

SHEPSTONE MANAGEMENT COMPANY

Shepstone Management Company is a planning and research consulting firm operating primarily in New York State and Pennsylvania. Headed by Thomas J. Shepstone, our company has extensive experience in representing both private and municipal clients throughout the region and as far away as California, Michigan, North Carolina, Virginia and Wisconsin. Agricultural economic development, tourism planning, environmental assessments, land use planning, market research, transportation, housing, economic development and traffic studies are among our areas of expertise.

ECONOMIC DEVELOPMENT

We have assisted several communities and counties in both New York State, Pennsylvania and Virginia with economic development planning. We aided Sullivan County, New York, for example, with the assembly of an Economic Development Strategy in 1997 that has been closely followed since then. Moreover, it has been used to bring forth millions of dollars in State aid for projects. Wayne County, Pennsylvania and Columbia County, New York have also received our help in developing countywide economic development strategies. We prepared a Downtown Market Study and Strategic Work Plan for the revitalization of Main Street, Honesdale and also Owego, New York. The Honesdale study included the documentation of marketable competitive advantages that are concisely summarized in a list of reasons *Why You Should Locate Your Business in Downtown Honesdale*.



We have, too, assisted with the preparation of agricultural economic development plans for Broome, Fulton, Greene, Sullivan, Schoharie, Schuyler, Steuben, St. Lawrence and Yates Counties, New York. An important element of those projects has been the documentation of the importance of agriculture to the economies of these areas. We've also worked as part of a team of consultants to advise Wyoming County, New York on agricultural economic development matters and worked with the Town of Brant to develop an agricultural viability program.

We regularly work with Industrial Development Agencies in both New York and Pennsylvania. This work has included benefit/cost analyses, environmental assessments, packaging of applications for financial assistance and help with zoning problems. We've been involved in projects in Ulster County, Buffalo (Erie County), Pike County, Sullivan County and numerous other locations. We also assisted the firm of Hamilton, Rabinovitz and Alschuler and the Catskill Watershed Corporation in developing a 5-county strategy for use of \$60,000,000 in New York City funds provided for economic development of the region. Our firm acted as consultant on agricultural, forestry and mining issues for this massive study. Recently, we worked with Fairweather Associates and the Sullivan-Wawarsing Rural Economic Area Partnership to develop a Strategic Plan for economic development for that agency.

LAND USE PLANNING AND ZONING

We've helped many communities prepare Comprehensive Plans, Zoning Ordinances, and Subdivision Regulations. Examples have included the recent Zoning Ordinance and the Subdivision and Land Development Ordinance we drafted for Canaan Township as well as the Town of Bethel Comprehensive Plan. We have municipal clients throughout New York and Pennsylvania for whom we have provided these services.

The Wayne County Comprehensive Plan was one of our major projects and involved extensive research. It also included two large opinion and information collection surveys - one of resident landowners and the other of second-home owners. This gave the County Plan a unique element of public participation and strong detailed goals and objectives. Such surveys and community involvement processes are a particular strength of our firm and our approach to land use planning.

Another major land planning project was preparation of the innovative Land and Water Use Guidelines adopted by the Secretary of the Interior for the Upper Delaware Scenic and Recreational River. These guidelines represented a new flexible approach to federal involvement in protection of valuable natural resources. They afforded local municipalities



opportunities to become true partners in the effort to protect the River. We chaired and provided professional leadership to the Federal-State-Local planning team that produced these guidelines. It involved the National Park Service, the States of New York and Pennsylvania and several municipalities from both states.

Our planning experience also includes considerable recreation and open space planning. We prepared the Neversink River 21st Century Plan for the Thompson-Monticello Joint Comprehensive Plan

Committee, for example. We helped develop recreation master plans for town parks in Honesdale, Lackawaxen and Delaware Township, Pike County. We also assisted Smithfield Township, Monroe County, with establishment of open space priorities and updating of its Comprehensive Plan. This included a survey of resident opinions and led to the drafting of various recommended changes in Smithfield's land use regulations. We worked with the HRG Consultants, Inc. and the Route 97 Scenic Byway Committee to develop a management plan for that spectacular stretch of highway.

