Operational Analysis						
Governance Structure SWOT Assessment						
Staffing and Leadership Plan						
Recommended Operational Model & Operational Considerations						
6. Financial Feasibility Analysis						
Summary of Financial Viability & Key Considerations						
Pro-Forma Operating Budget						
Summary of Key Funding Gaps						
7. Funding Strategy, Implementation, & Procurement Support						
Funding Opportunities Matrix						
Action Plan and Implementation Matrix						
Development of Procurement Documents						
8. Final Report Delivery						
Issue Draft Deliverable and Incorporate Client Edits						
Deliver Final Study and Executive Summary						
Final Presentation of Findings						

REFERENCES



References

Our references can speak to our expertise, quality of our work, and impact of our projects.

Howard County Library System
Lewis Belfont, Chief Operating Officer
Project Name: Howard County Library Makerspace Feasibility Study and Market Analysis
9411 Frederick Road, Ellicott City, MD 21042
(410) 313-7796 | lew.belfont@hclibrary.org

City of Fairfax, VA
Megan Dubois, Cultural Arts Manager
Project Name: Fairfax Cultural Venue Feasibility Study & Impact Assessment
10455 Armstrong Street Room 123, Fairfax, VA 22030
(703) 273-6097 | megan.dubois@fairfaxva.gov

Mississippi Museum of Art (MMA)
Betsy Bradley, Director of the MMA
Project Name: MMA Feasibility Study and Needs Assessment
380 S Lamar St, Jackson, MS 39201
(601) 960-1515 | bbradley@msmuseumart.org

FORMS



Certificate of Non-Collusion

The undersigned certifies under penalty of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.



Signature of person signing bid or proposal

Jon Stover, Managing Partner

Printed Name of person and title

Jon Stover & Associates

Company name

9/2/2026

Date

Revenue Enforcement and Protection Certification (REAP)

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the company, corporation, partnership or entity named below is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

ENTITY NAME: Jon Stover & Associates

By: _____ 9/2/2026

Authorized signature Date

Jon Stover, Managing Partner

Name of person signing above (type/print)

1701 Rhode Island Ave NW, Office 04-127
Washington, DC 20036

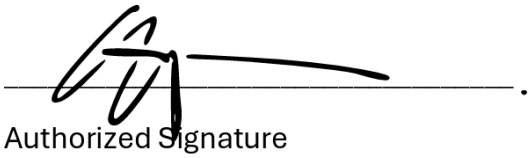
Business address

(202) 695-4956

Telephone Number

SOMWBA Certification

Date of Certification by State Office of Minority and Women Business Assistance (SOMWBA)



Authorized Signature

8.2.2026

Date

Emily Isenberg

Printed Name



THE COMMONWEALTH OF MASSACHUSETTS
Executive Office for Administration and Finance
SUPPLIER DIVERSITY OFFICE
One Ashburton Place, Suite 1410
Boston, MA 02108-1552
Maura Healey
Governor
Kim Driscoll
Lieutenant Governor
Matthew Gorzkowicz
Secretary
Bonnie Borch-Rote
Executive Director

February 3, 2026

Ms. Emily Isenberg

Isenberg Projects, LLC

115 Kingston Street

Boston, MA 02111

Dear Ms. Isenberg:

Congratulations! Your firm has been renewed as a woman business enterprise (WBE) with the Supplier Diversity Office ('SDO') under the business description of **MARKETING CONSULTING FIRM** . Your firm will be listed in the SDO Certified Business Directory and the Massachusetts Central Register under this description. **This letter serves as the sole proof of your SDO certification**. Your designation as a WBE is valid for three (3) years unless revoked pursuant to 425 CMR 2.00.

Your firm's next renewal date is February 06, 2029. SDO will send written renewal notices to your business and/or e-mail address on file approximately thirty (30) business days prior to your firm's three (3) years certification anniversary. Additionally, every six (6) years, certified companies that wish to remain certified may undergo a substantive review which will require certain updated supporting documentation.

SDO also reserves the right to monitor your firm and to perform random spot checks to ensure the firm continues to meet the certification criteria. Your firm is required to notify the SDO in writing of any material changes. Examples include but are not limited to changes in its business description, as well as business phone number, fax number, business' physical location, webpage and e-mail addresses. Other reportable changes include business structure, ownership (the business is sold or transferred), control and outside employment. You also have a duty to report decertification and debarment notices from this or any other jurisdiction. Failure to abide by the continuing duty requirements shall constitute grounds for the firm's decertification.

We look forward to working with you and your firm to maximize its business opportunities. Should you have any questions, please feel free to contact us via email at wsdo@state.ma.us.

Sincerely,

Wanda Colon-DAngelo

Wanda Colon-DAngelo
Director, Diverse and Small Business Certification

ADDENDA ACKNOWLEDGMENT

Request for Proposals: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

The bidder or proposer must complete and sign this form and submit it with each bid.

PROJECT NAME: Feasibility Study and Business Planning for the Reuse and Cultural Activation of the Historic Union School Building

Addendum Number(s) (Can be listed on one line or separate lines):

Addendum #1 (August 24, 2026)

Addendum #2 (August 31, 2026)

The undersigned hereby acknowledges receipt of the addenda listed above and has taken the information contained therein into full consideration in the formulation of each bid. Failure to acknowledge receipt of each addendum may be cause for rejection of the Bid or Proposal.

Company Name: Jon Stover & Associates

Printed Name: Jon Stover

Title: Managing Partner

Signature: _____ Date: 9/3/2026



Thank you for reviewing our proposal. We look forward to the prospect of working with you!



Source: Swallow Union PTO Facebook

Town of Dunstable, MA

Feasibility Study and Business Planning for the Historic Union School Building

Prepared for:

Town of Dunstable
Attn: Jason Silva
Town Administrator
Dunstable Town Hall
511 Main Street
Dunstable, MA 01827

Prepared by:

Alex Keen, Managing Principal
Keen Independent Research LLC
2929 E. Camelback Road, Suite 115
Phoenix AZ 85016
Mobile: 303-520-6339
Phone: 303-385-8515
alexkeen@keenindependent.com
www.keenindependent.com

September 8, 2026

KEEN INDEPENDENT RESEARCH

KEEN INDEPENDENT RESEARCH

- Research
- Analysis
- Strategy
- Implementation

2929 E Camelback Rd,
Suite 115
Phoenix, AZ 85016

(303) 385-8515

100 Fillmore St., 5th Fl.
Denver CO 80206

keenindependent.com

September 8, 2026

Town of Dunstable
Attn: Jason Silva
Town Administrator
Dunstable Town Hall
511 Main Street
Dunstable, MA 01827

Re: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

Dear Jason Silva:

Keen Independent Research LLC is pleased to submit this proposal to help the Town of Dunstable identify a feasible, sustainable and community-supported future for the historic Union School Building. The Town has already invested in preserving the building and considering its reuse. This study provides an opportunity to move from a broad set of possibilities toward a clear direction supported by evidence, realistic operating and financial assumptions and an actionable implementation roadmap.

Keen Independent is a national consulting and research firm specializing in arts, culture, venues and attractions. Since 2011, we have led or contributed to more than 150 arts and culture studies, including adaptive reuse assessments, feasibility and market analyses, business plans, governance and operational studies, financial models, funding strategies and implementation plans. Our experience includes closely related work for municipalities and cultural organizations evaluating historic and public buildings where community priorities, market demand, municipal capacity and long-term financial commitments must be considered together.

Our work for the Town of Royalston, Massachusetts, is particularly relevant to this assignment. Keen Independent evaluated alternatives for Whitney Hall, a historic former school and community building in a small rural community facing substantial rehabilitation needs and limited municipal resources. We combined building information, market research, community engagement, comparable examples, funding analysis and evaluation of alternative ownership and reuse paths to give the Town an objective basis for its next steps. Our broader experience includes planning for the adaptive reuse of Des Moines City Hall, assessing cultural space needs across nine Iowa municipalities and developing governance, financial and implementation strategies for public and nonprofit cultural facilities nationwide.

Managing Principal Alex Keen will serve as Project Manager and lead the feasibility, governance, financial and implementation analyses. He will be supported by Massachusetts-based Associate Principal Heather Calvin, who will advise on cultural facility planning, engagement, partnerships, funding and state-specific context; Senior Consultant Dr. Nicole Yates, who will lead market and demand analysis; and Consultant and Business Services Manager Kristen Bethune, who will support background research, engagement, comparative analysis and reporting. Keen Independent will complete the work without subconsultants. The project will be coordinated through our Phoenix office at 2929 E. Camelback Road, Suite 115, Phoenix, Arizona 85016, with Heather providing a Massachusetts-based presence.

Our team is available to begin immediately following contract execution and complete the final report by March 31, 2027. We appreciate the opportunity to present our qualifications and proposed approach to the Town of Dunstable and the Union Building Rehabilitation Committee.

Sincerely,





Alex Keen
Managing Principal, Co-owner

Heather Calvin
Associate Principal, Co-owner

SECTION 1.
Firm Overview



This section summarizes Keen Independent's qualifications and relevant experience for the Town of Dunstable's Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building. It highlights the firm's background, selected project experience and capabilities most pertinent to the scope of work.

Firm Overview

Keen Independent Research LLC is a national consulting and research firm founded in 2011. Our arts, culture, venues and attractions practice specializes in feasibility analysis, market research, business planning, governance and operational assessment, strategic planning and implementation for public agencies, cultural organizations and other community-serving institutions.

Keen Independent has led or contributed to more than 150 arts and culture studies nationwide, including feasibility studies, adaptive reuse assessments, cultural facility plans, market and demand analyses, operating and financial models and implementation strategies. Our clients include municipalities, nonprofit organizations, educational institutions and public-private partnerships, giving our team experience evaluating projects from multiple ownership, governance and operating perspectives.

Our work is particularly well suited to assignments involving public assets where the central question is not simply what a building *could* become, but which uses are supported by evidence, who could realistically operate them, what financial commitments would be required and how the community can move from concept to implementation. Keen Independent regularly integrates review of existing plans and policies, market and demographic research, stakeholder input, benchmarking, governance analysis, financial modeling and implementation planning into a single decision-making process.

Keen Independent also brings direct experience in Massachusetts and in smaller and rural communities. Heather Calvin, Associate Principal and co-owner, is based in Massachusetts and spent 20 years at the Museum of Science, Boston. The firm's Whitney Hall Feasibility Study for the Town of Royalston, Massachusetts, examined the future of a historic municipal building in a small rural community where preservation, municipal capacity, community attachment, market demand and long-term operating realities all shaped the decision. Keen Independent used a combination of in-person, virtual and remote engagement methods to involve Royalston residents across the geographically dispersed community.

Relevant Experience and Expertise

The projects below illustrate Keen Independent's experience with the specific analytical and planning questions involved in determining the future of a public cultural asset.

Adaptive reuse and feasibility. Keen Independent helps public agencies and cultural organizations determine how existing buildings can be repositioned for productive, sustainable use. Our feasibility work considers the building itself alongside the market, potential users, operating requirements, financial implications and community priorities. We do not begin with the assumption that a particular reuse concept is viable. Instead, we test alternatives against available evidence and identify the conditions under which each option could succeed.

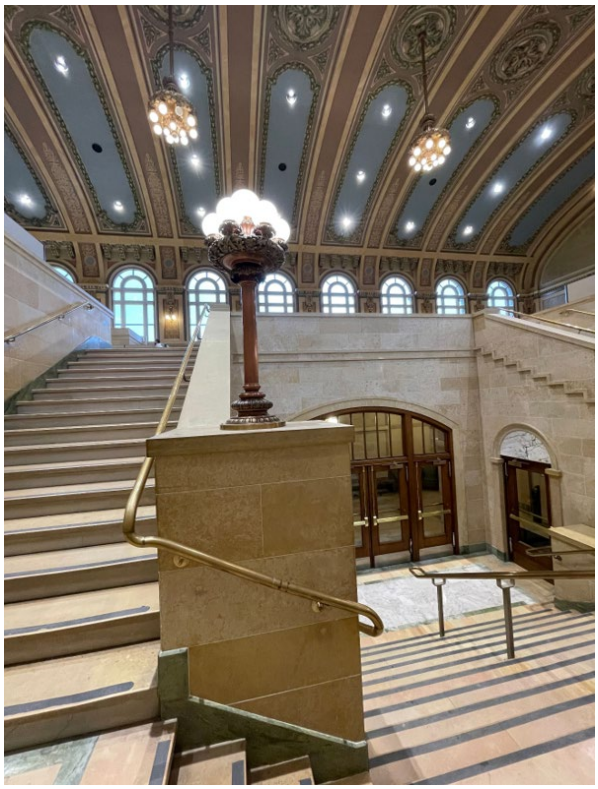
Whitney Hall, For the Town of Royalston, Massachusetts, Keen Independent evaluated the future of Whitney Hall, a historic 1905 building that had served as a school and community facility and was experiencing substantial interior and structural deterioration after years of deferred maintenance. The study combined:



- Assessment of building conditions with market analysis and reuse constraints;
- Market and community research;
- Evaluation of alternative reuse and ownership paths;
- Case studies of comparable facilities;
- Potential funding sources; and
- Comparison of renovation, shared investment, continued deferral, sale and demolition.

Keen Independent's work allowed the Town to compare both the public benefits and practical implications of each option.

Des Moines City Hall, Iowa. Keen Independent conducted a feasibility study to evaluate the reuse of historic Des Moines City Hall after municipal employees were scheduled to relocate to a new headquarters. Building on an earlier regional creative-space needs assessment, the study examined whether City Hall could function as a cultural incubator and performance venue serving arts, heritage and community organizations. The work included:



- Survey research with approximately 70 arts, culture and heritage organizations;
- Analysis of prospective uses, frequency of use and willingness to pay;
- Utilization and operating scenarios;
- Staffing and governance analysis;
- Business planning and operating pro forma development; and
- Coordination with architectural and cost-estimating partners to connect potential uses with renovation requirements and capital costs.

Keen Independent has also evaluated the reuse and future operation of other civic and cultural assets, including Denver's McNichols Civic Center Building, the May Bonfils Stanton Theater and the Kemper Center and Anderson Arts Center campus in Kenosha County. Across these assignments, our role has been to move clients from a broad set of possibilities toward a realistic decision by identifying which uses are supported by market demand, compatible with the facility and achievable within the client's operational and financial capacity.

Market and demand analysis. Keen Independent's feasibility work is grounded in understanding who is likely to use a facility, what alternatives already exist in the market and how much demand can realistically be supported. Our market analyses typically combine:

- Demographic and socioeconomic research;
- Geographic market definition;
- Comparable-facility inventories;
- Participation and spending data;
- Demand projections; and
- Direct research with prospective users.

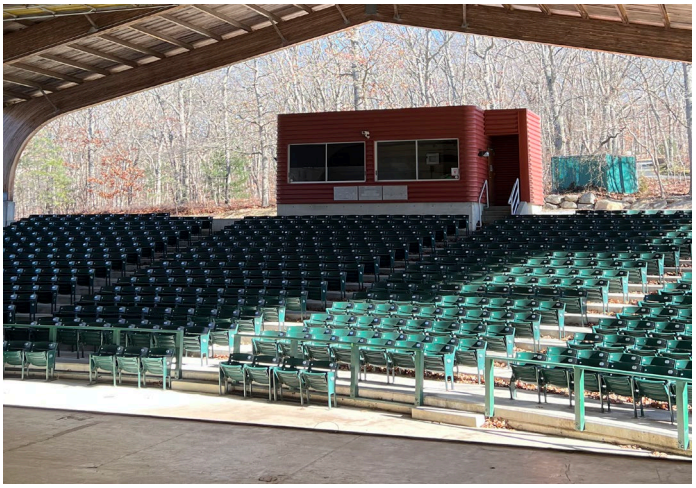
We tailor the analysis to the use being considered rather than assuming that every program, tenant or activity draws from the same market area.

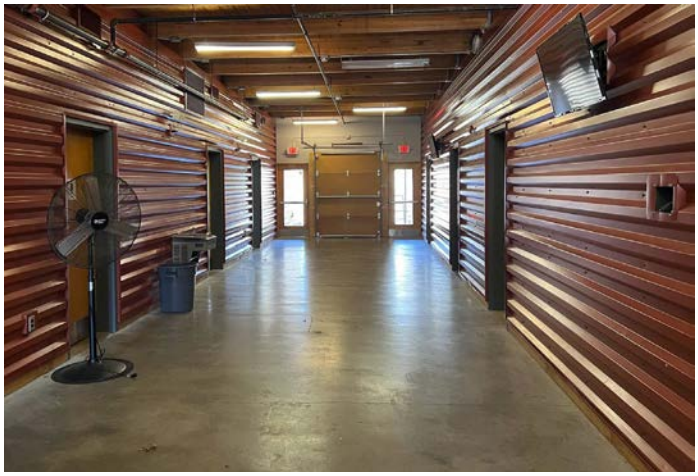
Usdan Summer Camp for the Arts, New York.

Keen Independent conducted a broad opportunity assessment focused on identifying new programs and uses that could generate revenue while supporting the organization's mission. The process began with more than 75 ideas spanning programming, facilities and operations. The work included:

- Demographic and market-area analysis;
- Benchmarking of peer organizations and programs;
- Stakeholder interviews and conversations with peer institutions;
- Evaluation of market potential and mission alignment;
- Assessment of implementation feasibility; and
- Consideration of how new programs and uses would interact with Usdan's physical campus and primary role serving children.

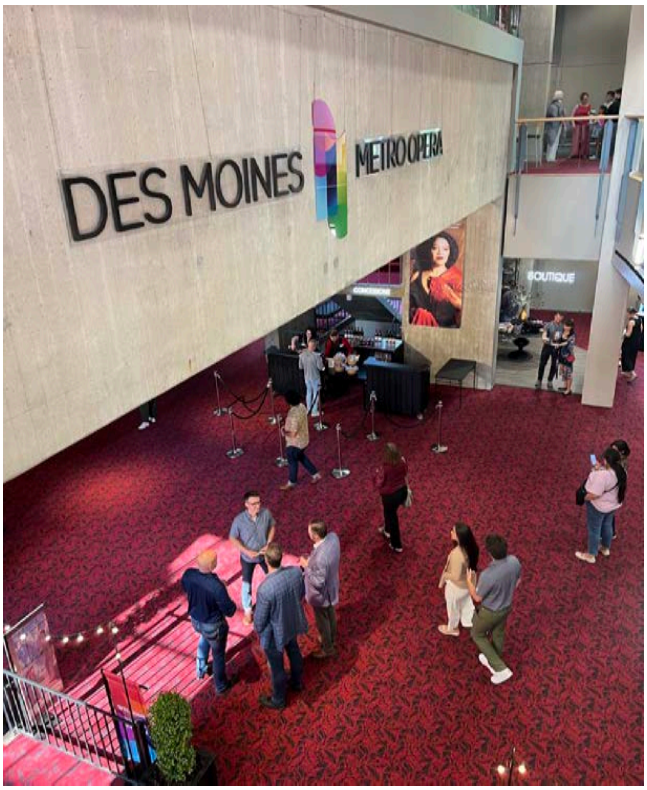
Keen Independent used this analysis to narrow a broad set of possibilities to concepts with the strongest combination of market potential, organizational fit and implementation feasibility.





Bravo Greater Des Moines Creative Space Gap and Needs Assessment, Iowa. Keen Independent conducted a regional assessment of arts and cultural space across nine municipalities to understand existing capacity, unmet needs and opportunities for collaboration. The work included:

- Inventorying and mapping existing arts and cultural facilities;
- Assessing facility distribution, utilization and capacity;
- Engaging more than 90 nonprofit organizations and municipal partners;
- Identifying unmet needs for performance, rehearsal, storage, digital creation and other flexible space;
- Evaluating existing partnerships and opportunities for shared resources; and
- Developing findings that informed subsequent facility planning, including the Des Moines City Hall feasibility study.



Across these projects, Keen Independent uses market analysis as a decision-making tool rather than as a standalone demographic exercise. We connect market conditions and prospective-user behavior to realistic assumptions about utilization, pricing, operations and financial performance.

Governance, operations and financial planning. Keen Independent helps public agencies and cultural organizations determine how facilities should be governed, staffed, funded and operated over time. Our work evaluates the practical implications of different management structures, including direct public operation, nonprofit management, contracted services, leases, public-private partnerships and hybrid models. We connect governance decisions to:

- Staffing needs;
- Maintenance responsibilities;
- Operating costs;
- Revenue opportunities;
- Organizational capacity; and
- Long-term financial sustainability.

1-1. Example financial analysis summary

	Low	Middle	High
Annual visitors	300,000	600,000	900,000
Revenue			
Lodge (200 rooms)	$ 4,380,000	$ 6,570,000	$ 10,220,000
Campground (200 sites)	1,296,000	1,843,200	2,937,600
Cabins (20)	412,500	660,000	1,031,250
Event center (5,000 sf)	268,000	693,000	1,204,000
Park store (1,250 sf)	213,000	482,400	905,000
Nature center (3,000 sf)	213,850	329,000	465,300
Gate	515,200	1,142,400	1,774,080
Subtotal	$ 7,298,550	$ 11,720,000	$ 18,537,230
Expenses			
Admin & public safety	$ 624,000	$ 819,000	$ 1,014,000
General M & O	800,000	960,000	1,152,000
Utilities	500,000	500,000	500,000
Marketing	50,000	100,000	150,000
Lodge	4,563,000	6,096,000	8,505,000
Campground	1,037,200	1,143,760	1,305,040
Cabins	413,250	570,000	763,875
Event center	283,700	596,900	885,300
Park store	191,675	396,545	689,375
Nature center	228,658	321,600	421,005
Subtotal	$ 8,691,483	$ 11,503,805	$ 15,385,595
Annual net profit/loss	**$ (1,392,933)**	**$ 216,195**	**$ 3,151,635**

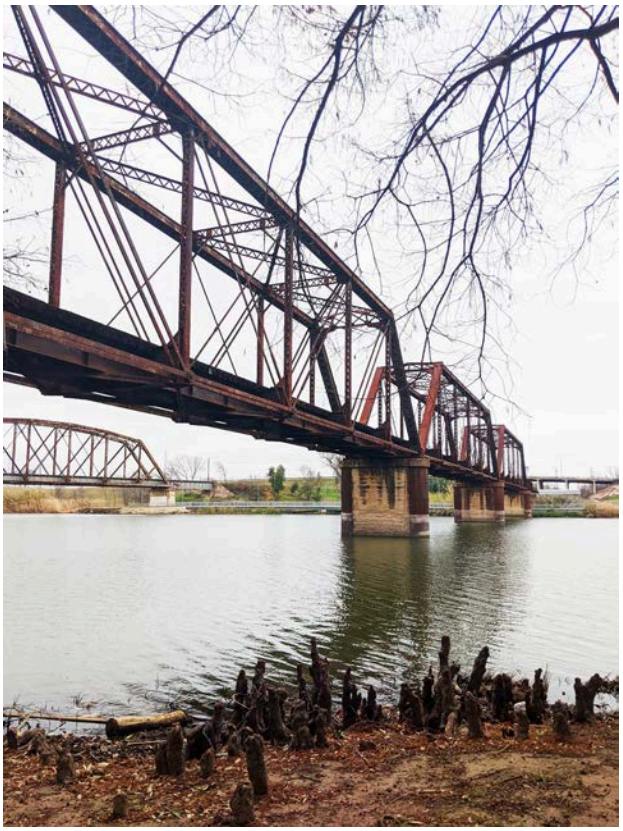
Kemper Center and Anderson Arts Center, Kenosha County, Wisconsin. Keen Independent evaluated how a historic lakefront campus could increase public use while improving financial sustainability. The work included:



- Analysis of facility utilization and operational needs;
- Review of comparable venue pricing;
- Evaluation of continued nonprofit operation;
- Evaluation of direct County management;
- Consideration of contracted operations through an RFP process;
- Assessment of mothballing facilities as an alternative;
- Comparison of each option based on viability, community impact and County resources; and
- Development of a phased implementation strategy and transition path.

Keen Independent recommended County-led management supported by coordinated community partnerships, and the County adopted that direction.

City of Waco, Texas. Keen Independent conducted planning and feasibility work that required the team to evaluate how public, educational and nonprofit partners could work together to support cultural facilities and programming. The study involved City Council and staff, Baylor University, Waco ISD, Creative Waco, Waco Symphony, Waco Civic Theatre and other community organizations. The work included:



- Stakeholder engagement with municipal, educational and nonprofit partners;
- Evaluation of partnership roles and responsibilities;
- Development of operating budgets;
- Development of business models for shared operations;
- Assessment of organizational and financial responsibilities; and
- Identification of a sustainable partnership structure among the City, school district and nonprofit organizations.

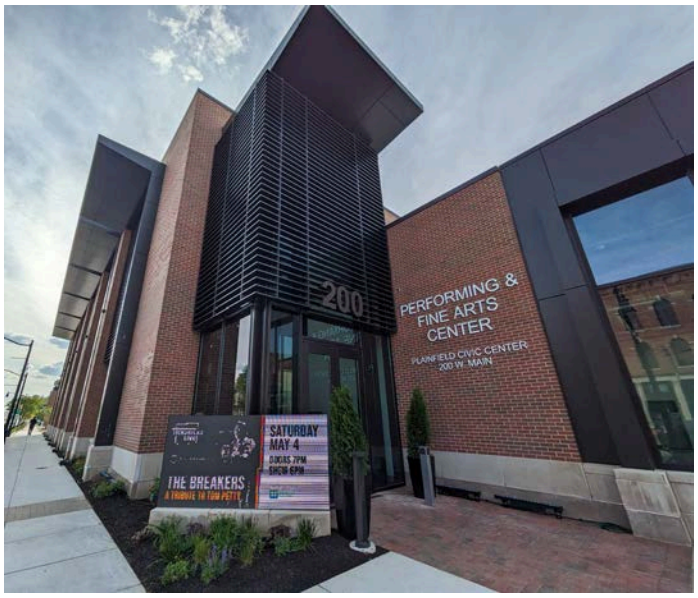
Keen Independent has also conducted governance, operational and financial planning for facilities including Denver's McNichols Civic Center Building and the Ent Center for the Arts at the University of Colorado Colorado Springs. For McNichols, Keen Independent helped the Civic Center Conservancy evaluate whether to assume operation of an underutilized public building, using market research, rental-rate benchmarking, business planning and best- and worst-case financial scenarios to assess both opportunity and operating risk. At the Ent Center, the team assessed governance, staffing, financial performance, utilization, rental pricing and peer practices for a 92,000-square-foot multi-venue arts center, then developed recommendations for organizational structure, staffing, budgeting, revenue strategy and a new operating pro forma.

Across these assignments, Keen Independent ties financial planning directly to the operating assumptions that drive facility performance. Rather than relying on a single revenue forecast, we develop scenarios that show how changes in utilization, pricing, staffing, management structure and program mix affect revenues, expenses, cost recovery and public-sector financial commitments. This allows clients to compare operating models with a clear understanding of both financial performance and organizational requirements.

Funding and implementation. Keen Independent's work frequently extends beyond determining whether a project is feasible. We help clients identify realistic funding opportunities, establish the organizational and operational steps needed to move forward and develop implementation plans that translate recommendations into specific actions. Depending on the assignment, this may include grant and philanthropic funding research, fundraising strategy, partnership development, staffing and organizational recommendations, first-year operating priorities and sequenced implementation roadmaps.

Hendricks Live!, Plainfield, Indiana. The Town of Plainfield retained Keen Independent to update the feasibility and arts market analysis for a proposed 600-seat performing arts center that later became Hendricks Live. The work included:

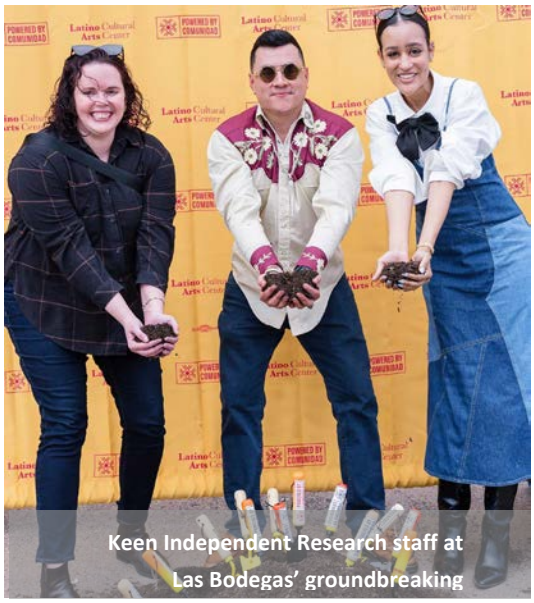
- Demographic and population analysis;
- Arts participation and market research;
- Inventorying cultural assets;
- Benchmarking comparable arts centers;
- Engagement with local arts stakeholders and more than 700 virtual workshop participants;
- Updating the business plan and operating pro forma; and
- Developing a roadmap for the steps needed before opening.



The work extended beyond an initial feasibility determination and helped position the project for the transition from planning into operation. Hendricks Live opened its doors in May 2024.

Latino Cultural Arts Center, Denver, Colorado. Keen Independent developed a customized business plan and implementation strategy for LCAC as the organization planned for its future Las Bodegas cultural facility. The work included:

- Stakeholder engagement with organizational leaders, partners, funders and prospective funders;
- Market analysis and benchmarking of comparable organizations and facilities;
- Development of an organizational structure for future operations;
- Financial projections under alternative growth scenarios;
- Recommendations for building staff and organizational capacity;
- Strategies for fundraising and partnership development;
- Guidance for memorandums of understanding, policies and procedures; and
- An implementation plan addressing the steps required to prepare for initial operations and programming.



Keen Independent Research staff at Las Bodegas' groundbreaking

The assignment connected facility planning with the organizational capacity, partnerships, funding and operating systems needed to successfully move toward a new cultural facility.

Saban Center, Tuscaloosa, Alabama. Keen Independent supported planning for the future Saban Center through targeted research into funding opportunities and fundraising strategy. The work included:

- Identification of potential public, philanthropic and grant funding sources;
- Documentation of potential award amounts, application deadlines and application resources;
- Assessment of the applicability of funding opportunities to the proposed center;
- Review of existing fundraising practices among organizations associated with the future facility; and
- Organization of funding information into practical resources that could support subsequent fundraising and implementation efforts.



Keen Independent Research fundraising exercise with Board members

Across these assignments, Keen Independent treats implementation as part of the feasibility process rather than a separate exercise that begins after recommendations are complete. Funding requirements, organizational capacity, partnerships, staffing and sequencing are considered alongside market and financial findings so that final recommendations identify both a preferred direction and the steps and resources required to carry it forward.

SECTION 2.
Key Personnel



The following staff will serve as the core project team for the Town of Dunstable's Union School Feasibility Study and Business Planning effort. Each team member brings a distinct area of expertise aligned with project needs while working collaboratively across tasks to ensure that market, operational, financial and implementation considerations are integrated throughout the study.

Key Personnel

Keen Independent has assembled a senior, multidisciplinary team with experience in feasibility analysis, market research, cultural facility planning, governance and operations, financial analysis and community engagement. The team combines national expertise with direct experience working with municipalities, cultural institutions and public-serving facilities, including projects involving historic and adaptive reuse.

Keen Independent has assigned team members to specific components of the scope based on their relevant experience:

- Alex Keen will lead the overall feasibility, governance, financial and implementation analyses and coordinate integration of findings across tasks;
- Heather Calvin will support cultural facility planning, stakeholder engagement, partnership and funding considerations and Massachusetts-specific context;
- Dr. Nicole Yates will lead market and demand analysis, including demographic research, comparable-facility review and prospective-user analysis; and
- Kristen Bethune will support background and policy review, stakeholder engagement, market and comparable research and synthesis of findings into public-facing materials and the final report.



Alex Keen, Managing Principal and Co-owner
Project Manager

Alex leads Keen Independent's arts, culture, venues and attractions practice and has more than 15 years of experience advising municipalities, cultural institutions and public-serving facilities nationwide. His expertise spans feasibility and market analysis, organizational and governance assessment, financial modeling, business planning and implementation strategy.

Alex has supervised more than 30 arts and cultural feasibility studies and operational assessments and has developed pro forma budgets and business plans for municipal, nonprofit, educational and public-private

clients. He also brings direct operating experience, including overseeing the opening and management of an $18.5 million performing arts center and supervising a staff of more than 30.

Alex has served as Project Manager for many of Keen Independent's most relevant cultural facility and adaptive reuse assignments. He led the Whitney Hall Feasibility Study for the Town of Royalston, Massachusetts, the Des Moines City Hall Feasibility Study and the Bravo Greater Des Moines Creative Space Gap and Needs Assessment. He also led the City of Waco planning and feasibility study, where the team worked with City Council and staff, Baylor University, Waco ISD and local cultural organizations to develop operating budgets and business models for a sustainable partnership among public and nonprofit entities. He has also directed multiple studies for Usdan Summer Camp for the Arts involving market research, feasibility analysis, benchmarking and financial modeling. Alex's experience also includes the Echo Hollow Nature Park Operational Planning Study, which evaluated multiple development concepts, including a campground, lodge, cabins, nature center, retail operation, event facility and visitor center. The analysis included pro forma operating budgets, trade-off analysis among alternatives and evaluation of complementary combinations of uses and phased development based on financial performance, market opportunities and stakeholder and user needs.

For Dunstable, Alex will manage the overall study and lead integration of the reuse, governance, financial and implementation analyses. He will evaluate alternatives, test operating and financial assumptions and guide the project toward a preferred strategy that is both feasible and implementable.



Heather Calvin, Associate Principal and Co-owner
Senior Advisor and Massachusetts Lead

Massachusetts-based Heather brings more than 25 years of experience in arts and culture, museums, community engagement, philanthropy and organizational planning. Before joining Keen Independent, she spent 20 years at the Museum of Science, Boston, most recently as Vice President of Visitor Experience. Her career includes hands-on responsibility for visitor experience, fundraising, membership, earned revenue and implementation of major operational changes.

At Keen Independent, Heather leads feasibility studies, operational planning and business modeling for cultural institutions. She co-led the Whitney Hall Feasibility Study for the Town of Royalston, Massachusetts, helping evaluate the future of a historic municipal building with strong community attachment and multiple potential reuse paths. She also contributed to development and evaluation of potential new program and revenue concepts for Usdan. Heather co-led the Echo Hollow Nature Park Operational Planning Study, which evaluated several potential visitor-serving and revenue-generating uses and combinations of uses. Her work helped connect financial and operational considerations with stakeholder priorities and user experience needs as the team considered both long-term development concepts and phased implementation.

For Dunstable, Heather will serve as Senior Advisor and Massachusetts Lead, supporting stakeholder engagement, governance and operating-model analysis, financial considerations, partnership development and implementation planning. Her combination of Massachusetts experience, cultural institution management and direct implementation experience will help the team assess what would be required to move the Union School from a preferred reuse concept into sustainable operation.



Dr. Nicole Yates, Senior Consultant and Co-owner
Market and Demand Analysis

Nicole is a social science researcher with experience conducting feasibility studies, economic impact studies, strategic and master plans and market research assignments. Her expertise includes quantitative and qualitative research, behavioral analysis, demographic and market analysis, benchmarking, policy analysis and synthesis of complex data into practical recommendations.

Nicole has led major arts and culture assignments for Keen Independent, including the Latino Cultural Arts Center's facility master planning and strategic planning work, which incorporated stakeholder engagement, benchmarking, market analysis and implementation planning. Her experience also includes governance and organizational analysis for the Mexican Cultural Arts Alliance, where the team assessed governance and operating models and helped organizational partners reach consensus on future direction. Nicole has conducted policy analysis for municipal cultural projects and has contributed to feasibility and market studies for cultural facilities and organizations including Bloomington, Clark State Performing Arts Center, the University of North Carolina Forest Theatre, Frisco Performing Arts Center and Usdan Summer Camp for the Arts.

For Dunstable, Nicole will help lead market and demand analysis and interpretation of both quantitative and qualitative findings. Her behavioral research background will help the team distinguish general interest from evidence of likely use, participation and demand.



Kristen Bethune, Consultant and Business Services Manager
Research, Engagement and Implementation Support

Kristen has more than 10 years of experience in social science research, qualitative and quantitative analysis, policy review, market research and stakeholder engagement. She is trained in advanced research methods, study design and sociodemographic analysis previously taught social science research methods at the University of North Carolina Greensboro. Kristen also lives in a small rural community and brings firsthand familiarity with places where local institutions, municipal resources and community relationships play an especially important role in decisions about public assets.

Kristen has worked on several assignments particularly relevant to the Union School study. For the Whitney Hall Feasibility Study in Royalston, Massachusetts, she analyzed stakeholder feedback regarding the future of the historic municipal building. For the Bravo Greater Des Moines Creative Space Gap and Needs Assessment, she analyzed stakeholder input and contributed to report development as the team assessed cultural space availability and unmet needs across nine municipalities. Kristen's experience also includes Usdan, where she supported the feasibility study and contributed to the resulting report. Her work routinely requires combining prior planning documents, market research and community perspectives into clear findings and recommendations.

For Dunstable, Kristen will support review of the Town's existing plans and prior studies, market and comparable research, stakeholder and prospective-user engagement and synthesis of findings across the study. She will also support development of public-facing materials and the final report, helping ensure that community input, market evidence and implementation considerations are clearly reflected in the Town's decision-making.

SECTION 3.
Subconsultants



Keen Independent will not engage subconsultants for the Town of Dunstable Feasibility Study and Business Planning for the Reuse and Cultural Activation of the Historic Union School Building.

SECTION 4.

Contact Information



As requested in the RFP, Keen Independent provides the firm and contact information below for the principal individual responsible for this proposal and the primary office supporting the project.

Contact Information

Firm name: Keen Independent Research LLC

Address: 2929 E. Camelback Road, Suite 115 Phoenix AZ 85016

Principal contact for RFP response: Alex Keen, Managing Principal

- Phone: 303-385-8515
- Mobile: 303-520-6339
- Email: alexkeen@keenindependent.com

Website: www.keenindependent.com

SECTION 5.

Understanding and Approach



Keen Independent Research is pleased to present our approach to helping the Town of Dunstable identify a feasible, sustainable and community-supported future for the historic Union School Building. Our approach builds on the Town's substantial planning and rehabilitation work to move from reuse concepts toward a clear path for implementation.

Project Understanding

The Town of Dunstable has reached an important transition point in the stewardship of the historic Union School Building. Considerable work has already been completed to understand, preserve and plan for the building. The Town has restored the exterior, is advancing design and construction documents for interior improvements and, through the 2024 Union School Building Rehabilitation and Reuse Plan, has established strong community support for preserving the building and returning it to productive use. That earlier planning also identified a range of potentially viable community-serving and revenue-generating uses.

Actionable, data-driven planning. The question before the Town now is not simply whether the Union School Building can be reused, but what combination of uses, operating structure and financial model can sustain it over time and maximize its public benefit. The next phase therefore requires moving from promising concepts to an actionable business and implementation strategy. This means testing potential uses against demonstrated local and regional demand, the building's physical characteristics and relationship to Swallow Union Elementary School, operating realities, financial performance and the capacity of potential partners, tenants or operators.

Purpose-fit to community, building and market. We understand that cultural activation is central to this assignment, but that the desired outcome is broader than selecting a cultural use for the building. Potential concepts such as artist studios, a community arts center, flexible event space, educational or youth programming and mixed arts and cultural uses must be evaluated alongside other community-serving uses and partnership models. The preferred approach may ultimately combine complementary activities rather than rely on a single use. The analysis must determine not only what the community would like to see in the building, but what the market can support, what fits the building and its location and what can be operated responsibly over the long term.

