



May 15, 2018

Town of Lyme, New Hampshire
c/o Dina Cutting
1 High Street – P.O. BOX 126
Lyme, NH 03768

Re: RFP: "Visioning Services – A Proposal from Arnett Development Group LLC (ADG)"

Dear Colleague;

We are please to be able to propose the following services as requested in the Request for Proposals (RFP) for visioning services as was posted on the NH Municipal Association Web-site.

A proposed budget and timelines are included. We understand that we are "...to help it (LCDC) fulfill its charge"; that the LCDC is ultimately responsible, and that we need to be flexible to best help as events unfold overtime.

As requested in the RFP, we have included information regarding our team, our experiences and about the Mission and Objectives of ADG. Note that all the Projects included in our attachments had considerable successful public facilitation and outreach.

In addition to the clear RFP language – which we follow sequentially in our Proposal's narrative - we have had the good fortune of visiting and working in Lyme recently, and overtime as residents of the region. This has affected our understanding of what will be most helpful to the Town. We have based our proposal on our understanding of the choices that are facing the Lyme community.

First, Lyme is a successful and proud community, and offers its residents, enterprises and visitors many enviable attributes. The effort must first "do no harm" as it seeks to enhance.

Second, Lyme is facing demographic and fiscal stresses that are not unique. The state's tax structure and the region's demographics will focus the questions and limit the solutions. Applying similar, successful experiences that reflect market and community values becomes key.

Third, we know that informed visioning – visioning based on shared understandings, research and values – will result in a better result than free-form, "no limits" visioning. We see the choices facing the community as determining the right balancing point between conflicting values. We have placed a higher portion of our service resources into the generation of objective data, pre-meeting communication, and visioning preparation. This will better allow the visioning session(s) to recognize and resolve those differences based upon objective information when possible, and seek acceptable compromises where values differ.

Our Proposal follows.

Outline of Overall Goal, Proposal Deliverables and Organization of Services

“LCDC and Planning Board wish to have a Visioning Process.... meeting(s) for Lyme residents at which people can express opinions about:

- 1) the appropriateness of Lyme tax bases
- 2) the feeling about opening additional areas of the Town for commercial, or more intensive residential development....
- 3) give people a chance to discuss whether and how Town expenses might be constrained
- 4) (And) at the meeting, the consultant would be expected to:

Task 1	Evaluate and generate relevant data	50%
	<ul style="list-style-type: none"> A. Describe the current Lyme tax base and other relevant data (demographics, economic trends, geography, constraints, housing, infrastructure and impact of changes will have on existing services) B. Compare Lyme's economic situation to comparable and neighboring N.H. towns C. Discuss factors limiting development D. Discuss factors that support development <ul style="list-style-type: none"> a. Present DRAFT to LCDC and Planning Board <ul style="list-style-type: none"> i. logical areas for possible additional development ii. Present the types of development that might be economically viable 	
Task 2 5%	Assist in the design of the visioning process	
Task 3 30%	Assist in the implementation of the visioning process	
	<ul style="list-style-type: none"> E. Give people an opportunity to express opinions about the appropriateness of the existing tax base F. Give people a chance to discuss whether and how Town expenses might be constrained G. Discuss logical areas for possible additional development, if there is support for this H. Discuss the types of development that might be economically viable 	
Task 4	Final Report	10%
Task 5	Direct Costs	5%

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Proposal Narrative

TASK

Budgeted Time

"Consultant will:

1. Evaluate (and generate) relevant data" (including the 8 categories listed in the RFP) **50%**

This step will utilize our **360 Opportunity Assessment** tool, where we look at four key aspects of successful community planning and development: **Money, Market, People** and **Place**.

Money – report on the current tax structure (LCDC Charge 1) and trajectory (#2), including Lyme's competitive position (Tasks 1 & 2)

Market - utilize both a recognized market research firm (Emsi) service as well as our network of commercial brokers, developers, planners, and economic developers and Chambers for insights.

Place- we will look at the **physical opportunities and constraints** offered by the physical lay-out and infrastructure of the community, especially those areas that might be redevelopment areas. We will **review the current land-use regulations and maps** to understand what is currently allowed and where, but a recommended re-write of any zoning or other code requirement is beyond this project's scope, and perhaps not necessary based upon the completed visioning process. We will **provide concept-level plans that illustrate options** available as matched to the market findings. This will also allow the visualization of trade-offs between the options offered.

