



STATEMENT OF  
QUALIFICATIONS TO THE

## Town of Falmouth

CONSULTANT SERVICES FOR

## 2013 Comprehensive Plan Update

**BerryDunn**  
2211 Congress Street  
Portland, ME 04102

Revised Statement of  
Qualifications submitted  
on September 21, 2022

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September 21, 2022

Town of Falmouth  
Attn: Nathan Poore, Town Manager  
271 Falmouth Road  
Falmouth, ME 04105

Dear Nathan Poore:

On behalf of Berry Dunn McNeil & Parker, LLC (BerryDunn), I would like to thank you for the opportunity to submit this revised statement of qualifications in response to the Town of Falmouth's (the Town's) Request for Qualifications (RFQ) for a Comprehensive Plan Update. As a nationally recognized independent management and consulting firm headquartered in Portland, Maine, we value the Town as a neighbor, and we appreciate this opportunity to propose.

We commend the Town for its commitment to comprehensive planning as a means of enhancing and growing its community. The Town understands the full potential of comprehensive plans to thoughtfully shape communities of the future. Critically, the Town is committed to listening to community members and valuing insights and discussions. BerryDunn similarly values the power of comprehensive plans and specializes in assisting local governments with such planning efforts.

Founded in 1974, BerryDunn has a dedicated Local Government Practice Group focused on inspiring public-sector organizations to transform and innovate. In particular, we have a team of consultants who lead community planning efforts and assist community development departments to better serve their internal and external customers. We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states—including many in the State of Maine (the State)—and in Canada.

For the Town's effort, we have thoughtfully comprised a team that includes planners certified by the American Institute of Certified Planners (AICP), experts in project management, and skilled community engagement facilitators. Additionally, we are pleased to partner with Woodard & Curran, Inc. on this important initiative. Woodard & Curran is a Portland-based environmental engineering firm with offices throughout the country and a national portfolio of community development projects aimed at improving resiliency and supporting growth. We will also add an architecture and design partner to assist in creating scenario renderings as part of our process.

You can depend on our team to demonstrate a spirit of innovation and inclusion that will help the Town integrate its future-looking efforts, build community consensus, and create an inspired vision for the next decade. We appreciate the opportunity to propose a project team that can work together with the Town to produce an actionable, ambitious Comprehensive Plan Update that reflects the values and goals of the community.

As a principal in our Local Government Practice Group and leader of our Community Development and Utility Operations (CDUO) Practice, I am authorized to bind BerryDunn to the commitments made herein. **Should you have any questions regarding our proposal or scheduling, please consider me your primary contact.**

Sincerely,



**Kevin Price, MPP, PMP®, Prosci® CCP | Principal**  
BerryDunn Community Development and Utility Operations Practice  
kprice@berrydunn.com | 207.541.2379

# Qualifications



Headquartered in Portland, Maine, BerryDunn is a nationally recognized independent management and consulting firm focused on inspiring organizations to transform and innovate.

Since BerryDunn's founding as a certified public accounting firm in 1974, we have grown and adapted with our clients in response to a changing world. Today, our dedicated team of public-sector consultants use proven methodologies and best practices designed to help clients meet today's demands while planning for tomorrow's opportunities.

In particular, our CDUO Practice assists municipal and county governments with community development projects related to comprehensive planning, community visioning, permitting, inspections, development services, code enforcement, land management, process improvement, and more. We believe in a holistic approach, bringing our consultants' well-rounded perspectives of government operations and community needs to every project and leveraging our consultants' backgrounds—ranging from former city planners to public works directors—to provide innovative recommendations at each step.

Our work has taken us to all 50 states, collaborating with over 400 government clients over the years to improve services, optimize business processes, and leverage technology. Each year has allowed our firm to expand high-quality services that continue to be defined by our core values—service oriented, flexible, authentic, ethical, team-centered, and focused on quality.

In a world where local and regional agencies must be exceptionally efficient and responsive amidst demands for modernization and transparency, our mission is defined by our commitment to keeping what's important to our clients front and center: their communities.

**We are pleased to partner with the nationally recognized, Portland-based firm Woodard & Curran, Inc.—introduced on page 4—to provide the full range of engineering and design services required for this project.**

# Areas of Specialization

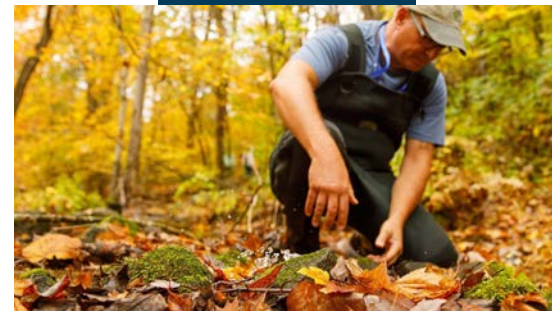
## Community Development Consulting Grounded in Public Sector Backgrounds

With firsthand experience working in local governments, our team members understand what it takes to work collaboratively with both the Town and its constituents. Two members of our team—our project manager and one of our subject matter experts (SMEs)—have led community development departments and are AICP-certified.



## Local Knowledge, National Perspective

Our team members have led planning efforts throughout the State, including projects in the Greater Portland region. We have a strong understanding of regional issues and comprehensive plan implementation processes. We blend this with our knowledge of national best practices, trends, and innovations.



## Community Engagement

Our variety of engagement methods are intended to reach the entire community—including youth, low-income households, renters, businesses, builders and developers, non-profits, strategic partners, ethnic groups, senior citizens, and those with disabilities. We will overlay the input from these multiple source points to test ideas, identify trends, and develop pillar chapters.



## Project Management

Project management best practices form the foundation for all of the consulting services provided by BerryDunn. We consistently apply proven project management principles and scale them to meet the needs of each engagement. In fact, within BerryDunn's Consulting Team, we retain a team of 35 certified Project Management Professionals® (PMPs®) and 6 Certified Associates in Project Management (CAPMs), both designations of the Project Management Institute®.



## Firm Profile

Woodard & Curran is more than just a consulting firm – we are an integrated science, engineering, design-build, and operations company specializing in water and environmental projects.

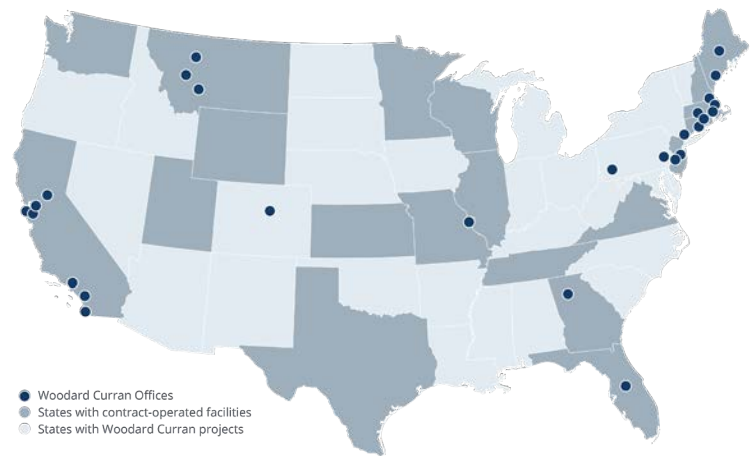
Our depth of experience across these disciplines makes us uniquely suited to handle any project with a completely tailored approach. By partnering with our clients, adopting their priorities, and understanding the realities they face, we deliver one-of-a-kind answers to unique problems, with a truly collaborative working style. We believe that doing good work for our clients goes hand in hand with doing good work for the companies and communities we serve, and for the planet as a whole, and that all good work begins and ends with a happy, healthy team. These commitments — to each other, to our clients, and to the world around us — define Woodard & Curran.

