

Comstock Industrial Development Proposal

Development Plan Review and Comprehensive Plan Analysis

**0 Comstock Parkway, Cranston, RI
Assessor's Plat 36-4; Lot 46**

Prepared for: Comstock Industrial, LLC

By: Pimentel Consulting, Inc.

27 September 2021

INTRODUCTORY STATEMENT

Comstock Industrial, LLC (“Applicant”) has retained my professional land use planning and zoning consulting services (“Consultant”), in order to evaluate the appropriateness of developing presently unimproved property for by-right industrial purposes, otherwise identified as the Comstock Industrial Development. In addition to being permitted as a matter-of-right, the proposed development will fully comply with all dimensional criteria. There is only a limited quantity of properties presently zoned in a ‘M-1 Restricted Industry District’ (“M-1 District”) and ‘M-2 General Industry District’ (“M-2 District”) manner. Furthermore, unimproved properties so zoned are almost non-existent. Therefore, an industrial development proposal that will realize full Zoning Ordinance compliance, should be well received and supported. The Comstock Industrial Development will necessitate Development Plan Review (“DPR”) approval, entailing two (2) stages of review: conceptual Master Plan; and subsequently, Preliminary Plan. The reviewing entities include the Development Plan Review Committee (“DPRC”) for technical review purposes, and Planning Commission whom has jurisdictional authority to approve the Preliminary Plan, following obtainment of all requisite state permits. Comstock Industrial Development is not only thoroughly appropriate from a regulatory perspective, but will also realize successful development of a property that has failed to attract any industrial interest since being initially platted. The referenced development will foster economic development in furtherance of the goals and objectives of the City’s Comprehensive Plan, thereby generating much-needed new tax revenue.

In light of the stated development proposal, I have thoroughly reviewed all submission materials (to include associated site plans), as well as the following regulatory documents:

- o City of Cranston Comprehensive Plan - June 2012 Amendment (“Comprehensive Plan”);
- o Land Development and Subdivision Regulations (“Development Regulations”);
- o City of Cranston, Rhode Island, Zoning Ordinance (“Ordinance”); and
- o Pertinent state statutes and case law.

In addition, I have conducted several site and neighborhood inspections and reviewed Vision Appraisal Data, for the express purpose of determining surrounding neighborhood character. The purpose for the subject analysis is two-fold: documenting the appropriateness of the proposed development in light of the goals and objectives of the Comprehensive Plan; as well as addressing the respective standards for the granting of the DPR approval.

Comprehensive Plan - How Do We Get There?

“Methods: Following the steps for action as outlined in the Implementation section, the City may adopt the policies of Smart Growth and create new standards for

development. *The City may also program public investment to support community goals such as extending public utilities to new private development when other public goals are met.* [Page 3]

*"This Comprehensive Plan Update continues this tradition of planning. **As Cranston approaches the build-out of its residential, commercial and industrial-zoned land, it becomes more critical to identify ways of successfully developing and redeveloping the City's economic resources,** while protecting its natural and cultural resources, maintaining quality public services and facilities, and ensuring the long-term affordability of its housing stock. These are some of the more important issues that guided the Comprehensive Plan process."* [Page 3]

Growth Management - *"Development in the City can be redirected to improve the local businesses and neighborhoods. **Connecting new public policy goals with tailored, specific development will position the City as sustainable for future generations.**"* [Page 2]

PRESENT PROPERTY CONDITIONS

The property that is the focus of the subject development proposal is addressed 0 Comstock Parkway, further identified as Assessor's Plat 36-4, Lot 46, and containing approximately 17.31-acres of total land area ("Property"). The Property is presently unimproved, which is quite unusual. Given the limited supply of industrial land resources, it is more typical to be addressing 'redevelopment' of a dated industrial entity. This Consultant was recently involved in such a project on Glen Road, redevelopment approval ultimately necessitating a total razing of the entire dated facility. Redevelopment incurs considerable expense because of the costs involved in both demolition and construction. Development of an unimproved site permits greater flexibility in overall site design and allocating greater financial resources towards the industrial facilities themselves; redirecting revenue towards realizing more modern technology. Furthermore, there is a disproportionate quantity of acreage dedicated to all land uses, other than commercial and/or industrial. Therefore, whether discussing 'development' or 'redevelopment' of said land resources, thoughtful consideration must be integral to all projects; once again new development permitting enhanced site design, such as drainage, landscaping, traffic circulation, etc.

