

CITY OF EASTHAMPTON MASTER PLAN COMMITTEE INFORMATION PACKET



**Master Plan Committee Members
Job Descriptions
Subcommittee Descriptions
Master Plan Committee Tasks by Month
Full Scope of Work and Timeline**

Prepared by the Pioneer Valley Planning Commission
October 2006

WELCOME MASTER PLAN COMMITTEE MEMBERS!

Thank you for volunteering to be part of the Master Planning Process for the city of Easthampton!

We look forward to working with you over the next 14 months to develop a plan for the future of the city, and address such issues as future housing needs, economic development opportunities, transportation, open space and recreation, historic and cultural resources, public services and facilities, and much more! This is YOUR plan for the future -- a plan to address how your community will change and grow over the next twenty years. Through this plan we will communicate a sense of place and an understanding of what is unique to Easthampton. We will also develop Goals, Strategies, and Action Steps to help us meet this vision.

We intend to take advantage of your knowledge and understanding of issues in your community in the development of this plan. We really see this committee as a working committee, not just advisory. We will rely on you to draft, edit, and evaluate the master plan goals and strategies, and participate in the Community Planning Days. We expect the time commitment to be at a minimum one to two evening meetings a month, with some additional time spent at home reviewing materials.

This booklet provides information on the scope of work and the process that we will take together as we develop the master plan for your city. Information includes job descriptions for committee and subcommittee members, subcommittee descriptions, master plan committee tasks by month, and a full scope of work and timeline. Again, we want to thank all of you for participating in this exciting opportunity to serve your community and shape its future! We hope that you find this information useful – please let us know if you have any questions at any time throughout this planning process.

MASTER PLAN COMMITTEE MEMBERS

Jason Bachand
Sue Bartone
David Boyle
Jackie Brousseau-Pereira
Thomas Brown
John Bruner
Meg Callum
Stephanie Carlson
Donald Carr
William Canon
Stasia Charron
Chuck Conner
Michael Czerwicz
Salem Derby
Paul Duda
Donna Dupre
Sandra Gallant
Bernard Gawle
Klara Grape
Christine Haigney
Wendy Hammerle

Dave Klaxton
Marty Klein
JP Kwiecinski
Dennis Lacourse
David Lepine
Shelly Lenn
Mary Martineau
Chuck McCullaugh
Janet Muzzy
Rebecca Pierik
Denise and Bob Riggs
Mike Quinlan
Deb Robinson
Fran Root
Dana Salisbury
Julie Smith
Ed Sparko
Karen Stackow
Sue Walz
Christine Yarrion
Melissa Zawadzki

Planning Board

Jason Duda
Gail LaBarge
Ed Quinn
Chet Seklecki
Michael Tiskus

City Planner

Stuart Beckley

Consultants

Jessica Allan, Pioneer Valley Planning Commission
Catherine Miller, Pioneer Valley Planning Commission
Walter Cudnohufsky, Walter Cudnohufsky Associates, Inc.
Mollie Babize, Walter Cudnohufsky Associates, Inc.

MASTER PLAN COMMITTEE JOB DESCRIPTIONS

Standing Members / Subcommittee Members:

- Attend monthly Master Plan Committee meetings
- Attend Planner on a Disk presentation on November 8 (Tentative date)
- Join one of six required subcommittees (based on required elements of Master Plan)
- Attend additional subcommittee meetings (as needed)
- Assist in the drafting of survey questions for assigned master plan element
- Assist in the drafting of goals / strategies / action steps (implementation) for assigned master plan element
- Review and edit “white papers” for assigned master plan element
- Attend Community Planning Days

Subcommittee Chair / Executive Committee Members:

- Represent your subcommittee on the Executive Committee
- Keep subcommittee members on track for required tasks and deadlines
- Mediate differences between subcommittee members on survey questions / goals / strategies/ action steps
- Attend monthly Master Plan Committee meetings
- Attend Planner on a Disk presentation on November 8 (Tentative Date)
- Attend additional subcommittee meetings (as needed)
- Attend additional Executive Committee meetings (as needed)
- Assist in the drafting of survey questions for assigned master plan element
- Assist in the drafting of goals / strategies / action steps (implementation) for assigned master plan element
- Review and edit “white papers” for assigned master plan element
- Review and edit drafts of final Master Plan and Executive Summary
- Assist consultants at Community Planning Days