### Leaving the World a Better Place

The work we do to improve water and the environment has a measurable impact on our neighborhoods, communities, and environment. So we commit to leaving our world a better place, to be consummate corporate citizens, and above all, to prioritize protecting the environment. Because integrated, sustainable solutions are good for our clients. And because our character is more important than our bottom line.

#### Quick Facts

-  Year Founded: 1979
-  Number of Employees: 1,200
-  Number of Offices: 27
-  Number of Plants: 55
-  ENR Top 200 Environmental Firms Ranking: 54
-  ENR Top 500 Design Firms Ranking: 75



Laguna Hills, CA | Los Angeles, CA | Sacramento, CA | San Diego, CA | San Francisco, CA | San Jose, CA | Walnut Creek, CA  
 Lakewood, CO | Enfield, CT | Middletown, CT | Lakeland, FL | Atlanta, GA | Andover, MA | Canton, MA | Northampton, MA  
 Bangor, ME | Portland, ME | St. Charles, MO | Bozeman, MT | Butte, MT | Great Falls, MT | Cherry Hill, NJ  
 East Windsor, NJ | Rye Brook, NY | Pittsburgh, PA | Wayne, PA | Providence, RI

## Services Provided

### Water

- funding & financing
- water resources planning
- water & wastewater infrastructure engineering
- water reuse & recycling
- stormwater management
- flood protection & resiliency
- urban revitalization/site-civil engineering
- land-use/environmental permitting
- SCADA

- asset management
- design-build contracting
- operations & management

### Environmental

- site investigation and remediation
- ecological assessment, permitting & restoration
- environmental health & safety
- environmental compliance
- sustainable plant engineering services

# Key Team Members

## Town of Falmouth

Town Council  
 Project Leadership Team  
 Town Boards and Committees  
 Maine Department of  
 Agriculture, Conservation, and  
 Forestry (DACF)  
 Technical Consultant

## External Stakeholders

Residents  
 Business Owners  
 Public Associations and  
 Groups  
 School System



## BerryDunn

*Prime Firm*

Project Management and Quality Assurance, Community Engagement, Visioning

**Kevin Price**, Principal  
**Keri Ouellette**, Project Manager  
**Khara Dodds**, Planning SME  
**Fred Turnier**, Planning SME  
**Jesse Myott**, Financial Analysis SME  
**Charline Kirongozi**, Community Engagement SME  
**Alison Tobey**, Business Analyst  
**Sachin Goradia**, Business Analyst

*We are proud to present a team with four AICP-certified planners with experience leading municipal community development departments through comprehensive and land-use planning efforts.*

## Woodard & Curran

*Subcontractor*

Stormwater Planning, Water Resources, Climate Resiliency, Urban Design, Land Use and Zoning, Open Space Planning

**Barry Sheff**, Supporting Principal  
**Daniel Windsor**, Urban Design, Land Use, and Zoning SME  
**Zach Henderson**, Stormwater and Water Resources SME

*We are committed to adding a subcontractor to our team who can provide graphic and 3D rendering services in order to present the ideas generated during the planning process in compelling visual formats.*

# Town Roles and Responsibilities



## How Will You Be Involved?

### Town Council

The Falmouth Town Council will provide overall project oversight and will serve as the final authority during decision making and deliverable review.

### Project Leadership Team

The Town's Project Leadership Team will be comprised of select Town Councilors and staff. This group will work closely with BerryDunn's team throughout the project. They will represent the Town, review BerryDunn's project approach on an ongoing basis, and provide insight and information as needed.

### Town Boards and Committees

We will include the Town's Boards and Committees as necessary and appropriate, being mindful of the members' existing time commitments and responsibilities.

### Public

Our project will involve a robust public engagement process that is inclusive and participatory, inviting participants of all ages, races, genders, and backgrounds to contribute to the Comprehensive Plan Update.

### Maine DACF

The Maine DACF will provide a final review of the updated Comprehensive Plan. BerryDunn is committed to assisting the Town through final DACF review and implementation.

### Technical Consultant

On behalf of the Town, the Technical Consultant will provide the State of Maine required data and other necessary data, including relevant trend data from the region, State, and world.





*In addition to the team members described on the following pages, the Town will benefit from access to BerryDunn’s deep bench of 80+ local government consultants, who specialize in areas such as public safety, parks and recreation, libraries, public health, and education. These consultants can provide as-needed expertise and perspective related to the intersecting issues that may arise during Falmouth’s comprehensive planning process.*



**KEVIN PRICE**  
MPP, PMP®, PROSCI® CCP  
**Project Principal**

Kevin is a principal in our Local Government Practice Group. He leads our CDUO Practice, assisting local government clients with strategic and comprehensive planning, organizational development, community engagement, business process improvement, fee analysis, system selection, and implementation projects. A certified Project Management Professional® (PMP®), Kevin has extensive experience in assessing the business needs and processes of municipal clients for planning, permitting, inspections, code enforcement, and land management functions.

#### Key Focus Areas

- Project management
- Strategic and comprehensive planning
- Business process improvement
- Organizational development
- Community engagement

Kevin has served in a project leadership role on many of BerryDunn’s community development-focused long-range planning projects, including a current project with the City of Bangor, Maine in developing a comprehensive plan for the City. Kevin also serves on the City of Westbrook Recreation and Conservation and Sewer Commissions



**KERI OUELLETTE**  
AICP, MCRP  
**Project Manager**

Keri is a senior consultant in our Local Government Practice Group and an expert in public-sector planning and community development. She joined BerryDunn after four years working for the City of Portland, Maine, where she gained a broad understanding of the complex issues that face the City and region. In this role she assisted with the development and implementation of new zoning legislation, including cannabis regulations, development impact fees, and legislation to support infill housing development.

#### Key Focus Areas

- Project management
- Community development
- Comprehensive planning
- Land use legislation, regulation, and compliance
- Community engagement

Additionally, Keri’s previous work in planning with New York City’s Department of Housing Preservation and Development and the Town of Eastchester, New York allowed her to develop a keen understanding of local government policy while acting to bring various stakeholder groups and agencies together to move projects forward. While in Eastchester, Keri researched and drafted land use and zoning legislation to support the Town’s development goals and reviewed development applications for compliance with local land development ordinances.