Deliberately designed operations. The operating question is equally important. Previous planning recognized that successful reuse could depend on an outside nonprofit, community organization or other entity assuming a meaningful role in management or programming. This study must now test those possibilities more deliberately, examining municipal operation, contracted management, nonprofit management, leasing, public-private partnerships and hybrid structures while identifying organizations with the interest and capacity to participate.

The assignment. For the reasons above, we view the assignment as an integrated feasibility and business planning process rather than a series of separate technical studies. Market analysis should inform the reuse alternatives. Engagement with prospective users and partners should test market findings and reveal operating opportunities. Governance analysis should shape the financial model. Financial analysis should, in turn, help distinguish an appealing concept from a sustainable one. Funding opportunities and implementation requirements must be considered throughout rather than appended after a preferred concept has already been selected.

Readiness for next steps. The ultimate measure of success will be whether the Town finishes this process prepared to act. The final recommendations should give Dunstable a defensible, preferred direction for the Union School Building, a realistic high-level understanding of capital and operating requirements, a sustainable governance and operating model, identified partners and funding opportunities and a sequenced roadmap for implementation. The requested procurement documents should then translate that roadmap into the next concrete steps toward occupancy and activation. This implementation orientation is consistent with the Town's explicit intent that the study move beyond traditional feasibility analysis and position the Union School Building for its next phase of redevelopment.

Scope of Services Approach

Our approach integrates market analysis, community engagement, reuse planning, governance and financial analysis so that each stage of work informs the next. Study tasks are designed to move efficiently from existing information and new evidence to a preferred reuse strategy and practical action plan.

Task 1. Project management and existing conditions review. Keen Independent will begin by establishing a shared understanding of the decisions this study must support, the work already completed and the physical and community context in which the Union School Building will operate. An early discovery trip will combine firsthand assessment of the building and its surroundings with initial stakeholder and community engagement, allowing subsequent market, reuse, operational and financial analyses to begin with a grounded understanding of local conditions and priorities.

1-a. Project initiation and kickoff. We will begin with a virtual kickoff meeting with Town staff and the Union Building Rehabilitation Committee to confirm project goals, priorities and desired outcomes. We will establish roles and responsibilities, communication protocols, key decision points and measures of success and identify the information and participants needed for the discovery phase.

1-b. Review of prior planning and design work. Keen Independent and our team will review available background materials, including the 2024 Union School Building Rehabilitation and Reuse Plan, previous conditions assessments, completed rehabilitation work, current interior design and construction documents and relevant Town plans and studies. We will identify findings that can be carried forward, assumptions requiring confirmation or updating and questions requiring additional research. This approach will allow the study to build on rather than duplicate the Town's substantial previous work.

1-c. Project fact sheet, website and communications tools. Working with the Town, Keen Independent will develop concise, accessible materials that introduce the study, explain what decisions remain to be made and provide clear opportunities for participation. We will prepare a project fact sheet for use throughout engagement and provide content for a study webpage hosted by Keen Independent or by the Town if preferred. The webpage will serve as a central public information portal for project background, schedule, engagement opportunities, project updates and relevant materials. We will also establish a study email address and hotline which will be available throughout the project for community questions or input.

5-1. Swallow Union Elementary School building and grounds (left), Dunstable Town Hall (right)





Source: Groton-Dunstable Regional School District (left), Dunstable-ma.gov (right).

1-d. Discovery trip and site assessment. Early in the project, key members of the consulting team will conduct one discovery trip of up to two days on site in Dunstable. The visit will include a detailed tour of the Union School Building and its immediate surroundings, including its relationship to Swallow Union Elementary School, Town Center, parking, access and nearby community assets.

During the discovery trip, we will meet with Town staff, members of the Union Building Rehabilitation Committee and other key stakeholders to deepen our understanding of the building, previous planning efforts, community priorities and practical opportunities and constraints affecting reuse. The trip will also provide an efficient opportunity to conduct prospective-user and community engagement described under Task 4.

1-e. Work plan and ongoing project coordination. Following kickoff, Keen Independent will finalize a detailed work plan and schedule integrating market research, engagement, reuse alternatives, governance and operational analysis, financial feasibility and implementation planning. We will maintain regular communication with the Town and coordinate with the Town's architectural team as appropriate.

We anticipate monthly virtual project coordination with Town staff, supplemented by up to four meetings with the Union Building Rehabilitation Committee and one final Select Board meeting, consistent with the Town's RFP clarification. Committee meetings will be coordinated with key project milestones and may include kickoff/project initiation, preliminary findings and reuse alternatives, review of emerging governance and financial findings and draft report review. Remote participation will be used as appropriate, with in-person participation as specifically identified elsewhere in this scope.

The study team will prepare monthly written reports documenting task-by-task progress.

Task 1 deliverables: Project work plan and schedule; project fact sheet; study webpage/website content and public communication channels; discovery trip and site assessment.

Task 2. Existing conditions and market analysis. Keen Independent will assess the market and community conditions that will shape a successful reuse of the Union School Building. Building on the physical and planning context established in Task 1, we will examine potential demand, existing and competing resources and prospective users and partners to distinguish uses that are simply appealing from those with a demonstrable opportunity for sustained use. The analysis will be scaled appropriately to Dunstable and will consider the broader regional market from which building users and tenants may be drawn.

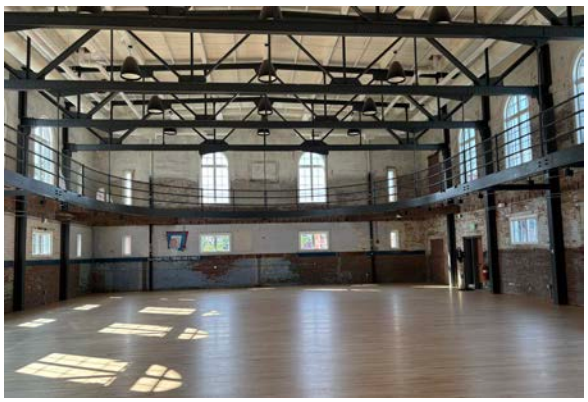
2-a. Building and site opportunities and constraints. We will synthesize information from the background review and discovery trip to identify the building and site characteristics most relevant to future use. This will include building configuration and capacity, planned interior improvements, accessibility, parking and access, visibility and location within Dunstable Town Center and the building's relationship to Swallow Union Elementary School. Consistent with the Town's RFP clarification, we will rely on and synthesize the 2021/2024 existing-conditions studies and Gienapp Architects' current interior design work rather than conducting a new architectural conditions assessment.

2-b. Community and regional market assessment. Keen Independent will define appropriate local and regional market areas based on the types of uses being considered and analyze demographic and socioeconomic characteristics relevant to potential demand. Analysis may include population and household trends, age and household composition, income, educational attainment, employment and other indicators relevant to arts and cultural participation, educational and community programming, studio or workspace demand and facility rentals. We will consider both Dunstable residents and the larger regional population that could reasonably be served by a distinctive facility in Town Center.

5-2. Arts infrastructure assessment for Worcester, Massachusetts included makerspaces, artist studios and event spaces





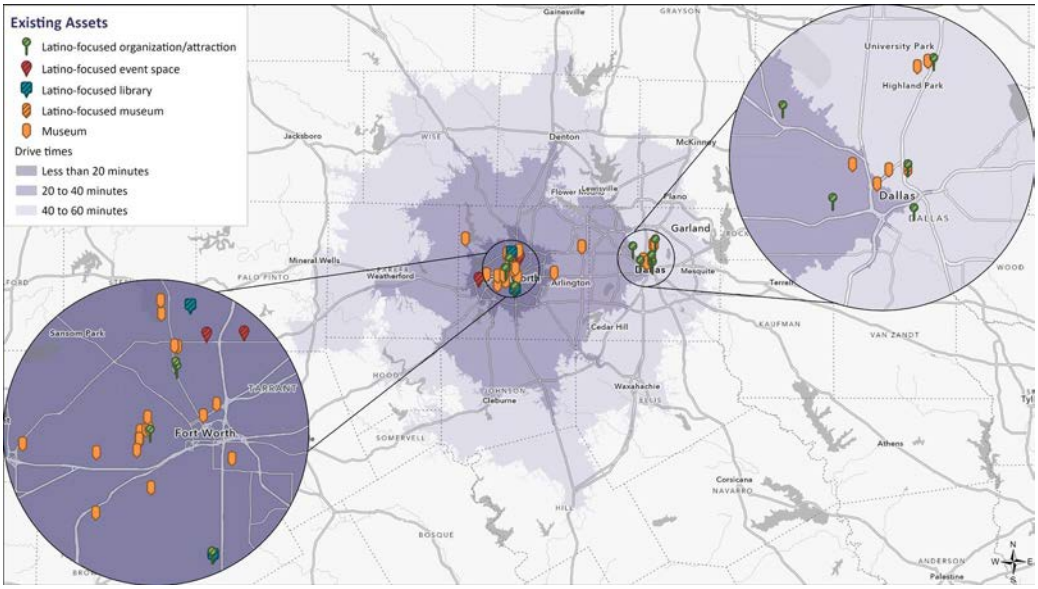


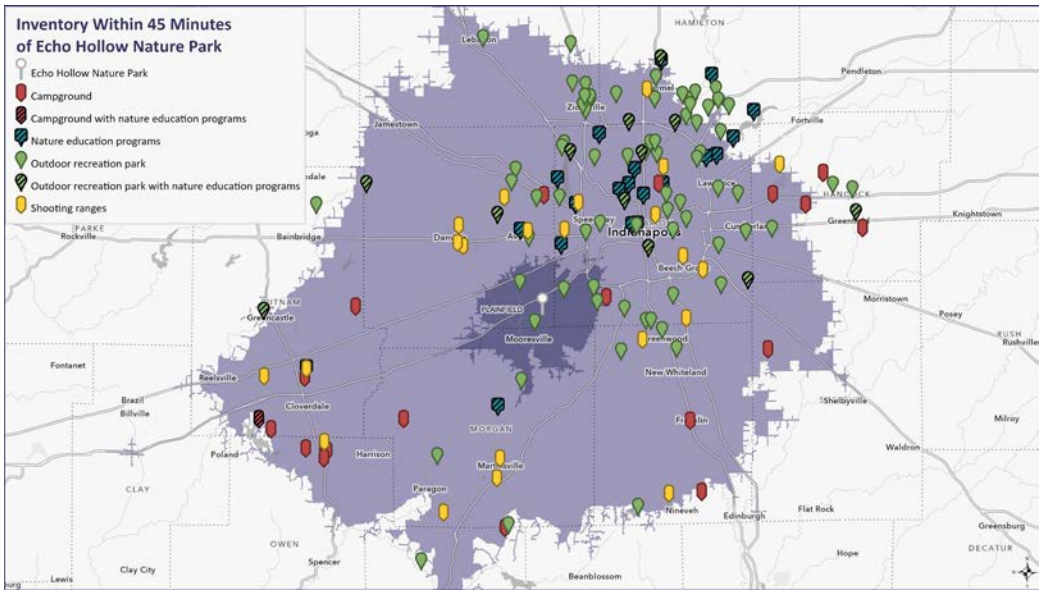
Source: Keen Independent Research.

2-c. Comparable and competitive facilities analysis. We will identify and assess facilities and organizations in Dunstable and the surrounding region that offer potentially comparable or competing space, programming or services. Depending on the uses advanced for consideration, this may include arts and cultural venues, artist and maker spaces, community and event facilities, educational programming locations and other relevant resources.

We will examine factors such as location, programming, users, facility characteristics, rental or participation costs where available and applicable as well as apparent market positioning. The purpose will be to identify gaps and unmet needs as well as areas where the Union School Building would face substantial existing competition. This analysis will be presented as inventory tables as well as one or more maps to illustrate the relative proximity and density of different types of competitors in Dunstable's market area.

5-3. Sample market area maps, Latino Cultural Museum de Fort Worth (top) and Echo Hollow Nature Park (bottom), illustrate visualization of comparable or competitive facilities





Source: Keen Independent Research.

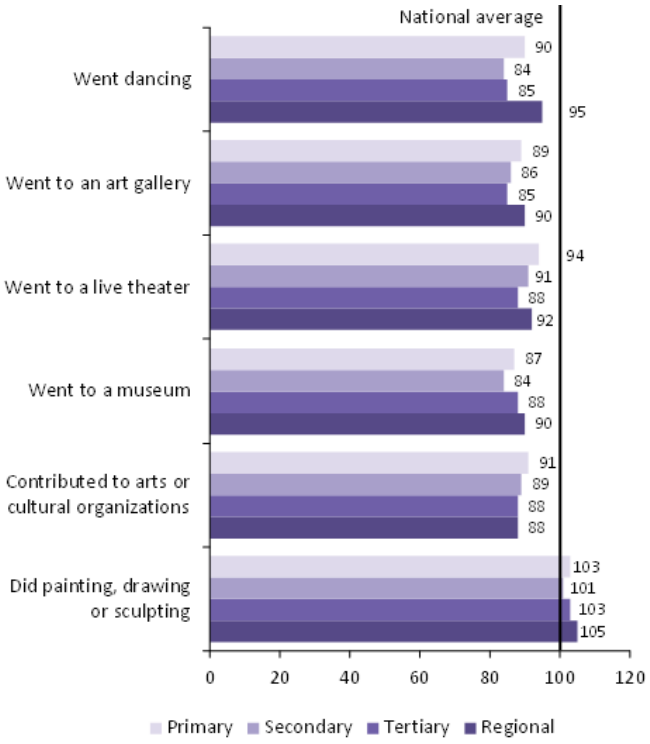
2-d. Arts, cultural and community demand analysis.

We will assess evidence of demand for the uses identified in previous planning and emerging through this study, including arts and cultural programming, artist studios and creative workspace, educational and youth activities, community gathering and event space and other promising uses. Where relevant and available, we will examine indicators of arts and cultural participation and spending, participation in community activities and other measures that help characterize potential audiences and users. Findings from stakeholder, prospective-user and community engagement under Task 4 will provide important primary research to complement available secondary data.

2-e. Prospective user and partnership assessment.

Working in coordination with Task 4, we will identify and engage organizations and individuals that could represent actual users, tenants, programmers or partners for the building. Outreach will explore not only general interest but practical considerations such as space and scheduling needs, frequency of use, ability to pay, partnership requirements and potential interest in longer-term tenancy or programming relationships. This will provide an important reality check on market demand while beginning to identify relationships that could contribute to eventual activation of the building.

5-4. Example market indicator analysis for a community with higher than average demonstrated interest in hands-on activities such as painting, drawing and sculpting.



Source: Esri market potential database based on MRI Simmons Survey (2025) and Keen Independent Research.

2-f. Market findings and reuse opportunity screen.

We will bring the physical, demographic, market, competitive and primary research findings together to assess the relative market opportunity for potential uses. A concise comparison will identify the principal strengths, weaknesses, opportunities and constraints associated with each promising use and highlight opportunities for complementary uses that could share the building successfully. These findings will establish an evidence-based screen for the adaptive reuse alternatives developed and tested in Task 3. This initial screening may consider a broad range of potential uses at a high level. Based on the findings, we will identify up to four of the most promising reuse concepts or complementary combinations of uses for further evaluation in Task 3.

Key deliverables: Existing conditions assessment; market analysis; reuse opportunities comparison.

Task 3. Adaptive reuse alternatives. Keen Independent will translate the existing conditions, market analysis and engagement findings into a refined set of potentially viable reuse alternatives for the Union School Building. While we have maintained the Town's task sequence for consistency with the RFP, community and stakeholder engagement under Task 4 will begin before this Task 3 is completed. This sequencing will allow reuse alternatives to be shaped and evaluated with the benefit of input from residents, prospective users, potential partners and other stakeholders rather than presenting the community with concepts that have already been substantially determined.

3-a. Refine the range of reuse concepts. Consistent with the Town's clarification in the RFP addendum, we will begin with the alternatives identified through the 2024 Rehabilitation and Reuse Plan, supplemented as appropriate by additional concepts emerging from Task 2 market findings and early Task 4 engagement. From this broader range, we will identify up to four reuse concepts or complementary combinations of uses for comparative evaluation. These may include a community arts center, artist studios, flexible community and event space, educational programming, mixed arts and cultural uses, childcare and youth programming, municipal or public uses, public-private partnerships and other concepts emerging from the research and engagement. We will consider both individual uses and combinations of complementary uses that could create a more active, financially resilient and community-serving facility.

3-b. Develop program and utilization assumptions. For the alternatives advanced for comparative evaluation, we will define sufficient program detail to support meaningful comparison and selection of a preferred direction. Depending on the concept, assumptions may address types of activities, prospective users or tenants, allocation and shared use of spaces, frequency and timing of use, operating hours, public access and potential rental or programming arrangements. These assumptions will provide a common basis for evaluating how each alternative could function in practice without advancing into architectural programming or design beyond the scope of this study.

3-c. Evaluate functional and physical compatibility. Working with available architectural information and the Town's design team as appropriate, we will evaluate how well each alternative fits the Union School Building, its historic character and planned interior improvements. Considerations will include space requirements, circulation and accessibility, intensity and timing of use, parking and access, compatibility among multiple uses and the relationship to Swallow Union Elementary School. The intent will be to identify alternatives that make effective use of the building while minimizing unnecessary modifications or conflicts with work already planned.

3-d. Evaluate operating and implementation implications. We will assess what each alternative would require to operate successfully, including programming and management needs, potential operators or partners, staffing implications, scheduling and facility management and overall implementation complexity. This analysis will be coordinated closely with the governance and operational analysis in Task 5 and will consider whether there are organizations or partners with the interest and capacity to help deliver the proposed uses. We will also identify significant use-specific improvements or other implementation requirements that could affect feasibility.

3-e. Prepare planning-level statements of probable cost. Prepare planning-level statements of probable cost. For up to four alternatives advanced for comparative evaluation, the study team will prepare high-level estimates of incremental, use-specific capital requirements, building from the base rehabilitation costs already developed by the Town and its architectural team. Estimates will focus on additional investments associated with particular reuse concepts rather than developing new comprehensive capital estimates for each alternative. These planning-level estimates will provide sufficient information for comparative evaluation and inform selection of the alternatives advanced into financial feasibility analysis in Task 6.

3-f. Compare alternatives and recommend a preferred direction. We will use a transparent evaluation framework to compare trade-offs of the most viable alternatives across a consistent set of criteria. These will include demonstrated market demand, community and stakeholder support, public benefit, fit with the building and site, compatibility with planned improvements, prospective users and partners, operating requirements, capital implications, implementation complexity and potential for long-term financial

sustainability. Rather than assuming that one use must occupy the entire building, the evaluation will explicitly consider whether a complementary mix of uses offers the strongest overall model.

Based on this comparative evaluation and consultation with the Town, we will identify up to two preferred reuse alternatives or complementary combinations of uses to advance into planning-level governance, operational and financial feasibility analysis in Tasks 5 and 6. Advancing a limited number of alternatives will allow the Town to compare their long-term operating and financial implications before selecting a final preferred direction, while avoiding unnecessary development of financial models for concepts that do not demonstrate sufficient market, community, physical or operational feasibility. The alternatives advanced may themselves represent complementary mixes of uses rather than individual uses. Where appropriate, we may also identify elements that could be phased or incorporated as programming and partnerships develop over time.

Task 3 deliverables: Reuse alternatives memorandum; concept evaluation planning; statements of probable cost; preferred alternative recommendation.

Task 4. Community engagement. Community and stakeholder engagement will be integrated with, rather than conducted separately from, the market and reuse analysis. Although Task 4 follows Adaptive Reuse Alternatives in the RFP task sequence, engagement will begin earlier in the process, including during the discovery trip, so that stakeholder knowledge, prospective-user interest and community priorities can inform the alternatives evaluated in Task 3. The process will build on the Town's previous engagement and focus new outreach on the decisions and feasibility questions that remain.

4-a. Engagement strategy and stakeholder identification. Working with Town staff and the Union Building Rehabilitation Committee, we will develop an engagement strategy identifying the audiences whose perspectives are most important to the study. These will include community stakeholders, arts and cultural organizations, nonprofits, prospective users and tenants, educational and youth-serving organizations, potential operating or programming partners and others. We will coordinate engagement methods and timing with Tasks 2 and 3 so input is gathered when it can most effectively inform the analysis.

5-5. Whitney Hall Feasibility Study community meeting, Royalston MA (left), Latino Cultural Museum de Fort Worth feasibility Study community meeting (right)





Source: Keen Independent Research.

4-b. Discovery trip stakeholder and prospective-user meetings. The discovery trip introduced in Task 1 will provide an important first phase of engagement. Across the discovery trip and subsequent virtual outreach, we wi ll conduct up to 12 hours of stakeholder interviews or small-group discussions, with participants selected strategically in consultation with the Town. We will prioritize key community stakeholders as well as prospective users, tenants, programmers, partners and operators.

Discussions will explore community needs and priorities, reactions to reuse possibilities, unmet space or programming needs and potential interest in using, programming, leasing or partnering in the operation of the Union School Building. For prospective users and partners, we will move beyond expressions of general interest to explore practical considerations such as space needs, frequency and timing of use, ability to pay, organizational capacity and conditions that would make participation feasible. These conversations will serve simultaneously as engagement and primary market research for Tasks 2 and 3.

4-c. Arts, cultural, nonprofit and potential partner outreach. Within the interview and small-group discussion allocation described above, we will supplement discovery-trip meetings with targeted virtual outreach to organizations and individuals whose participation could be important to a successful reuse strategy, including relevant organizations beyond Dunstable where appropriate.

Particular attention will be given to identifying potential programmers, tenants, partners or operators and understanding the role they could realistically play. This outreach will also support the governance analysis in Task 5 by helping distinguish theoretical operating models from those for which potential organizational capacity or partnership interest exists.

4-d. Community workshop and online engagement. We anticipate conducting one public workshop preferably during the discovery trip if scheduling and project timing allow, creating an efficient opportunity for the study team to hear directly from community members while immersed in the local context. The workshop will build on rather than repeat previous community engagement. After briefly establishing what the Town has already learned, we will focus discussion on unresolved questions such as priorities among potential uses, desired activities and programming, how different uses might coexist and the considerations residents believe should guide decisions about long-term operation and activation.

Online input opportunities established through the project communications portal in Task 1 will extend participation to residents unable to attend in person.

4-e. Integrate engagement into reuse evaluation. We will synthesize findings from interviews, prospective-user outreach, the public workshop and online input in time to inform completion of the Task 3 reuse alternatives analysis. Community preference will be an important consideration but not the sole measure of feasibility.

We will assess engagement findings alongside market evidence, building and site constraints, prospective-user interest, operating requirements and financial considerations. This will help the Town understand both where there is strong community support and where demonstrated demand or implementation capacity may strengthen or constrain particular concepts.

4-f. Findings validation and public presentation. As the analysis advances, we will present preliminary findings and the emerging preferred reuse direction to the Union Building Rehabilitation Committee. The discussion will provide an opportunity to test key assumptions and receive consolidated Committee feedback before the study team completes the governance, financial and implementation recommendations. As needed and within the interview allocation described above, we may also conduct targeted follow-up with prospective users or partners where additional information is important to evaluating a concept or operating model.

Task 4 deliverables: Public engagement plan; community workshop presentation/activities; public input summary; preliminary findings presentation to the Union Building Rehabilitation Committee.

Task 5. Governance and operational analysis. A compelling reuse concept will only be sustainable if there is a realistic structure for managing, programming and maintaining the Union School Building over time. Keen Independent will evaluate governance and operating alternatives in the context of the preferred uses emerging from Tasks 2 through 4, recognizing that the appropriate model may involve a combination of municipal oversight, nonprofit or private-sector participation and partnerships with users or programmers. The analysis will focus not only on how each model could be structured, but also on whether the organizational capacity and resources exist to make it work in practice.

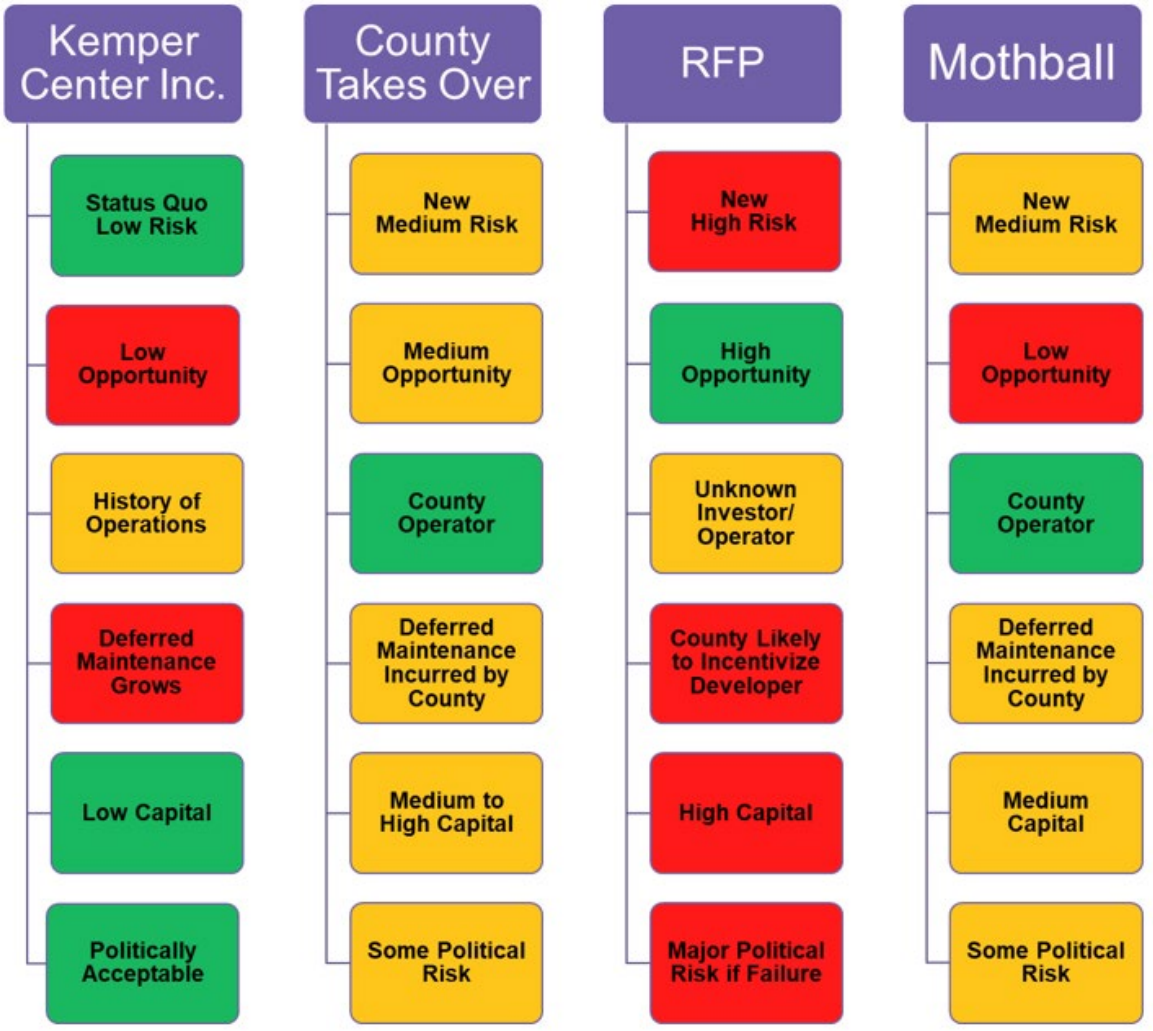
5-a. Define operating requirements. We will first identify the core functions required to operate the building under the preferred reuse alternatives advanced from Task 3. Depending on the preferred mix of uses, these may include facility scheduling and rentals, programming, tenant coordination, marketing and communications, financial administration, custodial services, routine maintenance and capital planning. We will consider the likely level and timing of staffing or contracted support required and distinguish responsibilities associated with building ownership from those associated with programming and day-to-day operations.

5-b. Evaluate governance and operating alternatives. Keen Independent will evaluate the range of structures identified in the RFP, including municipal ownership and operation, municipal ownership with contracted operations, nonprofit management, public-private partnership, long-term ground or building lease and hybrid governance models. We will screen these structures at a comparative level and identify up to two governance and operating models warranting more detailed consideration based on compatibility with the preferred reuse direction, Town capacity, financial implications and evidence of potential partner or operator interest. For the models advanced for more detailed consideration, we will examine organizational structure, decision-making and accountability, staffing requirements, operating responsibilities, maintenance obligations, revenue and expense responsibilities, legal considerations and implications for the Town.

5-c. Explore potential organizational partners and operators. Building on prospective-user and partner outreach initiated during the discovery trip and Task 4, we will investigate whether organizations exist with the interest, mission alignment and capacity to assume meaningful roles in programming, management or operation. As appropriate, we will conduct targeted follow-up with promising organizations and outreach to nonprofits or operators of similar facilities to understand potential partnership structures and the conditions necessary for their participation. This step will help ensure that recommended governance options reflect actual organizational capacity rather than hypothetical arrangements.

5-d. Compare responsibilities, capacity and risk. For the most viable models, we will clearly identify how major responsibilities could be allocated among the Town, an operator or management entity, tenants, programmers and other partners. A comparative framework will examine factors such as governance and accountability, staffing and administrative capacity, programming, facility management and maintenance, operating revenues and expenses, financial exposure and long-term capital responsibilities. We will also identify significant risks, dependencies or capacity gaps associated with each approach.

5-6. Visualization summarizing major operating model options and considerations for the Kemper Center



Source: Keen Independent Research.

5-e. Advance preferred operating and governance models. Based on the comparative analysis, Keen Independent will identify up to two governance and operating models that best align with the reuse alternatives advanced from Task 3, the Town's capacity and potential partner resources. For each, we will define anticipated roles of the Town and other parties and identify organizational development, partnership agreements, procurement or other considerations necessary for implementation. These models will advance to Task 6 so their financial implications can inform selection of the recommended long-term approach.

Staffing, management, maintenance and other operating assumptions developed through this task will provide the basis for the planning-level operating projections in Task 6, allowing the most viable governance models to be evaluated both organizationally and financially before a final recommendation is made.

Task 5 deliverables: Governance Alternatives Report; Preferred governance and operating models for financial testing.

Task 6. Financial feasibility analysis. Financial analysis will be integrated with the reuse and governance analyses rather than treated as a final test conducted after key decisions have been made. Keen Independent will develop planning-level financial models sufficient to compare the preferred reuse alternative(s) and governance models advanced from Tasks 3 and 5, test important assumptions and identify the conditions necessary for long-term sustainability. The analysis will then help the Town identify a preferred reuse and operating direction based on both qualitative and financial considerations.

Consistent with the RFP, we will provide the most comprehensive financial analysis reasonably possible within the study budget, focusing on the information most important to the Town's decisions about reuse, operation and implementation.

6-a. Establish financial and operating assumptions. Working from the program assumptions developed in Task 3 and the governance and operating models advanced in Task 5, we will establish reasonable planning-level revenue and expense assumptions for the alternatives and operating scenarios being evaluated.

Depending on the preferred uses, these may include facility utilization, rents or rental rates, program and event revenues, tenant contributions, staffing, contracted services, programming costs, utilities, insurance, routine maintenance, marketing, administration and other operating expenses. We will draw on market research, comparable facilities, prospective-user outreach and information provided by the Town to establish reasonable planning assumptions and clearly document their basis.

6-b. Estimate use-specific capital requirements. In coordination with the incremental use-specific cost estimates developed in Task 3, we will incorporate the relevant capital requirements associated with the reuse alternatives advanced for financial evaluation. To the extent practical, we will distinguish improvements already contemplated through the Town's rehabilitation and interior planning efforts from incremental investments required for particular uses, tenants or operating concepts. This will give the Town a clearer understanding of the additional investment necessary to move from a rehabilitated building to an operational and activated facility.

6-c. Develop planning-level multi-year operating projections. Keen Independent will prepare planning-level multi-year operating projections for up to two preferred reuse alternatives and associated governance/operating scenarios, as appropriate to support meaningful comparison. The projections will estimate major earned and contributed revenue sources and operating expenses and identify anticipated operating surpluses or gaps. Models will distinguish, as appropriate, among costs and revenues associated with building ownership, facility operation, programming and tenant or partner activities so the Town can understand how financial responsibilities and performance may vary by reuse and governance approach.

6-d. Compare operating and governance scenarios. We will use the planning-level projections to compare the financial implications of the reuse alternatives and governance models advanced for consideration. Where differences among governance approaches can be tested efficiently through changes in staffing, revenue allocation, Town subsidy, maintenance responsibilities or other assumptions, these will be modeled as scenarios rather than as wholly separate pro formas. We will also conduct sensitivity testing of the variables most likely to affect performance, such as utilization, rental income, staffing levels, partner participation and allocation of costs between the Town and an operator.

5-7. Sample multi-year operating pro forma developed for adaptive reuse of a city government building into a multi-purpose community arts and culture building

	Year 2	Year 7 lean	Year 7 low	Year 7 high
Earned income (detail view)				
For-profit event space rental	$ 129,600	$ 97,200	$ 131,200	$ 274,000
For-profit workshop/rehearsal space rental	19,200	18,000	24,000	30,000
Nonprofit event space rental	106,750	96,750	115,250	240,520
Nonprofit workshop/reherasal space rental	27,000	28,125	33,750	71,875
Office space rental	12,750	12,750	13,800	18,000
Storage space rental	19,440	22,536	22,536	25,353
Catering	41,162	36,649	47,782	95,463
Ticketing fees	20,362	23,087	30,543	56,491
Labor and equipment	175,030	154,135	179,720	346,112
Total earned income	**$ 551,294**	**$ 489,232**	**$ 598,582**	**$ 1,157,814**
Contributed income (detail view)				
Charitable contributions	$ 75,000	$ 25,000	$ 75,000	$ 90,000
Sponsorships	50,000	10,000	50,000	65,000
Local subsidy	520,000	460,000	640,000	300,000
Other grants	50,000	15,000	50,000	65,000
Total contributed income	**$ 695,000**	**$ 510,000**	**$ 815,000**	**$ 520,000**
Gross income	**$ 1,246,294**	**$ 999,232**	**$ 1,413,582**	**$ 1,677,814**
Expenses (summary view)				
Total employee expenses	**$ 698,880**	**$ 470,202**	**$ 810,193**	**$ 999,822**
Total variable expenses	**$ 452,228**	**$ 423,161**	**$ 497,411**	**$ 572,551**
Total fixed expenses	**$ 95,000**	**$ 104,500**	**$ 104,500**	**$ 104,500**
Total expenses	**$ 1,246,108**	**$ 997,862**	**$ 1,412,105**	**$ 1,676,873**
Net income	**$ 186**	**$ 1,369**	**$ 1,477**	**$ 941**

Source: Keen Independent Research.

6-e. Assess financial sustainability, risks and opportunities. We will synthesize the financial analysis to identify the principal factors affecting long-term sustainability. This will include consideration of ongoing maintenance and capital needs, potential dependence on municipal support or contributed revenue, opportunities to diversify revenues and financial risks associated with implementation or operation. Where the analysis identifies a recurring operating gap, we will make that requirement explicit and discuss strategies for addressing it.

6-f. Develop financial sustainability recommendations and identify a preferred direction. Based on the comparative financial analysis, market and engagement findings and governance assessment, Keen Independent will recommend the reuse and operating direction that offers the strongest combination of community benefit, organizational feasibility and long-term financial sustainability. Recommendations will address the appropriate mix of earned and contributed revenues, pricing or rental strategies, phased activation, staffing and management structure, partnership arrangements, cost sharing and the appropriate level and form of ongoing Town participation. Findings will also establish the financial requirements to be addressed through the funding and implementation strategy in Task 7.

Task 6 deliverables: Financial feasibility analysis; planning-level multi-year operating projections and pro forma(s); financial sustainability recommendations.

Task 7. Funding strategy and implementation. The preferred reuse strategy must be paired with a realistic path for moving from planning to implementation. Keen Independent will identify potential funding resources, evaluate their applicability to the Union School Building and develop a sequenced implementation roadmap that connects funding, partnerships, procurement and other actions.

The goal will be to leave the Town with clear priorities for what should happen next, who should be responsible and how implementation can advance over time.

7-a. Identify and screen funding opportunities. We will research potential resources that could support remaining capital improvements, use-specific investments, activation and, where applicable, programming or operations. Research will encompass federal and state grant programs, historic preservation and cultural facility resources, arts and cultural funding, philanthropic opportunities, public-private partnerships and other sources relevant to the preferred reuse strategy. We will focus on opportunities for which the Town, a future operator or potential project partner could realistically be competitive rather than producing an exhaustive list of funding programs.

7-b. Develop a prioritized funding matrix. Keen Independent will organize the most relevant opportunities into an actionable funding matrix identifying the program or source, eligibility, applicability to the project, potential funding amount, match requirements, anticipated timing, competitiveness and recommended pursuit strategy. We will also identify which entity may be best positioned to pursue each opportunity, recognizing that some funding sources may be available to the Town while others may be better suited to a nonprofit operator or project partner.

The matrix will distinguish near-term opportunities from resources that should be cultivated or pursued as implementation advances, consistent with the RFP requirements.

7-c. Develop the implementation strategy. We will translate the study recommendations into a practical sequence of actions, distinguishing immediate next steps, short-term priorities and longer-term milestones. The strategy will address the steps necessary to advance the preferred reuse and operating model, including organizational and partnership development, funding, procurement, permitting and coordination with building improvements.

7-d. Define implementation roles and partnerships. For each major implementation activity, we will identify anticipated responsibilities of the Town, prospective operator or management entity, tenants, programmers and other partners. Where implementation depends on relationships that are not yet formalized, we will identify the decisions, agreements or additional outreach needed to move those partnerships forward. This will connect the governance recommendations in Task 5 to a concrete process for establishing the organizational structure necessary for activation.

7-e. Develop a phased implementation sequence and timeline. The roadmap will organize actions in a logical sequence that reflects dependencies among funding, building improvements, operator or tenant selection, partnership development, procurement and occupancy. Where appropriate, we will identify opportunities for phased activation so that feasible uses or programming can begin while longer-term elements are developed. The roadmap will identify key milestones and decision points and distinguish actions the Town can initiate immediately from those dependent on funding, partners or other prerequisites.

7-f. Identify implementation risks and decision points. We will highlight critical dependencies that could affect the timing or feasibility of implementation, such as securing an operator, achieving required funding, confirming tenant commitments or resolving use-specific building requirements. For significant uncertainties, we will identify appropriate decision points and potential responses so that the Town has a roadmap that can adapt as circumstances evolve rather than relying on a single fixed implementation path.

Task 7 deliverables: Funding matrix; implementation roadmap.

Task 8. Procurement documents and final report. The final task will translate the study's findings into tools the Town can use to advance implementation. Keen Independent will consolidate the market, engagement, reuse, governance, financial and funding analyses into a clear feasibility report and prepare draft procurement documents for the next phase of work. The emphasis will be on actionable recommendations, ensuring that the Town concludes the study not only with a preferred direction but with practical tools for taking the next steps toward occupancy and activation of the Union School Building.

8-a. Determine next-phase procurement needs. Based on the preferred reuse strategy, governance model and implementation roadmap, we will work with the Town to identify and prioritize up to two next-phase procurements most important to advancing the project. As anticipated in the RFP, these may include procurement for facility operations, property or building management and solicitation of tenants or users. The specific documents prepared will reflect the recommendations emerging from the study rather than presupposing a particular operating arrangement at the outset.