Executive Committee Chair:

- Represent the full Master Plan Committee
- Keep subcommittee chairs on track for required tasks and deadlines
- Mediate differences between Executive Committee members
- Attend Master Plan “kick-off” event in November (Tentative Date)
- Report quarterly with consultants to the Planning Board to provide updates
- Report once with consultants to the City Council to provide an update of public participation results
- Attend monthly Master Plan Committee meetings
- Attend Planner on a Disk presentation on November 8 (Tentative Date)
- Attend additional subcommittee meetings (as needed)
- Attend additional Executive Committee meetings (as needed)
- Assist in drafting of survey questions for assigned master plan element
- Assist in the drafting of goals / strategies / action steps (implementation) for assigned master plan element
- Review and edit “white papers” for assigned master plan element
- Review and edit drafts of final Master Plan and Executive Summary
- Play an integral role at Community Planning Days

SUBCOMMITTEE DESCRIPTIONS

1. Housing: This subcommittee will examine current and future housing needs, including senior and affordable housing.
2. Economic Development: This subcommittee will analyze the regional economic development trends and develop ways that the city can expand its economic opportunities while fitting into the regional picture.
3. Natural, Cultural, and Historic Resources / Open Space & Recreation: This subcommittee will identify ways to protect and enhance the natural, cultural, historic, open space and recreational resources in the city.
4. Land Use: This subcommittee will provide recommendations for future land use strategies and will suggest changes to the zoning bylaw to reflect these recommendations.
5. Transportation / Public Services & Facilities: This subcommittee will develop ways to expand the bicycle and pedestrian facilities in the city, as well as address the future needs of public services and facilities.
6. Energy and Sustainability: The subcommittee will establish ways the city could be more sustainable through reduction of energy use and development of renewable technologies.
7. Executive Committee: Chairs from the above mentioned subcommittee will comprise the executive committee.

Additional subcommittee(s) may include...

- Special Interests Groups – if the committee recognizes that there is a “hot topic” that is not currently housed under one of the above mentioned subcommittees, a new “special interest” subcommittee(s) could be formed.

MASTER PLAN COMMITTEE TASKS BY MONTH

October 2006

- Break into Subcommittee Assignments

November

- Attend “Planner on a Disk” presentation (Tentatively scheduled Nov 8)
- Executive Committee chair to assist and attend “kick off” media event
- Begin analysis of Document and Policy Review completed by PVPC
- Begin crafting survey questions for each master plan element

December

- Continue revisions of survey questions

January 2007

- Finalize survey questions
- PVPC to send surveys out with City Census
- Begin planning for Community Planning Days

February

- Continue planning for Community Planning Days

March

- Attend and Participate in Community Planning Days

April

- Summarize public participation process – what lessons did we learn?
- Begin development of Goals and Strategies for each master plan element

May – July

- Subcommittee review and edits of “white papers” for each master plan element
- Final development of Goals and Strategies
- Begin development of Action Steps (short and long term) for each strategy

August – September

- Finalize Action Steps

October

- Review drafts of final plan

November

- Final edits to Master Plan

December

- Present Master Plan to City Council
- Planning Board public hearing and adoption of Master Plan
- Master Plan complete!

FULL SCOPE OF WORK AND TIMELINE

	Oct 2006	Nov	Dec	Jan	Feb 2007	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
I. Introduction															
Task A: Planner on a Disk Education		✓													
Task B: Finalize Public Participation Plan	✓														
Task C: Document and Policy Review	✓														
Task D: Introduce Master Plan to the Public		✓													
II. Master Plan Committee Meetings															
MPC Meetings	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
III. Public Participation and Education															
Task A: Phase I Public Education		✓	✓	✓	✓	✓									
Task B: Public Survey		✓	✓	✓	✓										
Task C: Easthampton Community Planning Days						✓									
Task D: Focus Groups (optional)					✓	✓									
Task E: Presentation Phase I Results							✓								
IV. Master Plan Development															
Task A: Data Collection and Analysis					✓	✓	✓	✓	✓	✓	✓	✓			
Task B: Master Plan Mapping					✓	✓	✓	✓	✓	✓	✓	✓	✓		
Task C: Master Plan Preparation													✓	✓	✓
Task D: Executive Summary															✓
V. Administration															
Task A: Progress Reports to Planning Board			✓			✓			✓			✓			✓