**KHARA DODDS**  
AICP, MCRP

**Subject Matter Expert,  
Planning**

Khara is a senior consultant in our Local Government Practice Group. With over 13 years of leadership experience and 20 years of planning and community engagement expertise, she offers a unique and critical skillset to every initiative in which she participates. Khara specializes in planning and implementation, leadership, and process improvement.

#### Key Focus Areas

- Community development
- Comprehensive planning
- Land use planning
- Economic development
- Sustainability
- Affordable housing
- Community engagement

Prior to joining BerryDunn, Khara held the position of director of development services with the Town of Prosper, Texas, Khara led the development of a vision for the Dallas North Tollway, a primary thoroughfare in the community. This involved preparing design guidelines, regulation amendments, and a multi-faceted community engagement program. Additionally, as director of planning and land use services for the Town of Glastonbury, Connecticut, Khara managed the Town's comprehensive plan update; managed the Town's efforts to become a Sustainable CT-certified community; and initiated the planning process for the production of the town's first affordable housing plan.



**FRED TURNIER**  
AICP, MPA, PROSCI® CCP

**Subject Matter Expert,  
Planning**

Fred is a manager in BerryDunn's CDUO Practice. He has more than 25 years of experience working with local government community development agencies. Prior to joining BerryDunn he served as community development director and planning manager for the City of Reno, Nevada, and city manager and community development director for the City of Fernley, Nevada.

#### Key Focus Areas

- Community development
- Comprehensive planning
- Land management
- Code enforcement
- Water quality protection
- Infrastructure planning

In Reno, Fred managed the comprehensive update of the citywide master plan, which included natural resources and conservation, transportation, and land use elements, and he developed and implemented a public outreach approach to engage non-traditional participants. Additionally, as a principal planner with Clark County, Nevada, he supported the development of the county's first natural resource and conservation plan element and used GIS to identify existing conditions for listed species, geological and hydrological hazards, and potential outdoor recreation area.



**JESSE MYOTT**  
MA

**Subject Matter Expert,  
Financial Analysis**

Jesse is a manager in BerryDunn's Local Government Practice Group. He brings nearly a decade of public sector experience, focusing on supporting municipalities with:

- ▶ Operating and capital improvement budget development and management
- ▶ Special fund accounting
- ▶ Revenue and expenditure forecasting
- ▶ Customer valuation
- ▶ Cost of revenue analyses for municipal programs and services

#### Key Focus Areas

- Financial management
- Cost allocation
- Permitting and development fees

His background as a financial and management leader for local governments like the Cities of Daly City and South San Francisco, California and Brookline, Massachusetts have given him broad exposure to the services similar to those provided by the Town.



**CHARLINE  
KIRONGOZI**  
MPA, CAPM®

**Subject Matter Expert,  
Community  
Engagement**

Charline is a senior consultant in our Local Government Practice Group and focuses on assisting public-sector clients with project research, facilitation, and analysis support. She is a strong facilitator and is certified in the Institute of Cultural Affairs Technology of Participation® (ICA ToP®) facilitation methodology.

Charline gained two years of public-sector experience prior to joining BerryDunn, as well as several years of field experience supporting and conducting field research, data collection, organizational reporting, gap analysis, and recommendations development. Her experience also includes organizing and leading groups through the adoption of new ideas and concepts, and promoting buy-in.

#### Key Focus Areas

- Strategic planning
- Change management
- Relationship building
- Communication
- Leadership
- Project management



## ALISON TOBEY

MA

### Business Analyst

Alison is a consultant in our Local Government Practice Group. Her skills include communication, content development, and research and analysis. Through her passion and experience, Alison offers perspective and dedication to her work.

#### Business Analyst Key Focus Areas

- Project support and coordination
- Document and data review and synthesis
- Deliverable development



## SACHIN GORADIA

CAPM®

### Business Analyst

Sachin is a consultant in BerryDunn's Local Government Practice Group. He is an expert at policy and economics research and analysis. He recently advised organizations on economic resources available for rebuilding services impacted by the COVID-19 pandemic. He is skilled in legislative analysis and in assisting public-sector clients to comply with local, state, and federal regulations, as well as ethical obligations.



## BARRY SHEFF

PE

### Principal Planner

Barry is a senior principal with Woodard & Curran. He is responsible for design and strategic project management, with expertise engaging and facilitating stakeholder processes. His project work has involved utility infrastructure with focus on stormwater and wastewater utility planning studies, evaluations, and engineering; green infrastructure; master development planning and site design; and environmental/land-use permitting at the local, state, and federal levels.

Barry focuses his work on sustainable environmental design and is committed to collaborating with owners and stakeholders to develop practical solutions to complex problems.

#### Key Focus Areas

- Project management
- Community engagement
- Environmental/land-use planning
- Infrastructure design
- Green infrastructure





**DANIEL WINDSOR**  
AICP

**Subject Matter Expert,  
Urban Design, Land  
Use, and Zoning**



Daniel is a senior planner with Woodard & Curran. He has over 16 years of experience in community planning and development, land use planning, and policy alignment for public and private clients.

Daniel is AICP certified and leads Woodard & Curran's urban revitalization practice. He frequently conducts zoning and regulatory reviews, working with clients on redevelopment initiatives, master planning, place making strategies, community engagement, resiliency planning, and long-term visioning.

**Key Focus Areas**

- Community planning
- Land use planning
- Zoning
- Resiliency
- Long-term visioning



**ZACH  
HENDERSON**

**Subject Matter Expert,  
Stormwater and Water  
Resources**



Zach is a technical manager with Woodard & Curran and leader of the firm's stormwater practice. He focuses on planning and compliance across state and federal regulatory programs and has extensive experience creating meaningful solutions to water problems in watersheds throughout the Mid-Atlantic and New England region.

Zach works closely with several long-standing municipal clients on comprehensive projects, including integrated wastewater and stormwater planning, financing and asset master planning, NPDES compliance, and stormwater management system design using green infrastructure.

**Key Focus Areas**

- Stormwater planning
- Municipal water resources
- Watershed planning
- Green infrastructure

# KEVIN PRICE, MPP, PMP®, PROSCI® CCP

## Project Principal



### Education and Certifications

Masters, Public Policy and Management, Concentration in Financial Management, University of Southern Maine

BA, Economics and Political Science, University of Maine

Project Management Professional® (PMP®), Project Management Institute®

Prosci® Certified Change Practitioner

Lean Six Sigma Green Belt Certified

### Professional Affiliations

City of Westbrook, ME Recreation and Conservation Commission – Member, 2021 – 2023

City of Westbrook, ME Sewer Commission – Member, 2021 – 2023

Kevin Price leads BerryDunn’s Community Development and Utility Operations Practice, assisting local government clients with business process improvement, fee analysis, system selection, and implementation projects. A certified Project Management Professional® (PMP®), he has extensive experience in assessing the business needs and processes of municipal clients for permitting, inspections, planning, code enforcement, and land management functions. Kevin is also a Lean Six Sigma Green Belt, allowing him to continuously define, measure, analyze, improve, and control projects and environments for his clients.