8-b. Prepare draft procurement documents. Keen Independent will prepare up to two draft RFP/RFQ or solicitation documents for the priority next-phase procurements identified with the Town. Documents will translate study recommendations into clear expectations for prospective operators, managers, tenants or other partners, as applicable. They will address the anticipated scope and responsibilities, desired qualifications or capabilities and other key considerations needed to support a competitive selection process. To the extent the study process results in sufficient clarity and Town authorization regarding the preferred governance and operating model, we will work with the Town to prepare these documents in a form suitable for issuance. Where additional municipal decisions or approvals are required before procurement can proceed, we will instead provide planning-level draft templates that can be finalized by the Town following those actions.

8-c. Prepare the draft feasibility report. We will integrate findings and recommendations from all study components into a cohesive draft report rather than presenting the Town with a collection of separate technical memoranda. Consistent with the RFP, the report will address existing conditions, market analysis, public engagement, reuse alternatives, governance and operations, financial feasibility, funding strategy, implementation and recommended next steps. An Executive Summary will communicate the preferred direction, principal findings and most important actions in a concise and accessible format.

8-d. Review and refine the draft report. Following the preliminary findings validation conducted under Task 4, we will submit and review the complete draft feasibility report with the Town and Union Building Rehabilitation Committee. This review will focus on the integrated final recommendations, including the preferred reuse strategy, operating model, financial implications, funding strategy and implementation roadmap. The Town will provide one consolidated set of comments reflecting input from Town staff and the Committee, and Keen Independent will complete one substantive round of revisions before preparing the final report.

8-e. Prepare the final report and implementation tools. Following review, Keen Independent will prepare the final feasibility report, incorporating agreed-upon revisions and the final implementation roadmap, funding strategy and procurement documents. The report will clearly distinguish immediate actions from subsequent implementation steps and identify key responsibilities, dependencies and decision points so that it can serve as an ongoing working document as the Town advances the project.

8-f. Final presentation. We will prepare a concise presentation communicating the study process, evidence supporting the preferred direction, recommended governance and operating model, financial implications and implementation roadmap. The study team will present the final recommendations at a regularly scheduled Select Board meeting, anticipated to be held at Dunstable Town Hall with remote participation available as appropriate and coordinated with the Town. The presentation will serve as the final public presentation required by the RFP and provide Town leadership and the community with a clear understanding of both the recommended future for the Union School Building and the steps required to achieve it.

Task 8 deliverables: Draft RFP/RFQ documents; final feasibility report; public presentation.

Scope assumptions. The scope anticipates one consolidated Town review of major draft deliverables, including the project fact sheet and engagement materials, draft procurement documents and draft feasibility report. Unless otherwise identified, revisions will be based on one consolidated set of comments from the Town's designated project contact reflecting appropriate staff and Committee input.

The scope includes comparative evaluation of up to four reuse concepts, planning-level multi-year operating projections for up to two preferred reuse alternatives and associated governance/operating scenarios and up to two draft procurement documents. Additional alternatives, stand-alone financial models, engagement activities, meetings, procurement documents or substantive revision rounds may be provided through a mutually agreed-upon modification to the scope.

The scope includes a two-day discovery trip for one local and one non-local team member and in person attendance by a local team member for the final presentation. Other meetings and presentation participation will be facilitated over Zoom.

SECTION 6.
Project Schedule



Keen Independent is prepared to begin work immediately following contract execution and will complete the study within the Town's required schedule. Our work plan is structured to provide information at the points when it is most useful for decision-making, with early document review and market research informing the discovery trip and community engagement, engagement findings informing evaluation of reuse alternatives and progressive screening identifying the most promising reuse and governance alternatives for financial testing before selection of a preferred direction and development of funding and implementation strategies.

Proposed Project Schedule by Task

Figure 6-1 below shows the sequence and timing of project tasks assuming a September start date and project completion by March 31, 2027, a six- to seven-month schedule. We will coordinate a detailed work plan and specific meeting and engagement dates with the Town following project initiation. The study team has the capacity and availability to adjust the project timeline if needed.

6-1. Proposed timeline by task

Study tasks	2026 SEPT	OCT	NOV	DEC	2027 JAN	FEB	MAR
1. Project management and existing conditions review							
2. Existing conditions and market analysis							
3. Adaptive reuse alternatives							
4. Community engagement							
5. Governance and operational analysis							
6. Financial feasibility analysis							
7. Funding strategy and implementation							
8. Procurement documents and final report							

The schedule accommodates up to four meetings with the Union Building Rehabilitation Committee at key project milestones and one final Select Board meeting, with specific dates and participation format coordinated with the Town.

Milestones

The following are key markers of project progress with suggested completion timeframes:

- Late September: Contract award / kickoff
- October–November: Discovery trip, stakeholder meetings and community workshop
- December: Market analysis and initial reuse screening substantially complete
- January: Preliminary findings presentation; preferred reuse alternative(s) and governance models advanced for financial testing
- February: Comparative financial feasibility analysis completed and preferred reuse and operating direction confirmed
- March: Draft review, procurement documents and final presentation
- March 31: Final report completed

Progress Payment Schedule

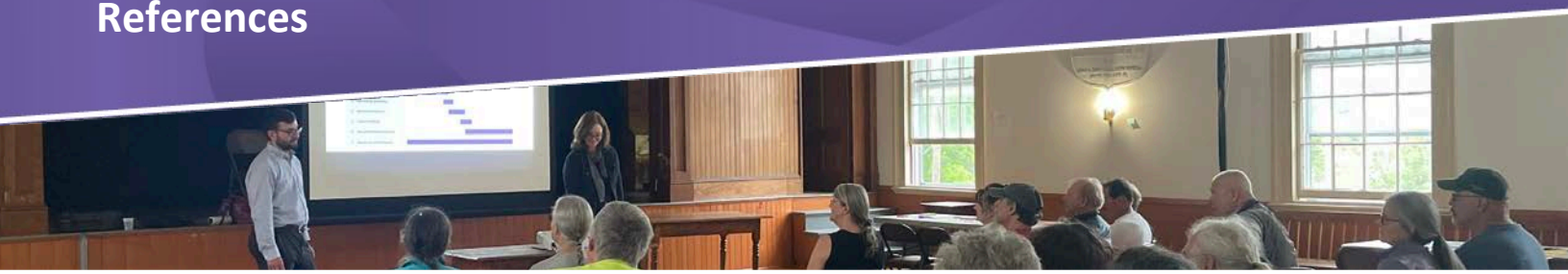
Keen Independent bills monthly on a percent completion basis documented in monthly written progress reports.

If the Town of Dunstable requires billing by milestone, Keen Independent recommends the schedule outlined in Figure 7-2.

6-2. Project payment schedule by milestone if required in lieu of percent completion billing

Milestone	Target timing	Payment
Contract execution	Sep-26	15%
Discovery trip, initial engagement and market research	Nov-26	25%
Reuse alternatives evaluation, governance evaluation and preliminary findings presentation	Jan-27	25%
Financial feasibility analysis and draft feasibility study and business plan	Feb-27	20%
Final report, implementation tools and presentation	Mar-27	15%

SECTION 7.
References



The projects below are summarized on the following pages and include reference contact information:

- Royalston, MA Whitney Hall Feasibility Study;
- Usdan Summer Camp for the Arts;
- Latino Cultural Arts Center Las Bodegas Master Plan;
- Plainfield, IN Feasibility Study and Technical Advising; and
- Saban Center Strategic Plan.

Royalston, MA Whitney Hall Feasibility Study

Reference contact information:

Rick Martin
Former Select Board Member and Vice Chair
Town of Royalston
(508) 971-2139
rbmart520@gmail.com

Keen Independent conducted a comprehensive feasibility study to help the Town of Royalston determine the future of Whitney Hall, a historic 1905 building that had served as a school and community facility. The assignment addressed a particularly challenging decision for a small rural community: how to weigh strong community attachment to the building against substantial rehabilitation needs, limited municipal resources and uncertainty about future uses. Keen Independent's work included:

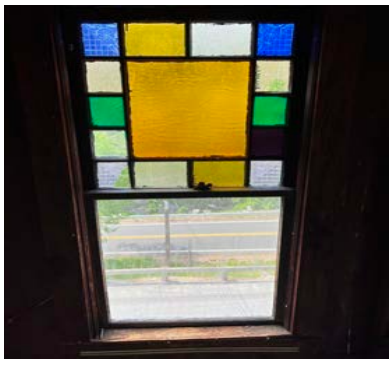
- **Market analysis.** Defined four drive-time market areas and analyzed demographics, spending potential, population projections, businesses and community assets to understand the potential market for future uses.
- **Community and stakeholder engagement.** Gathered input through an in-person public meeting, interviews and small-group discussions, a virtual workshop survey, study hotline and email.
- **Building and reuse assessment.** Incorporated an architectural assessment of fire/life safety, mechanical, electrical, plumbing, structural and building-envelope conditions into the broader feasibility analysis.
- **Comparable case studies.** Examined adaptive reuse examples involving community gathering space, offices, retail, housing, recreation and tourism, as well as cases in which historic buildings were ultimately demolished.
- **Alternative paths forward.** Evaluated options including renovation, shared investment, continued deferral, sale and demolition rather than assuming preservation or reuse was necessarily the preferred outcome.
- **Funding analysis.** Assessed federal and state programs, municipal borrowing and taxpayer support, private investment and philanthropy, including funding opportunities specific to Massachusetts and rural communities.

Keen Independent provided the Town with an objective basis for comparing the public benefits, financial implications and practical constraints of fundamentally different options for Whitney Hall. The analysis recognized that the building's future could not be separated from broader questions of municipal capacity, community consensus and the future of South Royalston.









Usdan Summer Camp for the Arts

Reference contact information:

Joe Levy
Former Chief Operating Officer at Usdan (Currently Assistant GM at Barclays Center)
185 Colonial Springs Road, Wheatley Heights NY 11798
(914) 424-3818
joe@levyadvisory.com

USDAN
SUMMER CAMP FOR THE ARTS

Keen Independent Research worked with Usdan Summer Camp for the Arts to evaluate potential revenue-generating opportunities and support long-term financial planning. The work included feasibility analyses related to event-based programming and an assessment of operational considerations for expanding services at the organization's Wheatley Heights campus.

Feasibility studies. Keen Independent Research worked with Usdan Summer Camp for the Arts to evaluate potential opportunities to expand programming and generate additional revenue from events held on the organization's Wheatley Heights campus. The work examined operational and financial considerations related to new program offerings and expanded use of the property outside the core summer camp season.

Keen Independent developed order-of-magnitude financial models to estimate potential revenues and costs associated with several program concepts, including seasonal festivals, large public events and supporting concessions operations. The team analyzed projected attendance, estimated income per attendee and evaluated staffing and operating costs to understand the potential financial performance of these activities.

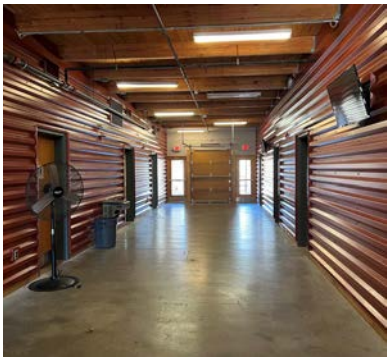
As part of this work, Keen Independent also evaluated the feasibility of establishing a food and beverage program to serve attendees at large events. The analysis included estimates of capital expenditures for equipment and infrastructure as well as interviews with benchmark institutions to understand operating practices, staffing models and potential challenges.

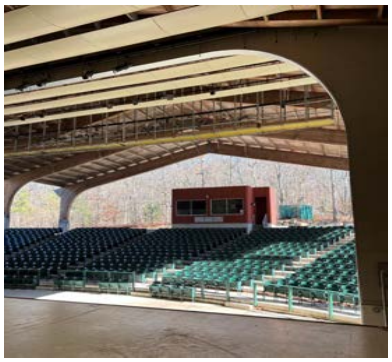
Tuition study. Keen Independent also conducted related analyses related to tuition pricing and enrollment trends. The work included an assessment of the camp's pricing structure and scholarship distribution. The study team analyzed multiple years of financial and enrollment data, examined trends in tuition revenue and scholarships and reviewed best practices from comparable tuition-based youth programs. The team benchmarked other camps, schools and enrichment programs to understand how organizations structure tuition assistance and pricing models.

Dates of service. January 2023 through December 2023.









Latino Cultural Arts Center (LCAC) Las Bodegas Master Plan

Reference contact information:
Alfredo Reyes, Executive Director
Latino Cultural Arts Center
2645 W. 7th Ave, Denver CO 80204
(720) 496-9375
alfredo@lcac-denver.org









The LCAC retained Keen Independent to develop a master plan for its future facility Las Bodegas.

Stakeholder engagement. To create a highly customized business plan for Las Bodegas that is rooted in the needs of the community, Keen Independent used several methods of collecting qualitative and quantitative data including in-depth interviews, focus groups, public meetings, virtual workshops and more. Keen Independent engaged with key stakeholders identified by the LCAC that included current and potential funders and partners as well as Denver City and County staff.

Benchmarking. To inform the business plan and pro forma as well as gather lessons learned from other organizations, Keen Independent studied and developed profiles of nine different arts and cultural organizations throughout the country with similarities to the programming and structural makeup of the LCAC and Las Bodegas.

Market analysis. Keen Independent conducted a comprehensive market analysis of the Denver metro area to develop an understanding of where Las Bodegas fits within its marketplace. This included a demographic analysis, spending potential, market potential and demand projections for various types of art forms.

Recommendations. Keen Independent provided the following recommendations for the LCAC to prepare for the opening of Las Bodegas.

- Follow a process;
- Build staff capacity
- Fundraise;
- Establish memorandums of understanding with current and future partners that will be involved with Las Bodegas;
- Develop policies and procedures; and
- Program the first year of operations.

Project timeline. The project began in July 2022 and was completed in November 2022, on time and on budget.

Plainfield Feasibility Study and Technical Advising

Client project manager and reference contact information:

David Lahey, P.E., Executive Vice President
Butler, Fairman & Seufert
8450 Westfield Blvd., Indianapolis IN 46240
(317) 713-4615
dlahey@bfsengr.com









The Town of Plainfield, Indiana retained Keen Independent Research to conduct a feasibility for a proposed 600-seat performing arts center (later named Hendricks Live).

Market analysis. Keen Independent gathered and analyzed demographic information, population projections and national arts participation data to develop demand projections for different types of arts activities in Hendricks County. Keen Independent also inventoried and mapped cultural assets in the area to illustrate Plainfield's position within the marketplace.

Benchmark research. Keen Independent selected five art centers throughout the country that were similar to the proposed arts center. Upon speaking with the Executive Directors of each benchmark art center, the study team developed profiles that outlined each organization's financial and operational structures as well as economic and social impact on their communities. Keen Independent used these findings to guide the development of a operational model and budget.

Stakeholder engagement. Keen Independent interviewed 26 key Plainfield arts stakeholders and conducted a virtual workshop to gather feedback from the Plainfield community about the local arts market. This included an analysis of input from 700+ virtual workshop participants.

Business plan. Keen Independent updated the business plan and pro-forma that was developed in a 2019 study based on 2021 study findings and the impact of COVID-19.

Outcomes. Keen Independent determined that the proposed arts center, later named Hendricks Live was feasible if the Town was willing to subsidize a portion of the operating budget. Upon Council approval of this subsidization, we provided a road map for next steps to prepare for the opening of the Center. Hendricks Live celebrated its grand opening in May 2024.

Project dates. The feasibility study began in December 2020 and was completed in March 2021. Keen Independent provided additional technical advising from May 2021 to June 2022. The facility, now named Hendricks Live, opened in May 2024.

Work product sample. To view the final feasibility study report, click here.

Saban Center Strategic Plan

Reference contact information:
Audrey Buck, Executive Director
Saban Center Discovery and Event Center
(205)-248-5033
abuck@tuscaloosa.com

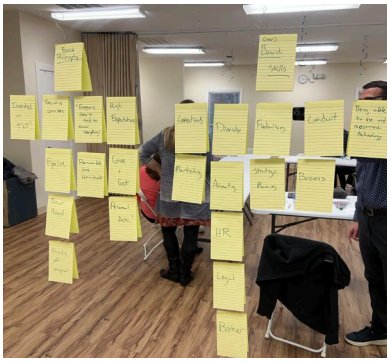


Keen Independent was retained by Theatre Projects to support planning for Tuscaloosa Children's Theatre as it prepared to operate from the future Saban Center in Tuscaloosa, Alabama. The work combined market analysis with targeted research into potential funding sources and fundraising considerations to help inform future operations.



Keen Independent's work included:

- **Market-area analysis.** Defined primary, secondary and tertiary market areas based on drive-time to the future Saban Center and analyzed the demographic characteristics of those populations.
- **Population and demand context.** Reviewed Tuscaloosa County population forecasts and age distribution to understand how growth in the surrounding market could affect future demand for arts activities.
- **Funding research.** Identified relevant grant and philanthropic opportunities that could support future operations.
- **Funding-source documentation.** Compiled information on prospective funders, potential award amounts, application deadlines and application resources to support subsequent fundraising efforts.
- **Fundraising assessment.** Reviewed existing fundraising practices of organizations associated with the future center to place potential funding opportunities within the broader fundraising environment.





Outcome. Keen Independent provided market information to help Tuscaloosa Children's Theatre understand the population it could potentially serve from the future Saban Center, together with practical funding research the organization could use as it prepared for future operations and fundraising.



Exhibit B

Certificate of Non-Collusion

The undersigned certifies under penalty of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.



Signature of person signing bid or proposal

Alex Keen, Managing Principal

Printed Name of person and title

Keen Independent Research

Company name

September 8, 2026

Date

Attachment C

Revenue Enforcement and Protection Certification (REAP)

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the company, corporation, partnership or entity named below is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

ENTITY NAME: Keen Independent Research

By: _____ September 8, 2026

Authorized signature Date

Alex Keen

Name of person signing above (type/print)

2929 E. Camelback Rd., Suite 115 Phoenix AZ 85016

Business address

303-385-8515

Telephone Number

ADDENDA ACKNOWLEDGMENT

Request for Proposals: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

The bidder or proposer must complete and sign this form and submit it with each bid.

PROJECT NAME: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

Addendum Number(s) (Can be listed on one line or separate lines):

1, 2

Company Name: Keen Independent Research

Printed Name: Alex Keen

Title: Managing Principal

Signature: _____ Date: September 8, 2026

TOWN OF DUNSTABLE

Request for Proposals

Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

522 Main Street, Dunstable, MA 01827

August 7, 2026

PURPOSE

The Town of Dunstable is seeking proposals from qualified consulting firms to conduct a comprehensive feasibility, market, governance, and financial planning study to guide the adaptive reuse and long-term operation of the historic Union School Building.

The selected consultant will build upon previous planning efforts to evaluate viable reuse alternatives, assess market demand, facilitate community engagement, analyze governance and operational models, and prepare planning-level financial analyses to support informed decision-making. The study shall identify practical, financially sustainable, and community-supported strategies maximizing its long-term public benefit.

The project is intended to move beyond a traditional feasibility study by producing an implementation-oriented roadmap that positions the Town to advance the next phase of redevelopment. This includes identifying potential funding opportunities, recommending an implementation strategy, and preparing procurement documents for future project phases, as appropriate.

The Town seeks a consultant with demonstrated experience in adaptive reuse planning, historic preservation, municipal planning, financial feasibility analysis, community engagement, and public-sector implementation.

The Town has received a $35,000 Feasibility and Technical Assistance Grant from the Cultural Facilities Fund to support this project. The total budget for this project is $70,000.

BACKGROUND AND INTRODUCTION

Located in Dunstable Town Center, the Union Building was built in 1895 and operated as a community school from 1896 through the early 1960s. Since then, the building served as an accessory building to the Swallow Union School, providing auxiliary classroom and childcare space, yet also sitting vacant periodically.

Now nearing 130 years old, the Union Building both significantly contributes to the historic nature of Dunstable Town Center and shows its years in the interior due to deferred maintenance. Critical preventive maintenance to preserve the exterior building envelope was completed last fall. The building features two above-ground stories and a basement. Each of the four classrooms (two on each story) is approximately 624 square feet.

In 2021, the Town worked with Spencer, Sullivan & Vogt Architects to prepare an existing conditions assessment for the Union School Building envelope. This report was the basis for the final design and construction bid documents for the exterior restoration developed by Giennapp Architects and performed by Pappas Industries.

In addition to the exterior restoration work, the Town has followed a collaborative public process to develop a reuse plan identifying viable and productive future use of the building.

The Town is currently working with Gienapp Architects to complete the development of final design and construction bid documents for the interior of the building.

BUILDING HISTORY

The Union Building, designed by Warren L. Floyd who also designed Dunstable Town Hall, was constructed in 1895. It is part of the Dunstable Center Historic District and on the list of Historic Buildings in Dunstable contained in the Town's Master Plan which was cultivated from the Massachusetts Cultural Resources Information System.

BUILDING CONDITIONS

The Union Building, which is connected to the Swallow Union Elementary School, was historically occupied by the Groton-Dunstable School District. It is not currently being used.

The Town, working with Gienapp Architects, and with Pappas Industries performed restoration work of the exterior. This work was paid for through Community Preservation Funds. There is a possibility of the interior work being funded through this same funding source, requiring compliance with the Secretary of the Interior's Historic Preservation Standards.

The Select Board created a Union Building Rehabilitation Committee responsible for leading the effort to restore the building and to identify viable reuse options. The Committee is comprised of a total of nine members: one member of the Board of Selectmen, one representative from the GDRSD, one individual who has experience in residential or commercial development, one member with a background in banking and/or finance, and five members of the community at-large.

SCOPE OF SERVICES

The Town of Dunstable seeks proposals from qualified consulting firms to conduct a comprehensive feasibility, planning, governance, and financial analysis to guide the adaptive reuse of the historic Union School Building.

The Town has previously completed exterior rehabilitation work and is currently finalizing interior design plans. It now seeks to determine the most appropriate long-term use, governance structure, operational model, and implementation strategy for the building. The consultant shall build upon previous planning efforts and develop practical recommendations that position the project for successful implementation.

The Town anticipates this project will results in a clear roadmap for re-use, including financial analysis, governance recommendations, procurement documents, and identification of funding opportunities.

Task 1 – Project Management and Existing Conditions Review

The consultant shall:

- Review all previous reports, studies, design plans, and related documents.
- Meet with Town staff and the Union Building Rehabilitation Committee.
- Confirm project goals and success metrics.
- Develop a detailed work plan and schedule.
- Coordinate project meetings throughout the planning process.

Deliverables

- Project Work Plan
- Schedule

Task 2 – Existing Conditions and Market Analysis

Evaluate existing conditions affecting the building's future use, including:

- existing building configuration
- prior rehabilitation work
- community demographics
- local and regional market conditions
- comparable facilities
- arts and cultural programming demand
- artist studio demand
- educational programming opportunities
- town needs
- nonprofit and private partnership opportunities

The consultant should identify opportunities and constraints associated with each potential use.

Deliverables

- Existing Conditions Assessment
- Market Analysis
- Reuse Opportunities Comparison – Strengths and Weaknesses

Task 3 – Adaptive Reuse Alternatives

Develop and evaluate multiple adaptive reuse scenarios.

Potential concepts may include the following:

- Community Arts Center
- Artist Studios
- Flexible Community Event Space
- Educational Programming
- Mixed Arts and Cultural Uses
- Childcare and Youth programming
- Municipal/Public Uses
- Public-Private Partnerships
- Other innovative concepts identified in the re-use and rehabilitation plan and through public engagement.

For each alternative, respondents shall evaluate functionality, compatibility with the Swallow Union Elementary School and interior design plans, operational considerations, implementation complexity and cost, anticipated capital investment specific to the use, and long-term sustainability.

The consultant shall prepare planning-level Statements of Probable Cost appropriate for comparing alternatives.

Deliverables

- Reuse Alternatives Memorandum
- Concept Evaluation Planning
- Statements of Probable Cost
- Preferred Alternative Recommendation

Task 4 – Community Engagement

The consultant shall design and facilitate a meaningful public engagement process building off prior public engagement and planning efforts.

At minimum this shall include stakeholder interviews, prospective user group meetings, meetings with arts organizations, nonprofit outreach, public workshop and public presentation (minimum of one of each), online engagement, if appropriate, and summary of comments and findings.

Deliverables

- Public Engagement Plan
- Meeting Materials
- Public Input Summary

Task 5 – Governance and Operational Analysis

Evaluate alternative ownership and operating models including:

- Municipal ownership and operation
- Municipal ownership with contracted operations
- Nonprofit management
- Public-private partnership
- Long-term ground or building lease
- Hybrid governance structures

The analysis should evaluate governance, staffing needs, maintenance responsibilities, operating costs, organizational capacity, legal considerations, and long-term sustainability.

Respondents should identify opportunities for partnerships that would ensure the long-term financial sustainability of the building. This task should include outreach and discussions with existing nonprofits operating similar facilities in the region.

Deliverables

- Governance Alternatives Report
- Recommended Operating Model

Task 6 – Financial Feasibility Analysis

The Town is seeking a financial feasibility analysis appropriate for evaluating adaptive reuse alternatives.

Respondents shall provide the most comprehensive planning-level financial analysis that can reasonably be completed within the available project budget.

The financial analysis should include, as appropriate:

- Planning-level Statements of Probable Cost
- Multi-year operating projections
- Planning-level operating pro forma(s)
- Capital investment estimates specific to use types
- Operating revenue and expense assumptions
- Maintenance considerations

- Funding strategies
- Implementation sequencing and planning
- Major financial risks and opportunities
- Long-term financial sustainability

Deliverables

- Financial Feasibility Analysis
- Operating Pro Forma(s)
- Financial Sustainability Recommendations

Task 7 – Funding Strategy and Implementation

The consultant shall identify potential funding opportunities to support implementation. Funding sources may include:

- Federal grants
- State grants
- Historic preservation programs
- Arts and cultural funding
- Public-private partnerships
- Philanthropic/fundraising opportunities
- Other applicable funding sources

The consultant shall prepare a funding matrix identifying the program, eligibility, project applicability, estimated funding levels, required matching funds, application timing, competitiveness, and recommended strategy.

The consultant shall also prepare an Implementation Roadmap identifying immediate actions, short-term priorities, long-term milestones, procurement sequence and process, permitting considerations, partnership identification, funding strategy, and recommended timeline for implementation.
Deliverables

- Funding Matrix
- Implementation Roadmap

Task 8 – Procurement Documents and Final Report

Prepare draft procurement documents for the next phase of implementation.
This is anticipated to include Requests for Proposals (RFPs) for facility operations, property/building management, and tenant solicitation.

The consultant shall also prepare a Final Report documenting all findings and recommendations.

The report shall include the following:

- Executive Summary
- Existing Conditions
- Market Analysis
- Public Engagement
- Reuse Alternatives
- Governance Analysis
- Financial Analysis
- Funding Strategy
- Implementation Roadmap
- Recommended Next Steps

The consultant shall present the Final Report to the Union Building Rehabilitation Committee and Select Board.

Deliverables

- Draft RFP/RFQ Documents
- Final Feasibility Report
- Public Presentation

CONTENTS OF RESPONSE

1) **Cover letter:** Provide a letter of introduction with a brief description of your firm, indicating the primary office location for the performance of this project, the type of firm, areas of specialization, the project lead, and any other staff members that would be involved in the completion of the scope of services.

2) **Firm Overview**: Provide general information about the history of the firm, overview of qualifications pertinent to this solicitation, demonstration of comparable services for similar structures, and any other information related to the firm's experience with financial analysis, reuse evaluation, market analysis, and identifying funding sources.

3) **Key Personnel:** Include the biographies of personnel to be assigned to the project during the specified project timeline and indicate what role these individuals will assume in the completion of the study. Directly outline how the experience and skills of these individuals and/or subconsultants would be employed to complete the scope of services outlined herein.

4) **Sub-consultants:** List and provide qualifications for all sub-consultants proposed to provide services for certifications not available amongst personnel of the principal firm.

5) **Contact Information**: Include a company name and address, a contact name and title of the principal individual responsible for the RFP response, appropriate phone numbers, fax numbers, email addresses and website addresses. Identify and provide contact information for any and all subconsultants that would be involved.

6) **Understanding of the Scope of Services and Approach:** Provide the firm's understanding of the scope of work as described herein and approach to the Scope of Work proposed.

7) **Project Schedule:** Provide a project timeline/schedule detailing all proposed tasks to be performed to meet the required milestones identified herein. Include progress payment schedule with milestones. The tentative schedule and target milestone dates are as follows (excludes public and other outreach meetings to be scheduled in coordination with the selected firm):

    - September 8, 2026: Response submission deadline
        - Week of September 21, 2026: Award contract
        - February 28, 2027 - Delivery of Draft Report to Union Building Rehabilitation Committee for Review and Discussion
        - March 31, 2027: Completion of Final Report: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

8) **References:** For the prime consultant and any sub-consultants, provide reference information and brief project descriptions for at least three (3) recent or current clients. Reference projects should be recently completed within the last seven (5) years and be similar in nature to the project described in this RFP.

9) **Forms:** All required forms including, but not limited to, Certificate of Non-Collusion, Revenue Enforcement and Protection Certification, Acknowledgement of Addenda (if applicable), and SOMWBA Certification (if applicable).

TIMELINE AND SUBMISSION PROCEDURES

This Request for Proposals can be found on the Town website at www.dunstable-ma.gov.

Qualified applicants shall submit separate price and non-price proposals to:

Town of Dunstable
Attn: Jason Silva
Town Administrator
Dunstable Town Hall
511 Main Street
Dunstable, MA 01827

Email: jsilva@dunstable-ma.gov for questions.

Proposals shall be received no later than 4 PM on Tuesday, September 8, 2026 at Dunstable Town Hall.

Technical Proposals should be submitted in a sealed envelope clearly marked "Union Building Technical Proposal" with the firm's name clearly printed on the envelope. Respondents should submit 8 hard copies and 1 digital copy of the technical proposal on a USB flash drive.

Price Proposals should be submitted as 1 original in a separate, sealed envelope clearly marked "Union Building Price Proposal" with the firm's business name clearly printed on the envelope.

MINIMUM QUALIFICATIONS

To be considered responsive, respondents shall demonstrate that they possess the qualifications, experience, and resources necessary to successfully complete the Scope of Services. At a minimum, respondents shall:

1) The firm/project manager/team must have at least five (5) years of experience in relevant practice areas on projects of similar size and scope.
2) The firm/team must have previous experience in similar projects. Successful completion of a minimum of three (3) similar projects within the last five (5) years is required, and completion of five (5) overall is desired.
3) The principal and project manager to be assigned to this project must be available for meetings with the Town on days or evenings, as required.
4) The firm/team must have proven experience in the public and/or private sector and in working with municipalities.
5) The volume of the proposed project managers and firm's current and projected workload must not adversely affect its ability to immediately initiate work and to follow through with the project in a timely and professional manner. The firm and all team members must be current staff members and capable of devoting a significant

amount of time to this project in order to complete the work within the schedule outlined in this RFP.

EVALUATION CRITERIA

The Town will determine the most advantageous proposal from a responsible and responsive proposer, taking into consideration price and all evaluation criteria set forth in the RFP.

1) **Relevant experience of proposer and/or proposed project staff (30%):**

   Highly Advantageous: The proposer has at least five (5) years of experience consulting with municipalities on projects of similar size and scope to this project.

   Advantageous: The proposer has at least three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.

   Not Advantageous: The proposer has less than three (3) years of experience consulting with municipalities on projects of similar size and scope to this project.

2) **Project approach and understanding (30%):**

   Highly Advantageous: The proposal contains a clear and comprehensive plan that addresses all the project objectives stated in the RFP.

   Advantageous: The proposal contains a clear plan that addresses most of the project objectives stated in the RFP.

   Not Advantageous: The proposal does not contain a clear plan that addresses most of the project objectives stated in the RFP.

3) **Staffing plan and methodology (20%):**

   Highly Advantageous: The proposal includes a detailed, logical, and highly efficient scheme for producing a complete report that addresses all the required issues.

   Advantageous: The proposal includes a credible scheme for producing a complete report that addresses all the required issues.

   Not Advantageous: The proposal is not sufficiently detailed to fully evaluate, or the plan does not contain all the components necessary to produce a complete report that addresses all the required issues.

4) **Proposer's demonstrated ability to complete projects on a timely basis (10%):**

Highly Advantageous: All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.

Advantageous: Only one of the proposer's references indicates that the project was completed with substantial delays attributable to the proposer, and no current project or project completed in the last three years experienced substantial delays attributable to the proposer.

Not Advantageous: Two or more of the proposer's references indicate that the project was completed with substantial delays attributable to the proposer, and no current project or project completed in the last year experienced substantial delays attributable to the proposer.

5) **References and past performance (10%)**

Highly Advantageous: All references provide consistently positive feedback regarding the respondent's technical competence, quality of work, communication, responsiveness, project management, ability to meet schedules and budgets, and overall satisfaction. References indicate the respondent successfully completed projects of similar size, complexity, and scope and would be retained again without hesitation.

Advantageous: References indicate satisfactory performance on comparable projects, with generally positive feedback regarding quality of work, communication, and project management. Minor issues, if any, were resolved in a timely and satisfactory manner. References indicate they would consider retaining the respondent for future work.

Not Advantageous: References identify concerns regarding the respondent's performance. References indicate they would be reluctant or unwilling to retain the respondent for future work.

Finalists may be required to appear for an interview.

SELECTION PROCESS AND TIMELINE

- August 7, 2026: RFP made available
- September 8, 2026: Proposals due at Dunstable Town Hall by 4 PM
- Week of September 7, 2026: Interviews, if the Town determines they are necessary and Evaluation Committee ranks proposals
- Week of September 21, 2026: Award contract

GENERAL REQUIREMENTS

1) Where required by law, contractors must possess a valid license/registration to perform services in the Commonwealth of Massachusetts. A copy of any required license/registration must be submitted with the bidder's response.

2) Any and all work performed throughout the duration of the contract must be guaranteed by the contractor to be completed in a workmanship-like manner and according to applicable codes and industry-accepted standards. The contractor will supply all labor, equipment, materials, parts and supplies necessary to complete the project.

3) All work is to be quality work and shall be performed according to the standards of the industry and according to the plans, directions and instructions as presented by the authorized representatives of the Town of Dunstable.

4) The Contractor shall only use trained personnel who are directly employed and supervised by the Contractor. The Contractor shall not subcontract or sublet any portion of the work.

5) Review draft contract documents contained in the RFP for more information.

Certificate of Non-Collusion

The undersigned certifies under penalty of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

_____

Signature of person signing bid or proposal

_____

Printed Name of person and title

_____

Company name

_____

Date

Revenue Enforcement and Protection Certification (REAP)

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the company, corporation, partnership or entity named below is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

ENTITY NAME**:** _____

By: _____ _____

Authorized signature Date

_____

Name of person signing above (type/print)

_____

Business address

_____

Telephone Number

SOMWBA Certification

Date of Certification by State Office of Minority and Women Business Assistance (SOMWBA)

_____ _____

Authorized Signature Date

_____

Printed Name

PRICE PROPOSAL FORM

Request for Proposals for Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

BETWEEN THE TOWN OF DUNSTABLE
AND _____

In consideration of the mutual covenants herein contained, the Consultant agrees to furnish all labor, materials, equipment and insurance necessary to perform all of the services required, (the "Contract"), in a good and professional manner and in strict accordance with this Request for Proposals plus any addenda that may have been issued, each of which is incorporated by reference and made a part hereof, for the Proposed Contract Price indicated below and for a Contract Time beginning approximately September 21, 2026. Addenda will apply only if issued.

A. If addenda are issued, please note addenda numbers: _____.

B. The Contract Price for Architectural and/or Planning Services is:

_____ ($_____)
(In Words) (Dollar Amount)

C. The Consultant agrees to commence services on or about September 21, 2026 unless otherwise agreed to by the Town.

D. The Consultant agrees that, if it is selected as Consultant, it will, within three (3) business days after Notice of Award by the Town, furnish an insurance certificate evidencing the coverages required by the Town of Dunstable in the contract document and General Requirements.

E. The Consultant certifies under the penalties of perjury that this proposal is in all respects bona fide, fair and made without collusion or fraud with any other natural person, joint venture, partnership, corporation, or other business or legal entity.

F. The Consultant certifies it shall comply with the General Requirements regarding Nondiscrimination and Affirmative Action.

G. The Consultant hereby certifies, under the penalties of perjury, that to the best of its knowledge and belief, the Consultant has complied with any and all applicable state and local tax laws related to the taxes included in the following: G.L. c. 59 - Assessment of Local Taxes; and G.L. c. 62C, §2.

H. Attached to this proposal form please include a detailed budget for services required for the completion of this study, including a detailed lump sum listing of the cost for each activity/task referenced herein, and any other costs (such as travel costs and materials) that may be required to complete the study not to exceed $70,000.

I. The Consultant hereby certifies that the proposal as submitted is complete.

_____	_____
Name	Date
_____	_____
Title	Firm

Attachments:

Dunstable Union School Rehabilitation and Reuse Plan

Spencer, Sullivan & Vogt's Exterior Envelope Conditions Assessment

TOWN OF DUNSTABLE

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT (this "Agreement") between the **Town of Dunstable**, a Massachusetts municipal corporation with a Massachusetts municipal corporation with a mailing address of 511 Main Street, Dunstable, Massachusetts 01827, acting by and through its _____ (the "Town"), and _____, a Massachusetts _____ with a mailing address of _____ (the "Contractor"), is effective as of the _____ day of _____, 20___ (the "Effective Date"). The Town and the Contractor are together the "Parties" and individually a "Party." In consideration of the mutual covenants contained herein, the Parties agree as follows:

ARTICLE 1: SCOPE OF SERVICES:

The Town hereby retains the Contractor and the Contractor hereby agrees to provide professional _____ services for the Town as set forth in Exhibit A (the "Scope of Services"). The Contractor agrees that time is of the essence of this Agreement.

ARTICLE 2: PERFORMANCE STANDARD:

In the performance of the Services, the Contractor, and those it is responsible for, shall exercise the generally accepted professional standard of care ordinarily used by professionals performing a similar scope of services in the same geographic area on projects of comparable size and complexity. Substandard services shall be deemed a breach of this Agreement. By entering this Agreement, the Contractor represents to the Town that it has the skill, qualifications, experience, equipment, and workforce necessary to complete the Scope of Services.

ARTICLE 3: TERM

This Agreement shall commence on the Effective Date and continue until completion of the Scope of Services, or _____, 20____, whichever occurs first (the "Term"), unless such term is extended by mutual agreement of the Parties.

ARTICLE 4: TERMINATION:

This Agreement may be terminated before the expiration of the Term as follows:

(a) By mutual written agreement, duly entered by the Town and the Contractor, upon such terms and conditions as may be acceptable to the Parties at the time of termination; or

(b) At any time, by the Town for convenience, in its sole and absolute discretion.

If this Agreement is terminated by the Town, the Contractor shall be entitled to compensation for services rendered up to the date of such termination.

ARTICLE 5: COMPENSATION:

(a) The Town shall pay the Contractor within thirty (30) days after receipt of an invoice, and based upon the fee schedule provided in Exhibit A.

(b) The Town shall not be obligated to pay more than _____ Dollars ($_____) in the aggregate for the Scope of Services.

ARTICLE 6: AVAILABILITY OF FUNDS:

The compensation provided by this Agreement is subject to the availability and appropriation of funds.

ARTICLE 7: CONTRACT DOCUMENTS:

The following documents form the entire contract between the Parties and all are as fully a part of this Agreement as if attached to hereto or repeated herein:

(a) _____;
(b) _____; and
(c) _____.