People – In addition to helping the Town entities plan and implement the Visioning Session(s), we will review the existing plans, studies and strategies provided, so our research and thinking reflect the adopted and discussed values and findings of the community.

2. "... assist in the design (of the visioning process) ..." **5%**

Helping LCDC with the visioning session(s) – including discussion about the "pros and cons" of different types of sessions - is a major component of this proposal, and we are successful public-meeting facilitators. We are also familiar with various "virtual" outreach and communications tools, such as email surveys, blogs, and web-sites. If the LCDC and Planning Board decide to utilize any of these 3rd-party vendor services, we have not included any costs for these services in our proposal, as the decision of "what and how" is to be decided.

3. "...assist in the implementation of the visioning process" **30%**

In addition to presenting and facilitating at the Visioning Session(s), we anticipate utilizing the community's existing public-outreach channels. We will recommend an offer to the regional development corporation, regional planning, and regional Chamber to participate in this effort.

We will also be pleased to visit individually with key members of the community and to offer confidentiality to respondents, as appropriate and if authorized by the Town.

4. ***“Prepare a Final Report”***

10%

The Final Report will be a compilation of the pre-sessions work, key statements and Findings from the session(s), and our conclusions and – if requested – our conclusions and recommendations.

The formats will be electronic (PDF) and a reproducible paper copy, with all attachments and generated materials.

If requested, we will develop a PowerPoint summary that can be used by the LCDC, the Lyme Planning Board and others for further presentations.

5. ***Direct Costs, miscellaneous, travel at cost***

5%

Proposed Cost:

Project Services Budget: not to exceed	\$14,250
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Direct Costs: up to, not to exceed	<u>750</u>
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Not to exceed total	\$15,000
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Hourly rates vary by participant, from \$50 per hour to \$150 per hour. We have budgeted based upon a blended rate of \$100 per hour.

Timeline

Below is a timeline that extends past the RFP target of September 15, 2019. We offer the following schedule that may yield better results, especially to the design and implement meaningful public comment. It includes time for a DRAFT presentation – and the incorporation of any recommendations and revisions – from the LCDC and Lyme Planning Board.

	Tasks for Visioning Session RFP	May	June	July	Aug	Sept	Oct	Nov	Dec
A	Describe the current Lyme tax base and other relevant data (demographics, economic trends, geography, constraints, housing, infrastructure and impact of changes will have on existing services)	*	*						
B	Compare Lyme's economic situation to comparable and neighboring N.H. towns	*	*						
C	Discuss factors limiting development	*				*			
D	Discuss factors that support development	*				*			
E	Give people an opportunity to express opinions about the appropriateness of the existing tax base		**			*			*
F	Give people a chance to discuss whether and how Town expenses might be constrained		**			*			*
G	Discuss logical areas for possible additional development, if there is support for this				*				*
H	Discuss the types of development that might be economically viable				*	*			

Legal and Administrative:

ADG is the registered trade name for Arnett Development Group LLC, which was incorporated in New Hampshire in 2006, and is in Good Standings with the NH Secretary of State. Stuart T. Arnett is the Managing Member and owner. It is the successor to a similar proprietorship established in 1986. ADG has no current or anticipated legal actions pending and has the capacity to deliver these services. It will add the Town of Lyme as a co-insured to its Liability and Professional Services insurance coverages. We understand that this Proposal may be negotiated with the Town before acceptance.

Conclusion

We are pleased to offer this Proposal to the Lyme Community Development Committee, the Lyme Planning Board and the Lyme community to help with this important step of identifying and realizing Lyme's better future. We hope we will be selected as your consultant, and we look forward to a successful collaboration and conclusion.

Offered by:

Stuart T. Arnett May 15, 2018
 Stuart T. Arnett, Manager and CEO

Accepted by and Notice to Proceed:

 Authorized Agent for the Town of Lyme Date

Attachments:

1. Project Team – Listing of ADG Associates that we may call upon. The lead for this work will be Stuart Arnett, who is responsible for its successful delivery.
2. ADG- Mission and Services
3. Similar Community-based projects:
 - a) **Town Bow** 3A Corridor Assessment and Strategy
 - b) **Town of Hopkinton** – Exit 6 area for possible new tax-bas as a Tax Increment Financing (TIF) District using new rezoning. Report was adopted at 2018 Town meeting, as was our Hart's Corner TIF District Assessment.
 - c) Route 108 Corridor (**Town of Stratham**); Infrastructure necessity and possible land-uses, and financing options for the town to consider
 - d) Berlin Hotel – **City of Berlin NH – Main Street, Inc.** for downtown redevelopment and feasibility, after reviewing ten (10) sites
 - e) **Town of Londonderry** TIF – One of 20 projects ADG completed for the Town, including Growth Management Ordinance, Accessory Dwelling Unit (ADU) language, recreation trails maps and web-based user guides, and the reorganization of an outdated and frequently amended zoning ordinance into a revised, understandable version, and
 - f) **Londonderry Zoning Ordinance.** Reorganization and update of the existing zoning code adopted in the 1970s with 100+ amendments, into one coherent document.
4. A 360 *Opportunity Assessment* graphic.



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Smart Planning & Development Solutions

Mission Statement

We at ADG believe every community can have a better future.

Our mission is to provide solutions so that communities discover, implement and realize their better future by using our skills in land-use planning, community and economic development, site-planning and key-property re-development.

We strive to be innovative, collegial and vested partners with you, your community and your enterprises.

Your Need, Your Opportunity:

Community leaders face new challenges that need innovative solutions. Local economies face new competition for investment and jobs. Planning for a community has become more complicated and specialized. Key community sites and buildings need to find new futures. Community leaders are facing these challenges as budgets are tight, and getting tighter.

Leaders charged with providing solutions for their future need a trusted source for helping to discover and implement unique solutions. ADG is that trusted source of innovative, viable solutions.