### Representative Project Experience

**2022 Comprehensive Plan**, City of Bangor, Maine – Principal

**Comprehensive Planning Community Facilitation and Public Engagement Services**, Town of Yarmouth, Maine – Principal

**Local Rapid Recovery Plan Program**, Massachusetts Department of Housing and Community Development – Principal and Engagement Manager

**Vision 2024 Development**, City of Tucson Planning and Development Department, AZ – Principal

**Business Process Review Services**, Travis County Transportation and Natural Resources, Texas — Principal and Engagement Manager

**Business Process Mapping and Improvement of Right of Way Coordination and Management**, City of Boston Public Works Department – Engagement Manager

**Permitting Process Review**, Town of Wells, Maine – Project Manager

**Needs Analysis and Financial System Selection Assistance**, Waste Commission of Scott County, Iowa – Engagement Manager

**Permit Tracking Replacement System**, City of Philadelphia Water Department, Pennsylvania – Engagement Manager

**Municipal Street Addressing Process Review**, City of Philadelphia, Pennsylvania – Project Manager

**Electronic Plan Review Audit, Selection Assistance, and Implementation Oversight**, City of Frisco, Texas – Engagement Manager

### Key Focus Areas

**Process Analysis and Improvement:** Kevin has assisted BerryDunn clients with process improvement projects as part of system replacement projects and as standalone projects. Kevin has previously led the process improvement projects with the Cities of Rockville, Maryland; Alexandria, Virginia; Philadelphia, Pennsylvania; and Frisco, Texas. He also led the mapping of Community Development and Utility Operations processes for the City of Richland, Washington.

**Project Management:** Kevin has managed system selection and IT strategic planning projects for some of BerryDunn’s most complex local government clients. He previously managed BerryDunn’s Municipal Street Addressing and Right of Way Permitting and Code Violation System Assessment Projects for the City of Philadelphia.

# KERI OUELLETTE, AICP, MCRP

## Project Manager



Keri Ouellette has spent 15 years of her career in local government planning, permitting, inspections, and housing development departments. From smaller cities (Portland, Maine) to large city agencies (New York City), Keri brings deep knowledge of policy development and the complex issues municipalities face in addressing growth and managing enforcement. She augments this knowledge with strong technical literacy in the technology that supports permitting and planning, as Keri pioneered system modernizations in her positions with multiple municipalities.

### Education and Certifications

Masters of City and Regional Planning (MCRP), Georgia Institute of Technology

BA, Urban Studies and Architectural Studies, Connecticut College

American Institute of Certified Planners (AICP)

### Professional Affiliations

American Planning Association (APA)

APA Northern New England Chapter

### Representative Project Experience

**2022 Comprehensive Plan**, City of Bangor, Maine – Project Manager

**Comprehensive Planning Community Facilitation and Public Engagement Services**, Town of Yarmouth, Maine – Project Manager

**Local Rapid Recovery Plan Program**, Massachusetts Department of Housing and Community Development – Lead Planner

**Development Services Business Process Improvement Consulting Services**, City of Chelsea, Massachusetts – Business Analyst

**Business Process Review Services**, Travis County Transportation and Natural Resources, Texas – Business Analyst

**Permitting System Implementation Assistance**, City of Wilmington, North Carolina – Business Analyst

### Other Relevant Experience

**City of Portland, Maine:** As the permitting manager for the City of Portland, Maine, Keri oversaw the entire permitting process from intake through inspection completion for all construction permits and also managed enforcement of City codes and ordinances. During her tenure, Keri managed the implementation of a modern online permitting and records management system. She was integral in the technical pieces such as system customization and conducting quality assurance testing while leading the business processes to support the systems, like training staff and establishing workflows.

### Key Focus Areas

**City Planning:** Keri evaluated development applications and zoning and environmental reviews for the Planning, Zoning, and Architectural Review Boards for the Town of Eastchester, New York. She modernized the technology environment by implementing the use of GIS to prepare maps for planning analysis. Her work also involved community-based research around policy issues and she drafted local laws related to zoning, housing, urban design, and environmental management.

**Program Coordination and Management:** Keri held the positions of program coordinator and senior program manager for the New York City Department of Housing Preservation and Development (HPD), Division of Building and Land Development Services. She was responsible for coordinating and planning services related to HPD's loan programs for both new construction and preservation of affordable housing.

# KHARA DODDS, AICP, MCRP

## Subject Matter Expert, Planning



Khara Dodds is a senior consultant in BerryDunn's Local Government Practice Group and has more than 13 years of leadership experience and 20 years of experience in planning and community engagement. She has led various departments in planning and land use services, economic development, code enforcement, and inspections services, most recently the Towns of Prosper, TX and Glastonbury, CT. She empowers communities, impacts lives, and makes a difference in her work and she leverages her experience in city and regional planning to assist clients as they move forward in their endeavors.

### Education and Certifications

Masters in City and Regional Planning (MCRP), Rutgers University

BA, Urban Studies/ Africana Studies, Rutgers University

American Institute of Certified Planners (AICP)

### Professional Affiliations

American Planning Association (APA)

APA Texas Chapter

Texas Association of Development Corporations

### Representative Project Experience

**2022 Comprehensive Plan**, City of Bangor, Maine – Subject Matter Expert

**Permit Management Review Services**, Sonoma County, California – Subject Matter Expert

**Development Process Review**, City of Leander, Texas – Subject Matter Expert

### Other Relevant Experience

**Town of Prosper, Texas:** As the Director of Development Services, Khara led the Planning, Health/Code Compliance, and Building Inspection Divisions through multiple strategic planning initiatives focused on improving town operations and procedures.

**Town of Glastonbury, Connecticut:** Serving as Director of Planning and Land Use Services, Khara oversaw four divisions, including the Offices of Health, Fire Marshall, Building Official/Zoning Enforcement, and Planning. She also led the Community Development Department through the COVID-19 pandemic, resulting in major shifts in department services with many business practices and procedures being transformed to digital processes.

### Key Focus Areas

**Planning and Development:** Through leadership roles in departments in development, planning and land use services, and economic development, Khara has worked to implement initiatives to improve quality of life for residents and businesses within communities. She has led the completion of major municipal initiatives, including a Capital City Parks Master Plan and Downtown North Master Plan for the City of Hartford, CT. Khara also has an expertise in equity and has led in initiatives to help create more equitable communities and organizations.

**Leadership:** Khara has helped cities and towns develop and adopt new ordinances and codes, participated in the annual budget process and town leadership initiatives, and served as a liaison to various stakeholders. She successfully led Glastonbury's Sustainable CT certification, earning the town a Silver Certification (the highest level and designation); coordinated the review process of securing land use approvals; and worked with underserved neighborhoods on revival initiatives.