In the event of conflicting provisions, those provisions most favorable to the Town shall govern.

ARTICLE 8: INSURANCE:

Prior to commencement of the Scope of Services, the Contractor shall provide to the Town Certificates of Insurance for the following insurance coverages:

(a) Workmen's Compensation coverage as required by statute;

(b) General Liability Insurance, $1,000,000 minimum limits per occurrence and $1,000,000 aggregate written on an occurrence basis, and listing the Town as an additional insured;

(c) Comprehensive Automobile Liability Insurance with coverage for bodily injury of $500,000 each person and $1,000,000 each accident and coverage for property

damage of $1,000,000 each accident; and

(d) Professional Liability Insurance covering errors and omissions in the amount of $1,000,000 per each occurrence and $1,000,000 in the general aggregate.

All policies shall be written by a company licensed to do business in the Commonwealth of Massachusetts with a minimum A.M. Best rating of A- VII. The Contractor shall maintain these required insurance coverages at all times during the Term. The Town shall be a certificate holder of such insurance coverage and shall be entitled to notice of any cancellation of the policies within thirty (30) days of the effective date of such cancellation. The coverages and limits are to be considered minimum requirements under this Agreement and in no way limit the liability of the Contractor.

ARTICLE 9: INDEMNIFICATION:

Notwithstanding the availability and policy limits of any insurance and to the greatest extent allowed by law, the Contractor shall defend, indemnify, and hold harmless the Town, its officers, employees, agents, and representatives, from and against any and all claims, liens, liabilities, judgments, costs, expenses, and direct and consequential damages, including reasonable attorney's fees, using the attorney of the Town's choosing, arising out of or in any way related to the acts or omissions of the Contractor, including but not limited to bodily injury, personal injury, or property damage. The Contractor further agrees to reimburse the Town for damage to the Town's property caused by the Contractor, its employees, agents, contractors, or materialmen. The foregoing express obligation of indemnification shall not be construed to negate or abridge any other obligation of indemnification running to the Town which would exist under applicable law. This paragraph shall survive the termination of this Agreement.

ARTICLE 10: RIGHT TO MATERIALS AND DATA:

Upon the expiration or the termination of this Agreement for any reason, all data, drawings, schematic designs, specifications, reports, estimates, summaries, and other work product which have been accumulated, developed or prepared by the Contractor (whether completed or in process) shall become the property of the Town and the Contractor shall immediately deliver or otherwise make available all such material to the Town in formats chosen by the Town.

ARTICLE 11: EFFECT OF FINAL PAYMENT:

The acceptance of final payment under this Agreement by the Contractor shall constitute a waiver of all claims by the Contractor arising under this Agreement.

ARTICLE 12: RELATIONSHIP OF THE PARTIES:

The Parties acknowledge and agree that the Contractor is an independent contractor and no employee or agent of the Contractor shall establish an employee/employer relationship with the Town or be entitled to receive any benefits from the Town. Nothing in this Agreement shall be construed to create a relationship between the Contractor and the Town of a partnership, association, or joint venture.

ARTICLE 13: APPLICABLE LAW:

The Contractor agrees to comply with all applicable local, state and federal laws, regulations and orders relating to the completion of this Agreement. This Agreement shall be construed and governed by the laws of the Commonwealth of Massachusetts. All disputes arising under or out of this Agreement will be brought in courts of competent jurisdiction located within the Commonwealth of Massachusetts.

ARTICLE 14: ASSIGNMENT:

The Contractor shall not make any assignment of this Agreement without the prior written approval of the Town.

ARTICLE 15: ENTIRE AGREEMENT; AMENDMENTS:

This Agreement constitutes the entire agreement between the Parties and supersedes any and all other agreements, written or oral, between the Parties. No change or modification of this Agreement shall be valid unless it is in writing and duly entered by both Parties.

ARTICLE 16: HEADINGS:

The paragraph headings in this Agreement are for convenience only and in no way define limit or describe the scope or intent of any provisions or sections of this Agreement.

ARTICLE 17: SEVERABILITY:

If any provision or portion thereof, contained in this Agreement is held unconstitutional, invalid or unenforceable, the remainder of this Agreement, or portion thereof, shall be deemed severable,

shall not be affected, and shall remain in full force and effect, and will in no way be affected, impaired or invalidated so long as the underlying intent of this Agreement can be maintained.

ARTICLE 18: CONFLICT OF INTEREST:

The Contractor's attention is called to M.G.L. c. 268A. The Contractor shall not act in collusion with any Town officer, agent, employee, or any party regarding this Agreement, nor shall the Contractor make gifts regarding this Agreement or any other matter in which the Town has a direct or substantial interest.

ARTICLE 19: CERTIFICATION AS TO PAYMENT OF TAXES:

Pursuant to M.G.L. c. 62C, § 49A, by signing this Agreement the Contractor certifies under penalties of perjury that it has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and Contractors, and withholding and remitting of child support.

ARTICLE 20: NOTICE:

Except as otherwise provided in this Agreement, any notices given under this Agreement shall be addressed as follows:

<u>If to the Town:</u>

Town of Dunstable

ATTN: Town Administrator

Email: _____

<u>If to the Contractor:</u>

ATTN: _____

Email: _____

Notice shall be deemed given: (a) two (2) business days after the date when it is deposited with the U.S. Post Office, if sent by U.S. first-class or certified mail; (b) one (1) business day after the date when it is deposited with an overnight courier, if next business day delivery is required; (c) upon the date personal delivery is made; or (d) upon the date when it is sent by email, if the sender receives reply email confirming such delivery has been successful and the sender mails a copy of such notice to the other Party by U.S. first-class mail on such date.

ARTICLE 21: EXECUTION IN COUNTERPARTS:

This Agreement may be simultaneously executed in several counterparts each of which shall be an original and all of which shall constitute but one and the same instrument.

[Signatures on next page].

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed on the day and year first above written.

Town of Dunstable	[**Contractor name**]
By: _____	By: _____
Name:	Name:
Title:	Title:

Exhibits and Certificates

A. Scope of Services

B. Certificate of Non-Collusion

C. Certificate of Tax Compliance

D. SOMWBA Certification (if applicable)

Exhibit A

Scope of Services

Exhibit B

Certificate of Non-Collusion

The undersigned certifies under penalty of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

_____

Signature of person signing bid or proposal

_____

Printed Name of person and title

_____

Company name

_____

Date

Attachment C

Revenue Enforcement and Protection Certification (REAP)

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the company, corporation, partnership or entity named below is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

ENTITY NAME**:** _____

By: _____ _____

Authorized signature Date

_____

Name of person signing above (type/print)

_____

Business address

_____

Telephone Number

Exhibit D

SOMWBA Certification

Date of Certification by State Office of Minority and Women Business Assistance (SOMWBA)

_____ _____

Authorized Signature Date

_____

Printed Name

Proposal:
Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

Prepared for the Town of Dunstable

August 28, 2026

CONTACT

Duncan Webb
Webb Mgmt
800 West End Ave, Ste 11A
New York, NY 10025
(212) 929-5040

duncan@webbmgmt.org
webbmgmt.org

Table of Contents

Cover Letter — PG 3

Firm Overview — PG 4

Key Personnel — PG 5

Relevant Projects — PG 8

Scope of Services & Approach — PG 12

Project Schedule — PG 16

Forms — PG 17

Town of Dunstable
Attn: Jason Silva
Town Administrator
Dunstable Town Hall
511 Main Street
Dunstable, MA 01827

August 28, 2026

Dear Mr. Silva and Members of the Union Building Rehabilitation Committee:

Webb Mgmt is pleased to submit our proposal to complete a feasibility study and business plan for the re-use and cultural activation of the historic Union School Building in Dunstable, MA. This is exactly the kind of project we love — a beloved, well-worn civic landmark with a second act ahead of it — and we would be honored to help the Town chart that path.

Webb Mgmt has spent more than 26 years and over 500 projects helping municipalities, historic sites, and cultural organizations move from a promising idea to a workable, fundable plan. New England is a core part of that practice: we have completed feasibility studies, business plans, and cultural plans for MassDevelopment, the City of Newton, the City of Nashua (twice), New Bedford, Westfield, Haverhill, and communities throughout Massachusetts, New Hampshire, and Connecticut, among others.

We are confident that our combination of regional knowledge and historic adaptive re-use experience positions us well to help Dunstable determine the most appropriate use, governance structure, and implementation path for the Union Building, and to do so in a way that reflects the building's history and the Town's vision for it.

We are pleased to offer the following references from recent, related engagements:

Thomas Desmond, Chair, Hudson Cultural Alliance
(978) 212-9706 | youngknight913@msn.com

Emily O'Neil, Executive Director, New Art Center
(617) 964-3424 | emily@newartcenter.org

Tim Cummings, Director of Administrative Services, Nashua, NH
(603) 589-3020 | cummingst@nashuanh.gov

Please do not hesitate to reach out if there are any questions regarding our proposal. This is an exciting opportunity for a building that clearly means a great deal to the Dunstable community, and we hope we have the chance to discuss the project with you soon.

Sincerely,



Duncan M. Webb

President, Webb Mgmt

Firm Overview

Webb Mgmt is a leading provider of advisory services for the development and operation of cultural facilities, organizations, agencies, and districts. Our 500+ clients include municipalities, colleges and universities, nonprofit arts organizations, community and private foundations, commercial developers, economic development agencies, and various friends of the arts.

Our work is not intended to sit on a bookshelf, but rather to provide direction, a detailed roadmap, and, oftentimes, a fundraising tool for those charged with turning project concepts into reality. Our firm has provided planning and analysis for arts and cultural projects across North America for over 26 years. Our team, headed by principal Duncan Webb, has training in arts administration, programming, business, finance, and research.

We value:

- A sound research process that leads to **achievable and sustainable strategies** for every assignment, organization, and community.
- The **integrity to pursue the right answer** as opposed to the easy answer.
- A commitment to **collaboration and partnerships.**
- A belief in the positive and **beneficial impacts of the arts and creative industries** on people, communities, and society.

Services



CULTURAL FACILITY DEVELOPMENT & OPERATIONS

One side of our practice is focused on the development and operation of arts, cultural, and entertainment facilities.

Feasibility Studies: Studies that consider whether and what facilities should be developed or expanded based on market conditions and opportunities.

Business Planning: Plans for the operation of arts and cultural facilities that address how they should be programmed, operated, and sustained.

Facilities Strategic Planning: Comprehensive strategic plans for arts, cultural, and entertainment facilities that inform long-term planning, addressing capacity building, audience development, earned revenue growth, capitalization, organizational evolution, staff re-organization, and board development.



CULTURAL RESEARCH & PLANNING

The other side of our practice provides research and advisory services to the arts sector.

Sector Assessment: Comprehensive analysis of the cultural ecologies of cities, counties, and districts. Stakeholder engagement, data compilation and analysis, and recommendations on strategies to foster thriving, authentic arts sectors.

Organizational Strategic Planning: Collaboration with board and staff of nonprofit organizations to develop sustainable, actionable multi-year plans driven by organizations' vision and values.

Cultural District Planning: Studies that evaluate the need and opportunity for the development of cultural districts, addressing market conditions, the built environment, branding and identity, district management, and funding strategies.

Key Personnel



Duncan Webb

PRESIDENT & CEO | DUNCAN@WEBBMGMT.ORG

Duncan M. Webb founded Webb Mgmt to provide management consulting services to the arts and cultural industries and has led the firm since 1997, completing more than 500 assignments for the advancement of cultural communities, organizations and facilities.

Duncan's career in the arts began onstage as a lovesick maiden in a 1969 production of Gilbert and Sullivan's *Patience*. After college, he became a banker, spending seven years in commercial lending and international finance. In 1986, after many years of volunteer work in the arts, he came into the field as a producer of experimental, industrial and commercial theatre, with such credits as the Canadian premieres of *Changing Bodies*, *Children of a Lesser God*, *Blood Brothers*, *Orphans*, *Marshall Bravestarr* and *Barbie and the Rockers*. He also developed marketing and sponsorship programs for the Canadian premiere of *Les Miserables*.

A Certified Management Consultant (CMC), Duncan has been an active speaker and published writer on arts management and the development, operation and financing of arts facilities. Duncan's book "Running Theaters: Best Practices for Managers and Leaders" was the first book ever written on the management of performing arts facilities. It was recently translated into Mandarin and is being used to inform cultural development throughout China. A second edition was published in May 2020.

Duncan is an adjunct professor in the Arts Administration graduate program at Baruch College (CUNY).

Number of Cultural Facility Projects

600

Years of Experience | Arts Administration

40

Years of Experience | Cultural Facility Planning

35

Years of Experience | Arts Administration Teaching

25

Education

Bachelor's Degree in Economics, University of Western Ontario

Master's Degree in Business Administration, University of Toronto

Key Project Experience

Hanover Theater Market Study, Worcester MA

Performing Arts Center Feasibility Study, Nashua NH

Cultural Facilities Master Plan & Covid-19 Arts Stabilization Plan for the City of Arlington, Arlington, TX

Feasibility Study for an African American Cultural Center, Virginia Beach, VA

The Record Store Music Venue Market Study, Boston MA

Feasibility Study for Cultural & Civic Facilities for Downtown Westminster, Westminster, CO

Cultural Infrastructure & Creative Spaces Implementation Strategy, Mississauga, ON

Armory Arts Center Feasibility Study, Hudson MA

The Bridge at 211 Feasibility Study, Salem MA

Colonial Theater Redevelopment Business Plan, Keene, NH

Clniton Theater Redevelopment Plan, Clinton MA

Fitchburg Theater Redevelopment Business Plan, Fitchburg MA

Key Personnel



Stacey Cooper McMath

SENIOR CONSULTANT | STACEY@WEBBMGMT.ORG

Stacey Cooper McMath is an expert in public sector policy, grantmaking, cultural research, and strategic initiatives. She specializes in facilitation, strategic planning, and advisory services for local arts agencies and funders. In 2020 she was named a Women in Power Leadership Fellow by the Belfer Center for Innovation at the 92nd Street Y.

Prior to joining Webb Mgmt in 2022, Stacey served for eight years as Director of the Programs Unit in the New York City Department of Cultural Affairs. She led the agency's grantmaking team in a full equity audit of the $28M Cultural Development Fund and implemented improvements to New York's competitive funding process. In her policy work she supervised two demographic studies of the cultural workforce in New York City, two reports on the impact of COVID-19 on the agency's constituents, and a data-driven analysis of $300M in grant funding. She was a collaborator on *CreateNYC*, the City's 2017 cultural plan, and in 2018 she launched the Mayor's Grant for Cultural Impact, supporting dynamic partnerships between government and arts organizations.

Before joining the New York City Department of Cultural Affairs as a Program Officer in 2008, Stacey served as a general manager and management consultant. As the general manager at chashama she worked to transform vacant real estate into artist studios, rehearsal spaces, and film locations. Early in her career she produced theatrical projects for Target Margin Theater, Voice & Vision Theater, Studio 42, and Polybe + Seats.

Stacey teaches Cultural Policy at the Columbia University School of the Arts, and has taught in the theater departments at Bard College, Marymount Manhattan College, and Barnard College.

Years of Experience | Arts Administration

25

Years of Experience | Public Sector Grantmaking, Arts Initiatives & Planning

20

Years of Experience | Teaching in Higher Education

17

Education

Bachelor of Arts in American History, Barnard College

Master of Fine Arts in Theatre Management & Producing, Columbia University

Key Project Experience

City of San Diego Facilities Equity Audit, City of San Diego Cultural Plan, San Diego, CA

Performing Arts Center Feasibility Study for Osceola County
NeoCity, FL

Strategic Plan for the Keene Colonial Theater
Keene, NH

Performing Arts Center Feasibility Study for the Town of Erie
Erie, CO

Performing Arts Center Feasibility Study for the City of Pompano Beach
Pompano Beach, FL

Strategic Plan for the Montgomery County Arts and Cultural District
Dayton, OH

Strategic Plan for the Clemente Soto Velez Cultural and Educational Center
New York, NY

Needs Assessment and Strategic Plan for The Center for Creativity at the Rialto
Westfield, NJ

Strategic Plan for the Norman Arts Council
Norman, OK

Key Personnel



Alli Arnold

PROJECT MANAGER | ALLI@WEBBMGMT.ORG

Alli Arnold has over a decade of arts administration, project management, research, fundraising, programming, production, and strategic planning experience the public and private art sectors.

Early in her career, Alli was drawn to work in the arts as it combines her dedication to mission focused programming with her love of creative problem solving. Since then, Alli has worked in various programmatic, cultural, fundraising, administrative, and strategic capacities at arts and cultural organizations like A.I.R. Gallery, the Brooklyn Academy of Music, and the Arts & Design division at the Metropolitan Transportation Authority in New York City. In these roles, Alli has successfully implemented programming and development plans. She has led the design of several custom collection management databases and art storage facilities, and she has managed public art commissions, curated exhibitions, and facilitated production plans for installations and bespoke art spaces.

As a researcher and data enthusiast, Alli has explored and analyzed topics ranging from climate solutions to audience engagement, and produced engaging data visualizations for broad accessibility.

Alli holds a Bachelors of Arts in Art History and French from Loyola University Chicago and a Masters of Arts in the Connoisseurship of Fine & Decorative Art from the University of Manchester's Sotheby's Institute of Art program in London. She recently finished a Masters of Science in Data Analysis & Visualization from the Grad Center at CUNY.

Years of Experience | Arts Administration

13

Years of Experience | Public Sector Arts Programming & Research

7

Years of Experience | Research & Data Analysis

5

Education

Bachelor of Arts in Art History & French, Loyola University Chicago

Master of Arts in the Connoisseurship of Fine & Decorative Art, University of Manchester's Sotheby's Institute Program

Master's of Science in Data Analysis & Visualization, The Grad Center at CUNY

Key Project Experience

Feasibility Study for New Performance Facilities, DuPage County, IL

Strategic Operating Plan for the Collins Center for the Arts at the University of Maine, Orono, ME

Public art project management for Darryl Westly's *Illuminations*, 2022
Long Island Rail Road Westbury Station, Westbury, NY

Public art project management for Teresita Fernandez's *Paradise Parados*, 2021
Brooklyn Academy of Music, Brooklyn, NY

Relevant Projects

1

City of Nashua

NASHUA, NH | 2001, 2015, 2024



Image courtesy of Nashua Center for the Arts

Webb Mgmt has helped the Nashua community consider the development of arts facilities twice over the last 20 years. In 2001, the firm was hired along with Hanbury Evans Austin Architects to conduct a feasibility study for new performing arts facilities in downtown Nashua. In 2015, we were hired to re-examine the viability of new facilities, this time working with Bruner/Cott Architects.

Webb Mgmt assessed the market potential and propensity for audiences to attend additional performances and events, existing facilities in Nashua and the region, potential community benefits, and demand on the part of potential users. This process led to a series of conclusions and recommendations:

- The market could support new facilities, including potential audiences, users, gaps in the regional inventory of facilities, and potential benefits and impacts for the community.
- There was a demand for better mid-sized facilities for regional groups and presented programs.
- There was a demand for improved small-scale facilities to serve emerging organizations and community programs.
- Establishing partners would be critical to advancing plans.

The first phase of the study suggested the development of a series of new facilities, including a mid-sized performing arts hall, a smaller theater for drama and dance, and additional facilities for rehearsal and arts education. In a second phase of work, we tested facility recommendations with the project partners and advanced the concept of developing a downtown block that was adjacent to the existing theater. Physical planning included a space program, site analysis, and an order-of-magnitude capital budget for the recommended facilities. The business plan developed a governance plan, pro-forma operating budgets, and an economic impact analysis. Following this study, the 750-seat Nashua Center for the Arts is now open and hosting a rich schedule of performances, having been converted from a former shoe store on Nashua's Main Street.

In 2024, we were been hired again to develop a new plan to transform a smaller community space into a working home for a set of local producing theatre companies. Though the building is currently open and usable by several groups, it is in dire need of fixes and improvements, including the re-opening of a small studio theater, new performance equipment systems, improved back-of-house spaces, and better public spaces. We are also developing a business plan for this renovated venue that suggests how it can be jointly programmed and managed for the benefit of local producing theatre companies.

Relevant Projects

2

Hudson Armory

HUDSON, MA | 2023



Photo courtesy of the Hudson Cultural Alliance

Built in 1910, the Hudson Armory was originally designed as a recreational military facility, outfitted with a bowling alley, an indoor rifle shooting range, and a mess hall with a capacity for 300 people. After the Armory was inactivated by the military, it was acquired by the Commonwealth of Massachusetts and primarily used for police and firefighter training.

Then, in June 2019, the Commonwealth decided to relinquish management of the Armory, leaving the Town of Hudson with the challenge of finding a future for the building. A feasibility study was conducted by Hudson Business Improvement District (BID) demonstrating demand and economic opportunity. Through the hard work of the community, the Town of Hudson acquired the Armory and signed a lease with the Hudson Cultural Alliance, which took on the challenge of transforming a historic landmark into a "Home for Culture and Community."

To that end, Webb Mgmt was hired in July 2023 to conduct a feasibility study that would help the Alliance set the direction for the project and develop a business plan based on that concept.

Our needs assessment tested the demand for various types of local arts facilities on the part of potential audiences and users, considering gaps in the regional inventory of facilities, and then considering how the project might align with the broader goals of the community. Our work considered: if and how the Armory might succeed as an arts center, types of spaces that might be included in a new arts center based on demand, and community feedback about the desired role of the Armory in the future of the community.

Our study ultimately endorsed the concept of renovating the Armory as an arts center. We recommended approaching the renovation in terms of the four principal components of the building, allowing each space optimal flexibility to host community-centered arts programming, arts education, and community events, as well as maintaining maximum potential for rental income.

We then completed a business plan for the Armory, proposing a governance and operating model based on a series of partnerships with local and regional groups who will bring their particular skills and expertise to bear on the future operation of the venue. We also included a pro-forma operating budget that matches the proposed four phases of the renovation.

As final step, we projected the economic impacts of the renovated Armory on Hudson and Middlesex County, including the impacts of the new operation, the impacts of new audiences coming to the venue, and the impacts of the renovation itself.

Relevant Projects

3

New Art Center

NEWTON, MA | 2022

Webb Mgmt was hired by the New Art Center to develop a feasibility study that considered whether they should acquire and redevelop a second venue to support the rapid growth of their visual arts programs.

The New Art Center currently offers a wide range of programs for participants to make, exhibit, view, think about, and talk about art. The organization offers more than 450 classes for adults, teens and children annually. Now the Center is considering an opportunity to purchase and redevelop an historic church in Newton to become its new primary home or perhaps a secondary venue.

Webb Mgmt evaluated the market opportunity for a New Art Center expansion, researching the current population in terms of propensity to participate in both active and passive arts programs, the presence of competitive facilities and programs in the market area, potential utilization levels for new spaces, and the potential for a new venue to serve broader community goals.

As and if New Art Center leadership decides to move forward with a project, we will develop a business plan for expanded facilities. The business plan will consider how expanded facilities can be programmed, operated and financially sustained for the benefit of the New Art Center and its community.



Image courtesy of New Art Center

Additional Relevant Projects

Webb Mgmt has completed over 500 feasibility studies, business plans, strategic plans, master plans and research assignments, all focused on the arts. Here is a listing of additional relevant, regional, and recent assignments:

Projects in the Northeast

Arts Alive Needs Assessment Keene, NH

Auditorium and Power Plant Feasibility Study Burlington, VT

Laconia Arts Center Market Study Laconia, NH

Nashua Court Street Strategic Plan Nashua, NH

Nashua Performing Arts Center Feasibility Study Nashua, NH

Peterborough Arts Center Feasibility Study Peterborough, NH

Peterborough Town House Business Plan Peterborough, NH

Spruce Peak Development Study Stowe, VT

Stowe Performing Arts Center Business Plan Stowe, VT

U Maine Collins Center for the Arts Strategic Plan Orono, ME

Historic Buildings and Adaptive Reuse

Bay Street Theatre, Sag Harbor, NY

BRIC, Brooklyn, NY

Brown Homestead, St. Catharines, ON

Cherokee Ranch & Castle, Sedalia, CO

First Presbyterian Church, New Rochelle, NY

Courtyard Theatre, Plano, TX

Downtown Community TV, New York, NY

Gas Station Arts Center, Winnipeg, MB

Institute of Music for Children, Elizabeth, NJ

M&T Bank Pavilion at the Hippodrome, Baltimore, MD

Mapocho Station, Santiago, Chile

Town of Cary/Cary Arts Center, Cary, NC

The Bridge @ 211 Salem, Salem, MA

Universal Preservation Hall, Saratoga Springs, NY

White Eagle Hall, Jersey City, NJ

Windsor Armouries, Windsor, ON

Scope of Services & Approach

Task 1 – Project Planning

KICK-OFF MEETING

We will begin the planning process with a kick-off meeting with project leadership. Together, we will finalize the details of the plan's schedule and logistics, including the organization and transmission of all previous work on the building, including previous interview lists and summaries. We will also work closely with Town of Dunstable leadership to understand their priorities and vision for the future.

SCHEDULE & COMMUNICATIONS PLANNING

We would begin the planning process with a kick-off meeting with project leadership to organize the process. Together, we would finalize the details of the plan's schedule and logistics, including the community engagement strategy.

ENGAGEMENT PLAN OVERVIEW

Feasibility studies require engagement plans that allow us to collect all of the information necessary to direct the project and also provide key stakeholders with the right opportunities to participate in the effort. To that end, we would work with the leadership team to finalize the right engagement strategy before we begin the study.

We will produce a Project Work Plan and Schedule as the deliverables for this task, documenting the confirmed goals, milestones, and timeline for the study.

Task 2 – Existing Conditions and Market Analysis

REVIEW OF BACKGROUND MATERIALS

We will collect and review studies and plans relevant to the redevelopment of the Union Building, including market studies as well as broader economic and community development plans to inform analysis and priorities for the project.

EXISTING BUILDING CONFIGURATION & PRIOR REHABILITATION REVIEW

We will review the Union Building's existing physical configuration, condition, and the exterior restoration and other rehabilitation work completed to date, to establish a baseline understanding of the building's capacity and constraints for reuse planning.

MARKET ANALYSIS

Using any and all existing local and regional data, current data from ESRI (a market research resources company), and other inputs wherever available, we will complete a market assessment to assess the market potential for arts and cultural facilities in Dunstable in terms of population size and characteristics, with the following specific tasks:

Market Area Definition
Using information gained from preliminary discussions and data collected from current

programs at the Union Building, we will define primary and secondary market areas for the programs that might occur in improved and expanded facilities. As a part of this task, we will map the distribution of current audiences for existing programs and for key renters in order to visualize the reach of the Union Building.

Existing Facilities & Competitive Analysis
We will inventory and evaluate the condition of existing and planned cultural facilities in and around Dunstable, collecting information on facility capacities, features, programming, quality, accessibility, functionality, flexibility, and location, with the aim of identifying gaps and opportunities for improved and expanded facilities for the Union Building. A particular focus will be on visual and community artist spaces within the market area, determining the availability, quality, cost, and governance models.

Comparable Markets & Facilities
We will identify a long list of comparable and/or aspirational markets to use to benchmark the region's arts and cultural facilities and participation. Working with project leadership, we will narrow the initial long list to three markets and then conduct analysis that compares arts and cultural venues per capita and level of activity per capita in these various communities.

Task 3 – Community Engagement

We propose to conduct community engagement prior to presenting adaptive reuse alternatives so that the community's input can inform the reuse alternatives considered. In the RFP this was Task 4; here, it is Task 3.

STAKEHOLDER & USER OUTREACH

We will work with your team to coordinate an extensive set of one-on-one and group interviews with a broad cross-section of local and regional leaders from the cultural, education, business, political, tourism, and economic development sectors, specifically including artists, nonprofit leaders, and members of the creative industries. Our conversations with these individuals will inform the study's research and analysis on supply and demand issues around the development of new arts & cultural facilities.

PUBLIC MEETINGS

We would facilitate one or two public gatherings during the study to engage audiences determined with the leadership team to share information on process, findings and recommendations. These presentations would invite comments in an open, inclusive and informal setting.

Task 4 – Adaptive Reuse Alternatives

Based on our market study and community engagement, we will recommend a set of reuse concepts for the Union Building that includes usage, audience, governance models, and revenue potential for each concept.

MODELS & PRECEDENTS

We will conduct research on other comparable venues around the country to inform the planning process. Key areas of research include governance and operating structures, programming and operating partnerships, space utilization, and rental pricing mechanisms.

We will include capital cost information for all publicly-funded projects, with comparative adjustment to 2026/2027 levels and per-square-foot comparisons.

CONCLUSIONS & RECOMMENDATIONS

All of this analysis will lead to conclusions on the viability of renovating various elements of the Union Building into a multi-use arts facility. We will describe the spaces we would recommend as a part of the project, including details on their capacities, form and flexibility. We will detail the programs that facilities would support, and suggest how they might be used by all segments of the community. We will also provide examples of comparable projects, including details of how they were developed and funded.

Task 5 – Governance and Operations

ACTIVITY PROFILE & PROGRAMMING PLAN

Prepare an activity profile for all spaces that can accommodate public activity and programs in the Union Building, listing types and levels of use by internal programs and external users, also suggesting how that utilization might evolve over time.

GOVERNANCE & OWNERSHIP STRUCTURE

Review various operating scenarios — including municipal ownership and operation; municipal ownership with contracted operations; nonprofit management; public-private partnership; long-term ground or building lease; and hybrid governance structures — then make specific recommendations on how the Union Building should be owned and governed.

FACILITY MANAGEMENT PLAN

We will suggest how recommended facilities should be operated in areas of scheduling, external rentals, capital planning, financial systems, safety and security, and marketing.

STAFFING & LEADERSHIP PLAN

Identify staffing requirements with compensation ranges and recommended hiring dates required to implement recommendations. Also provide direction on how to develop volunteer resources to support the operation of the Union Building.

Task 6 – Financial Feasibility Analysis

PRO-FORMA OPERATING BUDGET

Using all of the conclusions, assumptions, and projections established to this point, we will construct a pro-forma operating budget that extends from the current fiscal year through the years of planning, design, construction (including the potential disruption of current operations), and then five years of operation of new and improved facilities. We will identify all sources of operating revenues and expenses, an appropriate capital reserve, and the likely result of operations.

ANNUAL FUNDING PLAN (SUSTAINING OPERATIONS)

We will work with Town of Dunstable staff to consider the feasibility and potential sources of additional contributed income to sustain operations of new and improved facilities. This will include research on regional funding sources as well as benchmarking from comparable facilities on their efforts to sustain comparable venues.

ECONOMIC IMPACTS

Using data from the Americans for the Arts' Arts & Economic Prosperity Report 5 and the U.S. Bureau of Labor's RIMS II input/output model, we will forecast the economic impact of new and improved facilities at the Union Building, including the impacts of facility operations and the ancillary spending associated with audiences.

Task 7 – Funding Strategy and Implementation

FUNDING LANDSCAPE & CASE FOR INVESTMENT

We will prepare a summary of the regional arts and culture funding landscape, identify government and foundation funding sources, conduct an eligibility analysis, and develop a proposed case for investment across government, foundation, individual, and corporate funding opportunities. Findings will be organized into a funding matrix identifying, for each program, its eligibility requirements, estimated funding levels, required matching funds, application timing, competitiveness, and our recommended strategy for pursuit.

CRITICAL PATH PLAN

We will create a critical path plan for the client that identifies key steps and milestones related to fundraising, physical planning, and preparations for the operation of recommended spaces. This will take the form of an Implementation Roadmap identifying immediate actions, short-term priorities, and long-term milestones — including procurement sequence and process, permitting considerations, and partnership identification — along with a recommended timeline for implementation.

Task 8 – Procurement Documents and Final Report

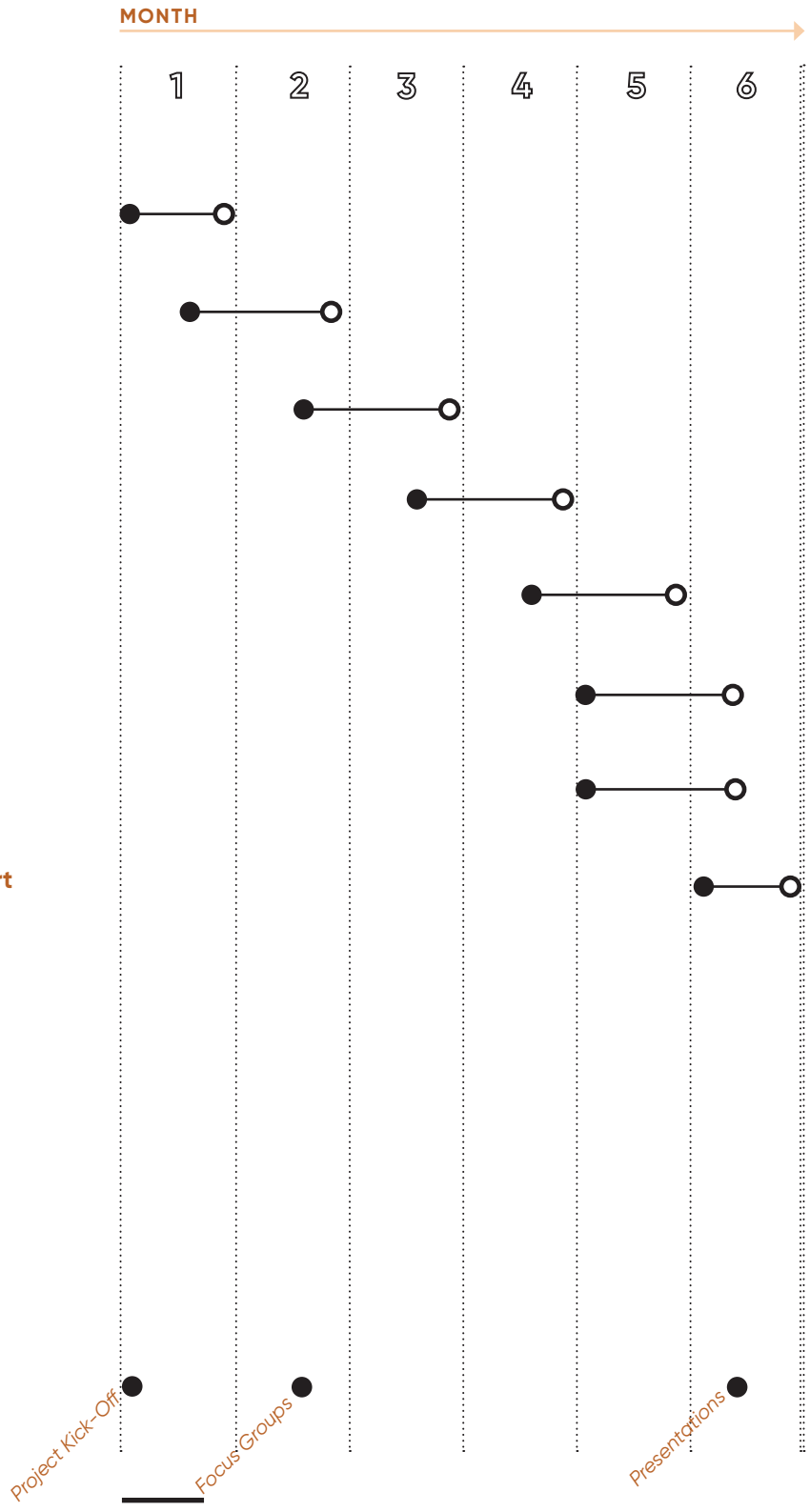
RFP RECOMMENDATIONS

We will provide the Town of Dunstable with recommendations on RFP components, evaluation criteria, and requirements for a facility operator to support the next phase of procurement.

FINAL REPORT & PRESENTATION

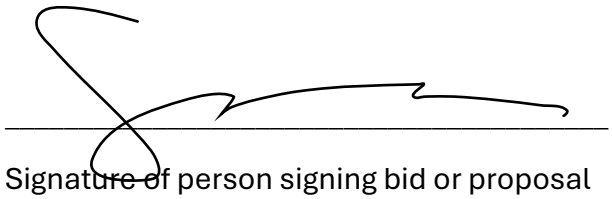
We will review and discuss the findings and recommendations of planning work in a workshop setting and deliver a draft report. We will incorporate your feedback and issue a final report that includes both phases of work. The Final Report will include the following sections: Executive Summary; Existing Conditions; Market Analysis; Public Engagement; Reuse Alternatives; Governance Analysis; Financial Analysis; Funding Strategy; Implementation Roadmap; and Recommended Next Steps. We will conduct two presentations: one for key town stakeholders, and one in a town-hall format for the public.

Project Schedule



Certificate of Non-Collusion

The undersigned certifies under penalty of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.



Signature of person signing bid or proposal

Stacey McMath, Senior Consultant

Printed Name of person and title

Webb Management Services dba Webb Mgmt

Company name

August 28, 2026

Date

Revenue Enforcement and Protection Certification (REAP)

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the company, corporation, partnership or entity named below is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

ENTITY NAME**:** **Webb Management Services dba Webb Mgmt**

By: _____ 08/28/2026

Authorized signature Date

Stacey McMath, Senior Consultant Name of

person signing above (type/print)

800 West End Avenue, 11A, New York, NY 10025

Business address

212-929-5040

Telephone Number

SOMWBA Certification

Date of Certification by State Office of Minority and Women Business Assistance (SOMWBA)

Not Applicable

Authorized Signature

_____

Date

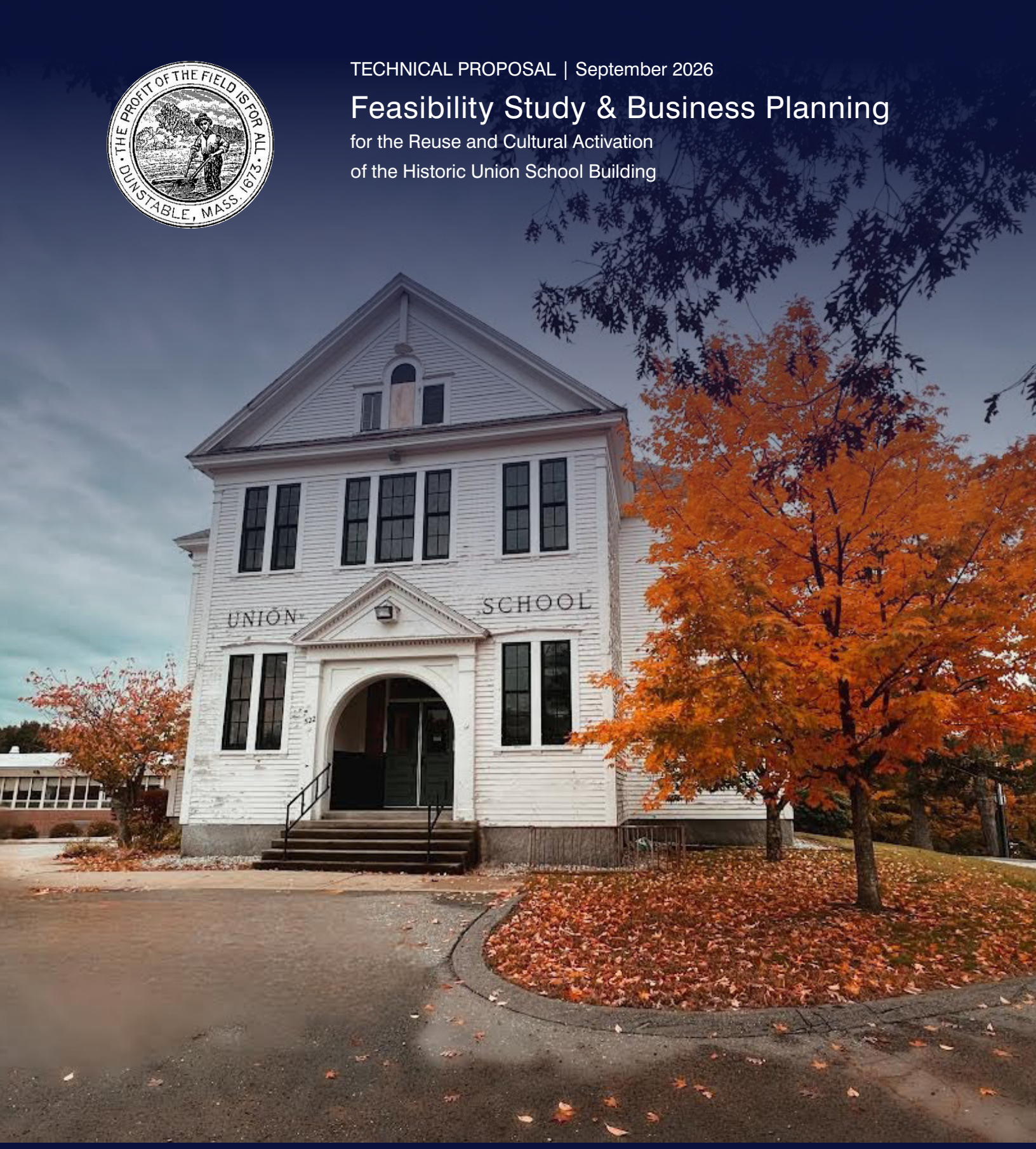
_____

Printed Name

TECHNICAL PROPOSAL | September 2026

Feasibility Study & Business Planning

for the Reuse and Cultural Activation
of the Historic Union School Building



Weston & Sampson

westonandsampson.com

55 Walkers Brook Drive | Reading, MA 01867

Contents

0	Cover Letter Why Choose Weston & Sampson
1	Firm Overview
2	Key Personnel
3	Contact Information
4	Understanding of the Scope of Services & Approach
5	Project Schedule
6	References
7	Forms
8	Response to Minimum Qualifications, Evaluation Criteria & General Requirements

Price Proposal under separate cover

55 Walkers Brook Drive, Suite 100, Reading, MA 01867
Tel: 978.532.1900

September 8, 2026

Town of Dunstable
ATTN: Jason Silva, Town Administrator
Dunstable Town Hall
511 Main Street
Dunstable, MA 01827

Re: **Town of Dunstable, MA | Request for Proposal | Feasibility Study and Business Planning for the Reuse and Cultural Activation of the Historic Union School Building**

Dear Jason Silva:

With exterior rehabilitation underway and interior plans taking shape, the Town of Dunstable is at an important decision point for the Union Building. As a prominent historical landmark in the center of the town and a longstanding community asset, the building warrants a reuse strategy that respects its significance while securing its future. The next step is to determine which reuse strategy will best serve the community while also being financially and operationally sustainable.

