



UNIVERSITY OF MASSACHUSETTS
AMHERST

210 Design Building (Room 352)
551 North Pleasant Street
Amherst, MA 01003-2901

Department of Landscape
Architecture and Regional Planning

Wayne Feiden, FAICP
Director, Center for Resilient Metro-Regions
Lecturer of Practice
WFeiden@UMass.edu

July 1, 2025

West Stockbridge Select Board
21 State Line Road
West Stockbridge, MA 01266

Email letter: kkeresey@gmail.com

Dear West Stockbridge Select Board,

We are pleased to submit this proposal for an operational and organizational assessment for the Town of West Stockbridge. We applaud your interest and the support of Town Meeting in taking the time to explore opportunities to make government more responsive and effective.

I. Project Purpose and Objectives

The Town of West Stockbridge is in Berkshire County, west of Stockbridge, south-west of Lenox, Richmond, and north of Housatonic and Great Barrington. West Stockbridge has its own MassPike (I-90) interchange. To the immediate west is New York State, with easy access to Albany on I-90 and New York City on the Taconic State Parkway.. West Stockbridge is a gateway to the Berkshires for those traveling both from the Albany and New York City Metro regions.

With a year-round population of 1,343 people, the population increases dramatically in the summer months with visitors, renters of vacation homes, second homeowners and those attending summer camps and programs. From hiking, fishing, and hunting to art, galleries to crafts and jewelry, theater, food and drink West Stockbridge punches far above its weight in attractions, and of course it provides easy access to anywhere in the Berkshires

The town's governance structure is a New England Town Meeting, with a three member elected select board. The town operates under the governance laws established in the Mass General Law Administrative Section and has not established a locally adopted charter. This town meeting form of government has a town administrator appointed by the Select Board for three years, who has delegated responsibilities assigned by the Select Board. The Select Board is responsible for supervising all town personnel, setting policy, and, with the finance committee, recommending a budget for adoption by Town Meeting, the legislative body for the town. The town has 20 committees and boards that are responsible for many of the core functions of the local government.



II. Scope of Work

We were pleased to be invited to propose a scope of work and approach to assist the Select Board in conducting a general audit of the town's organizational structure and supporting operating policies and procedure. The study's intent is for the Select Board to effectively support the dedicated efforts of the town's department heads by identifying and evaluating organizational structure and systems opportunities.

The assessment will identify opportunities and challenges from those existing systems. It will identify possible future steps that West Stockbridge might consider taking.

Implementation work on those steps, such as benchmarking, visioning, detailed reporting, drafting charter changes, drafting job descriptions, drafting employee desk manuals, offering trainings, and other detailed actions will not be part of this work, but could be part of future work by us, other consultants, or potentially in-house. To allow this work for the limited budget, we would work with the Town to come to West Stockbridge for three days of on-site of interviews and review of support documents that the Town complies (e.g., budgets, job descriptions, organizational chart, annual reports) for our review.

We all recognize that most town leaders, both elected and appointed, find that gaining expertise in the roles and responsibilities of town governance takes many years of experience. Experience in local government is primarily gained through hands-on, trial-and-error processes over the years, while many elected officials concurrently balance other careers and family responsibilities. Our work will help provide current knowledge and training for both new and experienced leaders and begin bridging the gap.

Our Firms

This project is led by the Center for Resilient Metro-Regions (CRM) at the University of Massachusetts – Amherst. The Center is dedicated to helping communities with governance, planning, and other local needs. It is housed within the Department of Landscape Architecture and Regional Planning. Wayne Feiden, CRM director, will be the project manager. Wayne has over forty years of management, planning, grant writing, and project manager experience.

CRM is collaborating with J Tab Consulting, owned by Jennifer Tabakin. Jennifer has over twenty-five years of experience in town and city management, public administration, urban planning, and construction management. (See both firms' information and biography.)

III. Work Plan

We propose a performance based contract, with payment based on the tasks and deliverables. We commit to work however many hours it takes to complete these tasks. The proposed schedule is estimated and flexible. It is based on an early July start.