The Property is configured in typical rectangular fashion, having approximate dimensions of 1,390-feet by 624-feet, with the exclusion of a small area along the Southwest corner. The Property has in excess of 310 linear feet of lot frontage along Comstock Parkway, which is an important attribute because greater frontage permits flexibility in addressing appropriate access. Finally, other than the presence of some minor wetlands, there does not appear to be any constraints to development; the greater proportion of contiguous land area being entirely suitable for development.

The surrounding land uses have likewise been thoughtfully introduced in a well-planned and coordinated manner, higher-density residential being situated in-between the industrial resources to the North and lower-density residential to the South. Good planning practices typically mandate a hierarchy of land uses, land uses being segregated by overall intensity. What is most telling about the present surrounding land use classifications, is how far greater is the intensity than initially anticipated during the prior 1992 approved Comprehensive Plan - Future Land Use Map ("FLUM"). The earlier FLUM actually expected the least residential density to abut the full extent of the Property to the South, classifying the area as 'Residential - Less than 1 Unit / Acre.' Regardless, both earlier and current versions, have continuously recognized the importance of the subject industrial area.

Western Industrial Development - "Key recommendations to promote economic development of the industrial area west of I-295 were:" [Page 24]

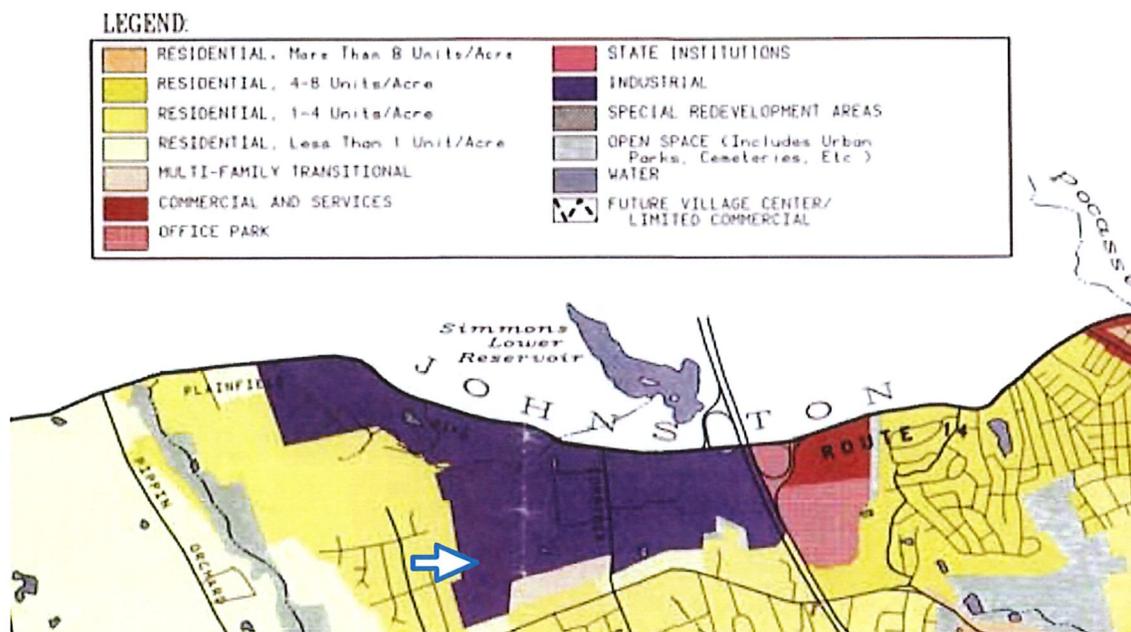
o **"Rezone the small pockets of residential zoned land in the industrial areas to an industrial zone."**

o **"Strengthen the zoning regulations governing M-1 and M-2 districts to ensure that industrial areas are not fragmented by incompatible uses.** Suggested strategies included creating a new zoning designation specifically for the Plainfield Pike and Howard Industrial Park areas and enacting a Planned Unit Development (PUD) ordinance."