Weston & Sampson will help the town move from exploring possibilities to defining a clear path forward. We will build on the town's considerable work to date, validating previous findings and testing reuse concepts against market demand, potential users and operators, capital and operating costs, governance options, and long-term financial sustainability. Our goal is a recommendation that is not only compelling on paper, but practical for the town to implement. Our team has led reuse planning for historical, town-owned buildings across Massachusetts and Rhode Island, including Wright's Mill in Warren, Massachusetts, the Walker Center in Newton, Massachusetts, and the Mary J. Quirk School in Warren, Rhode Island. Our team has also led feasibility studies for the Abington Center School, the Orleans Governor Prence property (both in Massachusetts), and many others.

Weston & Sampson is an employee-owned corporation providing full-service, interdisciplinary consulting services, with planners based in Reading and Foxborough, Massachusetts, and Portsmouth, New Hampshire. For this project, our planners will leverage the expertise of our structural engineers and visualization specialists, while bringing our own expertise in community engagement, housing, financial feasibility and historical preservation.

Our staff has provided engineering, design, environmental, planning, and architectural services for more than a century. This depth enables us to address the planning, financial, historic preservation, architectural, engineering, and implementation considerations influencing the building's reuse.

Weston & Sampson has assembled an experienced, multidisciplinary team with the expertise needed to address the full scope of services, led by **James Riordan, LEED AP®**, and **Karen Prescott, CEcD, AICP**, and supported by the key staff identified below.

Name	Role
James Riordan, LEED AP®	Principal-in-Charge
Karen Prescott, CEcD, AICP	Project Manager, Financial Feasibility Analysis, Funding Strategy and Implementation
Elizabeth Haney, AICP	Assistant Project Manager
Brian McCusker, RA, NCARB, LEED AP® BD+C	Technical Advisor
Susan Mara, AICP	Technical Advisor
Samuel Moffett, AICP	Technical Advisor, Procurement Documents and Final Report
Erin Minnigan Mehard, AICP	Project Management and Existing Conditions, Existing Conditions and Market Analysis, Adaptive Reuse Alternatives
Jason Parker, AICP, CFM	Project Management and Existing Conditions, Governance and Operational Analysis, Financial Feasibility Analysis, Funding Strategy and Implementation, Procurement Documents and Final Report
Logan Leeds, AICP Candidate	Project Management and Existing Conditions, Existing Conditions and Market Analysis, Community Engagement, Governance and Operational Analysis, Financial Feasibility Analysis, : Funding Strategy and Implementation, Procurement Documents and Final Report
Joanna Nadeau, AICP	Adaptive Reuse Alternatives, Community Engagement
Adria Boynton, AICP	Graphics and Meeting Materials
Sophia Espie	Graphics and Meeting Materials

We understand the Union School represents both an important historical resource and a significant investment by the town. Our team will help the town balance those responsibilities with the practical realities of operating and sustaining the building, providing the information and recommendations needed to make confident decisions about its future. We appreciate the opportunity to partner with the town and look forward to helping plan strategically for the future.

Sincerely,

WESTON & SAMPSON ENGINEERS, INC.



James Riordan, LEED AP®
Principal Planner | Principal-in-Charge

Primary Point of Contact

Karen Prescott, CEcD, AICP
Senior Project Manager | Project Manager
Prescott.Karen@wseinc.com
603-956-6586

Why Choose
Weston & Sampson

1

A business plan grounded in real-world demand.

Our team will build upon the strong foundation of community input and reuse planning already completed, supplementing it with targeted operator outreach, market testing, property management research, and realistic revenue and operating assumptions. This will give Dunstable a business plan grounded in how prospective users and operators would actually occupy, manage, and sustain the Union Building.

2

A practical mixed-use and governance solution.

We will evaluate how community-serving and revenue-producing uses will work together to create a viable, sustainable future for the Union Building. By testing operating costs and revenues alongside potential subsidies, fundraising, partnerships, and governance structures, we will help Dunstable identify the right mix of uses and the most practical model for long-term operation.

3

Historical stewardship integrated with financial feasibility.

We will integrate historical preservation requirements into our evaluation of reuse alternatives, costs, funding, and operations from the outset. By considering the Union Building's historical significance and potential CPA requirements as part of the overall business plan, we will help Dunstable identify a solution that protects this important community asset while supporting its long-term financial sustainability.

01 – Firm Overview

Firm Overview

Weston & Sampson's planning practice works closely with municipalities, regional organizations, nonprofit partners, economic development agencies, and public institutions to develop redevelopment strategies, master plans, market analyses, zoning initiatives, infrastructure assessments, and implementation programs that translate community goals into achievable outcomes. We understand successful community development projects require more than identifying a preferred vision. They require practical implementation strategies, realistic financing approaches, and partnerships that move projects from concept to reality.

For the Union Building study, Weston & Sampson brings extensive experience in adaptive reuse planning, economic development, market analysis, public engagement, financial feasibility, and implementation planning. By combining planning expertise with in-house engineering, environmental, resiliency, architecture, and financial capabilities, we help communities move seamlessly from visioning and evaluation to funding, design, procurement, and implementation.

Weston & Sampson combines the resources of a regional multidisciplinary firm with an active and growing planning practice throughout Massachusetts and New England. Through our work with municipalities, regional planning agencies, housing and economic development organizations, state agencies, and local stakeholders, we understand the regulatory environment, community development challenges, and collaborative decision-making processes that shape successful redevelopment projects. This experience enables us to develop recommendations that are both visionary and implementable, helping communities build consensus while advancing projects toward tangible results.

Founded in 1899, Weston & Sampson has earned a reputation for responsive client service, practical problem solving, and successful project delivery. Our interdisciplinary team is committed to understanding each client's unique goals and providing tailored solutions that reflect local priorities, community character, and long-term implementation needs.



Local Presence

Weston & Sampson maintains regional offices throughout New Hampshire, the Northeast, and along the East Coast. Weston & Sampson will manage your project from its office in Reading, with support from other offices in New England, such as Portsmouth.

Weston & Sampson has worked for nearly every Massachusetts municipality over the past 20 years and is actively serving more than 320 communities across the Commonwealth. With offices in Reading, Boston, and throughout the Northeast, we maintain a strong local presence and extensive experience working with Massachusetts municipalities. Our proximity enables responsive service, efficient site visits, and consistent support throughout the project,

while our broad municipal experience allows us to quickly understand and respond to community-specific needs.



Our depth of multidisciplinary staff provides the capacity and flexibility to respond to project demands without compromising schedule or quality. We have the resources to mobilize qualified personnel for planning, site and building evaluation, stakeholder coordination, technical review, funding assistance, and implementation support as needed, allowing work to progress efficiently from one phase to the next. This combination of local presence, multidisciplinary depth, and available resources positions Weston & Sampson to complete the Union Building feasibility and business planning effort in a timely and responsive manner.

Relevant Expertise

The following capabilities are particularly relevant to the scope of services outlined in this RFP.

Redevelopment, Reuse & Market Analysis

Weston & Sampson has cultivated a multidisciplinary team of planners, urban designers, market analysts, engineers, environmental site experts, and permitting specialists to help communities understand and strategically plan for the challenges and opportunities associated with redevelopment and revitalization initiatives.

Our teams conduct research, assess existing conditions, and perform site visits; engage municipal leaders, project stakeholders, and the public; and develop cohesive, site-specific plans and implementation strategies. Our capabilities include market analysis as well as land use, policy and other supporting technical disciplines, enabling us to bring multiple perspectives to the evaluation of redevelopment opportunities.

Our approach emphasizes a multi-step intended to limit financial risk, engage stakeholders, and leverage investment through grant sources. This experience is directly applicable to Dunstable's evaluation of potential reuse opportunities for the Union Building and development of a practical strategy for its future.

Facilities, Architecture & Engineering

Weston & Sampson has a broad base of experience with site development, construction techniques, building solutions, historic renovations, site improvements, and construction oversight. Our professionals provide comprehensive planning and design, services and can develop project budgets, timelines, bid and procurement documents, and permit applications.

Weston & Sampson's designers are passionate about historic restoration and building reuse projects, complementing our broader planning and redevelopment capabilities.

Our infrastructure planning, design, and construction professionals integrate civil, structural/geotechnical, energy/utilities, architecture, and landscape architecture services to provide coordinated multidisciplinary project delivery. This breadth

enables our teams to consider the many moving parts of complex projects, navigate review and permitting processes, and develop solutions that conform to applicable federal, state, and local standards.



Financially Feasible Planning

Weston & Sampson's planning approach emphasizes the development of data-driven, realistic, and financially feasible plans. For redevelopment and revitalization initiatives, our multidisciplinary teams help communities understand project challenges and opportunities through a multi-step process intended to limit financial risk, engage stakeholders, and leverage investment through available grant sources.

This focus on financial feasibility is incorporated into our broader planning and implementation work, helping communities develop recommendations that recognize available resources and opportunities for outside investment.

Funding & Grant Management

Weston & Sampson has extensive experience assisting clients in identifying and obtaining funding from local, state, regional, and federal sources. Our staff has worked with communities in a variety of capacities to maximize available project funding and has assisted clients in securing combinations of state and federal resources.

Our experience also extends to grant administration and tracking. We understand that administering grant funding may be complex and time consuming, and we assist clients in developing efficient procedures that respond to the requirements of individual funding sources and the municipality's available resources and capabilities. Our personnel are familiar with specialized reporting requirements associated with state- and federally funded projects, as well as restrictions and limitations that may accompany particular funding sources.

Weston & Sampson has helped clients secure funding through numerous programs and agencies, including the Economic Development Administration, US Environmental Protection Agency, US Department of Agriculture Rural Development, Housing and Urban Development, MassDevelopment, and Massachusetts' Municipal Vulnerability Preparedness and PARC programs. Many of our projects have successfully combined multiple funding sources to advance complex assessment, remediation, redevelopment, infrastructure, and open space initiatives.

Planning Through Implementation

Weston & Sampson's interdisciplinary structure enables our planning professionals to work alongside designers, engineers, environmental specialists, permitting professionals, and other technical staff as projects advance. Our planning work includes existing conditions assessments, research, community engagement, development of alternatives, recommendations, prioritization, and implementation strategies, while our broader capabilities extend through design and construction administration.

This breadth enables us to develop cohesive plans that consider both immediate planning

objectives and subsequent implementation. For Dunstable, our multidisciplinary resources provide the technical support needed to evaluate the Union Building's reuse and develop practical recommendations and implementation strategies for its future.

Public & Stakeholder Engagement

Weston & Sampson brings decades of experience in public sector-focused community engagement, working extensively with public officials, community organizations, local businesses, and residents to gauge opinion, collect input and report findings, and actively work to build consensus. Our approach is rooted in clear, accessible communication, supported by a dedicated team of marketing, communications, and graphics professionals. We prepare and present accurate and visually appealing plans, maps, renderings, 3D models, estimates, and other key materials to ensure complex planning, reuse, and technical information is understandable for all audiences.

Our commitment to meaningful engagement drives us to use a range of formats and tools designed to educate, enroll, and engage. We value public presentations that foster an understanding of both the project and its recommendations, promoting collective buy-in and facilitating project progress. Additionally, we employ multi-pronged, multimedia strategies that incorporate various platforms to reach diverse community members, including public officials, boards, committees, stakeholders, and residents.

In Person

- Site walks and hands-on charrettes
- Public workshops
- Stakeholder meetings
- Consensus-building
- Board and commission meetings



Print

- Data visualization and storytelling
- Surveys (online, mailed, on-site)
- GIS mapping



Online

- Project websites and social media
- Virtual engagement platforms
- Video and local access television



To strengthen community ties and support informed decision-making, we prioritize empowering stakeholders, residents, and community organizations early in the process with:

- Intentional event composition: Ensuring representation reflects community demographics, neighborhoods, and knowledge
- Overcoming barriers to participation: Working respectfully with residents and business representatives to address resource limitations and other constraints
- Community-context understanding: Using interactive techniques to gather stories, ideas, and feedback from a wide range of stakeholders
- Building on local knowledge: Avoiding “planning fatigue” by leveraging existing efforts and local expertise, and encouraging ongoing community involvement

We strive to keep communities at the center of planning, establishing an ongoing public dialogue to understand their needs and priorities. Our planners and technical professionals develop recommendations tailored to community priorities, accompanied by budgets, phasing, funding, and implementation strategies. This approach helps

translate technical evaluations and community input into practical, prioritized recommendations and implementation strategy for the reuse and operation of the Union School building.



Demonstrated Experience

Weston & Sampson has decades of experience consulting with municipalities on projects of similar size and scope, far exceeding the minimum five-year requirement. Our project team has a proven track record of successfully delivering comparable projects for municipal clients throughout the region.

We are recognized for meeting project objectives with attention to detail, cost-effective solutions, and quality results. By consistently adhering to budgets and schedules while providing responsive, personalized service, we have built a reputation for exceeding client expectations.

In Section 6 of this proposal, we have included representative projects completed within the past five years that demonstrate our relevant experience and capabilities.

02 – Key Personnel

Your Dedicated Team

Weston & Sampson has assembled a multidisciplinary team with the qualifications and experience needed to guide Dunstable through the feasibility and business planning process for the reuse and cultural activation of the historic Union Building. Our team brings expertise in municipal and community planning, adaptive reuse, historic preservation, market and financial analysis, funding, architecture, engineering, and implementation. We have the capacity and depth of resources to respond to the town's needs and provide qualified professionals for each aspect of the scope, from evaluating reuse opportunities and operating models through developing a funding strategy and implementation roadmap. Project management will remain actively involved across all tasks and aspects of the project, providing consistent coordination, oversight, and continuity throughout the study.

In this section, we have provided our project team organization chart detailing the roles and lines of communication among our team members, followed by resumes highlighting the education, certifications, training, and relevant project experience of the Weston & Sampson professionals dedicated to Dunstable's project. Copies of applicable licenses and certifications are also attached.



Principal-in-Charge

James Riordan, LEED AP®



Jim brings experience in urban planning and environmental management, with extensive experience leading complex municipal planning, redevelopment, feasibility, funding, and public engagement initiatives. His relevant work includes adaptive reuse and redevelopment planning that has evaluated existing conditions, alternative uses, infrastructure and permitting needs, implementation considerations, and community priorities. As Principal-in-Charge, Jim will provide executive oversight and senior-level guidance, helping ensure the team's recommendations are practical, coordinated across disciplines, and responsive to the town's long-term goals for the Union Building.

Project Manager

Karen Prescott, CEcD, AICP



Karen brings experience in public finance, economic development, redevelopment, and complex project coordination. She has overseen more than $1 billion in development and redevelopment projects and brings particular expertise in public-private partnerships, development finance, municipal budgeting, funding strategies, and mixed-use redevelopment. Her combined municipal and private-sector experience gives her a valuable understanding of both public priorities and the financial and operational considerations necessary to make redevelopment viable. As Project Manager, Karen will direct the overall study, coordinate with the multidisciplinary team, and guide the evaluation of reuse, governance, financial, funding, and implementation strategies.

Assistant Project Manager

Elizabeth Haney, AICP



Elizabeth is an AICP-certified Senior Project Planner with experience in affordable housing development, program design, planning, business analysis, and project management. Her background includes urban planning, real estate, community engagement, project management, partnership development, and strategic planning, with direct experience evaluating financial structures, developing project and operating budgets, pursuing funding, coordinating multidisciplinary teams, and navigating permitting and regulatory review. She also brings directly relevant adaptive reuse experience through the Wright's Mill Master Recovery Plan, where she supported redevelopment alternatives, socioeconomic and funding analysis, permitting needs, historical rehabilitation funding, and community engagement for the reuse of a vacant historic mill complex. As Assistant Project Manager, Elizabeth will support coordination across all aspects of the Union School study, bringing a strong combination of project management, redevelopment, financial, funding, and community planning experience to the assignment.

Technical Advisors

Brian McCusker, RA, NCARB, LEED AP® BD+C



Brian is a registered architect with significant experience in renovation and new construction for commercial, institutional, federal, and educational facilities, including historical and other atypical buildings. His expertise encompasses building codes, ADA requirements, building materials and methods, building envelopes, interior finishes, and

coordination among clients, end users, contractors, and regulatory agencies throughout design and construction. As Technical Advisor, Brian will provide an architectural perspective on the feasibility of proposed reuse concepts, helping the team evaluate their compatibility with the Union Building, planned interior improvements, applicable codes, and potential capital needs.

Susan Mara, AICP



Susan brings municipal planning experience encompassing project management, redevelopment and reuse, community engagement, historical preservation, economic development, land use, and grant writing. Her experience includes evaluating future reuse scenarios for complex properties, developing opinions of cost, leading multidisciplinary teams, supporting public processes, and helping municipalities position projects for implementation and funding. As Technical Advisor, Susan will draw on this broad municipal and redevelopment background to provide senior-level guidance and quality review throughout the study, with particular attention to practical, implementable recommendations for Dunstable.

Samuel Moffett, AICP



Samuel is a Senior Principal Planner with experience managing the development and timely implementation of environmental review and permitting strategies for public- and private-sector clients. His extensive experience includes project management, regulatory strategy, agency coordination, stakeholder engagement, procurement support, and development of regulatory and policy guidance. Samuel also contributed planning support to the Wright's Mill Reuse Master Plan, helping the Town of Warren develop a strategy to return a vacant historical mill complex to productive reuse while respecting its industrial heritage. As Technical Advisor, Sam will provide senior-level guidance to the Dunstable team and support permitting, procurement documents, and policy considerations, drawing on his extensive experience navigating regulatory processes and developing practical strategies to advance complex projects toward implementation.

Planners & Other Key Personnel

Erin Minnigan Mehard, AICP



Erin is a project manager specializing in historical preservation, resiliency, and urban planning, with extensive public- and nonprofit-sector experience. Over the course of her career, she has reviewed numerous historical rehabilitation and adaptive reuse projects, ensuring compliance with best preservation practices and federal preservation standards so that each property's integrity is maintained throughout its transformation. Erin previously served for more than five years as Director of Preservation and Planning for the Preservation Society of Charleston, and previously as a municipal preservation planner for the cities of St. Augustine, Florida, and Charleston, South Carolina, where she managed architectural review, public processes, and planning initiatives.

Jason Parker, AICP, CFM



Jason brings extensive municipal planning and local government experience, including service as a Deputy Planning Director, Senior Planner, Town Planner, and Zoning Official. His background includes municipal operations and budgeting, comprehensive planning, zoning and development review, grant-funded projects, ordinance development, and coordination with

municipal boards and commissions. For Dunstable, Jason will support project management and existing conditions review, governance and operational analysis, procurement documents, and the final report. His firsthand understanding of municipal administration will help the team evaluate governance and operating models that are realistic for the town to administer and sustain.

Logan Leeds, AICP Candidate



Logan is a planner with experience in community planning, existing conditions analysis, GIS, public engagement, implementation planning, and development of clear, accessible planning documents. His work has included comprehensive plans, strategic revitalization initiatives, infrastructure capacity analyses, zoning research, public workshops, project websites, and preparation of final reports and graphics. Logan will contribute across much of the Dunstable scope, supporting existing conditions and market analysis, community engagement, governance and operational analysis, financial feasibility, funding and implementation, and preparation of the final report and procurement documents. His broad planning and analytical skill set will help connect research and public input to clear, actionable recommendations.

Joanna Nadeau, AICP



Joanna is an AICP-certified senior project planner with experience in project management, community planning, policy analysis, program development, research, and public engagement. She routinely works with municipal officials, technical specialists, nonprofit organizations, and the public to develop plans and move recommendations toward implementation. Her experience also includes developing implementation strategies, supporting grant-funded initiatives, and designing meaningful community engagement processes. For Dunstable, Joanna will support the existing conditions and market analysis, adaptive reuse alternatives, community engagement, and funding and implementation strategy, helping ensure recommendations are grounded in research, community priorities, and realistic implementation considerations.

Adria Boynton, AICP



Adria is an AICP-certified senior project planner and visualization specialist who creates clear, engaging graphics that make complex technical information accessible to diverse audiences. Her experience includes developing public engagement materials, infographics, reports, and other visual tools for municipal planning initiatives, as well as supporting and facilitating community engagement. For Dunstable, Adria will develop graphics and meeting materials that clearly communicate reuse concepts, alternatives, technical findings, and public input, helping stakeholders understand the choices being evaluated and participate meaningfully in the planning process.

Sophia Espie



Sophia is a visualization planner and graphic design specialist experienced in translating technical planning and environmental information into clear, accessible visual communications. Her work includes branded communication templates, infographics, maps, report graphics, and other public-facing materials that support interdisciplinary planning and community engagement. For the Union Building study, Sophia will support the development of meeting materials, graphics, and final deliverables that make the team's analysis and

recommendations easy for the Union Building Rehabilitation Committee, town officials, stakeholders, and the public to understand.

Availability & Commitment

Weston & Sampson has structured our team to provide the depth, technical expertise, and availability necessary to meet the town's needs throughout this project. We have reviewed our team's current assignments and commitments against the anticipated level of effort and confirm that Principal-in-Charge James Riordan, LEED AP®, and Project Manager Karen Prescott, CEcD, AICP, will be available to attend meetings with the town during the day or evening, as required. Upon notice to proceed, our proposed team will be immediately available to begin work, with staff availability adjusted as necessary at key intervals to meet project milestones and deliverable goals.

- ✓ Local project manager involved throughout the project's duration
- ✓ Dedicated team assigned to all tasks
- ✓ Senior technical oversight at key milestones

Workload & Capacity

As a large, interdisciplinary firm, Weston & Sampson is appropriately staffed to undertake this project while successfully managing our other ongoing commitments. We have reviewed the current and projected workloads of our proposed team members and confirm all are current Weston & Sampson staff with the capacity to devote the time necessary to this assignment. Our workload will not adversely affect our ability to immediately initiate work, maintain continuity throughout the project, or complete each task within the RFP schedule.

In addition to the key personnel identified in this proposal, Weston & Sampson has more than 1,000 qualified professional and technical support staff available to provide additional resources, if needed. This depth enables us to maintain the multidisciplinary expertise and production capacity necessary to complete the Union Building study in a timely and professional manner without delays.



Jim Riordan

LEED AP®

Planning

37 Years of Experience | 9 Years with the Firm

Jim has extensive experience in urban planning and environmental management, including leadership of state and federal programs focused on nonpoint source pollution, decentralized wastewater, stormwater, wetlands, and habitat resources. His expertise in permitting, planning, science, public health, and psychology enables him to address complex challenges and build stakeholder support. Jim has served as President of the APA Rhode Island Chapter, Chair of the APA Environment, Natural Resources, and Energy Division, and as a representative to the Rhode Island State Planning Council.

Title

Principal Planner

Office Location

Providence, RI

Education

1993, Master of Urban Planning
Environmental Planning
New York University

1989, Bachelor of Science
Psychology
University of Lowell

Registrations/Certifications

LEED AP®

Key Project Experience

Wright's Mill Master Recovery Plan, Warren, Massachusetts. Team leader supporting the creation of an economic development-focused master plan for the redevelopment of the Wright's Mill complex. Work involved researching the history of the mill, documenting existing conditions, and developing three hypothetical development alternatives. Identified benefits to the town and region of each alternative, as well as the required infrastructure upgrades and permitting needs. Created marketing plans to generate interest and excitement for redevelopment in the community. The project was supported by a robust public engagement process, including an up-to-date project website, a public workshop series and listening session, a community survey, and a project video.

Canalside Energy Park Master Planning and Feasibility Study, Warren-Washington Industrial Development Agency. Technical advisor on the to provide consulting services for the assessment of the existing conditions of the Canalside Energy Park, an 80-acre portion of the approximately 110-acre park that was leased to and developed by General Electric to process contaminated sediment from the Hudson River. Weston & Sampson reviewed existing maps of streets and transit routes throughout the village and provided WWIDA with alternative solutions. We assessed local bridges and various culverts to ensure the structural conditions would perform under existing and future loads. We worked closely with local utility infrastructure providers to determine the availability of critical utilities, including gas, electric, wastewater, and broadband. An environmental review was conducted.

Jim Riordan's Key Project Experience Cont.

Community Comprehensive Plan and Zoning Update, North Providence, Rhode Island. Project manager for update of the local plan of development. Revisions involve a full update of the town's current plan, approval through the Rhode Island Division of Statewide Planning and significant public involvement. This project also includes a comprehensive update of the town's zoning ordinance and development regulations.

Comprehensive Master Plan Update, Westfield, Massachusetts. Project manager for an update of the local plan of development. The city had not updated their master plan in more than 50 years, and revisions involve a full update of their current plan. This project includes the addition of sections for energy, climate change, water supply, and more; it also includes a significant public engagement element.

Community Master Plan Update, Hamilton, Massachusetts. Project manager responsible for leading the development of a Master Plan update that is informative, dynamic, and actionable to guide and inform the town over the next two decades. The town's properties include a small downtown area, along with hiking, trail biking, and horseback riding areas; other passive recreational lands; wetlands and conservation land; and a popular recreation facility. Project efforts also include a comprehensive community education and engagement program.

Community Comprehensive Plan Update, Portsmouth, Rhode Island. Project manager for update of the local plan of development. Update involves review of natural resources, recreation, historic and cultural resources, housing, economic development, agriculture, services, and facilities (e.g., infrastructure), energy, water supply, transportation, natural hazards and climate change, and land use to ensure compliance with the State Guide Plan and other Rhode Island state policy. Update also includes significant public involvement.

Community Comprehensive Plan Update, Scituate, Rhode Island. Project manager for update of the local plan of development. Revisions involve a full update of the town's current plan, approval through the Rhode Island Division of Statewide Planning and significant public involvement.

Community Comprehensive Plan Update, Johnston, Rhode Island. Project manager for update of the local plan of development. Revisions involve a full update of the town's current plan, approval through the Rhode Island Division of Statewide Planning and significant public involvement. This plan will focus on transforming the town into a development and commercial hub.

Town Master Plan, Concord, Massachusetts. Served as a technical advisor and principal author for several sections of the town's master plan as a subconsultant to CivicMoxie.

Town Master Plan, Carlisle, Massachusetts. As a subconsultant to CivicMoxie, served as technical lead for development of the transportation, water, and wastewater sections of the town's master plan. Assisted in planning the public outreach and implementation approaches for the master plan. Led participation for the transportation, water, and wastewater sections of the master plan.

Downtown Revitalization, Millbury, Massachusetts. Provided planning support for the proposed downtown roadway/streetscape improvements. Work includes traffic signal upgrades, sidewalk upgrades, new crosswalks, new pavement markings, bicycle accommodations, ADA compliance, as well as drainage and streetscape improvements.

Comprehensive Plan, York, Maine. As a subconsultant to CivicMoxie, served as technical lead for development of the transportation, water, and wastewater sections of the comprehensive plan and assisting in the climate resiliency planning efforts. Led community participation efforts involved with the transportation, water, and wastewater portions of the master plan.

Housing Production Plan, Warren, Rhode Island. Team leader assisting the Town of Warren in creating a Housing Production Plan. The town's goal is to create a plan that is town-specific and responds to the specific needs of Warren residents. Weston & Sampson is providing data analysis and will be working on a StoryMap with the town, as part of public education.

Confronting Housing Needs and Nitrate Management, Charlestown, Rhode Island. Team leader and project manager working with the Town of Charlestown to study its current land use patterns and assisting the town with recommendations on where in their current commercial zoning districts residential development could be permitted while still preserving community character and respecting environmental constraints to development related to nitrate contamination of the local groundwater drinking water supplies and the coastal salt ponds.



Karen Prescott

CEcD, AICP

Planning

12 Years of Experience | 1 Year with the Firm

Karen is an experienced leader who is passionate about people, places and communities. She has been behind over $1 billion in development projects, creating jobs spanning an array of industries. Certified by the IEDC, (International Economic Development Council). National speaker on public private partnerships and transformative communities. Karen thrives on making positive waves, creating an indelible impact, and making the impossible possible.

Title

Senior Project Manager

Office Location

Portsmouth, NH

Education

2017, Master of Finance
Master of International Business
Northeastern University

2014, Bachelor of Science
Business Development
University of Massachusetts
Amherst

2003, Economic Development
Institute, Ruffin Scholarship for
Development Excellence
University of Oklahoma

Registrations/Certifications

Certified Economic Developer,
International Economic
Development Council

OSHA 10-Hour Construction
Safety & Health

Key Project Experience

Ladd Center Comprehensive Master Plan, Exeter, Rhode Island. Providing planning and redevelopment expertise for the transformation of the 300-acre former Ladd Center campus into a multi-purpose government district. Responsibilities include land use planning, infrastructure assessment, redevelopment strategy, zoning and regulatory framework development, intergovernmental coordination, and preparation of implementation tools including development standards, review procedures, and long-term redevelopment recommendations to support future public and private investment.

Wright's Mill Reuse Master Plan, Warren, Massachusetts. Developed a portfolio of action items, community benefit matrix, potential funding opportunities and timelines to build on the completed Wright's Mill Reuse Master Plan. The project included a community-driven adaptive reuse and economic development planning effort for a historic mill complex funded through the U.S. Economic Development Administration. The project included site assessment, environmental due diligence, structural and infrastructure evaluations, redevelopment scenario planning, financing and implementation strategies, permitting analysis, renewable energy feasibility evaluation, and extensive public engagement to position the property for productive redevelopment and long-term economic revitalization. This is part of an ongoing CMRPC Study on Mill Redevelopment and Reuse Case Studies in Central Massachusetts.

Karen Prescott's Key Project Experience Cont.

MTAP School Redevelopment Housing Plan, Warren, Rhode Island. Served as lead for the funding and feasibility analysis for a Municipal Technical Assistance Program (MTAP) School Redevelopment Housing Plan focused on developing affordable housing scenarios and assessing each for viability, housing production, levels of affordability, sustainability and climate resilience, and equitable community development. The project included housing needs assessments, market analyses, stakeholder outreach, and evaluation of regulatory strategies, including form-based development concepts and mixed-use redevelopment opportunities designed to increase housing production. The funding strategy and assessments included sources and uses of funds, proformas for each scenario, timelines and criteria for each opportunity and implementation plan for community action and next steps.

Rhode Island MTAP Infrastructure Assessment, East Providence, Rhode Island. Serving as a senior member of the Weston & Sampson team leading the infrastructure assessment being conducted under Rhode Island's Municipal Technical Assistance Program (MTAP). The project evaluates existing public infrastructure conditions, identifies priority improvement needs, assesses funding opportunities, and develops implementation recommendations to support municipal capital planning and economic development objectives. Responsibilities include client coordination, infrastructure analysis, stakeholder engagement, and preparation of strategic recommendations to guide future investments.

Pipeline Priority Site Analysis, Jamestown, Rhode Island. Serving as project manager for a RIHousing-funded housing feasibility and development readiness initiative evaluating 13 municipally owned properties for affordable and workforce housing development. Leading environmental constraints mapping, infrastructure and wastewater capacity assessments, zoning and regulatory reviews, conceptual site planning, permitting analyses, cost estimating, and funding strategy development to position priority sites for future housing investment while addressing affordability challenges within an island community.

Riverfront Revitalization District & Brownfields Grant Applications, New Milford, Connecticut. Spearheaded designation of a 5-mile Housatonic River former rail trail as having significant economic opportunity and developed a multi-pronged strategy to deal with complex redevelopment issues. The districts overlapping and intersection included former heavy industry brownfield contamination, flood risk along the river, the Historic Downtown Business District and Town Green, failing LOS bridges across the river, an unused rail station that could become passenger service to NYC and increased demand for live/work/play spaces in Downtown. The Master Plan was adopted and has already produced significant positive impacts. (with former employer)

Rock Row, Waterstone Properties, Portland & Westbrook, Maine. As Vice President of Real Estate Development for Waterstone Properties, she led financial strategies, permitting, and public funding for Rock Row, a 2.8 million square foot mixed-use redevelopment in Portland, Maine. Her work included multiple rounds of TIF and tax-exempt bond financing, negotiations with municipal and state agencies, and development of a due diligence playbook to standardize acquisitions and entitlements. (with former employer)

Tax Increment Financing Districts, Granite Ridge & SAFRAN Aerospace, Rochester, New Hampshire. Structured many successful finance districts, including the commercial Granite Ridge, a 900-acre mixed-use commercial and residential district that has created 2 million square feet of new development between the Seacoast and Lakes Regions. Additionally, the Granite State Business Park was expanded by 200 acres to accommodate the JV partnership of SAFRAN Aerospace and Albany Composites to manufacture advanced composite aircraft components, build a nine-acre high-tech manufacturing facility, and hire an estimated 800 people. The development agreements negotiated by her provided ample resources for land acquisition and public infrastructure, and significant upgrades to water, sewer and roadways. Both TIF Districts successfully outperformed projections and paid off their municipal bonds in less than 10 years. (with former employer)



Elizabeth Haney

AICP

Planning

15 Years of Experience | 2 Years with the Firm

Elizabeth specializes in urban planning, real estate, transitoriented development, partnership development, community land trusts, community engagement, project management, affordable housing, strategic planning, and urban design. Her background includes public interest technology, as well as affordable housing development, program design, and planning. Elizabeth is passionate about working and engaging with the public to understand how public services and processes work, and has experience in community engagement, land use planning, and affordable housing site planning.

Title

Project Manager I

Office Location

Foxborough, MA

Education

2019, Master of City Planning
Massachusetts Institute of Technology

2011, Bachelor of Arts
History
Boston College

Registrations/Certifications

American Institute of Certified Planners: No. 35746

Key Project Experience

Housing Forward Rhode Island. Supported the Rhode Island Executive Office of Housing (EOH) in developing Housing Forward RI, a statewide housing education and training program for planners, board members, elected officials, and residents. Responsibilities included conducting a needs assessment across 24 municipalities, helping design a comprehensive curriculum on zoning and land use tools, permitting, housing finance, and public engagement, and developing educational materials for multiple delivery formats. Coordinated with HousingWorks RI at Roger Williams University and Grow Smart Rhode Island to create community-specific training resources, including videos, workbooks, worksheets, reference guides, and facilitated training sessions. This work helped establish a statewide resource program that provides practical tools and ongoing support for local housing planning and decision-making.

Housing Production Plan, Warren, Rhode Island. Assistant project manager for development of housing needs assessment to analyze composition of Warren's housing stock, the town's housing and affordable housing needs, and to develop a "toolbox" of methods and action plans to bridge the gap between existing housing and housing needed. The project also included specific recommendations around the housing considerations and needs related to the town's managed retreat Market to Metacom plan.

Elizabeth Haney's Key Project Experience Cont.

Housing Chapter Update, Comprehensive Community Plan, Coventry, Rhode Island. Led development of the Housing Chapter update, integrating affordable housing planning, housing needs analysis, and growth strategies into the Town's Comprehensive Plan. Assessed housing affordability, demographic trends, zoning constraints, and residential development capacity to support equitable housing opportunities and regulatory compliance.

Hazard Mitigation Plan, Jamestown, Rhode Island. Assistant project manager for update of Hazard Mitigation Plan for the town to mitigate the effects of natural hazards and increase resilience against climate change. Reviewed background information on existing conditions and previous natural hazard events, prepared the plan in cooperation with the town, and hosted the public information sessions. The plan identified features most at risk; including critical infrastructure, vulnerable populations, and natural resources; and assessed their vulnerabilities to natural hazards and climate change. Prepared in accordance with FEMA guidelines for Hazard Mitigation Planning, the plan also identified and analyzed hazard mitigation strategies that best meet municipal needs for multiple hazard damage reduction.

Somerville Community Land Trust, Board President. I served as the founding board president of Somerville Community Land Trust. Somerville Community Land Trust is an independent, community-based non-profit organization. Its mission is to build community power and stability in Somerville by acquiring residences and land and making them permanently affordable. I did initial community outreach and led the initial phases of work on the organizations' first condominium project, including creating a development budget, applying for municipal funding and developing legal documents.

HomeKeeper Salesforce App. Focused on customer support and building knowledge base. This involved delivering trainings, writing documentation and responding to customer requests and questions about data entry. Worked with development team to log feature requests, investigate bugs, write technical documentation and release notes. Also assisted with agile product development and technical maintenance of app, tools, and systems. (with former employer)

Community Planner, Barrett Planning Group. Served as project manager and planner on affordable housing site suitability studies for the towns of Orleans and Abington, Massachusetts and a housing market analysis for Wellesley, Massachusetts. Managed external consultants, as well as analyzed site conditions, data and led community engagement related to land use, community planning and affordable housing. Used existing datasets and creating new datasets to inform the public about the need and equity impetus for affordable housing, as well as dispelling common misconceptions. (with former employer)

Project Manager, Planning Office for Urban Affairs. Coordinated project initiation, determination, permitting, closing and construction processes for affordable housing projects for the Archdiocese of Boston's social justice ministry. Work included RFP responses for state and local funding resources, coordination of construction closing, construction management and requisition processes on

three LIHTC projects at different phases in the Mattapan neighborhood of Boston. Managed architectural, interior design, environmental and engineering teams for projects at various stages of development, but also worked with community-based development partners and unions on trengthening performance under the Boston Residents Jobs Policy. (with former employer)



Brian McCusker

RA, NCARB, LEED AP® BD+C

Architecture, Programming & Design

17 Years of Experience | 12 Years with the Firm

Brian is an architect with significant experience in renovation and new construction, including commercial, institutional, federal, and educational projects ranging from $50,000 to $15 million. He has expertise in historical, modular, pre-engineered, and complex atypical buildings, managing all phases of design and construction. Brian developed the firm's vertical construction BIM standards and is knowledgeable in building, regulatory, and ADA codes, as well as LEED design principles. He has a strong understanding of building materials and methods, building envelopes, and interior finishes.