**Process Improvement:** Khara has managed the plan review process of large-scale development projects and ensured coordination with staff and board/commission members. In addition, she has initiated the planning process for affordable housing; collaborated with stakeholders to develop incentive programs; negotiated policy and map amendments on behalf of municipalities in the state; and prepared local planning documents including development studies and annual planning reports.



# FRED TURNIER, AICP, MPA, PROSCI® CPP

## Subject Matter Expert, Planning



Fred Turnier is a manager in BerryDunn's Local Government Practice Group. He has more than 25 years of experience working with local government agencies and extensive experience assisting public sector entities with project management and development services, business process improvement, fee and cost-recovery analysis, system design and implementation, and policy analysis and formation. He focuses in the areas of community development, planning, building, inspections, code enforcement, business licensing, housing and homeless issues, land management, utilities, and infrastructure planning.

### Education and Certifications

Master's in Public Administration (MPA), University of Nevada, Las Vegas

BA, Economics and Geography, University of Nevada, Reno

Certified Planner, American Institute of Certified Planners (AICP)

Prosci® Certified Change Practitioner (CCP)

### Professional Affiliations

American Planning Association (APA)

### Relevant Experience

**City of Reno, Nevada:** During his tenure as community development director and planning manager, Fred oversaw the preparation of an annual budget of \$17 million, conducted a citywide development fee and cost-recovery analysis, managed the city's master plan update, and worked with the existing land management tracking vendor to expand capabilities for internal building plan reviews and inspections. He expanded the use of mobile data collection for ensuring Housing and Urban Development (HUD) compliance and assisted in creating a public training program for local small businesses interested in working with the City, which later became a model for statewide change. He updated the City's development code to be more user-friendly and incorporated Transit Oriented Development corridors and Mixed Use development centers into the City's Master Plan.

**Clark County, Nevada:** As a principal planner for Clark County, Nevada, Fred researched and developed the county's first natural resource and conservation plan element and used GIS to identify existing conditions for listed species, geological and hydrological hazards, and potential outdoor recreation areas.

### Key Focus Areas

**Community Development:** Fred's extensive background in local government community development leadership positions affords him knowledge of technology, best practices, and common challenges in the field. He has served as community development or planning director for multiple cities, including Reno, Nevada. His background includes technical and management oversight of planning, building, code enforcement, business licensing, code enforcement, inspections, housing programs, and homeless services.

**Innovative Program Management:** In his various public sector roles, Fred has helped to develop a model for training small businesses in working with local Nevada jurisdictions; worked with solar and geothermal clients on site selection and transmission through federal and private lands; participated in the development of policies regarding air quality, water quality, and urban runoff; and consistently expanded the scope and depth of strategic planning in each organization he has been a part of. He is well-versed in leading forward-thinking and, in some cases, controversial initiatives.

**Business Process Improvement:** Fred has extensive experience providing business process improvement services across many departments, including public works and parks and recreation. Many projects involve identifying processes that create overlaps in services and staff classifications and performance metrics. Additionally, Fred has helped to identify efficiencies and best management practices, including written workflow assessments, performance metrics, and long- and short-term improvement recommendations development.

# JESSE MYOTT, MA

## Subject Matter Expert, Financial Analysis



Jesse Myott brings over a decade of public-sector experience, focusing on supporting municipalities with operating and capital improvement budget development and management; special fund accounting, revenue and expenditure forecasting; customer valuation; and cost of revenue analyses for municipal programs and services.

### Education and Certifications

AS, Champlain College  
BA, History, University of Rhode Island  
MA, History, San Francisco State University

### Professional Affiliations

California Society of Municipal Finance Officers (CSMFO)  
Municipal Management Association of Northern California (MMANC)

### Representative Project Experience

**2022 Comprehensive Plan**, City of Bangor, Maine – Subject Matter Expert

**Permit Fee Study**, City of Largo, Florida – Project Manager

**Business Process Review Services**, Travis County Transportation and Natural Resources, Texas — Subject Matter Expert

**Local Rapid Response Planning**, Massachusetts Department of Housing and Community Development – Subject Matter Expert

**Citywide Fee Study**, City of Villa Park, CA – Project Manager

**Development Services Business Process Improvement Consulting Services**, City of Chelsea, Massachusetts – Business Analyst

**Building and Development Fee Study**, Manatee County, Florida – Project Manager

**Needs Analysis and Financial System Selection Assistance**, Waste Commission of Scott County, Iowa – Business Analyst

**Building Fee Study**, City of Gainesville, FL — Project Manager

### Key Focus Areas

**Process Analysis:** Jesse is an experienced municipal finance and management professional with over a decade of experience serving in many areas of local government both as an analyst and in management roles. His municipal business process knowledge extends through city administration, public works, water delivery and waste collection services, solid waste collection, public safety, economic development and redevelopment, library and recreation services, human resources, capital improvement program development, facility planning, compensation and benefits analysis, and citywide operating budget planning, monitoring and delivery.

**Utilities Operations:** Jesse has years of public works and engineering finance and operations experience, specifically in the area of water and sewer utility management: operating and capital improvement budget development and delivery, rate setting, water distribution infrastructure finance planning and collection infrastructure finance planning.

**Fee Studies:** Jesse has authored highly complex and sensitive fee studies, created detailed subsidy analyses, developed cost recovery models, and water and sewer rate setting models for a number of municipalities in the San Francisco Bay Area, California and Boston, Massachusetts area.

# CHARLINE KIRONGOZI, MPA, CAPM®

## Subject Matter Expert, Community Engagement



Charline Kirongozi is a senior consultant in our Local Government Practice Group and focuses on assisting public-sector clients with implementation support. She joins BerryDunn with several years of field experience supporting and conducting field research, data collection, organizational reporting, and gap analysis and recommendations. She also has extensive experience organizing and leading groups through adopting new ideas and concepts, and promoting buy-in.

### Education and Certifications

BA, Political Science,  
Clark University

Master's, Public  
Administration, Clark  
University

Certified Associate in  
Project Management®  
(CAPM®)

### Professional Affiliations

Member, Government  
Finance Officers  
Association (GFOA)

Member, International  
City/County Management  
Association (ICMA)

### Representative Project Experience

**Comprehensive Planning Community Facilitation and Public Engagement Services**, Town of Yarmouth, Maine – Community Engagement Lead

**Business Process Review, Curriculum Inventory and Assessment**, Maine Municipal Association – Research Analyst

**Citywide Strategic Plan**, City of Milton, Georgia – Business Analyst

**Citywide Strategic Planning**, City of Ennis, TX – Community Engagement Analyst

**City Vision and Strategic Planning**, City of Lauderhill, FL – Community Engagement Analyst

### Key Focus Areas

**Project Management and Support:** Charline is a Certified Associate in Project Management® (CAPM®) and is currently serving as project lead for a system selection project with the City of Mansfield, TX. In this role, Charline maintains a constructive and clear line of communication between the City's staff and BerryDunn. In addition, she monitors the progress of the project, tracks the initiation and completion of tasks and milestones, and facilitates status update meetings and information-gathering activities.