#	Tasks and Deliverables	July	Aug.	Sept.	Oct.
1	Project Initiation				
	The Consultant and the Town to identify three full days when we can conduct stakeholder interviews and review supporting materials compiled by the town.	<input checked="" type="checkbox"/>			
	The Town will: <ul style="list-style-type: none"> • Invite stakeholders for interviews on the three agreed dates (we will set up an on-line calendar allowing stakeholders to sign up for specific dates and times on those three days) • Compile supporting materials (e.g., budgets, organization chart, personnel policies, any draft components of an employee manual, annual reports, performance data & indicators) 	<input checked="" type="checkbox"/>			
2	Department & Stakeholder Engagement				
	Hold ten back-to-back individual stakeholder interviews on the three agreed upon dates. Tentatively: <ul style="list-style-type: none"> • Each of the three Select Board members separately • Town Administrator • DPW Director • Police Chief • Chair, Finance Committee • Chair, Planning Board • Town Clerk • Town Accountant 	<input checked="" type="checkbox"/>			
3	Recommendations and Final Report				
	Explore potential implementation steps for future action			<input checked="" type="checkbox"/>	
	Prepare report on key findings (data, findings, and options for future steps), while protecting confidentiality of stakeholder interviews.			<input checked="" type="checkbox"/>	
4	Proposal for future work (IF desired)				
	If desired, prepare a written proposal for any of the future steps that the Select Board would like to explore.			<input checked="" type="checkbox"/>	
	Flat rate <ul style="list-style-type: none"> • 50% invoiced and due 45 days net in early July • 50% invoiced and due 45 days net at the end of project 	\$8,600			

Thank you for your consideration.

Sincerely,

Wayne Feiden

Wayne Feiden, FAICP

Director, Center for Resilient Metro-Regions and Lecturer of Planning Practice

cc. Jennifer Tabakin, J Tab Consulting



We further certify that the University of Massachusetts carries the required Professional Liability, Workers Compensation, General Liability, and Auto Liability Insurance coverage (attached):

- General Liability- Insurance Certificate naming Contracting Agency \$1 million (\$750,000 insurance plus \$250,000 self-insured) per occurrence and \$3,000,000 in the aggregate
- Professional Liability- University of Massachusetts Certification it is self-insured in accordance with Massachusetts General Law Chapter 258
- Workers' Compensation- University of Massachusetts certification it is self-insured in accordance with Massachusetts General Law Chapter 152
- Auto liability- University of Massachusetts certification it is self-insured for University owned vehicles in accordance with Massachusetts General Law Chapter 258 and that it carries insurance for non-owned vehicles with \$1 million per occurrence.

CRM shall hold harmless the contracting agency, its officers, agents, and all employees from and against damages, expenses, or claims arising directly or indirectly arising directly from this agreement up to the amount of this contract. CRM shall be solely responsible for all local taxes or contributions imposed or required under the Social Security, Workers' Compensation, and income tax laws. This shall not be construed as a limitation of CRM's liability as otherwise provided by law outside of this contract.

We further certify, under penalties 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.

This agreement may be executed in any number of counterparts, each of which shall be deemed to be a counterpart original, or electronically. In witness whereof, the parties have caused this agreement to be executed on the date first written, below.

For the Center for Resilient Metro-Regions, University of Massachusetts by

Wayne Feiden, FAICP, Director, Center for Resilient Metro Regions

Date

Henry Renski, PhD , LARP Department Chair

Date

For the West Stockbridge by

Andrew Krouss, Select Board Chair

Date

Kathleen Keresey, Select Board Member

7/21/2025

Date

Andrew Potter, Select Board Member

Date





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Regional Planning

Wayne Feiden, FAICP
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413.545.6737
WFeiden@UMass.edu

Profile

The UMass Center for Resilient Metro-Regions provides community planning and applied research. It is a community engagement arm of the Department of Landscape Architecture and Regional Planning.

Services include:

- Comprehensive and strategic planning
- Board strategic goal setting
- Programmatic assessments
- Facilitation for communities and organizations
- Open space, recreation, and trail planning
- Climate and resilience planning and projects
- Community engagement and visualization
- Regulatory code diagnostics
- Grant writing and management
- Staff and board training and capacity building
- GIS and other mapping
- InDesign and graphics support

Wayne Feiden, FAICP, Director of the Center, draws on four decades of planning experience, as Northampton's director of planning and as a planning consultant working in Massachusetts, the United States, and overseas.