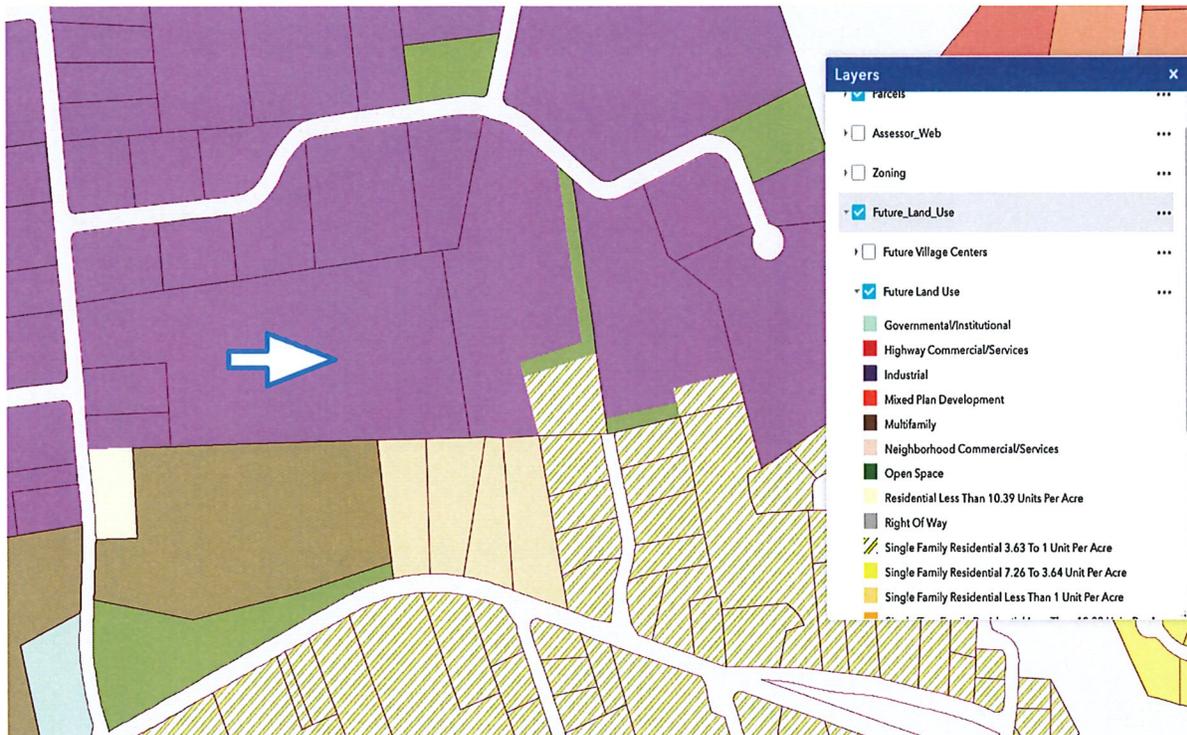
Future Land Use Map - "The 1992 Plan highlighted the integral role of the Future Land Use Map (Figure 2.1) in setting forth the recommended development pattern for Cranston and how the City's regulatory policies will be adjusted to affect this development. Key strategies illustrated in the Future Land Use Map were:" [Page 27]

o **"Industrial development: Consolidation of industrial zoning districts along Plainfield Pike, west of I-295."**

The 1992 FLUM is illustrated below, as excerpted from the Comprehensive Plan.



This is distinctively different from the present land use classification and actual land usage, the area to the immediate South now being literally classified and improved in a 'Multifamily' manner. What this evidences is the community's hopeful expectation that the Property will eventually realize what has long been anticipated, namely development for industrial purposes. The present land use classification is illustrated below, as excerpted from the City's GIS, detailing the now more appropriate directly abutting high-density residential usage of property.



The Property is situated along Comstock Parkway, and literally within proximate distance of Interstate-295. Comstock Parkway is classified an 'Urban Minor Arterial' roadway, pursuant to the Rhode Island Department of Transportation ("RIDOT"). The referenced roadway classification is defined by RIDOT in the following manner:

Minor Arterials - "Minor Arterials provide service for trips of moderate length, serve geographic areas that are smaller than their higher Arterial counterparts and offer connectivity to the higher Arterial system. In an urban context, they interconnect and augment the higher Arterial system, provide intra-community continuity and may carry local bus routes."

To reiterate, the Property is almost entirely physically surrounded by industrial land uses, to include to the North, East, and across Comstock Parkway to the West; the sole exception being the high-density residential development to the South.