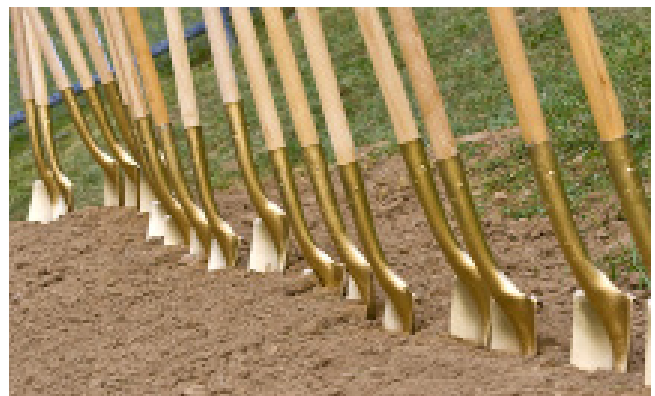


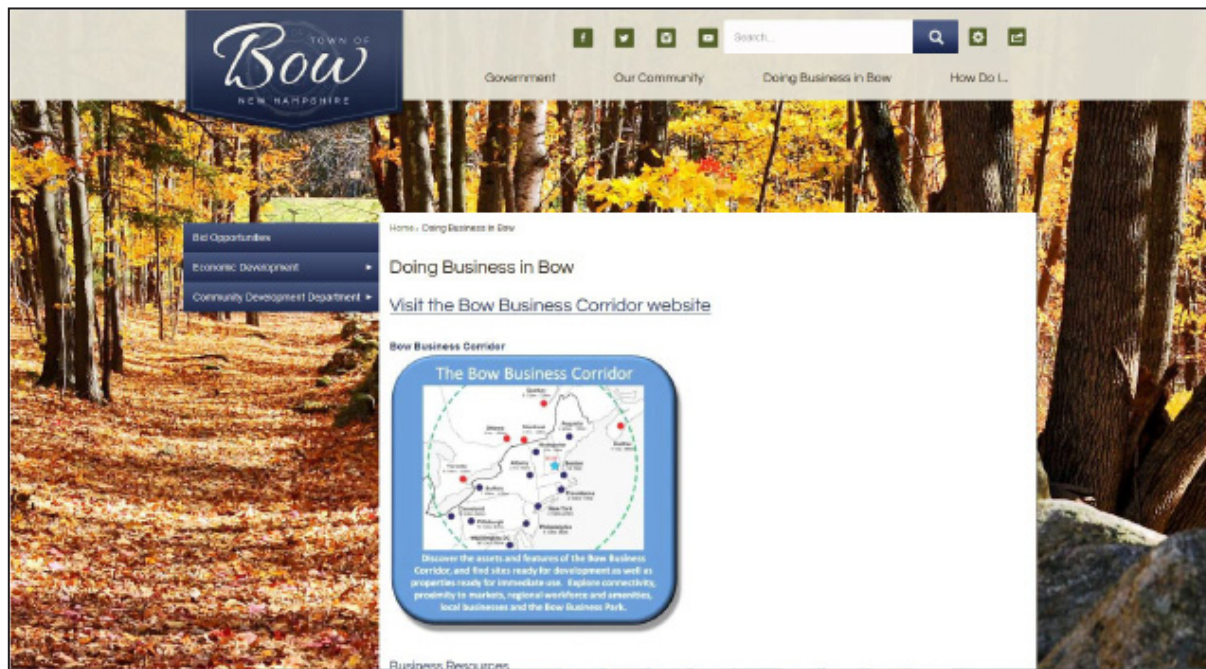
PLANNING

Land Use Regulations
Staff Support
Community Revitalization
Concept Visualization
Community Outreach

DEVELOPMENT

Economic Strategies
Tactical Implementation
Market Research & Analysis
Development Financing
Repurpose Underutilized Places



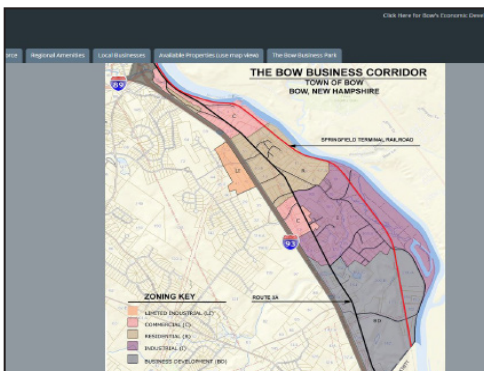
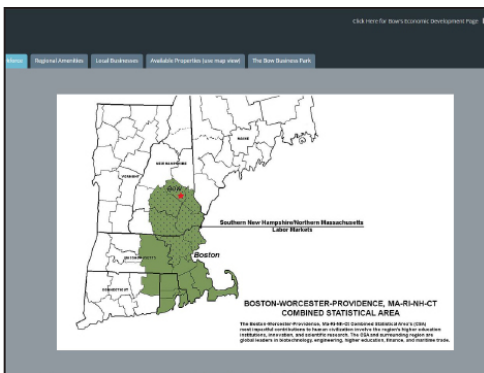


BOW COMMERCIAL CORRIDOR

The Town of Bow, New Hampshire commissioned ADG to develop a marketing strategy to help stimulate commercial development along the 3A corridor. An assessment of the corridor identified four distinct areas. To improve the marketability of parcels within each area, the team outlined a series of action steps that could be taken immediately, 1-6 months; within a 6-18 month time-frame; and actions to occur over the next 12-50 months.

A key component of ADG's branding strategy for the corridor is the "Bow Business Corridor," an Esri Story Map web application. The story map is designed to inform, engage and excite people about the business opportunities awaiting them within the 3A corridor. The site provides information relative to regional connectivity, market proximity, and workforce as well as a current listing of available properties within the corridor.

Visit the Bow Business Corridor story map to learn more about the district. (best viewed in Firefox, Safari or Internet Explorer)



17 South State Street
Concord, New Hampshire 03301

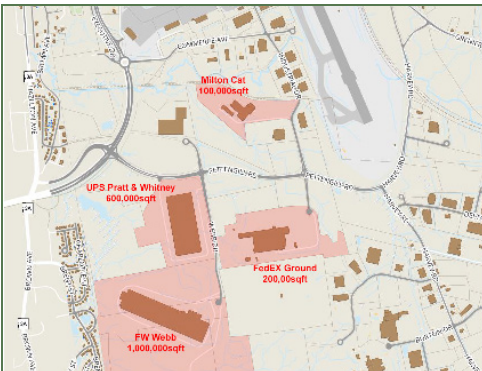
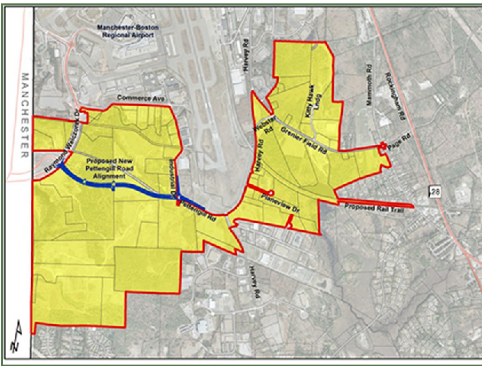
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CLIENT

Town of Bow
New Hampshire

PROJECT REFERENCE

Matt Taylor,
Director of Community Development
603-223-3971



AIRPORT TIF DISTRICT

In 2013 the Town of Londonderry commissioned ADG to assist in the development of a TIF District Plan on land adjoining the Manchester Airport. Stu Arnett, managing partner at ADG worked closely with the town planners to identify the district boundaries and win public approval for the project.