The Center also draws on a wide range of skills from faculty and student, from principal investigators to support roles. Our recent Strategic Planning monograph, published by the American Planning Association, summarizes one of our most common roles.

We customize our offering to the needs of each project. We can share and learn from a wide range of precedents, but each project and community are unique, and we focus on strategic opportunities.



Wayne Feiden, FAICP

Director, Center for Resilient Metro-Regions
Lecturer of Planning Practice
Landscape Architecture and Regional Planning
University of Massachusetts- Amherst
www.resilientmetro.org
WFeiden@UMass.edu
413.545.6737

Wayne Feiden is a Fellow of the American Institute of Certified Planners.

Wayne is the Director of the Center for Resilient Metro-Regions and Lecturer of Practice at the University of Massachusetts, Amherst, and Principal of Plan Sustain, Inc. Until recently, he was Director of Planning & Sustainability for the City of Northampton (MA), where he served for three decades.

Wayne's focus and subject matter expertise includes strategic, comprehensive, strategic, land use, community economic development, open space, climate action, resilience, transportation, social equity and sustainability planning, code reform, facilitation, and project management.

As Northampton's Director of Planning & Sustainability, Wayne served as a change agent to bring planning, society, equity, environment, climate change, and sustainable transportation to the forefront of the agenda. His work led that city to earn LEED for Cities gold certification, the nation's first 5-STAR Communities award for sustainability and the highest "Commonwealth Capital" score, the former Massachusetts scoring of municipal sustainability efforts. Under his tenure, Northampton became one of the most livable and sustainable small cities in New England with a strong focus in social equity, affordable housing, conservation, resilience, and sustainability. Wayne began his career, however, working in rural Vermont and continues to bring the unique perspective and needs of rural communities.

Wayne has a strong focus on strategic planning to revitalize communities and engage and empower diverse stakeholders. Over the last four decades, Wayne's has led or served on 40 short-term strategic planning teams in 21 states and five countries. He has served on nine college accreditation site visitor teams and other programmatic evaluations.

Wayne's Rockefeller Bellagio residency (Italy), State Department Professional Exchanges (Indonesia and Malaysia), German Marshall Fund fellowship (Northern Ireland, England and Denmark), Fulbright Specialist fellowships (South Africa and New Zealand) and Eisenhower Fellowship (Hungary) all focused on planning, placemaking, sustainability, resiliency, and revitalization.

Wayne's research publications include six significant publications with the American Planning Association as well as several other publications to advance planning and sustainability in communities.



Education

- Master City & Regional Planning
U. of North Carolina, Chapel Hill
- B.S. Natural Resources, Cum laude
U. of Michigan, Ann Arbor

Fellowships/Residencies

- U. of Massachusetts Sustainability Fellowship (2018)
- Bellagio Residency (2017), Italy
- State Dept. Professional Fellowships (2023 and 2017), Indonesia and Malaysia
- German Marshall Fund (2015)
N. Ireland, England, and Denmark
- Fulbright Specialist (2011)
U. of Auckland, New Zealand
- Fulbright Specialist (2007)
U. of Venda, South Africa
- Eisenhower Fellowship (1995)
Budapest, Hungary

Honors

- College of Fellows, American Institute of Certified Planners
- Honorary Western Mass AIA
- Trail Advocacy, American Trails
- Bike Advocate of the Year, Mass Bike
- Planner of the Year, APA-MA
- Distinguished Leadership, APA-MA
- Social Advocacy-Housing, APA-MA
- Social Advocacy-Resiliency, APA-MA
- Preservation Award, Northampton
- Coker Award, U. North Carolina



J Tab Consulting
Urban Planning and Management
Jennifer Tabakin
1084 Main Street, Housatonic, MA 01236
jtabakin@plan-it-green.com
413-717-8447

The J Tab perspective

Our work will strengthen the public sector, protect our environment, and improve our communities. We view our land, towns, and cities as a system we need to prepare for the future. My firm will provide innovative strategies to prepare communities to achieve a net zero future, with expertise in land use, infrastructure, mobility, planning, design, and construction. We will make a place for sustainability.

J Tab committed to integrating a sustainable and system perspective into a range of services for public sector projects. Helping cities and towns enhance neighborhoods, business, and cultural districts, and upgrading and maintaining energy and utility infrastructure, transportation systems, and open space.