General city-wide public sentiment supports development of the subject area for industrial purposes.

How Do We Get There? - *"The heart of a Comprehensive Plan is the program of land use choices and decisions. However, as suggested, the full implementation of the Plan will require many different actions by many different people and entities. This Plan shows ways to achieve its goals and objectives."* [Page 3]

The survey allowed people to state that:

o **"Expansion of the commercial / industrial tax base is a good idea to 60-70%, but 24-25% thought it should be limited to neighborhood services along Cranston Street and the existing industrial zones in western Cranston."** [Page 5]

All of the referenced Property and surrounding area land use characteristics are illustrated below and on the following page, as excerpted from the City's Geographical Information System ("GIS").

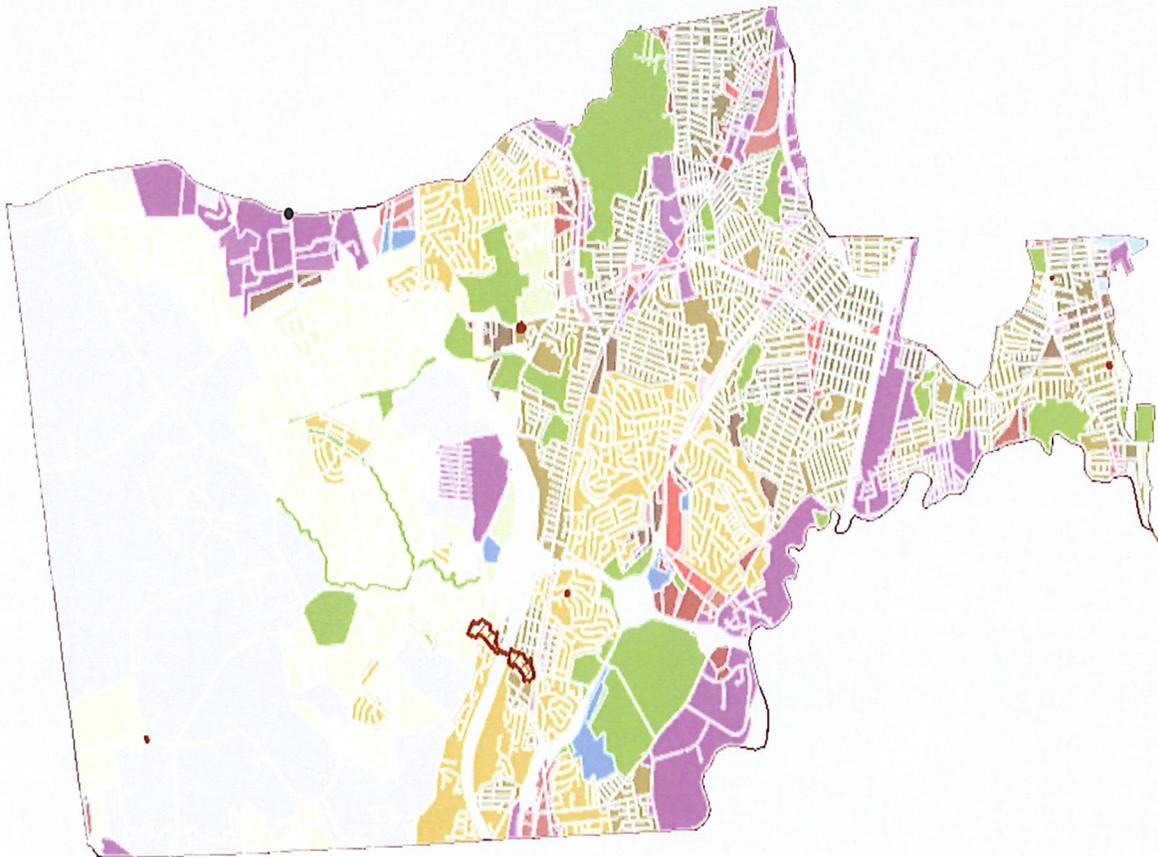
Aerial View of the Property [Credit: GIS]



Aerial View of the Immediately Surrounding Neighborhood [Credit: GIS]



The Property is presently zoned 'M-1 District,' and appropriately classified 'Industrial,' pursuant to the FLUM. The proposed development is therefore by-right. The proposed development will likewise be introduced in such a manner as to realize neighborhood compatibility. Albeit the presence of residential land uses to the South, the entire area is otherwise a well recognized industrial resource for the City of Cranston, having been zoned and classified in such a manner since the initial inception of zoning. This is a vitally important point because of the joint fact that there are few properly zoned properties and even fewer unimproved industrial properties that are appropriately distanced from specified dissimilar land uses. In fact, the Property is the last remaining large unimproved parcel in the Western Industrial Area. The below zoning map, as excerpted from the City's GIS, clearly acknowledges how few city-wide areas are zoned in an industrial manner. Industrial areas identified in purple.