SCOPE OF WORK

I. INTRODUCTION

Task A: Planner on a Disc—Education

The Master Plan Committee will hold a mandatory two-hour meeting at which PVPC will present an interactive training program on the basics of Master Planning. “Planner on a Disc” (or POAD) was developed in 2000 by PVPC with the assistance of local town and city planners in the region to educate municipal staff and volunteers on the step-by-step procedure of developing a Master Plan. Presentation of “Planner on a Disc” will ensure that all forty committee members understand how to develop a Master Plan for their community, what the benefits are, and why it is necessary. Copies of Planner on a Disk will also be distributed to Master Plan Committee Members after the presentation.

Task B: Solidification of public participation plan and schedule of Master Plan committee meetings

Following the POAD presentation, PVPC and WCA will meet with the Master Plan Committee, Planning Board, and Planning Department to finalize the Master Plan process.

Task C: Document and Policy Review

In collaboration with the Master Plan Committee, PVPC will review existing planning documents in Easthampton, including the *enVision Easthampton* (1998) and *enVision Easthampton Revisited* (2003), *Executive Order 418 Buildout Analysis and Community Development Plan* (2004), *Open Space and Recreation Plan* (2005), Zoning Bylaws and Map, Subdivision Control Regulations, Water Conservation Plan, Affordable Housing Plan, Plan for the Department of Public Works, Master Plan Update of 1987, the School Building Report and the Historic Inventory and deliver a Summary Report to the Master Plan Committee on the status of prior recommendations and strategies within these plans, as well as the relevance of the issues identified.

Products:

- POAD Training*
- Finalized Public Participation Plan and schedule of Master Plan Committee meetings*
- Summary Report of findings including:*
 - *Status Report on Prior Recommendations/Strategies*
 - *Relevance of Issues Identified*

Task D: Introduce the Master Plan to the Public

PVPC will prepare a media event with accompanying media releases to launch the Easthampton Master Planning process. Tim Brennan, PVPC Director will emcee the event featuring State Representatives, Mayor Tautznik, and the Master Plan Committee Chair. All local media outlets will be invited to attend. The event will be held at one of the award-winning revitalized mill buildings in Easthampton featuring locally produced food and drink. The event will be videotaped and the video will be made available on the PVPC website and will be televised on the local cable television channel for the first month of the Master Planning process.

II.MASTER PLAN COMMITTEE

A Master Plan Committee, inclusive of a broad cross-section of forty Easthampton residents, officials, and businesses, has been created by the City of Easthampton. The Master Plan Committee will be more than just an advisory committee – they will be expected to fully and actively participate in the development of the plan.

With assistance from the consultants, the committee members will be expected to:

- Assist in the **review of existing plans** / visions / and proposed actions;
- Develop **survey questions** for each of the key elements;
- Assist and participate at the **Community Planning Days** visioning sessions;
- Develop **Goals, Strategies, and Actions Steps** (long and short term) for each of the key elements of the Master Plan (Public Services and Infrastructure; Housing; Economic Development; Natural, Cultural, and Historic Resources; Open Space and Recreation; Transportation; and Land Use);
- Assist in the editing of the **working papers** for each key element.

In order to facilitate these tasks, the consultants in collaboration with the Master Plan committee will create six (6) sub-committees that will focus on each of the key elements of the Master Plan. The subcommittees will be:

- Housing;
- Economic Development;
- Natural, Cultural, and Historic Resources / Open Space and Recreation;
- Land Use;
- Transportation / Public Services and Facilities, and;
- Energy and Sustainability

PVPC will facilitate monthly meetings of the Master Plan Committee throughout the Master Planning Process. Each monthly meeting will last approximately two hours and will include time for a meeting of the full committee and sub-committee meetings/reports. As time permits and as directed by the Master Plan committee, PVPC will schedule additional sub-committee meetings. Sub-committees are also encouraged to meet on their own without PVPC staff assistance. In addition, we suggest that the Master Plan committee consider setting aside some project team time to organize and run focus group discussions to include any certain populations in the city that might not attend the visioning sessions or otherwise get involved in the Master Planning process of the Master Planning process. Possible targets for these focus groups include: elders, minority populations, and students.