Services Offered

- Strategic Planning
- Department Management Review
- Planning Board Technical Assistance
- Budget and Financial Planning and Forecast
- Review of Capital Program Plan
- Performance Oversight of Town Departments
- Grant Writing / Funding Plan
- Technology and IT

J Tab was inspired by Jennifer Tabakin after decades of hands-on work with local governments and transportation authorities. Some of the key projects that led to her concept include:

- Leading three mega programs stemming from lengthy environmental impact studies (2006-2024)
- Contributing to NYC's Landmark PlaNYC, the first comprehensive municipal city sustainability plan in the country (2007)
- Spearheading green initiatives as Great Barrington's Town Manager (2013-2018)

Through these experiences, she developed a customizable approach to helping cities and towns trim budgets, streamline timelines, and reduce environmental impacts without sacrificing project goals.

Jennifer Tabakin, AICP

413-717-8447 | jtabakin@gmail.com | [LinkedIn](#)

Executive Leader, Program and Construction Manager, City Manager, Urban Planner

PROFILE SUMMARY

As the Executive Program Manager for the \$1B South Coast Rail Program at the MBTA, I led the successful planning, design, and construction of 51 miles of new rail infrastructure, coordinating across multiple agencies and stakeholders, including the Federal Railroad Administration and local governments. My experience in land use, environmental permitting, and managing large-scale projects involving infrastructure, real estate acquisition, and community engagement inspired me to start Plan-it-Green LLC.

WORK EXPERIENCE

EXECUTIVE PROGRAM MANAGER

July 2019 – April 2024

South Coast Rail, Massachusetts Bay Transportation Authority (MBTA), Boston, MA

Led the comprehensive implementation of the landmark \$1Billion South Coast Rail Program, overseeing all project phases; directed and coordinated procurement, program planning, design, and construction activities.

- Scope of work: 51 miles of new track line infrastructure, six stations, two yards, two crew buildings, seven bridges, 23 culverts, 81 signal houses, signaling systems, power delivery, and train control communications infrastructure. Construction phase completed, meeting schedule and budget objectives.
- Directed all facets of program, from final environmental permitting, real estate acquisition, to procurement, award, and completion of multiple construction packages, including, cost estimating, budgeting, value engineering, schedule control, team role and responsibilities.
- Hired and directed large program team (300+ people), including 11 national engineering and construction firms, to complete railroad infrastructure work, signals, and systems in coordination with freight and commuter railroad, three cities and area towns.
- Oversaw reporting to MBTA Board, coordination with Federal Railroad Administration, and collaboration with the Cities of New Bedford, Taunton, and Fall River.

CHIEF EXECUTIVE OFFICER / TOWN MANAGER

July 2013 - June 2019

Town of Great Barrington, Great Barrington, MA

Appointed by five-person elected selectboard to manage, operate, and drive strategic direction of local government for town of 7000+ people, 14 departments, 80 full-time employees, and 23 town boards and committees.

- Spearheaded development and execution of transformative initiatives, including MassDOT Main Street Reconstruction (\$5M), Brownfield Remediation Plan, and Cultural District Plan.
- Orchestrated successful accreditation process for police department, ensuring adherence to rigorous professional standards and fostering public trust.
- **Recognition:** Town's wastewater treatment plant upgrades received 2016 EPA Regional Wastewater Treatment Excellent Facility Award.

- Instrumental in achieving increased bond rating (AAA), reflecting town's sound fiscal management.
- Oversaw \$20M portfolio in capital projects, including three bridge rehabilitations and large wastewater treatment plant upgrade, managing project scope, budget, and timelines.
- Led initiative promoting small business economies resulting in broad recognition including Great Barrington's inclusion in *Monocle Magazine's* list of the five best villages globally.

SENIOR PROGRAM MANAGER, CAPITAL PROGRAM DEVELOPMENT Mar 2006 – June 2013
Office of New York City Mayor Michael Bloomberg, New York, NY

Oversaw diverse portfolio of projects critical to infrastructure and development goals.