Further evidencing the City's great desire to preserve and realize the full development potential of the subject industrial area, is the City's effort via the Comprehensive Plan to ensure jurisdictional compatibility. As mandated by Rhode Island General Law ("RIGL"), all

municipalities are required to cooperate with their jurisdictional neighbors along their respective shared boundaries. It has been the mantra of the City of Cranston to protect the referenced industrial corridor, even to the extent of assuring that the adjacent Town of Johnston averts land usage that would detract from realizing this most note-worthy objective.

Western Industrial Development - *"Key recommendations to promote economic development of the industrial area west of I-295 were:"* [Page 24]

- o *"Coordinate with the Town of Johnston to ensure that future development of the commercial zoned land north of the road reinforces the image and function of the Plainfield Pike to the benefit of both communities."*

Economic Development Action Program - Table 4-4 Summary of the Proposed Actions and Responsibilities for this Plan: Targets for Industrial and Commercial Projects - Regional Coordination

ED-27: "Encourage the Town of Johnston to rezone property on the north side of Plainfield Pike for industrial uses." [Page 91]

This Consultant is quite confident in concluding that all regulatory officials and boards / commissions will be most supportive of the proposed industrial development, provided there is careful attention to both site design and adjacent residential land uses. This Consultant's professional opinion is corroborated by the Comprehensive Plan, as evidenced by the following:

Land Use Goals (LUG) and Policies (LUP) [Page 8]

LUP-2.6: *"Implement policies that protect residential neighborhoods from commercial encroachment through regulation, appropriate buffers, development design standards, traffic planning, and site plan review."*

LUG-4: "Ensure that sufficient land is properly zoned and provided with adequate infrastructure to provide for the City's future industrial development needs."

LUP-4.2: "Protect the capacity and integrity of roads, sewers and water systems serving the Howard and Western Cranston Industrial Parks, in order to preserve these areas as resources for long-term industrial development."

LUG-5: *"Ensure that redevelopment of major sites for economic development incorporates the protection of environment and neighborhood character."*

PROPOSED COMMERCIAL DEVELOPMENT

The subject proposal is to develop the presently unimproved property for purely industrial and associated professional office purposes, although there are a multitude of by-right land uses as evidenced by the attained Zoning Certificate. The applicant's desire is to maximize usage of the Property, while doing so in the most neighborhood compatible and regulatory compliant manner. All requisite utilities, to include public water and sewer, are available and will be accordingly connected.

It is also the applicant's desire to maximize development while still retaining as much green space as possible, ensuring that development is profitable, a fiscal and aesthetically pleasing benefit to the community, as well as affording buffered separation from adjacent land uses. This balanced approach is difficult, and yet attainable, if all interested regulatory parties are interested in realizing the most successful development that is feasibly possible. There must be an understanding, regardless of sentiment, that the area has long been zoned and classified in an industrial manner, and therefore, industrial development takes precedence. Once again, this is in direct accord with the Comprehensive Plan [Page 12], which acknowledges that there is limited city-wide industrial land area deficiencies, especially those that have never been encumbered by dated industrial development.

Element 4: Economic Development Goals (EDG) and Policies (EDP)

EDP-1.1: *"Maintain, enhance, and encourage diversification of the City's present manufacturing base."* [Page 11]

EDP-3.1: **"Strengthen the standards for industrially zoned land to prevent the erosion of the City's supply of land suitable for these purposes."**

EDG-4 **"Revitalize underused areas of the City for uses that are in keeping with the needs and values of the community."**

EDP-4.1 **"Continue the City's active role in seeking the redevelopment of major industrial and institutional sites for economic development."**

The other consideration has been the ever declining industrial presence statewide, in particular the manufacturing base. This discouraging downtrend has been slightly somewhat stymied over the last several years, through site and facility innovation. However, the great expense of rehabbing existing facilities, and their historical placement, have been impediments to realizing successful reuse. The large assortment of dated industrial facilities fail to be located near an appropriate transportation network and their design simply does not meet modern industrial needs.