**Business Process Improvement:** Charline has in-depth experience with assessing business processes and recommending best practices for a future system environment. Charline has helped a dozen of clients identify challenges and improvement areas rooted in industry best practices through business mapping and gap analysis report development.

**Organizational Change Management (OCM):** Charline served in an OCM oversight role for Monroe County's system implementation project. By leveraging her experience, she helps her clients embrace change and preparing for a future environment through effective communication. Charline has assisted clients in developing timely and consistent communication to promote buy-in and project success.

**Public-Sector Research and Analysis:** Charline worked on the behalf of the City of Worcester, MA to establish best practices for sustainability of the Worcester/Green Worcester Working Group. Through this work, she led her team through the research of over 30 cities. She reported biweekly status reports/updates, presented findings, identified risks, and made recommendations to the Group.

# ALISON TOBEY, MA

## Business Analyst



Alison Tobey is a consultant in BerryDunn's Local Government Practice Group and brings her passion for helping others to her work. Her prior consulting experience lends to this desire and has afforded her the opportunity to help clients connect with stakeholders; to assist clients in preparing for conventions; and to better understand the current markets and competitors. She cares about what she does, and she leverages her skills in every situation to better assist clients.

### Education and Certifications

MA, Global Policy and International Affairs, University of Maine

BA, Journalism, University of Maine

### Representative Project Experience

**Comprehensive Planning Community Facilitation and Public Engagement Services**, Town of Yarmouth, Maine – Business Analyst

**Development Process Review**, City of Leander, Texas—Business Analyst

**Permit Management Review Services**, Sonoma County, California—Business Analyst

**Land Management Consulting Services**, Doña Ana County, New Mexico—Business Analyst

### Key Focus Areas

**Communication:** Alison's experience as a journalist afforded her the opportunity to enhance her written and verbal communication skills. Alison has also designed and built two social media campaigns and spearheaded content creation to help build a better cohesive social media strategy, and she developed content based on research at the University of Maine to assist the Vice President of Research and Dean of the Graduate School.

**Content Development:** Alison's prior experience includes working with The Cohen Group (TCG), a consulting firm in Washington, DC. She worked on multiple projects, both short and long term, with senior consultants. This included, but was not limited to, developing prep packets that provided background knowledge for clients and expanding written and digital products for clients, including PowerPoint briefs, market research, trip books, and draft outreach notes.

**Research and Analysis:** Studying internal relations with a concentration in security and foreign policy, Alison has the necessary analytical and professional skills to deal with pressing local and global challenges. She has provided support and led primary research and analysis on a diverse array of topics to meet client requests and needs. In addition, Alison has leveraged her research and analytical skills to successfully curate content for the media allowing her to write thorough, well-developed articles.

# SACHIN GORADIA, CAPM®

## Business Analyst



Sachin Goradia is a consultant in our Local Government Practice Group who has a strong background in advocacy, coordination, and strategic marketing and communication. Having worked in the public sector, Sachin is well-versed in many aspects of government operations, including policy and strategy formation, business process optimization, and research and trend analysis.

### Education and Certifications

BA, Political Science and Economics, Rutgers University

Eagleton Institute of Politics Undergraduate Associate

Certified Associate in Project Management (CAPM®), Project Management Institute®

### Representative Project Experience

**2022 Comprehensive Plan**, City of Bangor, Maine – Business Analyst

**Comprehensive Planning Community Facilitation and Public Engagement Services**, Town of Yarmouth, Maine – Business Analyst

**Community Development and Enterprise Asset Management System Selection Assistance**, City of Mansfield, Texas – Business Analyst

**Enterprise Asset Management System Selection, City of Denton**, Texas – Business Analyst

**Capital Projects Management System Requirements Analysis**, Metro Government of Nashville and Davidson County, Tennessee – Business Analyst

### Key Focus Areas

**Research and Analysis:** Sachin has developed a knowledge base in various federal policies and systems through research and analysis. For instance, he researched economic resources for small businesses and non-profit organizations to use to help rebuild their services during the COVID-induced pandemic that culminated in a timeline of the U.S. federal response to COVID-19. He also analyzed recommendations for the Innovation ENJINE Challenge to strengthen the New Jersey government during his time in the Department of the Treasury.

**Strategy Development:** Through his work with the Rutgers Consulting Group, Sachin provided marketing strategies and services to Soochak, an Indian education startup, with a specific emphasis on branding, values, strategies, and best practices. As a result of his work, Sachin helped develop strong relationships with both businesses and clients. As part of his efforts, Sachin presented information related to optimization, analytics, social media marketing, and data presentation to create effective marketing strategies.

**Collaboration and Coordination:** Sachin has been involved in numerous groups with a focus on advocacy. He has worked with political constituents and groups, students, and university departments on issues such as diversity, legislation, ethics, and social issues with the intent of creating an engaging discourse for all.

# Barry Sheff, PE

## Principal-In-Charge



### Education

- Bachelors, Civil / Environmental Engineering, University of Vermont

### Registrations

- NCEES Record - National, 60366
- Professional Engineer - CT, 30817
- Professional Engineer - ME, 9708
- Professional Engineer - MO, 2015039212
- Professional Engineer - NH, 14645
- Maine DOT Local Project Administration Tier 1 Certification

### Professional Associations

- American Public Works Association, Member

- American Public Works Association - Maine Chapter, Board Member
- American Public Works Association - Water Resources Management Committee, Committee Member
- American Society of Civil Engineers, Member
- APWA, Water Resources Management Committee
- ASCE, Environmental & Water Resources Institute, Member
- ASCE, Maine Section, Member
- New England Water Environment Association (NEWEA), Member
- Order of the Engineer, Member

## Professional Profile

Barry is a Senior Principal and Senior Project Manager with over 25 years' experience working with the public sector on utility infrastructure planning and implementation, and with the private sector on urban revitalization projects. He is responsible for design and strategic project management, with expertise engaging and facilitating stakeholder processes. His project work has involved utility infrastructure with focus on stormwater and wastewater utility planning studies, evaluations, and engineering; green infrastructure; master development planning and site design; and environmental/land-use permitting at the local, state, and federal levels. Barry focuses his work on sustainable environmental design and is committed to collaborating with owners and stakeholders to develop practical solutions to complex problems. He has been involved in numerous projects with high-performance buildings and LEED certification and was a member of a national ASCE/EWRI task force evaluating green infrastructure in street/highway applications. Barry is a Board member of Maine Chapter APWA and past Chair of APWA's National Water Resources Management Committee. Barry has a track record of understanding client expectations and excellent communication skills that enable him to drive the success of small and large projects of varying complexities.

## Related Experience

**City of Portland – Bayside Trail.** Project Manager responsible for managing the project scope, schedule, and budget for this \$1.8M, 1.2-mile urban rail to trail project. The project involves Maine DOT Transportation Enhancement Grant funds, Federal Highway Administration Earmark, ARRA Stimulus funds, and local match. Woodard & Curran's work included the coordination of the survey; civil engineering/design; preparation of permitting documents; assessment and implementation of green infrastructure stormwater BMPs; lighting and electrical engineering; and coordination with the landscape architect and geotechnical engineer. Green infrastructure specifically included considerations to maximize on-site retention using soil modifications, shallow wetland swales and pervious pavements with design consideration involving contaminated site soils, linear impervious features and adjacent urban land uses.