*Product: Staff support for fourteen (14) Master Plan Committee meetings
Limited additional support for Sub-Committee meetings*

III. PUBLIC PARTICIPATION AND EDUCATION—FOCUS ON IMPLEMENTATION

Task A: Phase One Public Education

Planner on a Disk (POAD): PVPC will present the interactive training program on the basics of Master Planning at a well publicized public meeting during the second month of the Master Planning process. The presentation will be videotaped and aired on the local Cable television channel throughout the second and third months of the Master Planning process.

POAD will be installed on the computers in the public library and in the local schools. PVPC will present a training session on POAD to interested teachers and school personnel so they can complete the participatory planning components of POAD and report their results to the Master Plan committee.

Master Plan Website: PVPC will also create a Master Plan site on the PVPC website throughout the project which will include all minutes of Master Plan Committee meetings, summary of existing plans, survey form and summaries and results as they are available, educational handouts on the seven subject areas of the Master Plan as well as on the basics of Master Planning, Community Visioning and Goal Setting, and Plan Implementation, the Pioneer Valley Smart Growth tool kit, the Commonwealth of Massachusetts Smart Growth Toolkit, and links to completed master plans of communities similar to Easthampton and to Master Planning websites.

Educational Materials: In addition to being available on the city master plan website, the educational handouts may be developed into flyers, newsletters, posters or presentation boards.

Media Involvement and Outreach: PVPC land use and communications staff will work with local media outlets, particularly the Hampshire Gazette and the weekly insert “The Summit”, to have a running series of press articles on the Easthampton Master Planning process. Articles will focus on the visioning session, the photo exhibit, the children’s art contest and the community survey, as well as continued updates on the progress of the Master Plan and work of the committee.

Products:

- Public presentation of POAD*
- POAD Training of Educators*
- POAD installed on Library computers and in all city high schools*
- Master Plan website—including educational and other and informative materials as described above*
- Four (4) articles in the Hampshire Gazette, or other media outlet*

Task B: Public Survey

In collaboration with the Master Plan Committee, PVPC will design a survey questionnaire to identify residents' concerns about the seven Master Plan subject areas: public services and facilities, housing, economic development, natural, cultural and historic resources, open space and recreation, transportation, and land use. The survey will also identify existing levels of support for different means to address, possibly improve, and/or resolve identified concerns. PVPC will analyze results in collaboration with the Master Plan committee and generate a preliminary list of goals and objectives to address, improve, and/or resolve identified concerns. The survey will be mailed to all 6,859 households with their annual census, thereby maximizing City funds for the Master Planning process. PVPC will design a scannable survey for efficiency in tabulation. PVPC will tabulate survey results and prepare a summary for the Master Plan Committee, to which meeting the public will be strongly encouraged to attend and which will be televised and aired on local cable television for one month. Results will be discussed with the public at the community visioning session.

*Products: Survey questionnaire design, printing, and mailing
Survey results summary
Videotape of survey summary presentation*

Task C: Easthampton Community Planning Days

To capture and galvanize the community interest and excitement for the Master Plan that we have built throughout Phase I, PVPC, WCA and the Master Plan Committee will sponsor and coordinate a weekend long "Easthampton Community Planning Days" visioning session during the fifth or sixth month of the planning process. The visioning sessions will be held in Easthampton at an appropriate public location. The Visioning Session will be held on two days, beginning with a "kickoff" session on a Friday night and following with a day-long visioning on Saturday. All information gathered at the Visioning Sessions will be made available online on the City and PVPC website. The sessions will be videotaped for edited into a 30-minute show to be aired on local cable television for the two months following the event. In addition, PVPC will create a virtual space on the Master Plan website that will allow residents to communicate additional concerns, comments and opinions about the master planning process, proposed goals and objectives and proposed implementation mechanisms for two weeks after the community planning days.

FRIDAY NIGHT:

WCA will present a very brief overview of master planning in general, of Easthampton's planning history, and of this master planning process to date. WCA will then facilitate a discussion on the future of Easthampton, first presenting the results of the community survey, second, facilitating a discussion of the results, third, seeking residents' comments, revisions to, and eventual endorsement of the revised-as necessary proposed goals and recommendations developed by the Master Plan Committee.

SATURDAY MORNING AND AFTERNOON:

The visioning sessions on Saturday are designed to accommodate the busy schedules of Easthampton residents while creating a forum for meaningful, thoughtful and complex grappling with Easthampton's key areas of concern and the means to solve identified pressing problems.