Market Orientation - *"In the local economy, growth is focused in office-oriented sectors. These sectors include professional, service-oriented businesses such as education, health care, and professional/business services. **In contrast, manufacturing, Providence County's largest source of employment in 1983, has declined consistently over the last 20 years. Manufacturing employment losses accelerated over the last three years, and this longstanding pattern of decline is expected to continue.**"* [Page 85]

Target Large-Scale Redevelopment - *"In seeking to capitalize on potential development opportunities such as those described above, the **developers required for such opportunities will target large-scale, strategically situated sites** (or otherwise notable properties such as historic buildings) **where they can provide visibility, create high-quality environments, generate market synergies, and maximize the efficiency of their***

investments. Such locations would require the redevelopment of sites situated close to I-95 or I-295. [Page 86]

Therefore, the only viable solutions are total redevelopment, which has its own set of concerns based upon the manner in which the property was historically utilized, or development of sites that have never been previously encumbered. The latter provides the greatest chance of success in attracting new industry, because development can be narrowly focused on current individual needs. It can also incorporate modern site design features (drainage, landscaping, traffic circulation, etc.), otherwise entirely missing from dated industrially developed sites and potentially too expensive to rectify.

NRP-3.2: "Require construction practices that minimize runoff, soil erosion, and sedimentation."

NRP-3.3: "Direct development to areas with the appropriate soil, slope and drainage conditions."

NRG-5: "Require improved environmental design standards in new development." [Page 14]

NRP-5.3: "Adopt standards, such as Low Impact Development techniques, that maintain and enhance watersheds to better manage stormwater and roads in new construction."

LU-12: "Establish design standards:" [Page 48]

o "Continue to improve site design standards to increase the quality of new development and use new 'smart growth' zoning techniques to assist these approaches."

Finally is the realization of a new revenue stream, enhancing the City's tax base. It is profoundly recognized that a stable tax base necessitates a balanced fiscal approach, with a far greater reliance on commercial and industrial entities to avert burdening residences. The majority of communities statewide, City of Cranston included, acknowledge that for too long there has been an unhealthy reliance on residential property taxes. Failure to attract new revenue from non-residential sources, is simply unsustainable.

EDG-2: "Attract capital into the Cranston area and expand the City's economic base." [Page 12]

EDG-3: "Add to the City's taxable property base by constructing industrial and commercial structures which are properly designed and sited in keeping with environmental, planning and design considerations." [Page 12]

"The City's previous approaches to improving the quality of development have been through regulatory actions. The City could use market-based regulations such as allowing mixed-use developments as incentives to support the local economy and improve the utilization of land, and city resources and services. New development could be designed to meet the needs of the community for increased tax base, new services, and civic uses, if

incentives are given to the new projects by opening up new opportunities that conform to public standards and market realities. The existing MPD (mixed use planned district) zone could be modified to accomplish these changes." [Page 35]

"As Cranston moves forward, it still needs to address the traditional economic development goals." [Page 73]

o "Increase the tax base with new private investment in commercial and industrial properties."

The proposed development anticipates two (2) distinct industrial facilities, approaching a combined approximately 270,000 square feet of overall gross floor area. The development will incorporate flexibility in the overall design to ensure attracting the broadest spectrum of modern industrial entities. The smaller of the two (2) facilities will be situated along the Northwest corner of the Property, fronting Comstock Parkway. The second, or larger facility, will be oriented towards the rear portion of the Property, aligned with the Southerly property boundary. The reason for multiple facilities and respective placement, is to minimize overall massing and scale, as well as soften the direct view from Comstock Parkway. The larger facility will be situated in excess of 500-feet off of the front property boundary, and literally screened by existing industrial operations along Comstock Parkway. A singular facility would be much too imposing, as would placement of the larger facility out towards Comstock Parkway. Once again, the entire development will realize full dimensional compliance.

Means of ingress and egress will be limited to a singular access point, in order to avert introduction of excessive curb-cuts along Comstock Parkway.