**City of South Portland, ME – Engineering Services.** Principal-in-Charge/Project Manager for the City's multi-year engineering services contract since 2014, working with the City Manager's Office, Water Resources Protection, and Planning and Development departments. Work includes utility asset management program development; SCADA services; structural and electrical engineering at the City's wastewater treatment facility; development peer review; and consulting on a broad range of municipal issues.

**City of Portland, ME – Engineering Services.** Principal-in-Charge/Project Manager for the City's multi-year engineering services contract since 2005, working with City's Department of Public Works, Parks & Recreation, Public Buildings Department, Economic Development Office, and Planning Department. Work includes sanitary and storm sewer planning and design; SSES and CMOM program development; streetscape and roadway infrastructure design;

athletic facilities; parks and recreation facilities; bicycle/pedestrian facility planning, permitting and design; municipal building projects (structural and mechanical); indoor air quality assessments; SCADA services; development peer review; water resources planning including watershed management planning and stormwater utility development work; land-use/environmental permitting; funding assistance; and consulting on a broad range of municipal issues.

**City of Portland, ME – Engineering Peer Review Services.** Principal-in-Charge responsible for third-party development peer review services for the City of Portland Planning Office. Works with teams of engineers and scientists at Woodard & Curran to oversee the review of multiple development applications on a weekly basis, ranging in size from single family home additions to \$100M+ urban infill projects. Hundreds of peer review memorandums are provided by Woodard & Curran to the City on an annual basis; efficient engineering review, contracting, and invoicing procedures allow for delivery of these memorandums in a cost effective and timely manner.

**City of Auburn, ME – Engineering Services.** Principal-in-Charge/Project Manager for a multi-year engineering services contract since 2007 with the City's Public Services Department. This contract requires the coordination of a diverse subconsultant team including survey, geotechnical engineer, landscape architect, and traffic engineers. Under this contract, we have provided a broad range of services including stormwater/NPDES permit compliance; infrastructure assessment, planning, permitting and design for storm and sanitary sewers, and roadway infrastructure; GIS/Asset Management Software selection, procurement, and start-up; pavement condition assessment; and bike/pedestrian facility design.

**City of Portland, ME – Read/Bay Street Sewer Separation.** Project Manager responsible for designing approximately 5,500 linear feet of new storm drain and sanitary sewer to separate an existing combined sewer system in a residential and industrial neighborhood. Project includes stormwater modeling and developing plans and specifications for separated storm sewer, sanitary sewer, roadway reconstruction, and green infrastructure stormwater treatment systems. Prepared construction documents and provided site plan and profile, grading, and utility layout.

**City of Portland, ME – Dorothy and Dibiase Street Green Infrastructure / Stormwater Improvements.** Principal-in-Charge responsible for the development of plans, specifications and construction contract for innovative roadside edge green infrastructure stormwater quality treatment systems designed to blend into adjacent residential lawn areas. Project included sewer and stormwater separation and roadway reconstruction, in addition to stormwater quality treatment.

**City of Portland, ME – Back Cove Trail Investigation.** Project Manager responsible for the investigation of erosion problems and their causes, as well as other maintenance issues that exist along the Back Cove Trail – a beautiful 3.5-mile loop around Portland's Back Cove that connects to the more prominent Eastern Promenade Trail and offers a great view of the Portland skyline that is ideal for walking, jogging, biking, dog walking, and bird and sea-life watching. The trail's primary surface is stone dust with a few short segments of pavement and has experienced erosion problems over the years as result of steep slopes and uncontrolled highway runoff. Prepared a report of findings identifying the location of maintenance areas along the trail, with recommended solutions and associated construction cost estimates.

**Town of Falmouth, ME – Route 1 Commercial District Utility Infrastructure and Stormwater Management Plan.** Principal-in-Charge responsible for the development of a Utility Infrastructure and Stormwater Master Plan for an important commercial corridor in Falmouth, ME. The project includes identifying and evaluating existing and proposed utilities, impervious cover mapping, a stormwater retrofit inventory, and an assessment of the status and viability of existing stormwater management systems in the corridor. Recommendations for future management of stormwater discharges for both water quality (green infrastructure) and quantity from public and private property are fundamental to the master plan. The plans were adopted by the Town in 2013 and implementation is ongoing.

**City of Portland, ME – Anderson Street and Deering Street Green Infrastructure.** Principal-in-Charge responsible for scoping, evaluating, designing and implementation of multiple green infrastructure installations on two urban streets within the heart of the Portland peninsula. Projects included full roadway reconstruction, utility replacements, sidewalk replacements, and sewer/stormwater separation. Deering Street is a historic street with historic preservation restrictions, requiring review and approval by local historic preservation board. Anderson Street is an industrial/commercial roadway with special considerations for truck traffic intermixed with a growing commercial/pedestrian presence.

**City of Portland, ME – Green Infrastructure Technical Standards.** Principal-in-Charge responsible for development of specific green infrastructure design standards for the City of Portland's Technical Design Standards and Guidelines. We developed standard details and specifications for City staff, City consultant teams, and the private development community to incorporate standardized green infrastructure design practices into projects with improvements proposed within the Municipal Right-of-Way.

# Daniel Windsor, AICP

## Senior Planner



### Education

- Masters, Architecture, Columbia University in the City of New York
- Bachelors, Architecture, University of Southern California

### Registrations

- New Jersey Professional Planner (PP), 33LI00624600

### Professional Associations

- American Planning Association, Member

## Professional Profile

Daniel brings over 16 years of experience in Community Planning and Development, Land Use Planning and Policy Alignment for public and private clients. He is a nationally certified planner (AICP), a licensed professional planner in New Jersey (PP) and leads the Community Development Practice at Woodard & Curran. Daniel has been involved in the collaboration of addressing complex urban challenges and has led the design and project management of urban design and planning projects that look to balance economic revitalization and development potential with responsible growth and the commitment to the environment. Daniel frequently conducts zoning and regulatory reviews and works with clients on various projects such as Redevelopment Initiatives, Master Planning, Place Making Strategies, Community Engagement, Resiliency Planning and Long-term Visioning. Overall, his work aims to promote a triple bottom line approach of social benefit, environmental stewardship and long-term economic sustainability in community planning and design.

## Related Experience

**Downtown Auburn, ME – Waterfront Economic Development Strategy.** Senior Urban Planner looking at the reconfiguration of the downtown Auburn's signature plaza space, waterfront promenade, branding and surrounding infrastructure upgrades to attract new development and revitalize the downtown district. Strategies included looking at a variety of green infrastructure, public space enhancements and programming opportunities to refocus the space towards Androscoggin River and create a year-round destination for visitors.