(1) "Explore Easthampton", Community Walking Tour and Photo Exhibit: This session will encourage residents of all ages to explore their community and provide input to the consultants and the Master Plan Committee on aspects of Easthampton that they like and dislike. Residents will be encouraged to pick up disposable cameras and take pictures of positive or negative features in Easthampton, and write a brief description of these features. Photos will then be developed, and placed on display with public comments at the Emily Williston Public Library or other public building for viewing. A slideshow of the photos will also be posted on the master plan website. PVPC will generate neighborhood GIS walking tour maps that will include the various data layers relevant to the Master planning process. Efforts will be made to identify subject area tours—so for example, if members of the public were particularly concerned about historic preservation they would get a GIS neighborhood map that included the available historic structure inventory. Whereas if someone was interested in economic development, they would be directed downtown and to the revitalized mill buildings and business incubators. WCA will also craft a series of questions to accompany the walking tour, to help citizen become engaged in the visioning process.

(2) "Easthampton: My Hometown" Children's Art Mural: In coordination with the Easthampton Arts community and the Easthampton Cultural Council, WCA and the Master Plan Committee will host an art mural for children throughout the day Saturday. This mural will be conducted in conjunction with the below mentioned gallery exhibit. Children will be encouraged to draw what they love about their community or what they would like to see change in the community in the next 10 years. The consultants will work with local businesses to donate paper, art supplies, and prizes for this contest. The completed mural will be displayed with the photo exhibit at the Emily Williston Public Library or other public building for viewing. Results will also be integrated into a slideshow available for viewing on the Master Plan website.

(3) Gallery Exhibit: All day Saturday, a "gallery" display created by WCA with assistance from PVPC and the Master Plan Committee will be exhibited at an appropriate public location, such as Eastworks, where residents can learn and comment on each of the key elements of the master plan – housing, economic development, land use, open space, natural/cultural/historic features, transportation, and public facilities and infrastructure. Each element will have its own display with data, maps, charts, sketches, photos, and other graphics. WCA, PVPC staff and Master Plan Committee members will be available at the exhibit to answer questions and provide feedback.

In addition, seven "focus group" tables will be set up and staffed all day by WCA and Master Plan Committee members. Each table will focus on one of the seven key elements of the master plan. Facilitators will run fifty minute focus group sessions on specific topics and record comments from the public. WCA will utilize these comments in the development of a vision statement. In addition, WCA will have laptops available and connected to the internet if the public would like to provide public comment through a survey/comment website (like Survey Monkey) rather than a focus group discussion.

(4) Create a Vision Statement: This two-hour afternoon session will be facilitated by WCA and conclude the visioning weekend and assist the Master Plan Committee and residents develop a Vision Statement. The Vision Statement will help guide the Master Plan Committee in the development of goals, objectives and implementation steps for the plan. Public comments from the gallery exhibit, focus groups, online comments, and community survey will be used to develop this statement.

*Products: Two days of community visioning
Summary report of results
Photo and art exhibit*

Task D: Selected Focus Groups (optional)

As is necessary—and as time and funding permits – we suggest scheduling focus group discussions to assure involvement of certain populations in the city that might not attend the visioning sessions or otherwise get involved in the Master Planning process. Targets for the focus groups might include: the elderly, minority populations, and students. Discussions would occur after the visioning sessions, and provide additional input to the committee and the consultants on goals, strategies, and actions for the master plan.

Products: Four (4) select focus group discussions

Task E: Presentation of Phase I Results in Public Meeting

PVPC and WCA will present the results of the Phase One visioning activities and public survey to City Officials. The consultants will prepare a presentation and handouts with diagrams, summarizing these items for distribution at a public meeting.