Multiple Programs and Awards:

- **Program Manager, Lower Manhattan Utility Restoration** (2012- 2013): Oversaw post-Storm Sandy utility restoration, including fiber optic downtown expedited installation, and supply logistics for FEMA warehouse, demonstrating crisis management expertise.
- **Lower Manhattan Director, Construction Operations** (2011- 2013): Lower Manhattan Construction Command Center, directed coordination and logistics of \$20 billion of public and private construction projects, pivotal to revive Lower Manhattan.
- **Program Manager, East River Waterfront Esplanade and Piers Program** (2007-2013): Oversaw design, construction, and planning efforts of \$280M initiative to enhance public spaces and waterfront access. Led design and construction program for Pier 15 and 35, and planning efforts for Pier 42 spanning eight acres, and development of two-mile East River Esplanade Bike Path, contributing to enhance recreational activities.
 - The program earned the NYC Public Design Commission Award recognizing excellence in design and project management.
- **Program Manager, Yankee Stadium Redevelopment Program** (2006 –2009): Directed design and construction of over \$300M program (Macomb's Dam Park, Heritage Field, Mill Pond Park, Macomb's Dam Bridge expansion, stadium demolition and planning, design, and construction of Metro North Station Yankee Stadium station and pedestrian bridge.)
 - **Team Recognition:** National Diamond Award for Program Management, Amer. Council of Engineering Co., 2011. Gold Award: Design of Macomb's Dam Park, NY Amer. Council of Engineering Co., 2011. NYC Public Design Commission Award: Commemorative Program at Original Yankee Stadium, 2010.

PROJECT MANAGER, MTA OFFICE OF CONSTRUCTION OVERSIGHT Jan 1999 – Mar 2006
New York Metropolitan Transportation Authority, New York, NY, 1997- 2006

Supported Deputy Executive Director's implementation and management of \$17B capital program for MTA Board of Directors' Capital Program Oversight Committee.

- **MTA Independent Engineering Consultant Contract Management:** Oversaw \$5M annual budget and lead team of ten supervising engineers.
- **Project Oversight Portfolio** (over 7 years)
 - Transit signals and systems, communication-based train control, NYCT control center renovation, automatic train control.
 - Subway and rail car procurements.
 - Transit and commuter rail station renovations.
 - Transit electrical and substation projects.

- Oversaw preparation and presentation of reports to Capital Program Oversight Committee, providing comprehensive updates on project status, milestones, and key performance indicators.
- Successfully managed implementation of web-based project management systems, enhancing project efficiency and collaboration within organization.

PROJECT COORDINATOR, MTA CAPITAL PROGRAM BUDGET & ADMIN **Nov 1997 – Jan 1999**

- Administered funding and budgets totaling \$1.5B for subway station rehabilitation program, ensuring effective allocation and utilization of resources.
- Evaluated annual commitment plan, 20-year needs strategy, and five-year capital program plans, contributing to development of comprehensive and forward-thinking capital investment strategies.
- Developed robust budget and schedule tracking system to monitor progress and expenditures, facilitating accurate and timely reporting for monthly program updates.

ADDITIONAL EXPERIENCE

ECONOMIC DEV. DIRECTOR, *Bronx Council, Fordham Rd. BID* **1996-1997**
 ADJUNCT PROFESSOR, *Westfield State University, Graduate course in City and Town Manag.* **2013**

EDUCATION

Suffolk Univ. Sawyer School of Business, **Graduate Certificate in State and Local Government, May 19**
 NYU, Tandon / Poly Tech, Engineering, **Adv. Certificate in Executive Construction Management, Jan 02**
 NYU, Robert F Wagner School of Public Administration, **Master of Urban Planning, May 96**
 University of Wisconsin—Madison, Nelson Institute Environment, **Certificate in Environmental Studies, May 90**
 University of Wisconsin—Madison, **Bachelor of Arts, History May 90**

ASSOCIATIONS and CERTIFICATIONS

MIT Professional Edu. Certificate Sustainable Infrastructure Planning and Operations, current student
Construction Management Association -will take Certified Construction Manager (CCM) exam in Sept 2024
American Planning Association, American Institute of Certified Planners (AICP)
Women's Transportation Seminar, member
International City Management Association, member

OSHA 10 Certification, 2023

Annual Track Safety Certifications, NYMTA 1997-2002, MBTA 2019-2024

FEMA Certification, multiple years

Software: eBuilder, P6, Power BI, PowerPoint, Access, Excel, ArcGIS, Google Earth