The TIF Plan is enabling the town to extend Pettegill Road, creating a four-lane road connecting to Raymond Wiczorek Drive, the primary entrance road to Manchester-Boston Regional Airport. The new road opens up a thousand acres of land for development. In addition to the road, the TIF financed sewer and water improvements, right of way acquisition, street lights, sidewalks, and trail improvements.

Since the TIF Plan was adopted in 2014, almost 2,000,000 sq ft of logistical warehouse space has been developed in Londonderry.

CLIENT

Town of Londonderry
Londonderry, New Hampshire

PROJECT REFERENCE

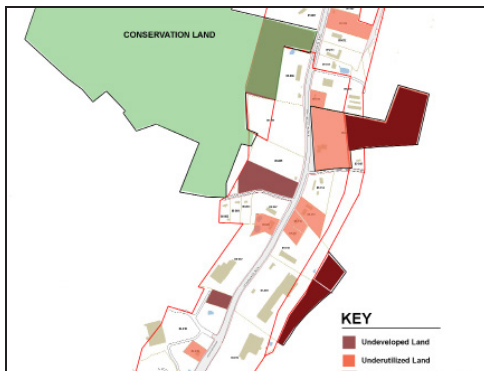
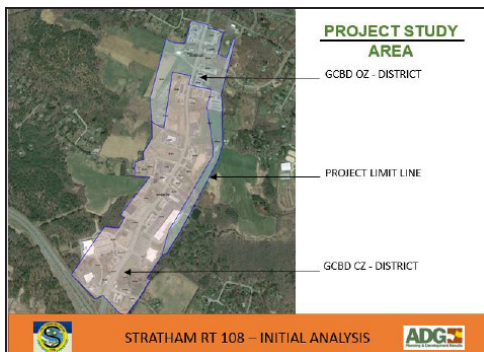
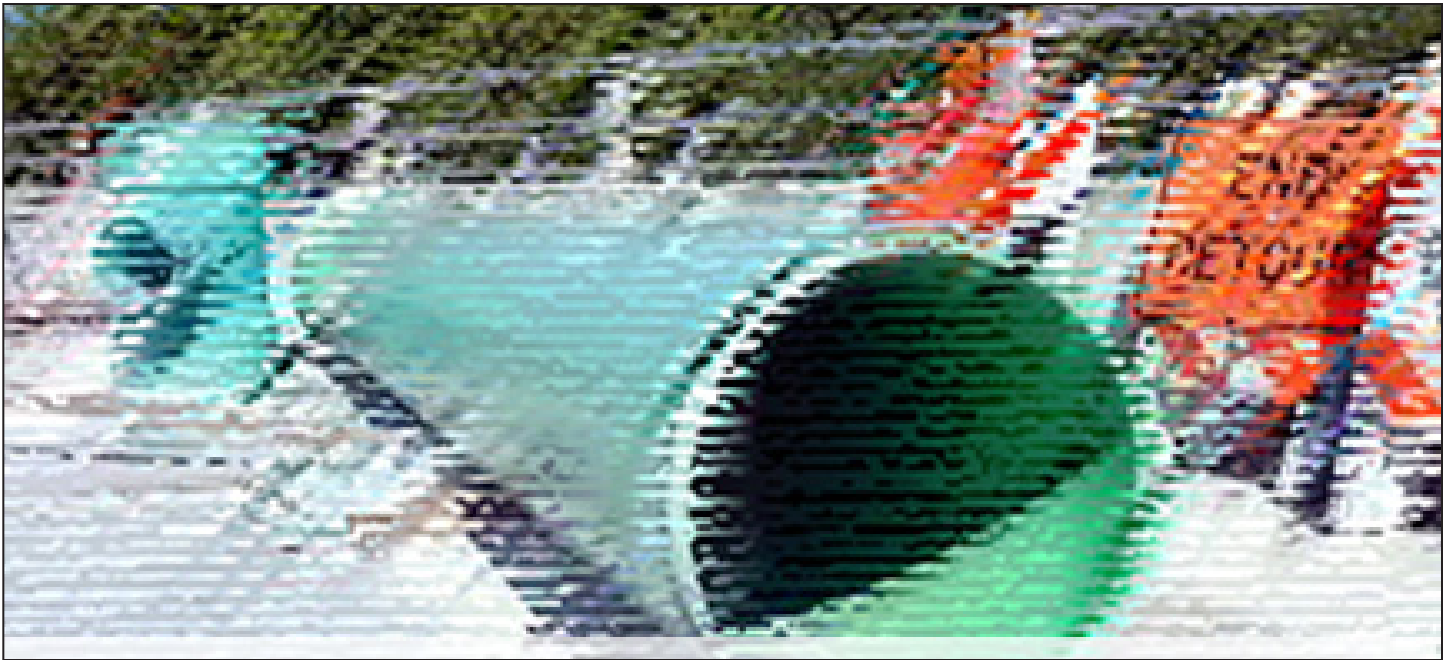
Kevin Smith
Town Manager