Products: Summary Report of Phase One results to City Officials

IV. MASTER PLAN DEVELOPMENT

Task A: Data Collection and Analysis for Master Plan Working Papers

PVPC, with assistance from the Master Plan Committee, will prepare seven (7) working papers on key topics for the Master Plan. These working papers will ultimately comprise the “chapters” or “components” of the Master Plan. Topic areas include:

1. Public Services and Facilities: This element shall address the future needs of public services and facilities under existing conditions and future development scenarios, and will aid the city in the development of a Capital Improvements Plan. PVPC will inventory and forecast needs for public facilities.
2. Housing: This element will examine current and future housing needs, based on demographic trends, including the analysis of senior and affordable housing. A population project analysis will be conducted through the year 2030. PVPC will also identify additional strategies toward meeting the Chapter 40B 10% affordable housing requirement.
3. Economic Development: PVPC will update and expand upon the EO 418 Economic Development Plan, developed by PVPC with the city in 2004. PVPC will analyze the regional economic development trends and emerging/declining industries and expound on where Easthampton fits into the regional picture. PVPC will also conduct an analysis of the potential new Industrial Park as well as recommended changes to the Zoning by-law to enhance industrial growth.
4. Natural, Cultural, and Historic Resources: PVPC will identify key natural, cultural, and historical resources and avenues to protect and enhance these resources.
5. Open Space and Recreation: PVPC will expand upon the data reflected in the updated OSRP, if necessary, as well as determine the condition and number of recreational fields, and determine what facilities are needed based on projected population trends.
6. Transportation: PVPC will update the EO418 Transportation Plan, as well as expand on bicycle and pedestrian facilities within the city.
7. Land Use: PVPC will identify all present land uses and recommend a future land use plan for the location and inter-relationship of public and private land uses. We will quantify the amount of areas per land use and per zoning district, including the remaining area of vacant developable land per zoning district. Future land use strategies will be made which reflect the goals established in the visioning process. PVPC will suggest changes to the zoning bylaw based on the desired outcome.

PVPC will reference existing plans and update the data collection and analysis on each topic area. Items to be examined include population and other demographic trends, current and future housing needs, school enrollment projections, regional and local economic trends, public facilities, land use, natural, cultural and historical resource issues, and other relevant areas of interest. Then, in collaboration with the Master Plan Committee, a series of strategies will be examined, and final recommendations for long-term and short-term actions will be prepared for each working paper.

Task B: Master Plan GIS Mapping / Graphics

PVPC will develop or update the following GIS data layers for the town, in cooperation with Easthampton officials:

1. Current Zoning
2. Land Use – illustrating land use change in recent decades
3. Vacant parcels
4. Infrastructure – public water and sewer lines
5. Public Facilities – police, fire highway, library and other municipal offices, energy
6. Existing senior and affordable housing locations
7. Open Space and Recreation – publicly-owned land parcels (including land under APR, Chapter 61), based on Assessor’s Data and maps from recent OSRP
8. Economic Development clusters
9. Environmental Constraints to Development – floodplains, wetlands, steep slopes, river protection areas
10. Natural, Historical and Cultural resources
11. Major transportation facilities – bike paths, bike routes and sidewalks, roads classification and transit availability

PVPC will create the following finished GIS map products, derived from the above data layers:

1. Recommended Future Land Uses and Growth Areas
2. Recommended Areas for Increased Housing Density
3. Economic Development Suitability
4. Recommended bicycle and pedestrian facilities, sidewalks, and transit routes

*Products: Eleven (11) GIS data layers (includes printed draft maps)
Four (4) final GIS maps*

In addition, WCA will also provide graphics as necessary to accompany the plan. Graphics could include hand drawn representation of various components of the Master Plan, and photo-simulations. Graphics will be used to illustrate strategies identified in the plan, such as new zoning tools.

Task C: Master Plan Preparation

PVPC will prepare a draft Master Plan document, incorporating the town’s goals and objectives, the results of citywide survey and visioning sessions, the seven (7) working papers with recommended strategies, an Implementation/ Action component, a chapter on Goals and Objectives, and the GIS mapping products. After review, editing and approval of the draft Master Plan by the Committee, a final Master Plan document will be prepared.

Products: Draft and 75 copies of the Final Master Plans

Task D: Executive Summary

PVPC will prepare a draft Executive Summary document that includes a brief overview of Master Plan goals and strategies and at least one graphic element (GIS map, photo set, illustration). Prepared as a distributable ‘poster format’ mailer, this summary can be widely distributed to households in the community. After review, editing and approval of the draft Executive Summary by the Committee, a final Executive Summary document will be prepared.

Products: Draft and 150 copies of Final Executive Summaries

V. ADMINISTRATION

Task A: Progress Reports to Planning Board

PVPC will attend five (5) meetings with the Planning Board to report on the progress of the master planning effort.

Products: Five (5) meetings with the Planning Board and Planning Staff