Title

Team Leader

Office Location

Foxborough, MA

Education

2009, Bachelor of Science
Architecture
Wentworth Institute of Technology

Registrations/Certifications

Registered Architect:
CT No. ARI.0016662
FL No. AR104163
MA No. 952455
MD No. 22754
ME No. ARC6108
NH No. 06320
NJ No. 21AI02383600
NY No. 047877
PA No. RA411555
RI No. ARC.0203283
VA No. 0401021300
VT No. 003.0094469
WY No. C-4018

National Council of Architectural Registration Boards: No. 96171

LEED AP® Building Design + Construction: No. 10209807-AP-

Key Project Experience

Walpole Recreation Department Feasibility Study, Walpole, Massachusetts. Project architect for the feasibility study which reviewed multiple buildings in town for the recreation department for renovations and repairs along with code deficiencies. The project included an analysis of current site, architectural, structural, and mechanical conditions, as well as a review of historic uses, and town needs based on information gathered during a series of meetings with key town personnel. The buildings consisted of an historic community center, two pool outbuildings, a small library, and a recreation camp center that multiple types of outbuildings and fields. The project not only provided recommendations for a scope of work but also costs to help the town provide capital budget recommendations.

Facility Addition & Renovations, Middleborough Gas & Electric Department (MGED), Middleborough, Massachusetts. Technical reviewer for the MGED project, which was to design historical renovations and an addition to their facility located at 37 Wareham Street, originally built in 1885. As one of the oldest electric departments in Massachusetts, the building is listed on the Massachusetts Historical Register and is located within a National Historical District, which creates additional design requirements. The utilities operations had outgrown multiple locations, and the town decided to consolidate them into one building. As with most utility-owned buildings, there are site constraints and many areas not suitable for building. The design includes employee facilities, engineering offices, break and training rooms, and additional support and stockroom spaces. The building will have accessible facilities for its ratepayers

and users, and employees will have adequate space to work in a modern, secure, and technologically advanced facility. The project is on track to receive LEED® V4.1 BD+C Silver Certification.

Engine House No. 6 Renovations, Waterbury, Connecticut. Provided architectural services for the design of interior improvements to a historically significant neighborhood fire station. Renovations include replacement of the existing staircase leading to the second floor sleeping quarters with a new stair within a one-hour fire rated enclosure and the complete reconfiguration of the second floor sleeping and living quarters.

Luvata Office Building, Waterbury, Connecticut. Provided architectural design services related to contract documents and construction administration for a two-story office addition and elevator for Luvata. The addition, which will house various administrative activities, is located in the historical Waterbury Industrial Complex.

School Accessibility Renovations, Chelmsford, Massachusetts. Project designer/architect for the Byam Elementary School, McCarthy and Parker Middle Schools, and a high school. Designed renovations to bring non-accessible toilet rooms into compliance with accessibility standards. Conducted extensive research and worked to produce accessible toilet rooms and provide more efficient fixtures.

New Public Works, Police, & Fire Facilities, Easton, Massachusetts. Project manager for the Easton Public Works, Police and Fire facilities, which consisted of three (3) main buildings on two (2) different sites. The site with the Public Works and Public Safety was an ACEC (Area of Critical Environmental Concern) and required Army Core Permitting. There are two bridges that lead from the front of the site to the back where Public Works is housed. The new facility includes 45'-0"-tall eaves for fire truck maintenance, all electric heating and cooling HVAC systems, and a closed-loop geothermal system. The Town of Easton is a stretch community, requiring the building to comply with the Massachusetts Stretch Energy Code which was released shortly prior to the project going into construction documentation. Construction is anticipated to be completed early 2027.

Public Safety Facility Feasibility & Schematic Design, Sandwich, Massachusetts. Project architect for the new Department of Public Works (DPW) facility. This project includes the relocation of an existing fire substation that will be adjacent to the DPW. The DPW building will be combined with other departments in town to create one municipal complex. The site is more resilient than the existing fire substation site in terms of flooding, but also provides better response times for other sections of town.

New Public Works Facility, Middleborough, Massachusetts. Provided architectural support for the $12,800,000 facility consisting of an administration, employee facilities, vehicle storage and maintenance, wash bay, and shop support spaces. The project was on a brand-new site in a different location from the existing public works facility. Lead the design, technical reviews, specifications and oversaw the construction administration for the architectural portion of the project for the approximately 35,600 square-feet that was completed in Spring of 2021.

New Public Works Facility, Yarmouth, Massachusetts. Project architect for the $15,000,000 facility consisting of an administration, employee facilities, vehicle storage and maintenance, wash bay and shop support spaces. The building is a major focal point at the intersection of Buck Island and Town Brook Roads. The building envelope is approximately better than 20% base code and has a "CAPE" aesthetic to fit in with the local building landscape. Lead the design and oversaw the construction for the approximately 40,000 square feet that was completed in Fall of 2021.

Lynnfield DPW Replacement, Lynnfield, Massachusetts. Designer for the replacement of a Department of Public Works building that was partially destroyed in a fire. Coordinated with various disciplines for construction documents. Scope of work included building code analysis, contract documents, and construction administration for the replacement of the building on an existing slab.

Public Safety and Public Works Municipal Complex, Mansfield, Massachusetts. Project architect / job captain for this complex, which is divided into two buildings (Public Safety and Public Work buildings) on site with an existing building. Provided designer services for the approximately 36,500-square-foot DPW building, plus additional canopies and mezzanines, and the overall site. Coordinated with another architecture firm who provided services for the Public Safety building under the same contract to make sure project deliverables, specifications and documents aligned.



Susan Mara

AICP

Planning

28 Years of Experience | 4 Years with the Firm

Sue is an experienced municipal planner with expertise in project management, Brownfields remediation and reuse, affordable housing, community engagement, zoning and land use, historic preservation, economic development, and grant writing. She has served as Planning Director for the City of Pawtucket, RI; participated on the Comprehensive Planning Advisory Committee that drafted the RI Comprehensive Planning Standards Manual; served on the Governor's Advisory Board of the RI Executive Climate Change Coordinating Council; and was vice president of the Rhode Island American Planning Association.

Title

Team Leader

Office Location

Foxborough, MA

Education

2000, Master of Community Planning, magna cum laude
University of Rhode Island

1998, Bachelor of Arts, magna cum laude
Urban Affairs
University of Rhode Island

Registrations/Certifications

American Institute of Certified Planners: No. 017815

National Charrette Institute Certified

Key Project Experience

Wright's Mill Reuse Master Plan, Warren, Massachusetts. Assistant project manager responsible for developing existing conditions information for potential developers after the town received a US Economic Development Administration grant to redevelop a vacant mill campus. Also conducted a multi-media community engagement effort, including in-person meetings and online resources. Assisted the town by preparing redevelopment concepts, supported by market research, to assess how the redevelopment could benefit the town and how the town should prioritize its public investment.

South Meadows Redevelopment Considerations Study, MIRA Dissolution Authority – Hartford, Connecticut. Assisted with the environmental multidisciplinary study of the 80-acre former waste-to-energy South Meadows facility on the banks of the CT River. Study included a hazardous building material survey of former power block and waste processing buildings, review of soil and groundwater remediation and regulatory status, assessment of the site's flood protection system, evaluation of potential future uses, and the preparation of remediation and building demolition opinions-of-cost for several industrial/commercial and residential reuse scenarios. The study included substantial community outreach including stakeholder interviews and three public meetings.

Community Comprehensive Plan and Zoning Update, North Providence, Rhode Island. Assistant project manager for update of the local plan of development. Revisions involve a full update of the town's current plan, approval through the Rhode Island Division of Statewide

Susan Mara's Key Project Experience Cont.

Planning and significant public involvement. This project also includes a comprehensive update of the town's Zoning Ordinance and Development Regulations.

Comprehensive Master Plan Update, Westfield, Massachusetts. Technical advisor for update of the local plan of development. Role includes review of written deliverables for quality assurance. The City of Westfield had not updated their master plan in over 50 years. Revisions involve a full update of the city's current plan. This project will add sections for energy, climate change, and water supply among others. It also includes a significant public engagement element.

Affordable Housing at the Walker Center, Newton, Massachusetts. Project manager responsible for leading a multi-disciplinary team to assist the city in evaluating a site for redevelopment as affordable housing. The city received grant funding to assess the feasibility of reusing city property as affordable housing. Also supported the city through the public process and preparation of a due diligence document to assist future developers.

Housing Production Plan through RIHousing, Warren, Rhode Island. Project manager for the development of a Housing Production Plan for the Town of Warren, funded through RIHousing, Responsibilities included preparing a summary of Warren's unique challenges with affordable housing. Project efforts also included development of an Ersi StoryMap, which assisted the town in understanding the geographic components of its housing affordability.

Consulting Services for the American Rescue Plan Act (ARPA) Local Fiscal Recovery, South Kingstown, Rhode Island. Project planner for development of a strategic plan to revitalize five areas of South Kingstown and develop ARPA programming. Role includes review of local policy and project implementation related to ARPA compliance. The town is slated to receive $8.95 million over the next two years under ARPA. South Kingstown hired Weston & Sampson to provide specialized project development, design (civil, engineering, architecture, landscaping and traffic engineering) and grant management services to maximize its use of the ARPA funds to support the town's COVID-19 disaster response to economic recovery. These services include supporting the town with project management oversight and ensuring accountability, transparency, and compliance with all federal requirements.

Festival Pier Redevelopment, Pawtucket, Rhode Island. Leveraged over several funding sources to remediate and redevelop the Festival Pier riverfront park in Pawtucket, Rhode Island. Worked with various state agencies, as well as local stakeholders, including the fishermen, to transform this riverfront site from a sand and gravel surface parking lot into a park that provided access to a boat launch, made the fishing opportunities handicapped accessible while providing space for festivals and community events on the city's waterfront. (with former employer)

Pawtucket-Central Falls Transit Center, Rhode Island. Served as the city's project manager for the $40 million Transit Center, starting in 2005 with the city-funded feasibility study, which set the stage for the project to proceed. Coordinated diligently with RIDOT over the past 15 years to keep the project moving through the various stages of federal environmental review and to work creatively on solutions to funding. Worked to ensure that the Transit Center would serve the needs of the local community and result in investment and redevelopment of the cities. The project is currently under construction. (with former employer)

Route One Corridor Study, Westerly, Rhode Island. Project planner for development of a strategic plan to revitalize the Route One Corridor in Westerly related to housing issues. The overall goal of the study is to encourage the type of development that improves functionality and reflects Westerly's character and charm. This major study of a five-mile commercial and residential corridor was completed on an expedited six-month schedule. It included several major public engagement events, a website, a public survey, stakeholder engagement and analysis of transportation, housing, economic development, aesthetics, and zoning.

Design Guidelines for Scenic Roadways, Rhode Island Department of Transportation, Statewide, Rhode Island. Working with the Rhode Island Department of Transportation's Scenic Roadways Board to develop design guidelines for work along the state's local Scenic Roadways. Assisting the Board by preparing template ordinances and comprehensive plan updates for municipalities to use to improve local protection of these resources.



Erin Minnigan Mehard

AICP

Planning

14 Years of Experience | 2 Years with the Firm

Erin specializes in historic preservation, resiliency, and urban planning. With extensive experience in the public and non-profit sectors, she is committed to fostering livable communities through managed growth and resilient design. Erin is an accomplished public speaker and community outreach facilitator. Previously, she served as Director of Preservation & Planning for the Preservation Society of Charleston, managing preservation programs, conservation easements, and climate adaptation resilience planning.

Title

Project Manager I

Office Location

North Charleston, SC

Education

2015, Master of Science
Urban & Regional Planning
University of Florida

2012, Bachelor of Arts
Historic Preservation &
Community Planning
College of Charleston

Registrations/Certifications

American Institute of Certified Planners: No. 35139

Key Project Experience

Gullah Geechee Heritage Preservation Project, Charleston, South Carolina. Project manager for this National Park Service-funded initiative to document, recognize, and preserve historic Gullah Geechee communities in the Charleston region. Led the development of Area Character Appraisals to highlight their cultural and historical significance and provided recommendations for future planning and preservation.

Phillips Community Advocacy Campaign and National Register Nomination, Charleston, South Carolina. Worked with residents and non-profit organizations to prevent a highway expansion threatening this rare, intact 19th-century African American settlement. Secured a grant to nominate Phillips as South Carolina's first Traditional Cultural Place on the National Register. (with previous employer)

Section 106 Review for the Charleston Navy Yard, Charleston, South Carolina. Represented the Preservation Society of Charleston as a concurring party in the federal review of the Navy Yard redevelopment. Advised on strategies to avoid, minimize, and mitigate adverse impacts to National Register-listed historic resources.

Historic Preservation Master Plan, St Augustine, Florida. Assisted in managing the development of a comprehensive plan to implement historic preservation goals and policies, informed by extensive public input. (with previous employer)

Civil Rights Sites National Register Nomination, St. Augustine, Florida. This state-funded grant project focused on compiling a comprehensive list of sites in and around the

city associated with the Civil Rights movement. (with previous employer)

Zoning Code Text Amendment, Berkeley County, South Carolina. Project manager for the comprehensive update of the Zoning Code. Responsibilities include evaluating ordinance language, researching best practices from peer jurisdictions, and supporting text revisions. Review amendments for policy consistency, usability, and implementability. Coordinate with staff to refine changes and ensure effective administration of zoning regulations.

Zoning Ordinance and Subdivision Regulation Audit and Update, Scituate, Rhode Island. Contributed to auditing and rewriting subdivision regulations and the zoning ordinance to ensure compliance with state law, implementing best practices, and modernizing land use procedures.

Zoning and Regulatory Audit, Tiverton, Rhode Island. Senior project planner for the audit of the zoning ordinance and subdivision regulations. The audit will identify changes needed for consistency with state enabling legislation, the comprehensive plan, and planning best practices.

Richland County Comprehensive Plan, Richland County, South Carolina. Senior project planner overseeing plan development, community engagement, and coordination with project partners. The project assesses existing conditions related to resiliency, natural resources, and transportation, with a strong emphasis on public participation.

Jamestown Comprehensive Plan Update, Jamestown, Rhode Island. Senior project planner supporting updates to the housing and historic preservation elements of the comprehensive plan. The revisions include a full plan update, approval by the Rhode Island Division of Statewide Planning, and extensive public involvement.

Foxborough Comprehensive Plan Update, Foxborough, Massachusetts. Senior project planner supporting updates to the natural and cultural resources elements of the comprehensive plan. The revisions include a full plan update with extensive public involvement.

Municipal Technical Assistance, Rhode Island. Senior project planner supporting Rhode Island Housing's Municipal Technical Assistance program to help municipalities improve housing development opportunities and production. The project included reviewing and revising subdivision regulations and zoning ordinances for Coventry, Cumberland, Lincoln, New Shoreham, North Providence, Glocester, Tiverton, Portsmouth, Scituate, and Smithfield.

Third-Party Review Services, Berkeley County, South Carolina. Lead reviewer for planning and zoning components of development proposals under the Concurrent Departmental Review process. Oversaw evaluation of major subdivision and site development plans to ensure compliance with zoning, development standards, and subdivision regulations, with a focus on land use, density, setbacks, parking, landscaping, and buffer requirements.

Board of Architectural Review (BAR) Policy Reform, Charleston, South Carolina. Key contributor in developing policies to improve the functionality and equity of BAR processes. Work included revising the Height District Ordinance and developing guidance for sustainable technologies and substitute materials in the historic district. (with previous employer)

Lincolnville Redevelopment Plan Amendment, St Augustine, Florida. Amended the redevelopment plan to enhance functionality and efficiency in the Lincolnville neighborhood. Developed the "Housing Rehabilitation Program" to address blighted structures and expand affordable housing. (with previous employer)

Neighborhood Zoning Workbooks, St Augustine, Florida. Developed a framework workbook to assist neighborhoods in designing their own conservation overlay districts. (with previous employer)

Comprehensive Plan Housing Element Update, Coventry, Rhode Island. Assisted with a comprehensive rewrite of the Housing Chapter for the Town of Coventry's Comprehensive Plan, contributing to housing needs analysis, development constraints, and strategy sections. Conducted quantitative analysis, including cost burden, affordability thresholds, and supply-demand gap calculations, using Census, CHAS, and labor market data. Drafted sections on housing stock conditions, zoning and infrastructure constraints, and municipal staffing and monitoring recommendations. Helped develop updated housing goals, policies, and an implementation strategy aligned with state housing requirements.



Jason Parker

AICP, CFM

Planning

27 Years of Experience | 0 Years with the Firm

Jason specializes in municipal planning and community development. He is proficient in land development review, zoning compliance, community and environmental planning, and local government operations. Jason has extensive experience with ordinance development and revision, as well as Comprehensive and Hazard Mitigation planning.

Title

Technical Specialist II

Office Location

Foxborough, MA

Education

1999, Bachelor of Science
Environmental Management
University of Rhode Island

Registrations/Certifications

American Institute of Certified Planners: No. 028969

Certified Floodplain Manager: No. US-10-04999

Key Project Experience

Deputy Planning Director, South Kingstown, Rhode Island. Deputy Planning Director for the Town of South Kingstown, assisting with the day-to-day management of Planning Department operations, budgeting, and personnel. Supported the Town's GIS Administrator with development and deployment of the Town's GIS and helped transition the Town to using ArcGIS services. (with former employer)

Senior Planner, South Kingstown, Rhode Island. Prepared, reviewed, and provided recommendations and technical support to the Planning Board for Subdivision and Land Development applications, ordinance development and amendments, and assisting with decision-making and ensuring all requirements of Local Ordinances and State Law are adhered to. Developed local municipal plans including Comprehensive Plan, Route 1 Stewardship Plan, Hazard Mitigation Plan. Primary contributor to numerous zoning ordinances and amendments, including coastal resiliency, medical marijuana and cannabis, and other specific regulatory guidelines. Provided administrative and technical support to various Boards and Commissions including the Sustainability Committee, Conservation Commission, Bicycle & Pedestrian Advisory Committee, Route 1 Stewardship Committee, and the Planning Board. (with former employer)

Town Planner, Westerly, Rhode Island. Prepared, reviewed, and provided recommendations and technical support to the Planning Board for Subdivision and Land Development applications assisting with the decision-making process and ensuring all requirements of Local Ordinances and State Law are adhered to. Managed updating the town's Comprehensive Plan with the Planning Board. Managed

Jason Parker's Key Project Experience Cont.

and assisted with various grant projects including the Winnapaug Dredge project, TMDL Implementation Plan, and FEMA's Elevation Grant Program. Served as the Town's Floodplain manager. (with former employer)

Zoning Official, Westerly, Rhode Island. Reviewed all development applications against Zoning regulations and planning principles, making routine compliance determinations and daily permitting guidance. Managed Zoning Board including agendas, scheduling, project narratives, recommendations, and completion of Decision Letters on behalf of the Board. Provided guidance on state regulatory requirements and collaborated to develop Rules of Procedure. Conducted GIS analysis and map generation for planning and zoning applications and projects. Collaborated with Building Official in review of Special Flood Hazard Area (SFHA) development policies to ensure compliance with State Building Code requirements. Served as FEMA's Community Rating System (CRS) Coordinator, responsible for maintaining the town's status while also furthering the Town's rating in the CRS program. (with former employer)



Logan Leeds

AICP Candidate

Planning

4 Years of Experience | 4 Years with the Firm

Logan specializes in climate resilience, urban planning, and Geographic Information Systems (GIS). His experience includes supporting master plans, zoning analysis and updates, economic revitalization, and resiliency planning. He has developed community outreach materials to enhance public engagement for these projects. Logan is proficient in ArcGIS Pro, ArcMap, and ArcGIS Online.

Title

Planner II

Office Location

Reading, MA

Education

2022, Bachelor of Science
Environment & Sustainability
Cornell University

Registrations/Certifications

American Institute of Certified Planners: Candidate

Key Project Experience

Community Comprehensive Plan Update, Lincoln, Rhode Island. Planner for the 10-year revision of the Town Comprehensive Plan. Revisions included fully updating the town's existing plan. Tasked with creating and maintaining the plan's website and public engagement program, as well developing GIS maps and writing several chapters for the final deliverable. Designed a replicable model to perform a buildout analysis and Future Land Use Map.

Comprehensive Plan Update, Jamestown, Rhode Island. Planner for the 10-year revision of the Town Comprehensive Plan. Revisions included fully updating the town's existing plan. Tasked with creating and maintaining the plan's website and public engagement program, as well developing GIS maps and writing several chapters for the final deliverable. Designed a replicable model to perform a buildout analysis and Future Land Use Map. This project is ongoing.

Resilient Master Plan, Westhampton, Massachusetts. Planner for the development of a community-wide Resilient Master Plan focused on social and environmental resiliency. Responsible for drafting the existing conditions; goals, policies and actions; and template design and formatting of final InDesign document. The final report was published publicly in 2023. This project received the 2023 Comprehensive Planning Award by the Massachusetts Chapter of the American Planning Association.

Community Comprehensive Plan and Zoning Update, North Providence, Rhode Island. Planner for update of the local plan of development. Revisions involve a full update

of the town's current plan, approval through the Rhode Island Division of Statewide Planning, and significant public involvement. This project also includes a comprehensive update of the town's Zoning Ordinance and Development Regulations.

Community Comprehensive Plan Update, Johnston, Rhode Island. Project planner for update of the local plan of development. Revisions involve a full update of the town's current plan, approval through the Rhode Island Division of Statewide Planning and significant public involvement. This plan will focus on transforming the Town of Johnston into a development and commercial hub.

Consulting Services for the American Rescue Plan Act (ARPA) Local Fiscal Recovery, South Kingstown, Rhode Island. Planner for development of a strategic plan to revitalize five areas of the Town of South Kingstown and develop ARPA programming. Role includes development of highly graphical concept plans for each of the five areas. The Town of South Kingstown is slated to receive $8.95 million over the next two years under ARPA. The project includes specialized project development, design (civil, engineering, architecture, landscaping, and traffic engineering), and grant management services to maximize the town's use of the ARPA funds to support the COVID-19 disaster response to economic recovery. Services include project management oversight and ensuring accountability, transparency, and compliance with all federal requirements.

Route One Corridor Study, Westerly, Rhode Island. Planner for development of a strategic plan to revitalize the Route One Corridor in the Town of Westerly. Role includes development of engagement materials, website development, and graphic design for written deliverables. The overall goal of the study is to encourage the type of development that improves functionality and reflects Westerly's character and charm. This major study of a five-mile commercial and residential corridor is being done on an expedited six-month schedule. It includes several major public engagement events, a website, a public survey, stakeholder engagement and analysis of transportation, housing, economic development, aesthetics, and zoning.

Buildout Analysis, Nantucket, Massachusetts. Planner for development of a buildout analysis to evaluate existing development and zoning and to recommend zoning updates that will balance the need for economic development, housing, and environmental protection. A GIS-based zoning analysis and project report were completed as part of this project.

North Tiverton Revitalization and Master Plan, Tiverton, Rhode Island. Planner for development of a strategic plan to revitalize the Main Road Corridor in the Town of Tiverton. Responsible for in-person site visits, stakeholder engagement, and led writing and design of all deliverables. The overall goal of the study was to analyze housing, transportation, economic development, and open space needs to improve functionality and reflect Tiverton's welcoming character.

Community Comprehensive Plan Update, Warwick, Rhode Island. Project planner for update of the local plan of development. Revisions involve a full update of the town's current plan, approval through the Rhode Island Division of Statewide Planning and significant public involvement. This plan also includes a supplement that considers the manner in which projected development is affected by, and will affect, other aspects of urban planning, including economic development, open space preservation, transportation accessibility, and zoning. This project is still ongoing.

Comprehensive Plan Public Engagement, Bristol, Rhode Island. Planner and facilitator for the public engagement component of the Comprehensive Plan for the Town of Bristol. Hosted two public workshops to present on ongoing comprehensive plan updates and obtain feedback from residents.

Calks Ferry Interchange Project, Lexington County, South Carolina. Lead website developer for the Calks Ferry Interchange Project for the Lexington County. Created public-facing, interactive website with project information and sections for feedback from the community, related to proposed design options for a new interchange to I-20 from Calks Ferry Road. This project is ongoing.

Municipal Technical Assistance Program, Rhode Island. Planner for various zoning updates as part of MTAP in Rhode Island. Researched and drafted new legislation to improve consistency, compliance, and ease of use for zoning ordinances in the Towns of Coventry and East Greenwich. This project is ongoing.



Joanna Nadeau

AICP

Planning

23 Years of Experience | 6 Years with the Firm

Joanna is a sustainability/resiliency specialist with experience in project management, community planning, technical assistance, policy analysis, program development, environmental education, and public engagement. She routinely works with engineers and technical experts, government officials, non-governmental organizations, resource managers, and the public to develop and implement resiliency and sustainability plans and projects. Joanna's research experience includes ecological analyses with The Nature Conservancy and endangered species and water management studies at the University of Arizona.

Title

Technical Specialist I

Office Location

Reading, MA

Education

2009, Master of Science
Planning
University of Arizona

2003, Bachelor of Arts
Biology
Haverford College

Registrations/Certifications

American Institute of Certified Planners: No. 027711

Key Project Experience

Comprehensive Master Plan Update, Westfield, Massachusetts. Project planner for the update of the local plan of development, including providing design and implementation of engagement workshops. The city has not updated their master plan in over 50 years. Revisions involved a full update of the city's current plan. This project added sections for energy, climate change, and water supply among others and included a significant public engagement element.

Community Comprehensive Plan and Zoning Update, North Providence, Rhode Island. Project planner for update of the local plan of development. Revisions involve a full update of the town's current plan, approval through the Rhode Island Division of Statewide Planning and significant public involvement. This project also included a comprehensive update of the town's Zoning Ordinance and Development Regulations.

Community Comprehensive Plan Update, Scituate, Rhode Island. Public engagement expert for update of the local plan of development. Revisions involve a full update of the town's current plan, approval through the Rhode Island Division of Statewide Planning and significant public involvement. Leading regulatory review of residential compounds process and standards.

Resilient Masterplan and Open Space and Recreation Plan, Westhampton, Massachusetts. Project planner for preparation of a resilient local plan of development as well as an open space and recreation plan, including providing design and implementation of engagement workshops. This

is the Town of Westhampton's first-ever master plan. Lead writer of engagement activities and sections on agriculture, forestry, climate change, energy, natural resources, open space, and recreation.

Resilient North River Corridor Riverwalk, Peabody and Salem, Massachusetts. Public engagement expert for remediation / reuse planning and design for the proposed North River Corridor Riverwalk, a 1.6-mile multi-use path that would connect the cities of Peabody and Salem. Assisted with multiple community engagement sessions and coordination with community organizations.

Community Master Plan Update, Hamilton, Massachusetts. Public engagement and sustainability expert for update of the local plan of development.

Comprehensive Community Plan, Jamestown, Massachusetts. Senior Project Planner and Assistant Project Manager for preparation of an updated local plan of development, and lead author on open space, agriculture, and natural resources chapters.

Comprehensive Plan Update, Sullivan, Maine. Senior project planner for the update of local comprehensive plan, assisting Hancock County Planning Commission as subconsultant. Led redrafting of the Agriculture and Forestry, Marine Resources, Natural Resources, and Water Resources chapters to incorporate update data and meet requirements of the Maine State Planning Office.

South Meadows Redevelopment Considerations Study, MIRA Dissolution Authority – Hartford, Connecticut. Project planner for the environmental multidisciplinary study of the 80-acre former waste-to-energy South Meadows facility on the banks of the CT River. Led collaborative engagement process with local firm for the study's substantial community outreach process, including online communications and three public meetings. Study included a hazardous building material survey of former power block and waste processing buildings, review of soil and groundwater remediation and regulatory status, assessment of the site's flood protection system, evaluation of potential future uses, and the preparation of remediation and building demolition opinions-of-cost for several industrial/commercial and residential reuse scenarios.

Climate-Resilient Park Network Along the Charles River in South Natick, Natick, Massachusetts. Project planner for a two-year redesign of three parks along the Charles River and guiding concept development for ballfields along the river. Guiding the public engagement process in coordination with a multi-disciplinary team for design development, municipal staff, and interfacing with tribal representatives and the public.

Consulting Services for the American Rescue Plan Act (ARPA) Local Fiscal Recovery, South Kingstown, Rhode Island. Project Planner for development of a strategic plan to revitalize five areas of the Town of South Kingstown and develop ARPA programming. Role involves assistance with grant fund development to leverage ARPA funding. The Town of South Kingstown is slated to receive $8.95 million over the next two years under ARPA. South Kingstown hired Weston & Sampson to provide specialized project development, design (civil, engineering, architecture, landscaping and traffic engineering) and grant management services to maximize the town's use of the ARPA funds to support the town's COVID-19 disaster response to economic recovery. These services include supporting the town with project management oversight and ensuring accountability, transparency, and compliance with all federal requirements.

John Fitch Highway Corridor Resilient Redesign (2020-2021), Baker Brook Stormwater Model and Plan (2021-2022), and Downtown Nature-Based Solutions (2022-2023), Fitchburg, Massachusetts. Community engagement lead and providing project management support for multi-phase project to address stormwater flooding, urban heat island effects, and equitable mobility in the city. The first year determined the vision for the development of a corridor redesign for Complete Streets, green, nature-based stormwater controls, and addressing urban heat island effects. The second year identified and designed conceptual, nature-based projects on public and private property for future implementation. The third year identified and designed nature-based projects in a downtown neighborhood coordinated with combined storm sewer system upgrades. The projects are funded by a Municipal Vulnerability Preparedness Action Grant from the Massachusetts Executive Office of Energy and Environmental Affairs.



Adria Boynton

AICP

Planning

11 Years of Experience | 3 Years with the Firm

Adria develops graphics to make technical information more accessible and understandable for a range of audiences. This includes designing visuals to support public engagement, design development, and final deliverables. Adria's experience includes working on Climate Action Plans, FEMA Hazard Mitigation Plans (HMP), Municipal Vulnerability Preparedness (MVP) Planning and Action Grant projects, Risk & Resilience Assessments (RRA), Emergency Response Plans (ERP), resilient design guidelines, and master plans.

Title

Senior Project Planner

Office Location

Reading, MA

Education

2017, Master of Design Studies
Risk & Resilience
Harvard University

2015, Bachelor of Architecture,
Bachelor of Fine Arts
Rhode Island School of Design

Registrations/Certifications

American Institute of Certified Planners: No. 34790

Key Project Experience

Comprehensive Plan Update, Jamestown, Rhode Island. Developed templates and sample formats to standardize report presentation.

Comprehensive Plan, Cranston, Rhode Island. Designed a summary sheet template and provided support for report formatting.

Comprehensive Plan Update, Warwick, Rhode Island. Developed the final report template.

Master Plan Update, Foxborough, Massachusetts. Prepared and formatted maps to illustrate growth nodes.

Greenbelt Master Plan, Dorchester County, South Carolina. Designed custom infographics, produced a project postcard, and formatted the final report.

Wright's Mill Master Recovery Plan, Warren, Massachusetts. Created poster boards and an informational placemat for public meetings.

North Tiverton Revitalization Strategy & Design Study, North Tiverton, Rhode Island. Designed the final report template.

Municipal Training Program, Rhode Island Department of Housing. Developed an interactive, user-friendly workbook template.

Lake Cochichewick Watershed Plan Update, North Andover, Massachusetts. Served as lead engagement specialist for the watershed plan update. Responsibilities included preparing an EPA Nine-Elements Watershed-Based Plan with assessment and restoration strategies, policy analysis, public engagement, and capital improvement

planning. Led outreach efforts by developing a fact sheet, online survey, social media content, educational video, and organizing virtual meetings.

Boston Metropolitan Area Coastal Study, USACE and EEA. Co-led stakeholder outreach and engagement with the Army Corps of Engineers and the Executive Office of Energy & Environmental Affairs. The study assesses coastal flood vulnerability and impacts to inform long-term regional adaptation recommendations. (with former employer)

Wastewater Treatment Facility (WWTF) Climate Resilience Assessment, Seabrook, New Hampshire. Supported public and stakeholder outreach by identifying effective communication methods to engage the community on climate change and share assessment results. Developed an Equitable Community Engagement Strategy to guide outreach, build local capacity, and support staff and consultants new to engagement or equity efforts. The strategy offers step-by-step recommendations for reaching underrepresented audiences, climate resilience messaging, and engagement checklists. The WWTF assessment served as a pilot for this strategy, which can be replicated by other coastal communities in New Hampshire.

Resilient Urban Forest Master Plan & Urban Heat Island Assessment, Lowell, Massachusetts. Formatted maps to visualize data on tree canopy, inventory, heat severity, local features, transit, critical facilities, and priority planting areas. Designed infographics to explain key concepts, including tree planting projections and canopy coverage. These materials were included in the final report, the public-facing Esri Storymap, and the UFMP Technical Report.

Rhode Island State Comprehensive Outdoor Recreation Plan (SCORP), State of Rhode Island. Assisted in producing the 2019 SCORP, part of the State Guide Plan that informs policy for agencies and municipalities. Formatted the report for visual engagement and accessibility. The final report received the 2019 RIAPA Award.

Moakley Park Master Plan, Boston Parks and Recreation Department (BPRD), Boston, Massachusetts. Assisting with climate resilient design and project management for the Moakley Park Vision Plan. Responsibilities include technical assessments, community engagement, and schematic flood barrier design to address increasing flood vulnerability.

Five-year Roadmap for Action Implementation, Executive Office of Public Safety & Security (EOPSS), Massachusetts. Developed custom infographics to visualize key project concepts, formatted stakeholder engagement handouts, and prepared the final report.

Remaking John Fitch Highway into a Resilient Urban Corridor, Fitchburg, Massachusetts. Designed a coloring page and formatted aerial infographics to support project communication.

Five-year Roadmap for Action Implementation, Executive Office of Public Safety & Security (EOPSS), Massachusetts. Developed custom infographics to visualize key project concepts, formatted stakeholder engagement handouts, and prepared the final report.

Charles River Climate Compact Resilience Strategic Plan, Charles River Watershed Association and Medway, Massachusetts. Led the development of a strategic plan for the Charles River Watershed Association's Climate Compact, a coalition of municipalities addressing climate impacts regionally. Oversaw outreach and engagement to define the plan's vision, values, and goals, including an Equity Focus Group; guided the development and prioritization of strategies; and created an interactive online dashboard. This project was funded by a Technical Assistance Program (TAP) grant from MAPC. (with former employeer)

Resilient Massachusetts Action Team (RMAT): Technical Support, Executive Office of Energy and Environmental Affairs (EOEEA), Massachusetts. Served as resiliency specialist for the RMAT Technical Support project, advancing priority actions from the State Hazard Mitigation and Climate Adaptation Plan (SHMCAP) for climate-resilient projects statewide. Contributed to developing standards for climate projection data, implementation guidelines, and a web-based benefit evaluation tool for capital planning. Assisted with literature review, stakeholder workshops, and user-friendly guidance development.



Sophia Espie

Planning

2 Years of Experience | 1 Years with the Firm

Sophia specializes in visualization and graphic design and offers experience developing clear, engaging visual materials to support planning, stormwater, and environmental projects. She produces branded communication templates, infographics, maps, and report graphics that translate technical information into accessible visuals for internal teams and public-facing materials. Her work supports interdisciplinary collaboration and community engagement across planning and environmental initiatives.

Title

Planner I

Office Location

Richmond, VA

Education

2024, Bachelor of Arts
Art & Design
Louisiana State University

Key Project Experience

Visualization and Graphic Design Support, Various Locations. Prepared branded communication templates, infographics, maps, and visual materials to support planning, stormwater, and environmental projects. Work focused on translating technical information into clear, accessible graphics for proposals, reports, and internal coordination.

Nature-Based Solutions Team Vision Graphics, Various Locations. Developed conceptual infographics to support an internal team visioning process for the NBS–Stormwater Engineering group. Graphics illustrated interconnected focus areas including Nature-Based Solutions/Design, Watershed and Water Quality Management, and Landscape Architecture/Urban Forestry.

Transit-Oriented Development (TOD) Branding and Templates, Various Locations. Assisted with development of branding elements and document templates to support transit-oriented development planning efforts, establishing consistent visual standards across reports and outreach materials.

ClimateTech Summit Promotional Materials, Florida. Developed flyer and announcement graphics for a ClimateTech summit hosted at Florida Gulf Coast University in collaboration with university partners. Work focused on visually highlighting academic anchors and supporting event outreach.

Montgomery County BOA Nomination Mapping, New York. Assisted with preparation of site graphics and base aerial maps for six project sites and an overall study area. Responsibilities included cropping and formatting

Sophia Espie's Key Project Experience Cont.

aerial imagery, coordinating graphic standards, and supporting layout for proposal and nomination materials.

University and Small Business Branding, Various Locations. Created communication templates, feature publications, and marketing materials for university initiatives and small businesses, including a feature magazine for an LSU NIL initiative and branded templates for UVA communications. (with former employer)

AICP

This certificate hereby qualifies

Adria Boynton

as a member with all the benefits of a Certified Planner and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 34790

Joel Albizo, FASAE, CAE
Chief Executive Director

Mitchell J. Silver, FAICP
President

AICP
American Institute
of Certified Planners
Creating Great Communities for All

Verify: https://www.credly.com/go/N6h1uqZ2

AICP

This certificate hereby qualifies

Elizabeth O. Haney

as a member with all the benefits of a AICP Candidate and a commitment to the AICP Code of Ethics and Professional Conduct.

Joel Albizo, FASAE, CAE
Chief Executive Director

Karen Wolf, FAICP
AICP President

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Susan Mara, AICP

Please upload a photo that shows you at your professional best. The photo can be a jpg, jpeg, or png file.

Choose File No file chosen

Upload

APA ID: 123777
Email: mara.susan@wseinc.com
Member Type: Regular
Profile Status: Visible only to other members
Edit Profile

APA Membership: Expires 09/30/2026
Primary Chapter: RI | Expires 09/30/2026

AICP Membership: Expires 09/30/2026
CM Reporting Period Ends: 05/31/2026
CM Grace Period Ends: 05/31/2026

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PASSPOR
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Badges





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Brian McCusker

HAS ATTAINED THE DESIGNATION OF

LEED AP® Building Design + Construction

by demonstrating the knowledge and understanding of green building practices and principles needed to support the use of the LEED® green building program.

10209807-AP-BD+C

CREDENTIAL ID

14 MAY 2014

ISSUED

13 MAY 2026

VALID THROUGH

PETER TEMPLETON
PRESIDENT & CEO
U.S. GREEN BUILDING COUNCIL & GREEN BUSINESS CERTIFICATION INC.