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ROUTE 108 CORRIDOR STUDY

The Town of Stratham, New Hampshire commissioned ADG to conduct an analysis of the commercial district along the Route 108 corridor. ADG was asked to provide the Town with a strategic plan for ensuring the future vitality of the Route 108 corridor.

The ADG team analyzed the regional market area to gain an understanding of current demand, emerging trends, and unique development opportunities. In addition to the market analysis, the team created a detailed assessment of the physical environment along the corridor.

A key finding was that the lack of public infrastructure limits future redevelopment within the district. Key to resolving this issue will be the development of a Tax Increment Financing (TIF) district along the corridor.

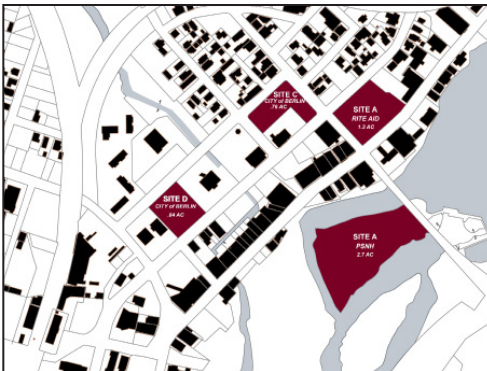
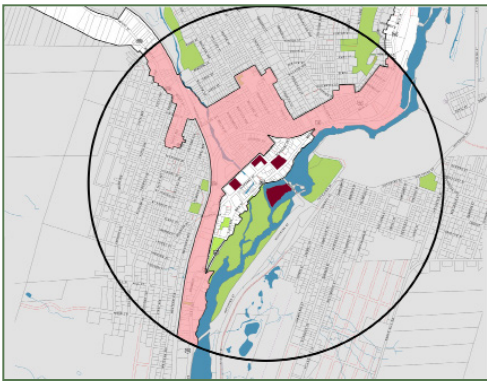
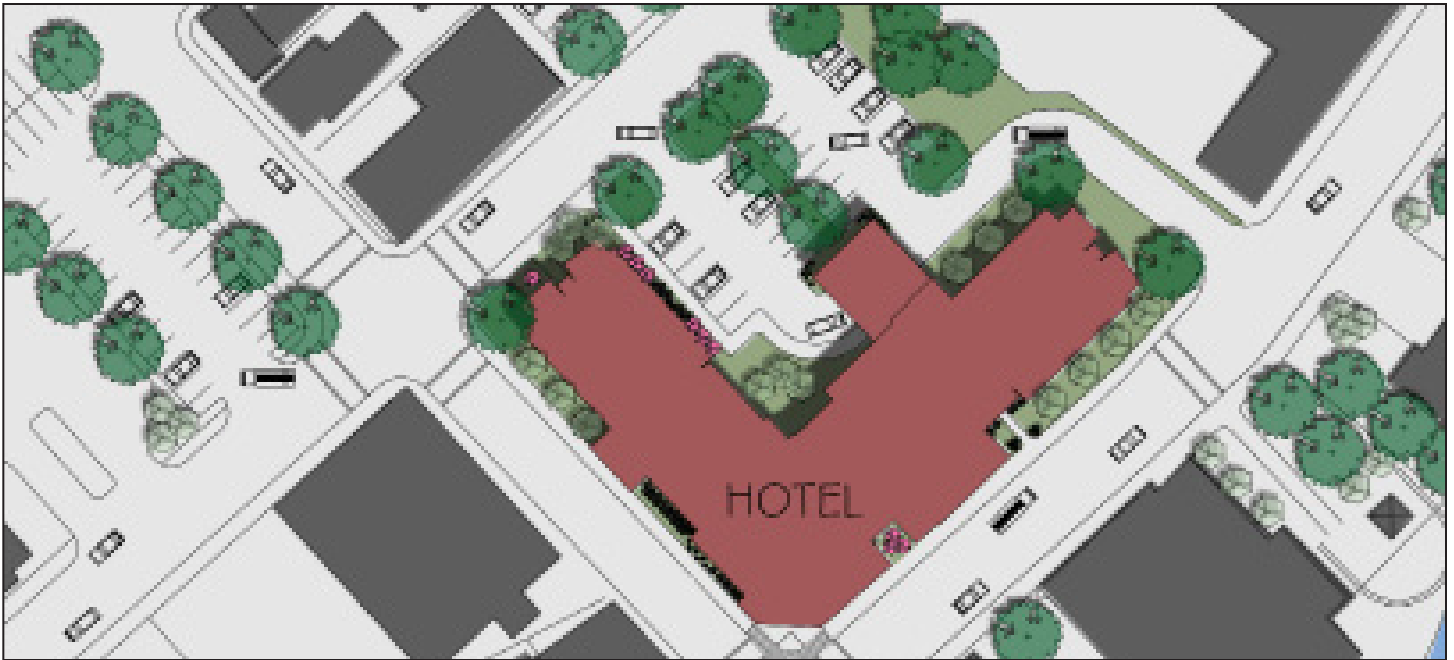
CLIENT