MARKET RESEARCH AND ANALYSIS

We are often requested to do special research or appear as expert witnesses on behalf of clients. This has included professional testimony in hearings by the Pennsylvania Liquor Control Board, United States Federal Court, the Pennsylvania Public Utility Commission, the Interstate Commerce Commission, the Maryland State Legislature and the Health Services Agency of Northeastern Pennsylvania as well as the state and Federal courts and various local

agencies. Testimony is usually requested on subjects related to population trends, economics and development activity.



We've also helped a number of restaurants obtain Pennsylvania Liquor Licenses for resort areas across the Commonwealth. These have included, for example, The Dilworthtown Inn near Philadelphia, recognized in the Zagat Survey and many others for its fine cuisine. Our expert testimony is used to document the existence of such areas and prove necessity where it exists. We have appeared before the Liquor Control Board and the courts over 60 times and have an excellent record of success. We regularly work with the Ruby Tuesday chain to help evaluate sites in Pennsylvania.

We have also prepared a number of feasibility studies and market research reports for our clients. These have included the following:

- *Social and Economic Justification Analysis* - Monroe County Prison.
- *7th Avenue Sunoco Food Mart Gas & Wash Market Analysis* for F&M Real Estate, a Lackawanna County firm.
- *Report to Wayne County on Financial Feasibility of Housing for the Elderly Project.*
- A market feasibility study for a megaplex movie theater in the Poconos.
- Housing market studies for Davis R. Chant Realtors, the Teicher Organization, Kushner Companies, Kalian Companies and Nic Zawarski & Sons

Other projects have included analyses of prisons, convenience stores, resorts, residential developments, nursing homes and agricultural processing facilities. Our research capabilities are enhanced by an extensive library of demographic information.

TRANSPORTATION

Transportation work has included detailed Traffic Impact Reports for, among others, White Sands Spring, a large residential development in Palmyra Township, Pike County, PA. This project included documentation of existing traffic conditions, projected trip generation after development, an accident inventory, a capacity analysis and recommendations. It involved traffic counts by our firm itself as well as assembly of Department of Transportation data. Similar projects were done for the Woodloch Springs development in Lackawaxen Township, Pike County and various shopping malls and supermarkets in Wayne County as well as others.

Our firm has also developed a special expertise in rail transportation and, more particularly, in defining the role of rail users in solving branch line abandonment problems. We staff the

Lackawaxen Honesdale Shippers Association, Inc. and were integrally involved in establishing the local shortline railroad as well as guiding the Association in supporting the railroad operation. That effort has been a success and the lessons learned have been applied to several other branch line abandonments. Clients have included the Snow Hill Shippers Association, Inc., an organization of rail users on the Eastern Shore of Maryland whose members included Perdue Farms, Moore Business Forms, Holly Farms Poultry Industries and and Showell Farms.



We have also been involved in a number other railroad related projects in New York, North Carolina, Vermont, West Virginia and Wisconsin and have represented companies in Pittsburgh, Philadelphia, Easton, Lewisburg and elsewhere in negotiating with Consolidated Rail Corporation to buy rail line segments valuable to their businesses.

HOUSING AND LAND DEVELOPMENT

Our experience includes reorganization of a defunct Wayne County Housing Authority. We helped it obtain financing for its first elderly housing project and several others. Subsequently, we assisted the Monroe County Housing Authority in a similar fashion, conducting a Comprehensive Housing Needs Assessment for the County and initiating several new projects, securing additional housing units in the process. The Needs Assessment was a major project used, also, by other County agencies in developing housing initiatives

Privately, Shepstone Management Company has conducted market research for several of the Northeast's largest residential developers. The firm also prepared the in-depth market study used to secure HUD funding for an expansion at The Fountains, a life-care project located in Pennsauken, New Jersey. Comparable work was done in connection with various nursing home and assisted living projects. The firm has represented developers before municipalities in several instances, including a large subdivision in Palmyra Township, a senior housing project in Westfall Township and a planned residential development in Delaware Township, all in Pike County, Pennsylvania.

Thank you for considering our firm.



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