Gmail

Brian McCusker <bpmccusker@gmail.com>

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NCARB <no-reply@post.ncarb.org> Wed, Sep 4, 2019 at 9:56 AM
Reply-To: customerservice@ncarb.org
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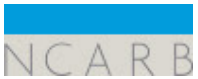

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LICENSE NUMBER	EXPIRATION DATE	SERIAL NUMBER
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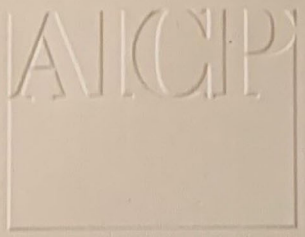

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August 19, 2005

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Rebecca L. Flora
Chairman

July 15, 2008
Date Issued

R.
S. Richard Fedrizzi, President and CEO

03 – Contact Information

Company Information

Weston & Sampson maintains a strong local presence in Massachusetts, providing our team with firsthand knowledge of the communities we serve and the ability to respond quickly and efficiently throughout the project. Our company name, address, and primary office information are provided below.

Weston & Sampson
55 Walkers Brook Drive, Suite 100
Reading, MA 01867
978.532.1900 (phone)
978.977.0100 (fax)
www.westonandsampson.com

Contact Information

Weston & Sampson has designated a primary point of contact for this RFP to provide Dunstable with consistent, reliable, and responsive communication throughout the proposal and selection process. Contact information is provided below.

Karen Prescott, CEcD, AICP
Senior Project Manager | Project Manager
Prescott.Karen@wseinc.com
603-956-6586

View Weston & Sampson's website



Quirk School Adaptive Reuse Feasibility Study – Warren, Rhode Island

04 – Understanding of the Scope of Services & Approach

Project Understanding

The Town of Dunstable has already completed a substantial body of planning and technical work to position the historical Union School building for future reuse. Previous efforts have evaluated building conditions, documented rehabilitation needs, engaged residents and stakeholders, explored adaptive reuse concepts, and advanced conceptual plans for interior rehabilitation and accessibility improvements. The town has also established a strong understanding of community preferences, implementation constraints, and potential funding opportunities.

This study represents the next phase in that process. Rather than revisiting prior analyses, the town is seeking a practical, implementation-focused strategy that builds upon the foundation already established. The primary objective is to identify the most viable path forward for occupancy, operation, management, and long-term financial sustainability of the facility.

Our approach will focus on refining and evaluating the most promising reuse opportunities identified through previous planning efforts, assessing governance and operational models, analyzing financial feasibility, and identifying funding and partnership opportunities capable of supporting long-term success. Building from the town's existing rehabilitation studies, conceptual plans, and reuse analyses, we will validate market demand, compare operational alternatives, evaluate implementation considerations, and develop actionable recommendations regarding preferred reuse strategies, ownership and management structures, funding opportunities, procurement needs, and next steps.

The result will be a clear roadmap that enables the town to transition from planning to implementation while preserving the building's historical character, maximizing community benefit, and establishing a sustainable framework for future operation and cultural activation.

Building on a Strong Foundation

- We will respect the work already completed
- Dunstable has already invested substantially in understanding the Union School building—its physical needs, historical significance, community priorities, potential reuse concepts, and rehabilitation requirements. Our approach will build directly from that work rather than repeat it.
- We recognize the importance of Union School.
- The Union School is more than a building reuse opportunity. As a prominent historical resource in the center of Dunstable and a longstanding community landmark, decisions about its future warrant a thoughtful balance of preservation, community benefit, and long-term sustainability.
- We will bring a fresh set of eyes to the next phase
- We will independently test the work completed to date against current market demand, prospective users and operators, governance options, operating economics, funding opportunities, and implementation realities. The objective is not to reopen questions that have already been answered but to help the town determine what can work and how to make it happen.

Project Outcome

The ultimate outcome of this study is to provide the town with a clear, actionable strategy for the long-term reuse and operation of the Union School building. Building upon previous planning and design efforts, the study will identify the preferred reuse strategy, establish an appropriate governance and operating framework, evaluate long-term financial sustainability, and define the implementation steps necessary to advance the project from planning to execution. The result will be a practical roadmap that positions the town to activate and sustain the building as a valued community and cultural resource for generations to come.

Project Background

The Union School building is a prominent historical landmark and contributing resources within the Dunstable Center Historic District. Constructed in 1895, the building served as the town's primary school before transitioning to ancillary educational uses associated with the adjacent Swallow Union School. As it approaches its 130th anniversary, the building remains an important civic asset and a focal point of community identity.

Over the past several years, the town has undertaken a major comprehensive planning and assessment effort to position the building for long-term reuse. Existing conditions evaluations, architectural and preservation studies, conceptual rehabilitation plans, capital cost estimates, and extensive public engagement have established a strong foundation for future decision-making. Exterior rehabilitation has been completed, and interior design and construction documents are expected to be completed and available to the selected consultant.

Community engagement conducted through public workshops, stakeholder discussions, and a town-wide survey demonstrated broad support for preserving the building and reactivating it as a community resource. Residents expressed the strongest interest in arts and cultural programming, youth and educational activities, community gathering space, flexible event uses, and revenue-generating tenant opportunities such as artist studios and office space. The planning process also highlighted key considerations including long-term financial sustainability, parking limitations, accessibility improvements, and compatibility with the adjacent elementary school.

The town is now well-positioned to move from planning to implementation. Building upon the extensive work already completed, this study will refine the most promising reuse opportunities, evaluate governance and operational models, assess long-term financial viability, and establish a practical roadmap for implementation. The outcome will be a preferred strategy that preserves the historic character of the Union School Building while creating a sustainable framework for its long-term operation and community activation.

Project Opportunities

The Union School building is a prominent historical landmark and contributing resource within the Dunstable Center Historic District. Constructed in 1895, the building served as the town's primary school before transitioning to ancillary educational uses associated with the adjacent Swallow Union School. Today, the building remains an important civic asset and a focal point of community identity.

Over the past several years, the town has completed extensive planning, architectural, and community engagement efforts to position the building for long-term reuse. Existing conditions assessments, rehabilitation planning, conceptual design work, capital cost estimates, and public outreach have

established a strong foundation for future decision-making. Exterior rehabilitation has been completed, and interior design and construction documents are expected to be available to the selected consultant.

Public engagement findings demonstrated strong support for preserving the building and reactivating it as a community resource. Residents expressed particular interest in arts and cultural programming, youth and educational activities, flexible community space, and revenue-generating uses such as artist studios and office space. The planning process also highlighted the importance of long-term financial sustainability, accessibility improvements, parking considerations, and compatibility with the adjacent elementary school.

With this substantial groundwork already in place, the town is now ready to transition from planning to implementation. Our approach focuses on refining the most promising reuse opportunities, evaluating governance and operational models, assessing long-term financial viability, and developing a practical roadmap that positions the town to successfully activate and operate the Union School building for generations to come.

A Fresh, Implementation-Focused Perspective

The town has already developed a strong foundation of building assessments, rehabilitation planning, community engagement, and reuse concepts. Weston & Sampson brings a fresh, independent perspective to the next phase—testing that foundation against current market demand, prospective users and operators, governance and management options, financial performance, and implementation realities. Our focus is not to repeat the work already completed, but to help the town determine what can work, how it will work, and how to make it happen.

Project Approach

Task 1: Project Management & Existing Conditions Review

The project will begin with a kickoff meeting involving town staff and the Rehabilitation Committee to establish a shared understanding of project objectives, expectations, communication protocols, decision-making processes, and key milestones. During this meeting, the project team will confirm the project work plan, community engagement and outreach strategy, evaluation criteria, success metrics, and overall project schedule. This collaborative start will ensure alignment among all project participants and establish a clear framework for efficient project delivery. Drawing on our experience managing multidisciplinary planning, redevelopment, and adaptive reuse projects, we recognize that a well-defined project management structure is critical to maintaining momentum, fostering accountability, and supporting timely decision-making throughout the study. We have planned for three or four check-in meetings with the committee, with a final presentation in month 6, along with monthly staff check-ins..

Building upon the substantial planning work already completed by the town, the project team will conduct a comprehensive review and synthesis of existing studies, rehabilitation assessments, public engagement findings, conceptual reuse analyses, cost estimates, funding evaluations, and current interior design documents. Rather than duplicating previous efforts, our approach focuses on organizing and validating available information, identifying opportunities and constraints, confirming assumptions, and establishing a common foundation for subsequent market, governance, and financial analyses. This process allows the team to maximize the value of prior investments while focusing project resources on implementation-oriented decision making.

Throughout the study, the project manager serve as the primary point of contact and will be responsible for coordinating all project activities, managing schedules and budgets, facilitating meetings, and overseeing deliverable preparation. The team will maintain regular communication through monthly check-in meetings with town staff to review progress, discuss interim findings, identify emerging issues, and confirm upcoming activities. These meetings will help maintain project momentum, facilitate timely decisions, and ensure recommendations remain aligned with town priorities. The team's interdisciplinary expertise in planning, economic development, governance, public engagement, funding strategy, and implementation planning allows us to efficiently integrate technical findings and stakeholder input throughout the project.

Danvers, Massachusetts
Project Management & Existing Conditions Review



We have extensive experience managing complex adaptive reuse, community planning, and redevelopment projects that require the integration of existing studies, technical assessments, stakeholder input, regulatory constraints, and implementation objectives. For projects involving historical buildings and community facilities, our team regularly works to organize previously completed planning efforts, confirm project goals, identify information gaps, and establish clear work plans that guide projects from planning through implementation.

Deliverables

- ✓ Kick-off meeting
- ✓ Project work plan
- ✓ Engagement and outreach plan
- ✓ Project schedule
- ✓ Three to four committee meetings
- ✓ Monthly staff check-in meetings
- ✓ Meeting summaries and action item tracking

Task 2: Existing Conditions & Market Analysis

Building upon the extensive planning and assessment work already completed by the town, this task will focus on validating market demand, evaluating operational considerations, and identifying the conditions necessary for long-term success. Our team will synthesize existing rehabilitation studies, conceptual reuse plans, public engagement findings, interior design documents, and available market data to establish a comprehensive understanding of the opportunities and constraints that will influence future occupancy and operation of the Union School building.

Our analysis will evaluate local and regional demographic trends, arts and cultural participation patterns, educational and community programming needs, nonprofit and institutional partnerships, and market demand for revenue-generating uses. Special attention will be given to the concepts identified through previous planning efforts, including arts and cultural programming, artist studios, educational activities, flexible community space, nonprofit uses, and office or creative workspaces. We will assess each opportunity through the lens of market demand, operational requirements, facility compatibility, potential revenue generation, and alignment with community priorities.

A key component of our approach is the review of successful adaptive reuse and cultural facility

precedents. Weston & Sampson has extensive experience evaluating community facilities, historic buildings, arts centers, educational spaces, and public-private operating partnerships. By examining comparable facilities, management approaches, programming models, and partnership structures, we will identify lessons learned and best practices that can be applied to the Union School. This comparative analysis will help the town understand not only which uses may be viable, but also what organizational, operational, and financial conditions are necessary to support them over the long term.

The outcome will be an assessment of market opportunities and constraints that provides the foundation for evaluating alternatives, governance structures, operating models, and financial feasibility in later tasks. By grounding recommendations in both community priorities and market realities, the town will advance a preferred strategy with confidence.

Methuen, Massachusetts
Edward F. Searles Estate



We completed a comprehensive assessment of environmental, infrastructure, regulatory, historical preservation, and building conditions to establish a clear understanding of site opportunities and constraints. Similar to the Union School, this analysis informed the evaluation of adaptive reuse scenarios and implementation strategies by identifying the physical, regulatory, and operational factors that would influence long-term redevelopment success.

Deliverables

- ✓ Existing conditions assessment
- ✓ Community context information
- ✓ Market demand analysis
- ✓ Comparable facilities
- ✓ Comparison of reuse opportunities (strengths and weaknesses)

Task 3: Adaptive Reuse Alternatives

Building on the findings of the market analysis and previous work, Weston & Sampson will refine and evaluate a series of adaptive reuse alternatives that respond to both community priorities and implementation realities. Consistent with the town's direction, our focus will be on testing and improving the concepts identified through the 2024 Rehabilitation and Reuse Plan rather than creating an entirely new set of alternatives. We will similarly build from the rehabilitation and capital cost estimates already developed, focusing our analysis on the additional use-specific improvements and incremental capital costs associated with each refined reuse alternative.

Our approach goes beyond identifying potential uses. Each alternative will be evaluated using a structured decision-making framework that considers the operational, physical, financial, and implementation implications of future occupancy. The evaluation will examine building compatibility, consistency with the current interior rehabilitation plans, operational requirements, compatibility with the adjacent Swallow Union Elementary School, accessibility considerations, parking and circulation needs, partnership opportunities, estimated capital investment requirements, and long-term sustainability.

To support transparent decision-making, Weston & Sampson will prepare an evaluation matrix comparing alternatives across a series of weighted criteria established with the town.

Criteria may include community benefit, market support, financial sustainability, potential funding opportunities, operational feasibility, and alignment with the goals identified through previous public engagement efforts. This framework allows town officials and stakeholders to clearly understand the strengths, challenges, tradeoffs, and implementation considerations associated with each alternative.

The result will be an implementation-focused recommendation that identifies the alternative, or combination of alternatives, most likely to achieve the town's goals while supporting long-term occupancy, programming, and financial sustainability.

James Island, South Carolina
Community Arts, Cultural & Educational Facility



We provided planning and design services for this multi-purpose facility supporting arts education, community programming, public events, and cultural activities. The center includes flexible classrooms, creative arts space, event and performance venues, community gathering areas, and outdoor learning environments. Similar to the Union School, the project was developed to create a vibrant community resource that balances educational, cultural, and revenue-generating uses while supporting long-term operational sustainability and year-round programming opportunities.

Deliverables

- ✓ Reuse alternatives memorandum
- ✓ Concept evaluation matrix
- ✓ Planning-level statements of probable cost
- ✓ Preferred alternative recommendation

Task 4: Community Engagement

Recognizing the substantial public outreach already completed by the town, this task is designed to validate findings, refine implementation priorities, and confirm support for preferred reuse and operating strategies. Our approach focuses on targeted conversations with stakeholders, potential building users, community organizations, arts and cultural groups, nonprofit partners, and other parties that may play a role in the future success of the facility. These discussions will help assess programming needs, partnership opportunities, operational considerations, and long-term interest in occupying, managing, or supporting future uses of the building. The number of stakeholder meetings will be determined with the town before contract.

Weston & Sampson believes effective engagement builds upon prior community input and focuses each phase of outreach on the decisions that remain to be made. Recognizing the extensive public engagement already completed by the town, including a community survey and outreach conducted during the 2024 planning process, this study will focus on targeted engagement designed to validate findings and assess implementation feasibility.

During Month 3, the project team will facilitate a half-day stakeholder charrette bringing together prospective building users, arts and cultural organizations, nonprofit partners, potential operators and management entities, funding organizations, local businesses, and other key stakeholders. Through facilitated roundtable discussions, participants will help evaluate

market demand, space and programming needs, operational requirements, partnership opportunities, management capacity, funding considerations, and potential implementation barriers associated with reuse alternatives. The charrette will shift the conversation from identifying desired uses to understanding who could successfully occupy, operate, support, and sustain the facility over the long term.

Stakeholder interviews will supplement the charrette discussions and help validate market findings, explore partnership opportunities, and assess implementation readiness. A public workshop will be held during Month 4 to present emerging findings, review reuse alternatives and governance models, and obtain community feedback on preferred strategies and implementation priorities. This approach ensures the study builds upon previous outreach while generating the practical information needed to advance a viable redevelopment strategy.

A public workshop will be held during Month 4 to present emerging findings, discuss alternatives, and obtain feedback on preferred reuse strategies, governance models, and implementation priorities.

The public engagement process will be coordinated with the overall project schedule to ensure community input directly informs alternative evaluation, governance recommendations, financial feasibility analysis, and implementation planning.

Medford, Massachusetts
Meeting People Where They Are



Building on the extensive outreach already completed by the town, our engagement approach combines stakeholder interviews, community events, public workshops, targeted outreach, and online participation tools to connect with residents, organizations, and prospective users where they already gather. This flexible and inclusive process helps build consensus, validate preferred alternatives, and ensure that project recommendations reflect both community priorities and implementation realities.

Deliverables

- ✓ Public Engagement Plan (Kick-Off)
- ✓ Stakeholder Charrette Agenda, Materials, and Facilitation Summary (Month 3)
- ✓ Stakeholder Interview Summary Memorandum (Month 3)
- ✓ Public Workshop Materials and Presentation (Month 4)
- ✓ Public Workshop Summary and Key Findings Memorandum (Month 4)

Task 5: Governance & Operational Analysis

Long-term success of the Union School Building will depend not only on identifying the right reuse strategy, but also on establishing an organizational structure capable of supporting programming, maintenance, operations, and

financial sustainability. Weston & Sampson has extensive experience helping municipalities evaluate ownership, governance, and operating models for community facilities, historic properties, cultural venues, and public assets. Our approach is designed to move beyond theoretical alternatives and identify practical operating structures that can realistically be implemented and sustained over time.

The project team will evaluate a range of governance and operating models, including municipal ownership and operation, municipal ownership with contracted management, nonprofit management, public-private partnerships, long-term lease arrangements, and hybrid approaches. For each model, we will assess organizational capacity, staffing requirements, maintenance responsibilities, operational oversight, legal considerations, risk allocation, and long-term financial implications. Particular emphasis will be placed on identifying the responsibilities, resources, and partnerships necessary to successfully activate and manage the facility.

We will also identify prospective operating partners, nonprofit organizations, arts and cultural groups, educational institutions, and community organizations that may have an interest in occupying, programming, managing, or supporting future uses of the building.

Evaluating Alternative Operational Models

We have extensive experience helping municipalities evaluate and compare governance, ownership, and operating models for community facilities, historical properties, and public assets. Our approach combines organizational, financial, and operational analysis to identify practical management structures that align with community goals, available resources, long-term maintenance needs, and financial sustainability, enabling local decision makers to move forward with confidence.

Deliverables

- ✓ Governance alternatives report
- ✓ Partnership and operating structure assessment
- ✓ Recommended operating model

Task 6: Financial Feasibility Analysis

A successful reuse strategy must be supported by a realistic understanding of long-term financial performance. Building on the preferred reuse alternatives and governance models identified in previous tasks, Weston & Sampson will prepare planning-level financial analyses that evaluate both near-term implementation requirements and long-term operational sustainability. Consistent with the town's direction, the analysis will focus on the most viable alternatives and operating structures rather than developing detailed financial models for every concept considered.

Our team will evaluate anticipated capital investment requirements, operating revenues and expenses, staffing and maintenance costs, potential funding needs, implementation sequencing, and key financial risks. Planning-level operating pro formas and multi-year financial projections will be prepared to test the feasibility of preferred alternatives under varying operating assumptions. Particular attention will be given to identifying the factors most critical to long-term sustainability, including occupancy, programming, partnership opportunities, and management structure.

The result will be realistic operating expectations, a clear understanding of financial opportunities and challenges, and recommendations that support informed decision-making and successful long-term activation of the Union School.

Newton, Massachusetts
Walker Center



We evaluated six redevelopment scenarios for the historical Walker Center, ranging from adaptive reuse and building additions to partial redevelopment alternatives. The project required balancing historical preservation objectives, regulatory constraints, infrastructure needs, and long-term financial sustainability. Similar to the Union School building, the study focused on identifying the most viable reuse strategy, developing funding and financing approaches, and establishing a clear implementation path that preserves a valued community asset while supporting long-term operational success.

Deliverables

- ✓ Financial feasibility analysis
- ✓ Operating pro forma(s)
- ✓ Financial sustainability recommendations

Task 7: Funding Strategy & Implementation

The ultimate value of this study lies not only in identifying a preferred reuse strategy, but in providing the town with a practical path to implementation. Weston & Sampson will develop an implementation roadmap that outlines the actions necessary to advance the project from planning to occupancy and operation. The roadmap will identify near-term priorities, critical decision points, potential partnerships, permitting considerations, procurement requirements, and recommended project sequencing to help the town move forward with confidence.

Funding opportunities will be evaluated in the context of implementation readiness and project needs. Our team will identify and assess federal and state grants, historic preservation programs, arts and cultural funding, philanthropic opportunities, public-private partnerships, and other resources that may support rehabilitation, fit-out, programming, and long-term operations. Rather than presenting a simple list of grant opportunities, we will prepare a strategic funding framework that identifies likely funding sources, eligibility requirements, match obligations, application timing, competitiveness, and recommended sequencing to support implementation of the preferred alternative. The result will be a coordinated action plan that aligns project milestones, partnerships, funding opportunities, and next steps into a realistic strategy for successful redevelopment and long-term activation of the Union School.

Identification of potential funding sources, eligibility requirements, project applicability, anticipated funding levels, match requirements, timing, competitiveness, and recommended funding strategy.

Action-oriented implementation plan identifying project sequencing, partnership opportunities, permitting considerations, procurement needs, funding pathways, key decision points, and recommended next steps.

Warren, Rhode Island
Mary V. Quirk School



We evaluated two redevelopment scenarios for the adaptive reuse of this former school The analysis included development of project proformas and local, state, and federal funding strategies. In addition to financial feasibility, the study addressed implementation considerations including municipal space relocation strategies, artist and gallery spaces, permitting requirements, and an implementation roadmap to advance redevelopment.

Deliverables

- ✓ Funding matrix
- ✓ Implementation roadmap

Task 8: Procurement Documents & Final Report

The final task will focus on preparing implementation-ready materials that position the town to advance redevelopment and long-term activation of the Union School. Based on the preferred reuse strategy, governance framework, and operating model identified through the study, the project team will prepare procurement and implementation documents appropriate to the recommended path forward. Where sufficient implementation decisions have been resolved during the study, the team will prepare ready-to-issue procurement documents for facility operations, property management, tenant solicitation, partnership development, or other implementation actions. Where additional town direction or decisions are required, the team will prepare implementation-ready templates and supporting materials that can be finalized following completion of those decisions.

Draft procurement and implementation materials will be submitted for town review and refined through one round of comments and revisions to ensure alignment with the town's objectives and preferred implementation approach.

Weston & Sampson's interdisciplinary team will work collaboratively throughout the project to synthesize market analysis, community engagement findings, governance recommendations, financial feasibility evaluations, and funding strategies into a cohesive set of final recommendations. The Draft Report will present the study findings, preferred implementation strategy, and recommended next steps. Following town review and one round of edits, the team will prepare a Final Report documenting the analysis, recommendations, implementation roadmap, and supporting materials needed to guide future decision making and project advancement.

The project will conclude with preparation of presentation materials and a formal presentation to the Rehabilitation Committee and Select Board. The presentation will summarize key findings, preferred alternatives, governance and financial recommendations, funding opportunities, procurement considerations, and implementation priorities, providing town officials and stakeholders with a clear roadmap for moving from planning to implementation.

Jamestown, Rhode Island
Implementation-Focused Deliverables



Our team develops concise, visually engaging reports and presentations that translate complex technical analyses into actionable recommendations. The result is a clear roadmap that supports decision-making, secures stakeholder support, and positions projects for implementation.

Deliverables

- ✓ Draft and final procurement documents
- ✓ Draft and final feasibility and business planning report
- ✓ Final presentation to the committee and Select Board, including meeting materials

05 – Project Schedule

Timeline

We propose a six-month process consistent with the RFP's anticipated duration. The schedule intentionally overlaps engagement, research, analysis, and plan development so community input and emerging findings can shape decisions as the work progresses. This schedule provides for an efficient process with consistent communication.

Legend: ● Active work ◆ Key milestones

Task & Key Activity	M1	M2	M3	M4	M5	M6
Task 1. Project Management	●	●	●	●	●	●
Project management and monthly meetings	●	●	●	●	●	●
Kickoff meeting and three to four committee meetings	◆		◆	◆	◆	
Existing reports and conditions review	●					
Task 2. Existing Conditions & Market Analysis	●	●	●			
Existing conditions	●	●				
Market analysis	●	●	●			
First committee check-in			◆			
Task 3. Adaptive Reuse Alternatives		●	●	●		
Reuse alternatives refinement		●	●			
Reuse alternatives evaluation			●	●		
Task 4. Community Engagement		●	●	●		
Stakeholder interviews			◆			
Stakeholder charette and summary			◆			
Public workshop and materials				◆		
Community engagement memorandum					●	
Task 5. Governance & Operational Analysis			●	●		
Governance analysis			●	●		
Operational analysis			●	●		
Second committee check-in				◆		
Task 6. Financial Feasibility Analysis			●	●		
Financial feasibility			●	●		
Task 7. Funding Strategy & Implementation				●	●	
Funding strategy				●	●	
Implementation planning				●	●	

Task 8. Procurement Documents & Final Report				●	●	●
Document drafting				●	●	
Draft report preparation				●	●	
Draft report submission (February 28)					◆	
Final revisions						●
Final report (March 31)						◆
Final presentation to committee and Select Board						◆

Proposed Progress Payment Schedule

We will submit progress invoices upon achievement of each milestone. Each invoice will document the work completed, deliverables submitted, meetings conducted, and progress toward the next milestone. Because the project tasks are interrelated and will overlap during the six-month process, payments are organized around major project milestones rather than the completion of individual tasks. Payments will be calculated as a percentage of the total lump-sum contract amount, subject to acceptance of the associated milestone deliverables.

Payment Milestone	Milestone Documentation	Payment
Project initiation, work plan, end of Month 1	Kickoff completed; existing reports and conditions reviewed; project work plan, schedule, engagement plan.	10%
Existing conditions and market assessment, end of Month 2	Existing conditions update substantially complete; market research underway; initial stakeholder and user outreach completed; preliminary findings memorandum.	15%
Market findings and reuse alternatives, end of Month 3	Market analysis completed; stakeholder interviews completed; reuse alternatives presented at first committee check-in.	20%
Preferred reuse and operating framework, end of Month 4	Reuse alternatives memorandum and concept evaluation matrix completed; public workshop conducted alternatives identified; governance and operational findings presented at second committee check-in.	20%
Financial feasibility and implementation strategy, end of Month 5	Financial feasibility analysis and operating pro forma substantially complete; funding matrix and implementation roadmap prepared; draft procurement documents developed.	20%
Draft and final deliverables, Month 6	Draft report submitted and reviewed; comments addressed; final feasibility report, procurement documents as appropriate, and final public presentation completed.	15%

06 – References

Proven Experience & Success

Weston & Sampson brings a strong record of successfully completing projects similar in nature, scope, and complexity to Dunstable's Union Building feasibility and business planning effort. On the following pages, we have provided project descriptions (including reference contact information) for more than five recent projects completed within the past five years, exceeding the RFP's minimum requirement of three similar projects as well as the desired qualification of five. These examples demonstrate our team's depth of experience with planning and feasibility studies, adaptive reuse and redevelopment, community engagement, financial and implementation planning, and related municipal assignments.

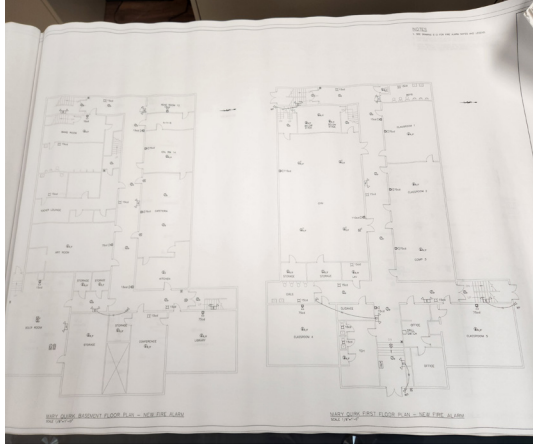
Our reputation is built on technical competence, quality work, responsive communication, and strong project management. We understand successful performance also means meeting established schedules and budgets while remaining attentive and accessible to the client throughout the process. We invite Dunstable to contact the references provided to discuss our performance, responsiveness, ability to manage schedules and budgets, and overall commitment to client service.



Town Hall Historic Landscape Master Plan – Easton, Massachusetts







Quirk School Adaptive Reuse Feasibility Study

warren, rhode island

The Town of Warren, a historic waterfront community of approximately 11,000 residents in Rhode Island's East Bay, faces growing gaps in housing options for older residents seeking to downsize and for workforce households. The town's Housing Production Plan identified a particular need for smaller, one- and two-bedroom units. The former Mary V. Quirk School, a municipally owned historic building, represents a potential opportunity to address these needs while retaining an important civic asset.

Weston & Sampson will evaluate the feasibility of converting the Quirk School to residential use through a comprehensive assessment of existing conditions, including environmental constraints, hazardous building materials, zoning considerations, and historic preservation requirements. The study will test two residential reuse scenarios and develop financial pro formas evaluating federal and state Low-Income Housing Tax Credits, historic tax credits, Rhode Island Housing financing, rental assistance programs, and local housing trust funds.

The work will also address implementation considerations beyond the building itself, including relocation options for existing municipal uses and mapping local and state permitting pathways. The study will provide the town with a clear basis to determine whether adaptive reuse of the Quirk School should advance as part of Warren's long-term affordable housing strategy.

Client Contact

Brian Sullivan
Town Manager
401-245-7554
bsullivan@townofwarren-ri.gov

Project Highlights

- adaptive reuse feasibility
- historic preservation
- environmental assessment
- hazardous materials testing
- pro forma analysis

PROJECT SHEETS\Planning\RI_Warren Quirk School Adaptive Reuse Feasibility Study





Arts & Community Center

james island, south carolina

Weston & Sampson, along with Ferrara Buist Contractors, is designing and constructing the Town of James Island's new Arts and Community Center, which will serve as a central gathering place for residents and visitors.

The new Arts and Community Center will be located adjacent to town hall and consists of three buildings connected by outdoor learning and activity spaces, totaling approximately 10,250 square feet. The design will complement the existing town hall architecture and include a standing seam metal roof, horizontal cement board siding, split-face CMU, wood framing, and pre-engineered wood trusses.

The project comprises an administration building, a classroom building, and a performance/event building. Site work provides drive access, parking, and utility connections.

- The administration building will offer private offices, public computer stations, meeting space, an indoor/outdoor community room, and an outdoor classroom. The building also includes a shower facility for use by town staff during emergency operation.
- The classroom building includes two multi-functional classrooms, a kiln room, and a large storage closet. The classrooms support activities such as gardening, flower arranging, art classes, pottery, and mindfulness programs like yoga.
- The performance/event building features a performance space with a stage, a backstage area with dressing rooms, prop storage, and private restrooms. Designed as a rental venue for private events, this building also includes a warming kitchen. The building also includes a large, multi-functional lobby that houses the facility's main restrooms.

Each of the three buildings also incorporates essential support spaces such as restrooms, janitorial closets, electrical closets, and storage areas.

Client Contact

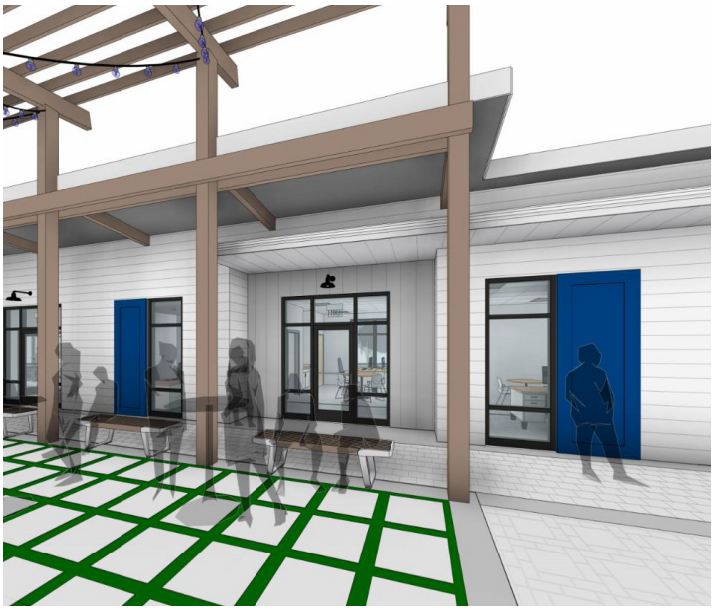
Adam Ferrara
Managing Contractor
Ferrara Buist Construction
Charleston, South Carolina
843-242-7713
adam@ferrara-buist.com

Project Highlights

- design & construction of a new community center
- administration building, classroom building, performance/event building, outdoor learning & activity spaces
- access drive, parking, & utility connections
- restrooms, janitorial closets, electrical closets, & storage areas















Brownfields QEP Services / Area-Wide Reuse Planning

methuen, massachusetts

The City of Methuen selected Weston & Sampson under its U.S. EPA Brownfields Community Wide Assessment Grant to evaluate the historic Edward F. Searles Estate for potential reuse. This 19-acre property, located in the Tenney-Searles-Nevins Historic District, includes numerous interconnected historic buildings, natural features such as wetlands and a pond, and varied topography. The goal of the assessment was to provide a comprehensive understanding of existing conditions to support master planning and guide future redevelopment.

Weston & Sampson assessed existing environmental and infrastructure conditions, including water, wastewater, stormwater systems, and utility services. Our team assessed topography and depth to bedrock to inform construction feasibility and stormwater management strategies. Transportation access and parking capacity were also evaluated to anticipate future site use. We also reviewed local zoning and land-use regulations, identified wetland protection requirements, and summarized reciprocal easements that affect site planning. Historic preservation considerations were addressed in partnership with The Public Archaeology Laboratory, Inc. through an evaluation of regulatory compliance under Section 106 of the National Historic Preservation Act, State Register review, and local historic district guidelines. The team also outlined opportunities for federal and state historic tax credits to support rehabilitation efforts.

Recognizing the importance of climate resilience, Weston & Sampson also analyzed the site's vulnerability to extreme heat and urban flooding using Massachusetts Climate Resilience Design Standards. Recommendations were provided to mitigate risks and enhance long-term sustainability. Finally, in collaboration with Gamble Associates, the team documented the condition and reuse potential of the estate's buildings, identifying opportunities for adaptive reuse and challenges such as accessibility and retrofitting needs. This comprehensive assessment establishes a strong foundation for planning a phased redevelopment strategy that balances historic preservation, environmental stewardship, and community benefit.

Client Contact

Joseph Cosgrove
Environmental Planner/Energy Manager
Methuen Economic & Community Development Dept.
978-983-8563
jcosgrove@ci.methuen.ma.us

Project Highlights

- EPA brownfields
- QEP/LSP services
- area wide/master planning
- site feasibility
- reuse planning
- phase I/II ESAs
- QAPP
- hazardous building materials survey
- ACRES/quarterly reports
- historic preservation

PROJECT SHEETS\Environmental\Brownfields\MA_Methuen Searles Estate QEP + Reuse PLanning





















Walker Center Predevelopment Feasibility Analysis

newton, massachusetts

Weston & Sampson partnered with Urban Focus, CICADA, and Karl F. Seidman Consulting to assess the feasibility of converting the Walker Center into affordable housing. The City of Newton purchased the site, made up of three historic buildings formerly home to the Walker Center for Ecumenical Exchange, with ARPA funds to help address a shortage of affordable, family-sized housing in the city.

Our team conducted a structural evaluation of all three buildings, a Phase I Environmental Site Assessment, a hazardous building materials survey, a NEPA compliance review, and a detailed zoning and historic preservation analysis. Working closely with the Joint Planning Advisory Group, the team developed six redevelopment scenarios ranging from minimal renovation to new additions to partial or full demolition. Each scenario was evaluated for regulatory feasibility, historic compatibility, infrastructure needs, and financial viability. Detailed pro formas modeled funding strategies using historic tax credits, local subsidies, and project-based vouchers. The analysis identified moderate-density options (modest additions to the existing historic structures) as the most viable path for delivering family-oriented affordable units while preserving the site's character.

Client Contact

Lara Kritzer
Director of Housing and Community Development
617-796-1120
lkritzer@newtonma.gov

Project Highlights

- affordable housing feasibility
- adaptive reuse feasibility
- historic preservation
- environmental site assessment
- hazardous building materials survey
- structural evaluation
- pro forma analysis





Reuse Planning Services

herkimer, new york

Weston & Sampson was selected by the Herkimer County IDA to assist the Town of Herkimer in evaluating reuse options for a vacant elementary school and creating a strategy and process for its repurposing. Our team conducted a review of available data and previous reports to understand the site's history and current environmental conditions. Additionally, we performed a site reconnaissance to assess the building's current state.

Weston & Sampson collaborated with the Herkimer County IDA and the town to develop a comprehensive and inclusive community outreach plan. This plan included an online survey designed to collect feedback on community needs, conceptual ideas for the site, and the overall vision for its reuse. The survey was distributed to 3,000 town and village residents through a combination of mailers and social media posts, both of which included a QR code and web link to access the survey.

We conducted a limited structural assessment of the building to identify reuse options requiring minimal demolition or abatement. Using insights from public feedback, the structural assessment, and alignment with the countywide vision and adjacent town park, we developed a reuse concept plan, which was presented to the public during an in-person meeting.

Weston & Sampson also provided the town with a recommended phasing strategy, a proposed timeline, and a list of potential funding sources to support the town's goals for redeveloping the former school.

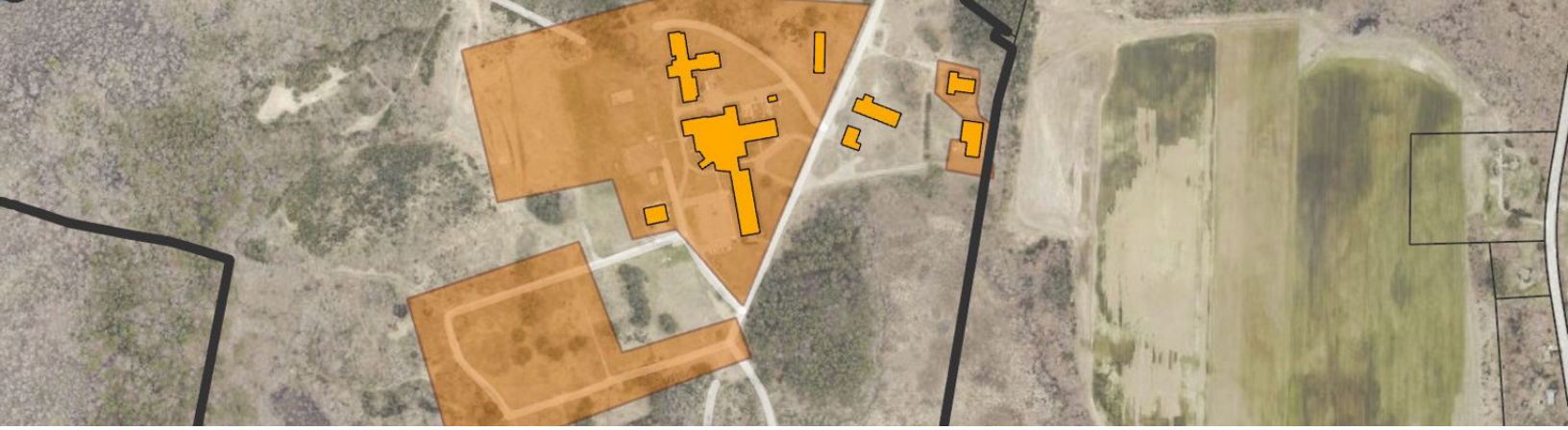
> "Your work with us to develop the reuse plan for our former elementary school is the impetus we used to apply for funding to develop a community center. We were recently notified of a [$3.6 million] award through the NYBRICK initiative to fund our idea. Thank you for heading us in the right direction by helping us to form our community's ideas into a plan as to how best utilize our building and provide a service to our residents."
>
> - Dominic Frank, Town Supervisor

Client Contact

John Piseck
Chief Executive Officer
Herkimer County IDA
315-866-3000
jpiseck@herkimercountyida.org

Project Highlights

- reuse planning
- site assessment
- structural assessment
- public engagement



Comprehensive Master Plan, Ladd Center

ridoa | exeter, rhode island

Weston & Sampson is preparing a comprehensive master plan for the Ladd Center in Exeter, a 300-acre state-owned campus that the Rhode Island Department of Administration (RIDOA) is repositioning as a multi-purpose government district. The project will create a strategic framework for site redevelopment that balances state facility needs with the Town of Exeter's planning goals, identifies development-ready parcels, and establishes the regulatory tools necessary to guide future investment.