Table 8-2 Summary of the Proposed Actions and Responsibilities for this Plan - Curb Cuts on Arterial Route [Page 172]

C-16: *"Restrict access from new development to major arterials."*

C-17: *"Regulate curb cuts through design standards."*

The internal circulatory system will be designed with two-way travel to ensure the free-flow of traffic throughout. The proposed design will realize provision of more than sufficient off-street parking and off-street loading, with a greater number of trailer storage spaces proposed for the express purpose of attracting an array of industrial entities. Nevertheless, the applicant understands that site aesthetics is always of the utmost importance, regardless of the type of development proposed, even industrial usage. Therefore, the vast majority of parking and loading will be situated to minimize direct view from Comstock Parkway; industrial facilities maintaining the visual focal point, especially the smaller of the two (2). More importantly, the design layout places truck parking and loading spaces away from the multifamily dwellings. Noise and activity will be shielded by the larger industrial facility.

Element 8: Circulation Goals (CG) and Policies (CP)

CG-2: "Provide sufficient off-street parking to serve the needs of businesses and residents."
[Page 19]

Parking [Page 172]

C-20: "Require compliance with parking standards in Zoning Ordinance and discourage on-street parking."

C-23: "Require provision of landscaping to delineate parking areas and provide buffers."

Finally is site aesthetics, which includes both drainage and landscaping, the two (2) going hand-in-hand. Run-off will be maintained on-site as mandated by both RIGL and local regulations; site drainage incorporating 'Low Impact Development' design standards. Natural vegetation will be maintained and enhanced as needed throughout, assuring interior greenery and appropriately buffered property boundaries.

Natural Resource Action Program - Table 5-3 Summary of the Actions and Responsibilities for this Plan: Surface Water Quality

NR-15: "Implement Best Management Practices (BMP's) for stormwater and erosion controls."
[Page 111]

- o "Include requirements for all new subdivision and development projects."

NR-19: "Adopt standards, such as Low Impact Development techniques, to better manage stormwater from roadways in new construction." [Page 112]

As evidenced by the personally conducted general neighborhood investigation, the surrounding neighborhood character and general make-up (configuration and land use) are in harmony with the proposed development.

ZONING ORDINANCE CONSISTENCY ANALYSIS

The proposed development necessitates DPR approval. The requisite DPR standards of approval are individually addressed below.

Chapter 17.84 Development Plan Review

Section 17.84.060 - General standards for approval - "An approval shall be granted if the DPRC finds a development meets the following standards:"

A. "A Development complies with zoning and other city codes and regulations and is consistent with the comprehensive plan."

The proposed by-right development is clearly consistent with the Comprehensive Plan, as has been evidenced throughout this report, and will fully comport with all dimensional criteria.

B. *"Erosion is controlled in accordance with Chapter 15.28 "soil erosion and sedimentation control" of the city code so that erosion shall not impact abutting properties or public streets."*

To be addressed by respective expert(s) in both written and testimonial form. However, this Consultant can attest to compliance from a land use perspective. The Property is being entirely developed pursuant to current engineering standards, to include incorporating LID design principles. Best management practices will be instituted throughout construction to afford surrounding land uses the greatest protection.

C. *"Storm water runoff is treated using best management practices so that there shall be no increased runoff from a development. (All developments shall meet the standards set in the Rhode Island Stormwater Design and Installation Standards Manual as most recently amended.)"*

To be addressed by respective expert(s) in both written and testimonial form. However, this Consultant can attest to compliance from a land use perspective. Development will incorporate stormwater management control measures that regulate quantity and quality, averting improper off-site runoff and unnecessary costly treatment.

D. *"Vehicular and pedestrian movement within and access to and egress from a development are safe and efficient and provisions are made for snow removal."*

The point of ingress and egress will be singularly restricted to assure safe access, both internally and externally. Furthermore, internal traffic circulation will be designed pursuant to local regulatory design standards. Vehicular travel will be two-way throughout the development to ensure the free-flow of traffic.

E. *"Site improvements, utilities, infrastructure, streets, sidewalks, and parking areas will be constructed in compliance with the applicable city regulations and standards."*

The proposed development will furnish more than sufficient off-street parking and off-street loading, and in a manner that comports with all design criteria. Considering this is new development, all requisite infrastructure, most notably stormwater management and landscaping improvements, will realize complete site design compliance.