Town of Stratham
 Stratham, New Hampshire

PROJECT REFERENCE

Paul R. Deschaine
 Town Manager

(603) 772-7391



HOTEL FEASIBILITY STUDY

Coos County is in the northeast corner of New Hampshire. It is an area rich with outdoor recreational opportunities. And with over 1,000 miles of interconnected trails the region attracts millions of tourists each year. Yet, surprisingly, hotel accommodations in Berlin, the region's largest city, are very limited.

In an effort to rectify that situation ADG was commissioned to conduct a Hotel Feasibility Study. The study consisted of a detailed market analysis and site selection. Four sites were examined and the site selected for the new hotel would serve not only seasonal tourists, it would help stimulate a downtown redevelopment.

CLIENT:

Berlin Main Street Program
Berlin, New Hampshire

CLIENT REFERENCE

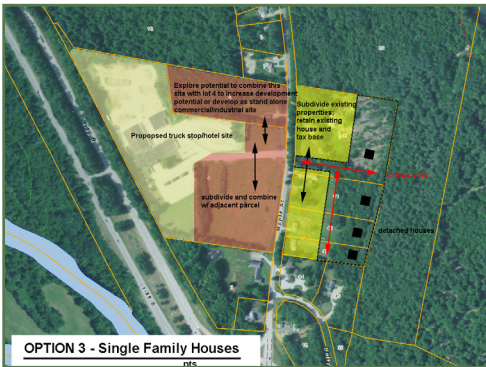
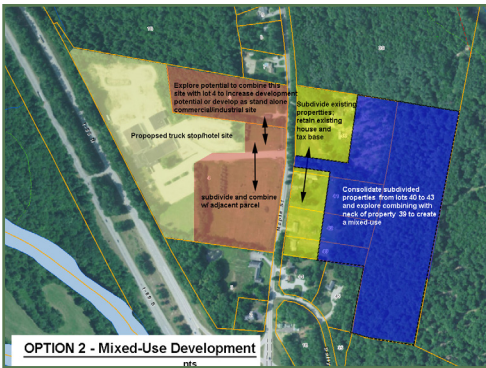
Sylvia Poulin
Main Street Program

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HOPKINTON EXIT 6 CONCEPT

In 2017 the Town of Hopkinton commissioned ADG to help them create a development strategy for an area adjacent to Exit 6 on I-89. The ADG team conducted a market assessment using EM-SI's Economic and Workforce Development tools. In addition, the ADG conducted a detailed commercial and residential real estate analysis to determine current and long-term trends in both sectors.

Stu Arnett, managing partner at ADG worked closely with the town planners and the Economic Development Committee to identify a series of long-term development options.

CLIENT

Town of Hopkinton
Hopkinton New Hampshire

PROJECT REFERENCE

Robert Gerseny
Acting Chair
Economic Development Committee

(603) 746-3751

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