The master plan begins with a detailed site analysis that maps environmental constraints, infrastructure capacity, and development opportunities. Weston & Sampson is assessing utility systems including water, wastewater, and stormwater, as well as public safety considerations and transportation circulation. Using this analysis, the team is developing a land use evaluation framework to assess compatibility of potential uses, including the possibility of affordable or senior housing, against community needs and site conditions. The resulting master plan district will define allowed uses, design standards, and an approval process tailored to the campus context.

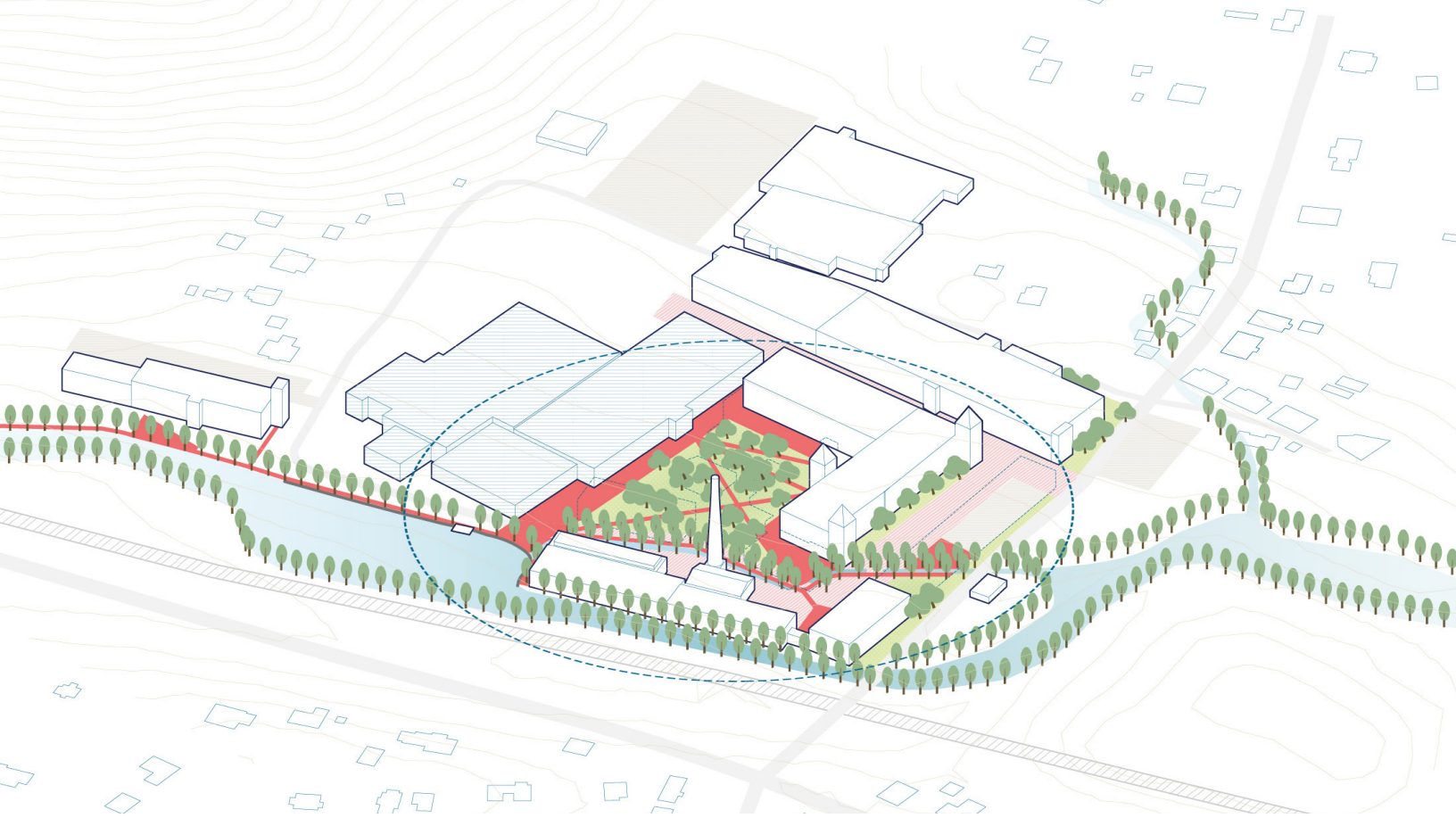
A key component of the project is drafting the regulatory instruments that will govern future development. Weston & Sampson is preparing a Memorandum of Agreement between RIDOA and the Town of Exeter, modeled in part on the Quonset Business Park framework, along with Development Review Procedures and amendments to the town's Comprehensive Plan and Zoning Ordinance. The project also includes streetscape and entrance improvements, design standards for new construction consistent with Rhode Island's Green Building Act, and renderings to communicate the vision. This work is being coordinated with the town's ongoing Comprehensive Plan update.

Client Contact

Jeffrey Chmura
Architect Building Commission
Rhode Island Department of Administration
401-447-0514
jeffrey.chmura@doa.ri.gov

Project Highlights

- master planning
- campus redevelopment
- zoning & regulatory drafting
- infrastructure assessment
- design standards
- state-municipal coordination



Wright's Mill Reuse Master Plan

warren, massachusetts

Weston & Sampson partnered with the Town of Warren to develop a master plan for the economic revitalization of the Wright's Mill complex. Leveraging an EDA grant, Weston & Sampson helped the town chart a path forward to return the idle complex to productive reuse, while respecting the industrial heritage and riverfront setting. The project included a comprehensive review of the mill's history, documentation of current site conditions, and environmental assessment activities, as well as the creation of three conceptual redevelopment scenarios.

For each alternative, the team assessed potential benefits to the town and the broader region, identified necessary infrastructure improvements, and outlined permitting requirements. We also assisted in identifying funding sources to support each redevelopment path and developed marketing and media materials to generate enthusiasm within both the local community and the development sector. A robust public engagement strategy guided the process, including a dedicated project website, a series of public workshops and listening sessions, a community survey, and a project video.

Client Contact

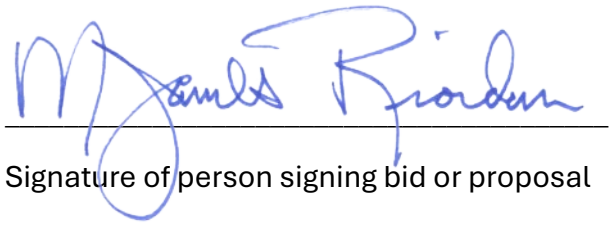
James Ferrera
Town Administrator
413-436-5701 x 107
townadministrator@warren-ma.gov

Project Highlights

- economic development
- adaptive reuse
- master planning
- infrastructure capacity analysis
- phase I environmental site assessment
- hazardous building materials survey
- structural analysis
- renewable energy feasibility study
- permitting & zoning analysis
- financing strategy

Certificate of Non-Collusion

The undersigned certifies under penalty of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word “person” shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.



Signature of person signing bid or proposal

James Riordan, LEED AP®

Printed Name of person and title

Weston & Sampson Engineers, Inc.

Company name

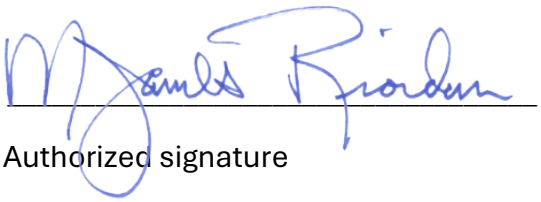
September 8, 2026

Date

Revenue Enforcement and Protection Certification (REAP)

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, the company, corporation, partnership or entity named below is in compliance with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

ENTITY NAME: Weston & Sampson Engineers, Inc.

By:  September 8, 2026

Authorized signature Date

James Riordan, LEED AP®

Name of person signing above (type/print)

Type text here

55 Walkers Brook Drive, Suite 100, Reading, MA 01867

Business address

978.532.1900

Telephone Number

ADDENDA ACKNOWLEDGMENT

Request for Proposals: Feasibility Study and Business Planning for the Re-use and Cultural Activation of the Historic Union School Building

The bidder or proposer must complete and sign this form and submit it with each bid.

PROJECT NAME: Town of Dunstable Feasibility Study and Business Planning for the Reuse and Cultural Activation of the Historic Union School Building

Addendum Number(s) (Can be listed on one line or separate lines):

Addendum 1, August 31, 2026

The undersigned hereby acknowledges receipt of the addenda listed above and has taken the information contained therein into full consideration in the formulation of each bid. Failure to acknowledge receipt of each addendum may be cause for rejection of the Bid or Proposal.

Company Name: Weston & Sampson Engineers, Inc.

Printed Name: James Riordan, LEED AP

Title: Principal Planner

Signature: _____ Date: September 8, 2026

08 – Response to Minimum Qualifications, Evaluation Criteria & General Requirements

Weston & Sampson has reviewed all sections and provisions of the Town of Dunstable's RFP, including the Minimum Qualifications, Evaluation Criteria, and General Requirements. We have taken care to address these items in this section and throughout our submittal, demonstrating our understanding of and ability to complete anticipated projects under this contract. We are confident our team meets and exceeds all requirements, and that you will rank Weston & Sampson highly in all areas.

Minimum Qualifications

Minimum Qualification	Meets?	Location
1. The firm/project manager/team must have at least five years of experience in relevant practice areas on projects of similar size and scope.	✓	Section 1 Section 2 Section 6
2. The firm/team must have previous experience in similar projects. Successful completion of a minimum of three similar projects within the last five years is required, and completion of five overall is desired.	✓	Section 1 Section 2 Section 6
3. The principal and project manager to be assigned to this project must be available for meetings with the town on days or evenings, as required.	✓	Section 2
4. The firm/team must have proven experience in the public and/or private sector and in working with municipalities.	✓	Section 1 Section 2 Section 6
5. The volume of the proposed project managers and firm's current and projected workload must not adversely affect its ability to immediately initiate work and to follow through with the project in a timely and professional manner. The firm and all team members must be current staff members and capable of devoting a significant amount of time to this project in order to complete the work within the schedule outlined in this RFP.	✓	Section 2

Evaluation Criteria

1. Criterion: Relevant experience of proposer and/or proposed project staff

✓ **Highly Advantageous:** The proposer has at least five years of experience consulting with municipalities on projects of similar size and scope to this project.

With more than a century of experience serving municipal clients, Weston & Sampson far exceeds the five-year experience requirement and brings a proven track record of successfully completing comparable planning,

feasibility, redevelopment, and implementation-focused projects for communities throughout Massachusetts and New England. To learn more about our relevant experience, please see sections 1, 2, and 6 of this proposal.

2. Criterion: Project approach and understanding

✓ **Highly Advantageous:** The proposal contains a clear and comprehensive plan that addresses all the project objectives stated in the RFP.

Our proposed approach provides a clear and comprehensive plan for completing the project, addressing each of the objectives and tasks identified in the RFP while demonstrating our understanding of Dunstable's goals for the Union Building and the steps necessary to move the project toward implementation. To read more about the details of our project approach, please see Section 4.

3. Criterion: Staffing plan and methodology

✓ **Highly Advantageous:** The proposal includes a detailed, logical, and highly efficient scheme for producing a complete report that addresses all the required issues.

Our staffing plan and methodology provide a logical and efficient framework for completing the full scope of services. Clearly defined team roles, coordinated multidisciplinary expertise, and a structured approach to each task will support the development of a comprehensive final report that addresses all required issues and provides Dunstable with actionable recommendations. Please see sections 2 and 4 for more information.

4. Criterion: Proposer's demonstrated ability to complete projects on a timely basis.

✓ **Highly Advantageous:** All of the proposer's references indicate that the projects were completed on schedule or with minimal, insignificant delays.

Weston & Sampson has a strong record of successfully completing projects on schedule, supported by responsive project management, effective coordination, and close communication with our clients throughout each assignment. For more information, please see both Section 2 and Section 6.

5. Criterion: References and past performance

✓ **Highly Advantageous:** All references provide consistently positive feedback regarding the respondent's technical competence, quality of work, communication, responsiveness, project management, ability to meet schedules and budgets, and overall satisfaction. References indicate the respondent successfully completed projects of similar size, complexity, and scope and would be retained again without hesitation.

Weston & Sampson has built lasting client relationships through technical excellence, quality work, responsive communication, and effective project management. Our record of successfully delivering comparable projects on schedule and within budget has resulted in a high level of client satisfaction and repeat assignments from municipalities throughout Massachusetts and New England. To learn more about how you may reach out to past and current clients, please see Section 6.

General Requirements

Deliverables

- ✓ Where required by law, contractors must possess a valid license/registration to perform services in the Commonwealth of Massachusetts. A copy of any required license/registration must be submitted with the bidder's response. (See Section 2.)
- ✓ Any and all work performed throughout the duration of the contract must be guaranteed by the contractor to be completed in a workmanship-like manner and according to applicable codes and industry-accepted standards. The contractor will supply all labor, equipment, materials, parts, and supplies necessary to complete the project.
- ✓ All work is to be quality work and will be performed according to the standards of the industry and according to the plans, directions and instructions as presented by the authorized representatives of the Town of Dunstable.
- ✓ The contractor shall only use trained personnel who are directly employed and supervised by the contractor. The contractor will not subcontract or sublet any portion of the work.
- ✓ Review draft contract documents contained in the RFP for more information. (See below.)

Weston & Sampson has carefully reviewed the Sample Contract and wishes to note the following.

- Article 9: We request this article be rewritten with the following revisions: Notwithstanding the availability and policy limits of any insurance and to the greatest extent allowed by law, the Contractor shall defend, indemnify, and hold harmless the Town, its officers, employees, agents, and representatives, from and against any and all claims, liens, liabilities, judgments, costs, expenses, and direct and consequential damages, including reasonable attorney's fees, using the attorney of the Town's choosing, arising out of or in any way related to the negligent acts or omissions or willful misconduct of the Contractor, including but not limited to bodily injury, personal injury, or property damage. The Contractor further agrees to reimburse the Town for damage to the Town's property caused by the Contractor, its employees, agents, contractors, or materials. The foregoing express obligation of indemnification shall not be construed to negate or abridge any other obligation of indemnification running to the Town which would exist under applicable law. Notwithstanding the foregoing, the duty to defend shall not apply to professional liability claims; however, Contractor shall be responsible for reimbursing the indemnified party, at the time of judgment, award, or settlement, for reasonable defense costs incurred in a proportionate amount equal to Contractor's percentage of fault. This paragraph shall survive the termination of this Agreement.
- Article 10: We request the following revision to the first sentence of the article: Upon the expiration or the termination of this Agreement for any reason, and final payment of all sums due Contractor…
- Article 10: We request the following language be added at the end of the article: Any reuse, modification, or reliance upon the documents, drawings, reports, specifications, electronic files, or other instruments of service prepared by Contractor for purposes other than those for which they were originally prepared shall be at the user's sole risk and without liability to Contractor.

ITEM #6

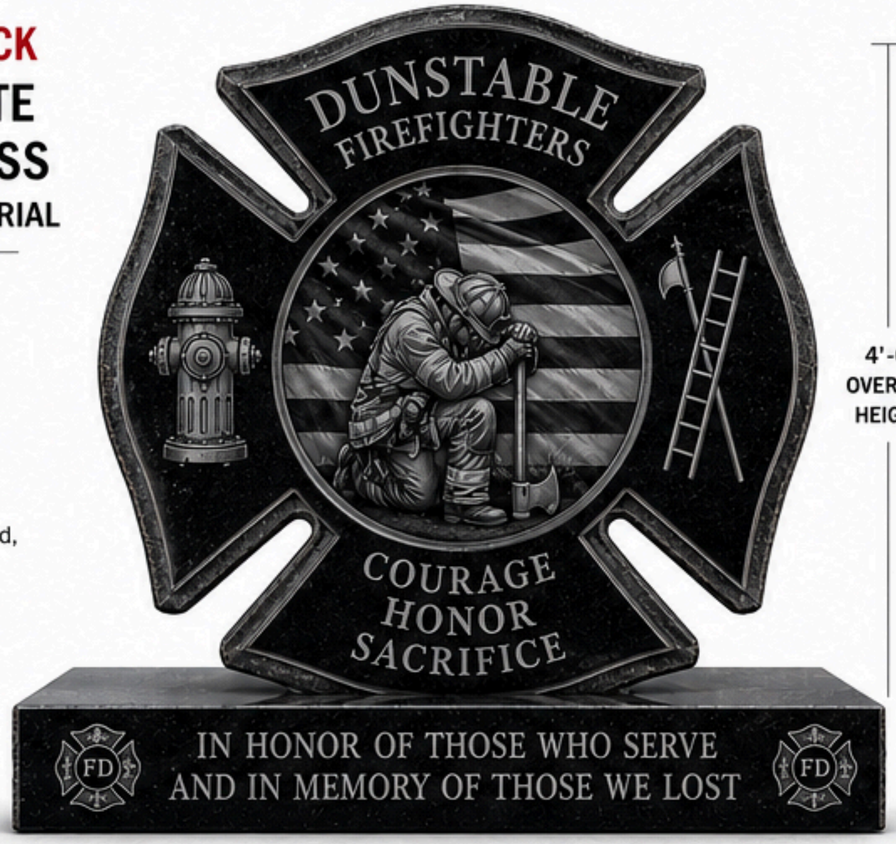
FIREFIGHTER MEMORIAL LOCATION



4’ X 4’ X 8” THICK
BLACK GRANITE MALTESE CROSS
FIREFIGHTER MEMORIAL

SPECIFICATIONS

- **Overall Size:** 4’-0” Wide x 4’-0” Tall x 8” Thick
- **Material:** Premium Black Granite
- **Finish:** Front & Back Polished, Sides Rock Pitched
- **Design:** Deep Etched & Sandblasted
- **Weight:** Approx. 1,100 – 1,300 lbs.



4’-0” OVERALL WIDTH

4’-0” OVERALL HEIGHT



8” THICK ROCK PITCHED SIDES



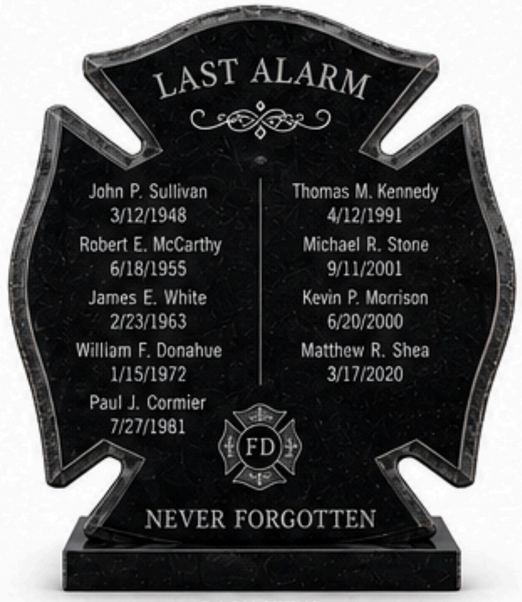
DEEP ETCHED LETTERING



POLISHED FRONT & BACK



SIDE VIEW



BACK VIEW (OPTIONAL ENGRAVING)

IDEAL FOR PLACEMENT AT:

- Fire Stations
- Memorial Parks
- Town Halls
- Ceremonial Areas

All lettering and artwork are deep etched and sandblasted for maximum durability.

MADE IN USA

4’ X 4’ X 8” THICK
GRAY GRANITE MALTESE CROSS
FIREFIGHTER MEMORIAL

SPECIFICATIONS

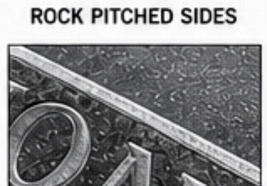
- **Overall Size:** 4’-0” Wide x 4’-0” Tall x 8” Thick
- **Material:** Premium Gray Granite
- **Finish:** Front & Back Polished, Sides Rock Pitched
- **Design:** Deep Etched & Sandblasted
- **Weight:** Approx. 1,100 – 1,300 lbs.



4’-0” OVERALL HEIGHT



8” THICK ROCK PITCHED SIDES



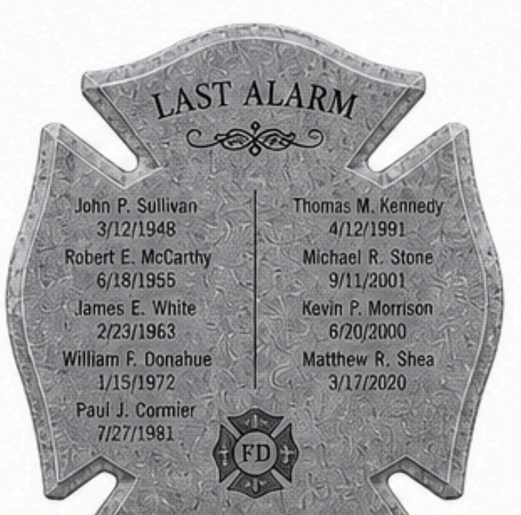
DEEP ETCHED LETTERING



POLISHED FRONT & BACK



SIDE VIEW



BACK VIEW (OPTIONAL ENGRAVING)

IDEAL FOR PLACEMENT AT:

- Fire Stations
- Memorial Parks
- Town Halls
- Ceremonial Areas

All lettering and artwork are deep

ITEM #7

RON MAYER - 1085 MAIN ST CONCERNS

JUNK AND UNREGISTERED MOTOR VEHICLE BYLAW

(HISTORY: Adopted May 13, 1991 ATM Article 34; Approved by Attorney General July 17, 1991. Amended May 11, 1992 ATM Article 10 "Section 6"; Approved by Attorney General June 15, 1992. Amended 10/19/2019; approved by the Attorney General 01/17/2020)

Section 1. The open display or open storage of junk shall be prohibited in all sections of the Town, junk being defined as worn-out, castoff, or discarded articles and materials which are ready for destruction or have been stored for salvage or conversion to some other use, excepting only in any solid waste disposal or transfer station facility duly and lawfully authorized and dedicated to the proper disposition of such materials.

Section 2. All privately owned unregistered motor vehicles shall be stored, placed and kept on private property.

Section 3. Unregistered motor vehicles which are unfit for use, permanently disabled or have been dismantled, or are otherwise inoperative, shall not be stored, parked or placed upon any land in the Town unless the same shall be within a building or in an area unexposed to the view of the public and abutters or in an area properly approved for the keeping of same by licensed junk dealers and/ or automobile dealers. Any vehicle qualified to be registered as an Antique Motor Car, as defined in Massachusetts General Laws, Chapter 90, Section 1, shall be exempt from this bylaw.

Section 4. Any landowner or other person or legal entity responsible for the presence of junk as described in Section 1 above or an unregistered motor vehicle as described in Section 3 above shall be subject to the following procedure regarding removal or enclosure of such motor vehicle:

a. Any resident of the Town may file with the Board of Selectmen a written complaint regarding the presence of junk or an unregistered motor vehicle on property located with the Town of Dunstable in violation of this bylaw specifying the location and a brief statement of the circumstances of the alleged violation. If the Board of Selectmen determines that there is reason to believe a violation of this bylaw exists, it shall schedule a hearing before the Board within thirty (30) days of receipt of a written complaint.

b. The Board of Selectmen or its designee shall give written notice of the hearing by regular first class mail to the complainant, the complainee[s], and direct abutters to the locus according to the most recent assessors maps, said notices to be deposited in the mail at least ten (10) days before the date of the hearing.

c. Following the hearing, the Board of Selectmen shall make a final decision on the matter based upon their own findings as well as matters presented at such hearing and may, at their option, require or order any one or more of the following:

(i) that the owner or person responsible be compelled to remove the junk or unregistered motor vehicle from the premises within a stated period;

(ii) that the owner or person responsible place the junk or unregistered motor vehicle within a proper enclosure to remove it from public view;

(iii) that the owner or person responsible be required to comply with this bylaw;

(iv) any further remedy that may be lawful and justified by the circumstances presented at the time of the hearing.

In the event of non-compliance with an order or directive of the Board of Selectmen within five (5) days of receipt of such order by the owner or person responsible, or within any timeframe specified in the order, the Police Department shall be authorized to tow or remove the subject junk or unregistered motor vehicle by whatever means necessary and at the expense of such person.

Section 5. The fine for any violation of the provisions of this bylaw shall be one-hundred ($100) dollars for each such offense. Each day that such violation continues shall constitute a separate offense.

Section 6. All fines imposed are to be collected as provided in the Massachusetts General Laws for disposition of non-criminal complaints or any bylaw of the Town providing for such disposition. The enforcing authority in this regard shall be the Police Department.

Nashoba Associated Boards of Health
Environmental Health Service
30 Central Avenue, Ayer, Ma. 01432

December 18, 2025

Jane Kihiko
1085 Main Street
Dunstable, Ma 01827

Re: Overflowing dumpster 1085 Main Street, Dunstable, Ma

Dear Ms. Kihiko,

I received a complaint through the Dunstable Town Administrator's office on 12/16/2025 regarding an overflowing dumpster at the above-mentioned property. On December 16 and 17th, I observed the overflowing dumpster in plain view from the street. This is a violation of the State Sanitary code as outlined below.

105 CMR 410.000: MINIMUM STANDARDS OF FITNESS FOR HUMAN HABITATION (STATE SANITARY CODE CHAPTER II

410.560: Refuse

(A) Except as provided in 105 CMR 410.560(C) and 105 CMR 410.560(E)(4), the owner of any residence that contains two or more dwelling units, the owner of any rooming house, homeless shelter, manufactured housing community, and the occupant of any residence containing one dwelling unit shall be responsible for and pay for the final collection and ultimate disposal of refuse.

(B) Occupants of any residence shall follow the requirements established by their community for separation of recyclables, yard waste, food waste, and/or bulk-item materials from refuse.

(C) Occupants and owners shall be responsible for the disposal of their bulk items in accordance with requirements established by their municipality.

(D) Storage:

(1) Garbage or mixed garbage and rubbish shall be stored in watertight receptacles with tight-fitting covers. Rreceptacles and covers shall be durable, pest-resistant and deter access by wildlife.
(2) Plastic bags or biodegradable liners shall be used as a liner to store garbage or mixed garbage and rubbish in the required receptacles.
(3) If a dumpster or cart-based automated or semi-automated system is used for storage and collection of garbage or mixed garbage and rubbish, no liner shall be required.

(4) Recyclables and garbage or mixed garbage and rubbish shall be stored in a manner that does not obstruct an egress, cause disease or health risk to humans or pets, or cause damage to property or the environment and is in accordance with the municipality's requirements.

(E) Collection:

(1) The owner of any residence shall provide a sufficient number of receptacles required by 105 CMR 410.560(D)(1) for the storage of refuse and recyclables before final collection or ultimate disposal.

(2) An owner who provides a dumpster or other suitable container, shall locate them on the property so as to be convenient to the occupant, so that no objectionable odors enter any residence, and in accordance with 527 CMR 1.00: *Massachusetts Comprehensive Fire Safety Code*. Dumpsters shall be covered, protected from leakage, and placed on an impervious material.

(3) The occupants of each residence shall be responsible for the proper placement of their refuse in the receptacles provided by the owner, in any dumpster or suitable container if provided by the owner, or according to the municipality's requirements.

(4) In municipalities with a Pay as You Throw Program in which a fee per bag of waste to be collected is charged, the occupant shall follow all municipal requirements and shall be responsible for all fees.

(5) Refuse shall be put out for collection in accordance with local municipal requirements, but no earlier than the day before collection. Garbage put out the day before collection must be placed in containers meeting the requirements of 105 CMR 410.560(D)(1).

(6) Plastic bags may be put out the day of collection, except in those places where such practice is prohibited by local rule or ordinance or in those cases where the board of health determines that such practice constitutes a health problem.

Please have the dumpster emptied within 7 days to avoid enforcement action by the Dunstable Board of Health.

Please call me if you have any questions.

Respectfully,
Bridgette Pontbriand
Bridgette Pontbriand R.S
Health Agent, Town of Dunstable

Boh
Corr
Town Administrator

From: maureen mayer
To: Bppntbriand@nashoba.org
Cc: Jason Silva; Ron Mayer
Subject: [External] Issue resolved -Re: Overflowing dumpster in residential zoned property
Date: Friday, September 11, 2026 4:03:27 PM

Bridgette,

Thank you.
This issue has been resolved.
The dumpster is no longer overflowing.
Thank you,

Maureen Mayer

> On Sep 9, 2026, at 2:05 PM, maureen mayer <shredfun@yahoo.com> wrote:
>
> Bridgette,
>
> Hello. Please request owners of 1085 main st dunstable to empty their overflowing dumpster. It has been overflowing for a week with no end in sight.
>
> Thank You.
> Maureen mayet
> 10 sky top ln
> Dinstable

OFFICE OF THE
SELECT BOARD
TOWN OF DUNSTABLE
TOWN HALL, 511 MAIN STREET
DUNSTABLE, MA 01827-1313
(978) 649-4514 X224 FAX (978) 649-4371
e-mail: select-board@dunstable-ma.gov



June 16, 2026

Ms. Jane Ruguru Kihiko
1085 Main Street
Dunstable, MA 01827

Dear Ms. Ruguru Kihiko:

This letter is to formally notify you that the Town of Dunstable has received a complaint about potential violations of the Town's Junk and Unregistered Motor Vehicle Bylaw at your property located at 1085 Main Street

The bylaw prohibits the open display or open storage of junk in all sections of the Town. Junk is defined as "worn-out, castoff, or discarded articles and materials which are ready for destruction or have been stored for salvage or conversion to some other use...."

As defined in the bylaw, it is unlawful to maintain unregistered motor vehicles that are "unfit for use, permanently disabled or have been dismantled, or otherwise inoperative" unless they are stored "within a building or in an area unexposed to the view of the public and abutters..."

The Select Board has asked that I bring the requirements of the bylaw to your attention and further requests that if your property in any way violates the bylaw, for it to come into compliance within 30 days of the date of this letter. This may include removing, screening, or enclosing, any junk or properly registering any vehicles on your property.

Failure to be in compliance within this timeframe may result in further action which we would like to avoid, including but not limited to:

- Hearing before the Dunstable Select Board
- Daily fines as outlined in the Town's General Bylaws
- Mandatory removal at the property owner's expense

Should you believe this notice has been issued in error, or if you wish to discuss a compliance plan, please contact me at (978) 743-6340 or via email at jsilva@dunstable-ma.gov.

We appreciate your attention to this matter. I have enclosed a copy of the bylaw for your reference.

Sincerely,

Jason Silva
Town Administrator
On behalf of the Dunstable Select Board

cc: Dunstable Police Department
Building Inspector / Zoning Enforcement Officer
Select Board

ITEM #8

SOCIAL MEDIA POLICY UPDATES

Town of Dunstable Social Media Policy

Updated September 16, 2026

1. Introduction

The Town of Dunstable (the "Town") permits departments to utilize social media accounts to improve communication with its residents, enhance customer service levels, and inform the public of the work, news, events, and updates from Town departments.

2. Purpose

Establishing general procedures and protocols for the utilization of the Town's social media accounts to ensure proper and safe use allowing for the effective dissemination of information to the public.

3. General

A. All employees must be authorized to administer and post to the Town's social media accounts by the Department Head, Town Administrator, or their designee(s) or Board/Committee Chair in the absence of a Department Head position.
B. All social media postings require approval of the Department Head, Town Administrator, or their designee(s).
C. All official Town of Dunstable social media accounts shall be listed on the Town's website: www.dunstable-ma.gov.
D. Each of the Town's social media accounts shall include an introductory statement which explains the purpose of the account and link back to the Town's website. Furthermore, this policy shall be posted on the Town's website and linked to all social media accounts of the Town of Dunstable.
E. The Town's social media accounts shall include a disclaimer to indicate that the site is subject to a third party's website terms of service, and the site provider may collect and disseminate personal information through the use of the social media site.
F. All new social media accounts must be approved by the relevant oversight authority, or their designee, in consultation with the Town Administrator.
G. Content from non-profit or charitable organizations may be posted when it is relevant to the public.
H. All material posted to the Town's official social media accounts shall adhere to all applicable law, regulations, and policies including the Open Meeting Law and is subject to the Massachusetts Public Record Law, including, but not limited to subscriber/follower lists, posts, and direct messages.
I. Members of public bodies may communicate with members of the public through any social media platform. However, members of public bodies must be careful not to engage in deliberation with the other members of the public body through such

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communications. If a member of a public body communicates directly with a quorum of the public body over social media platforms such as Facebook or Twitter, that communication may violate the Open Meeting Law. Public body members should proceed with caution when communicating via these platforms.

J. The Town's social media accounts may follow other public entities such as municipal, state, or federal agencies.

4. Social Media Content

A. The Town's social media accounts shall be utilized for the following purposes:
    a. Municipal news, announcements, and public information;
    b. Community events, meetings, and emergency notifications;
    c. Information about Town services, employees, volunteers, and programs; and
    d. Links to the Town website and relevant public resources.

B. The Town's social media accounts are not open forums, and comments and content containing the following shall not be allowed for posting, unless otherwise protected by the First Amendment of the United States Constitution or the Massachusetts Constitution:
    a. Comments or content in violation of this policy;
    b. Comments or content not related to the post being commented upon;
    c. Profanity or obscene language/content;
    d. Abusive, defamatory, harassing, threatening, or otherwise disruptive content directed at any individual or group.

B. Links to the Town website and relevant public resources.
    a. Comments or content promoting, fostering, or perpetuating discrimination on the basis of race, color, gender, national origin, religion, ancestry, age, sexual orientation, disability, maternity leave, genetic information, or active military service;
    b. Threats or harassment;
    c. Content violating a legal ownership interest of any other party;
    d. Comments or content encouraging or conducting illegal activity;
    e. Information compromising the safety or security of the public;
    f. Sexual comments, content, or links to sexual content;
    g. Protected health information or personnel information;
    h. Comments or content in support or opposition of a political campaign or ballot measure;
    i. Any other information that is not public record or otherwise privileged from public disclosure.

C. Once information is posted, it should stay posted unless removed for one of the reasons enumerated in Section 4(B) of this policy. If a post modification is necessary due to incorrect information, after a post has been up for longer than 15 minutes, the post must clarify that an update was made.

5. Employees' Use of Social Media

A. All employees responsible for managing and posting on the Town's social media accounts shall be provided with a copy of this policy and acknowledge receipt.
B. Only authorized employees shall administer and post on the Town's social media accounts.
C. Employees shall always conduct themselves in a professional manner as a representative of the Town and in accordance with Town policies.
D. Authorized employees shall not express their personal views or concerns through postings on the Town's social media accounts.
E. Town social media accounts shall use authorized Town contact information for account set-up, monitoring, and access.

6. Policy Changes

The Select Board reserves the right to change, modify or amend all or part of this policy at any given time.

SOCIAL MEDIA POLICY

This acknowledges receipt of the Town of Dunstable's Social Media Policy and, by signing this form, I agree to abide by the Policy and its Guidelines.

Print Name: _____

Signature: _____

Date: _____

ITEM #9

FY28 BUDGET, FORECAST, AND OVERRIDE DISCUSSION

ITEM #10

TOWN ADMINISTRATOR REPORT

Town Administrator's Report
October 8, 2026

Union Building Update
The Union Building Rehabilitation Committee is meeting next week to finalize interior design plans and construction phasing options and, upon approval of the Select Board, also planning to kick-off the project to finalize a re-use plan, conduct a market analysis, develop a business plan, and operational model.

Green Communities Grant Round
The deadline for the fall round of the Green Communities Grant Program is tomorrow, October 9. I am currently working with NMCOG and Energy Source to complete the grant application to fund the second phase of the library HVAC replacement project. As you know, the library recently completed the replacement of 3 of the 5 air handling units in the building with heat pumps. This leaves 2 units that still need to be replaced. The project will also include replacing controls with a new Building Management System. We believe this project will be competitive, but it will require a local match to complete the project. At present, though, it is unclear how much the match will need to be.

Employee Trainings Scheduled
As we do each year, employees were surveyed to determine training offerings for this fiscal year. Through MIIA, we have 2 trainings scheduled, Customer Service Excellence in December, and the Healthy Employer, the Healthy Employee in February.

Woodward's Mill Dam Raceway Repair
Xtreme Shotcrete LLC has completed the repairs to the Woodward's Mill Dam. As you recall, the work consisted of repairing a spall in the top slab of the precast concrete box culvert raceway using pressure injected cementitious material. Hoyle Tanner has visited the site to inspect the work. They've informally notified me that "everything looks good," however, I am waiting for formal notification and photos of the work before processing the invoice.

Swallow Union Shade Structure
The construction of the Swallow Union Shade Structure is complete. The new structure looks great and will serve as an important asset for the school, its teachers, and students thanks to CPA funds.

Town Center/Town Center Trail Loop
We had our second Town Center Working Group meeting this week on Monday. At this meeting, members of the working group met our consultants working on both the Town Center Community Path (Trail Loop) project and Route 113 Redesign project. The consultants provided updates on each of the projects. NMCOG was also in attendance and they provided updates on the implementation of the Town Center Visioning Report.

On the Route 113 project, with the help of NMCOG, the Town submitted a Project Need form to MassDOT which was followed by a meeting with the MassDOT team. Following the discussion about the project with MassDOT, the project was accepted by MassDOT which is the first step in getting it on the TIP. The next step is to fill out the project scope and access MassDOT's project intake tool.

We held a neighborhood meeting with the Westford/Hillcrest Streets neighborhood on the same day as the Town Center Working Group meeting. The meeting was productive and allowed residents to share their feedback, thoughts, and concerns about the project – in particular, the concept of connecting the trail to Hillcrest Street or Westford Street. The feedback received will help shape the project moving forward.

FY27 State Budget Earmarks
The Town has started the contract process with the state for both earmarks we have received in the FY27 state budget. As a reminder, the Town received earmarks of $20,000 for bullet-proof vests for the police department and $25,000 for "municipal improvements" which could be used for a variety of things. We plan to use this earmark to cover the cost of the necessary upgrade to the Town's assessing software and to replace the Fire Department's aging server which was reviewed and approved by the Capital Planning Committee.

Employee Retreat
The Town has received another MIIA Wellness Grant in the amount of $2,500. We will be using these funds to partner with NMCOG to assist the Town with facilitating an employee retreat. We are hopeful to have this take place sometime mid-November. As we did last year, we will be hoping to close Town Hall for the afternoon to accommodate the retreat. As plans get closer to finalized, we will be in touch with the Board to approve.

Oktoberfest and 5K
The Recreation Commission is once again hosting the Oktoberfest and 5K this Saturday, October 10 at Larter Field. As of yesterday, there were 121 runners registered, which exceeds last year's pre-registration numbers. Thanks to all the sponsors, especially the event's lead sponsor, McGovern Auto.

Ambulance Update
The Town, led by the Fire Chief, continues its work to better understand options for improving emergency response in Dunstable. We have had preliminary discussions about options with all our surrounding communities, and our current provider, Pridestar (Trinity), and others. Once we have a more definitive understanding of options, costs, and associated service improvements, we plan to present them to the Select Board for consideration.