F. *"The location, arrangement, appearance and quantity of off-street parking and loading are adequate to serve the development and comply with zoning."*

To reiterate, the development will furnish more than sufficient off-street parking, appropriately situated to avert direct line-of-sight. The development will also be furnished sufficient off-street loading, likewise in a manner that comports with requisite site design regulations. Off-street loading placement will similarly be positioned to be as discreet as possible, including from the abutting multifamily development

CONCLUSION

In summary, this Consultant professionally believes that both the DPRC and Planning Commission should not have any reservations in approving the subject development proposal. This report has affirmed compliance with the standards for the granting of the DPR as well as evidenced consistency with the Comprehensive Plan. The Property has long been under-utilized, an industrial asset that should be improved to the maximum extent possible.

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SUMMARY of QUALIFICATIONS

Forward-thinking, pragmatic urban planning professional with twenty (20+) years of practical experience. Skilled in a variety of neighborhood and commercial planning and zoning activities, frequently in a supervisory or managerial capacity. Solid track records with proven effectiveness in, but not limited to, the following areas:

- ⇒ Zoning Boards of Review
- ⇒ Planning Boards / Commissions
- ⇒ City / Town Councils
- ⇒ Residential, Commercial and Industrial Development
- ⇒ Community Planning and Consulting
- ⇒ Subdivision Review and Planning
- ⇒ Superior Court
- ⇒ Code Enforcement

SELECTED EXAMPLES of ACCOMPLISHMENT

- Testified before numerous boards, commissions and councils on matters of residential, commercial, and industrial development, as well as changes / amendments to Zoning Ordinances and Comprehensive Plans.
- Testified before Municipal and Superior Court on matters of code enforcement and general land use planning.
- Authored various documents including Cost of Community Services Study, Revitalization Plans, Zoning Ordinances, Comprehensive Plan Amendments and the first Telecommunications Ordinance in the State of Rhode Island.
- Responsible for reviewing all development associated with the Quonset Point / Davisville Industrial Park, an approximately 3,500 acre industrial park, site of the former Sea Bee Navy Base, numerous mill rehabilitation projects, including Pocasset Mill, Johnston, RI (Comprehensive Plan Amendments).
- Responsible for reviewing numerous residential subdivisions, especially expert in the field of Comprehensive Permits (Affordable Housing). Work product cited by the Rhode Island Supreme Court.
- Represented clients before numerous Zoning Boards of Review throughout the State of Rhode Island, on a variety of variance and special use permit petitions, with a greater than 90% success rate.
- Extensive energy and renewable energy projects, including solar, wind and gas-fired eccentric generating assets.

EDUCATION

MASTERS OF COMMUNITY PLANNING AND DEVELOPMENT
University of Rhode Island - Masters Received 1994

University of Florida - Studied City Planning - 1991 / 1992

BACHELOR OF ARTS – URBAN AFFAIRS; MINORS IN MATHEMATICS AND PHILOSOPHY
University of Rhode Island - BA Received 1990

ACCREDITATION: AMERICAN INSTITUTE of CERTIFIED PLANNERS – May 1996

PROFESSIONAL EXPERIENCE

Land Use Consultant
East Providence, Rhode Island

PIMENTEL CONSULTING, INC.

Zoning Officer
East Providence, Rhode Island

CITY OF EAST PROVIDENCE

Consulting Town Planner
Barrington, Rhode Island

TOWN OF BARRINGTON

Town Planner
Wayland, Massachusetts

TOWN OF WAYLAND

Principal Planner
North Kingstown, Rhode Island

TOWN OF NORTH KINGSTOWN

Assistant Planner
East Providence, Rhode Island

CITY OF EAST PROVIDENCE

Planning Consultant
Newport, Rhode Island

NEWPORT COLLABORATIVE

Planning Intern
Orange City, Florida

CITY OF ORANGE CITY

RHODE ISLAND AIR NATIONAL GUARD

Plans and Implementation Communications Specialist
Rhode Island Air National Guard 1995 – Retired 2013

Security Police Officer
Rhode Island Air National Guard 1987 – 1990

CIVIC

WGBH – Community Advisory Board Member
Cambridge, Massachusetts 2000 - 2003

SPECIAL SKILLS AND TRAINING

- Fluent in Portuguese