**City of Burbank, CA – Safe Clean Water Program McCambridge Park.** Senior Urban Planner focusing on community amenities and park design in conjunction with a proposed water quality and ground water recharge engineering solution. McCambridge Park in Burbank CA was selected as an opportunity to implement a substantial opportunity that can address water issues and community need. As part of California's Safe Clean Water Program this project looks at the feasibility of over \$12M enhancements to improve and protect water quality, capture rain and stormwater to increase safe drinking water supplies and prepare for future droughts. Improved onsite run-off capture, filtration, and water quality protection. Provides open space and accessibility benefits to disadvantaged communities (DAC). Community outreach and placemaking are integrated to ensure the park is reimaged into an exciting and safe place for the neighborhood while meeting the program goals.

**City of Quincy, MA – Town Brook Community Revitalization Plan.** Senior Urban Planner looking at opportunities to leverage a stormwater control and water quality infrastructure project to create a new linear public amenities and series of parks. This strategy was done in parallel to the stormwater project that was addressing flooding along the Town Brook. It evaluated opportunities to integrate green infrastructure, economic development strategies and think holistically on how to link community assets in Downtown Quincy with future growth around Town Brook.

**Long Island University Post Campus, NY – Sports District.** Senior Urban Planner looking at the reconfiguration of 6 new fields, an indoor football field house, 6 tennis courts and new athletics building. The new district is structured to not only provide the best field positioning and adjacencies but also create an overall experience to reinforce brand, help in recruiting and be inviting to all students and athletes. The project considers opportunities for green infrastructure, as well as public spaces for pre- and post-game events.



### **City of Inglewood, CA – Safe Clean Water**

**Program Edward Vincent Jr. Park.** Senior Urban Planner developing open space and public amenities in conjunction with proposed water quality and ground water recharge engineering solutions. As part of California's Safe Clean Water Program this project looks at the feasibility of over \$22M enhancements that looks to improve and protect water quality, capture rain and stormwater to increase safe drinking water supplies and prepare for future droughts. Community outreach and placemaking are integrated to ensure the park is reimaged into an exciting and safe place for the neighborhood while meeting the program goals.

### **City of Leominster, MA – Monoosnoc Brook Streambank Stabilization Project.**

Senior Planner responsible for overseeing the development of the place making and larger community connections for the stabilization project. The project included preliminary design and permitting of replacement of a collapsed retaining wall, realignment of the brook, and replacement of a 150-foot-long culvert. The project also included an alternatives analysis, hydrologic and hydraulic modeling of Monoosnoc Brook, a public engagement program, and local and state permitting efforts. The work evaluated daylighting and green riverbank stabilization techniques and was performed under Massachusetts' Municipal Vulnerability Preparedness (MVP) Action Grant. The project was a balance of solving a technical issue with creating a public amenity and education opportunity that provided recreation opportunity and enhanced businesses downtown.

### **Prior to joining Woodard & Curran**

#### **AECOM, New York, NY - Associate Principal.**

Senior Planner and Urban Design Studio Lead: Focus on where policy meets the built environment, collaborating on large complex urban systems projects domestically and internationally across AECOM's business service lines. Lead the design and project management of urban design and planning projects including the oversight of internal and external consultant teams. Assist architecture team with zoning and development investigation, pre-design building feasibility, and regulatory compliance. Lead community outreach and stakeholder engagement to ensure consensus building and arrive at solutions and branding that are not only contextually appropriate but also fulfill the needs and wants of the community and client. Lead the management and strategic direction of the Urban Design Studio, set financial targets and foster growth. Entrepreneurial outreach with private sector developers and public agency officials to explore partnerships and develop new business. Writing and development of marketing proposals.

#### **Perkins + Will, New York, NY - Senior Associate.**

Senior Planner/Urban Designer and Studio Lead: Primary role is to provide a value-add to core market disciplines through innovative urban strategies. This includes using neighborhood investigation and site feasibility/pre-design expertise to assess development potential or integrating urban scale solutions into architecture projects. Lead pre-conceptual site feasibility to arrive at realistic development strategies for public and private clients on as-of-right and rezoning solutions. Run urban design projects, policy system examination and master planning while managing complex consultant and client relationships. Responsible for building stakeholder relationships in the city and keeping up on current and emerging trends to strategically align approach and develop new business. Work incorporates ideas of health and wellness in communities and the power design can have upstream to addressing health issues at all scales. Two high profile projects for Riverkeeper have recently completed that address holistic community driven planning around two of New York City's most polluted waterways. Elected to the 2018 Leadership Institute class.

# Zach Henderson

## Practice Leader



### Education

- Masters, Forest Resources/Watershed Hydrology, Pennsylvania State University- Main Campus
- Bachelors, Environmental Science, Davis & Elkins College

### Professional Associations

- New England Water Environment Association
- New England Water Works Association
- Maine Water Environment Association

### Technical Expertise

- Stormwater Retrofit Evaluation and Implementation
- Municipal Water Resources Compliance and Management
- Watershed and Integrated Water Resources Planning
- Green Infrastructure Engineering Design
- ArcGIS, HEC-RAS, Urban Non-point Source Pollutant Modeling

## Professional Profile

Zach is Woodard & Curran's stormwater compliance Practice Leader with over 20 years of experience dedicated to management of municipal stormwater and water resource programs. He focuses on planning, compliance, and stormwater asset management across New England and works closely with several long-standing municipal clients on building better stormwater programs. Zach is an advocate for the clean water industry and currently sits on the National Municipal Stormwater Alliance Board of Directors, is an active member of the Water Environment Federation's Stormwater Institute, works regionally with the New England Stormwater Collaborative and New England Water Environment Association and locally with the Maine Water Environment Association's Stormwater Committee.

## Related Experience

**Town of Falmouth, ME – Route 1 Commercial District Stormwater Management Plan.** Technical Manager responsible for the development of a stormwater master plan for an important commercial corridor in Falmouth, ME. The project includes impervious cover mapping, a stormwater retrofit inventory, and an assessment of the status and viability of existing stormwater management systems in the corridor. Recommendations for future management of stormwater discharges for both water quality and quantity from public and private property are fundamental to the master plan.

**State Planning Office, Augusta, ME, Coastal Non-Point Source Program – Stormwater Retrofit Inventories.** Technical Manager responsible for the assessment of stormwater drainage run-on and run-from Route 1 in Kittery and Falmouth, ME. The projects included discrete stormwater quality sampling, subcatchment analysis, buffer evaluation, structural retrofit opportunity investigation, and stormwater quantity and quality modeling (HydroCAD and P8).

**Town of Agawam, MA – Stormwater Master Plan and Climate Impact Study.** Technical Manager to prepare a Stormwater Master Plan for the Town to evaluate stormwater needs, climate impacts, priority projects, and capital costs. The project is funded by the Massachusetts Vulnerability Preparedness (MVP) Program and includes the following elements: a robust and unique public education program with student art, classroom education, and adult activities; Town-wide inspection of culverts and detention basins to evaluate maintenance, rehabilitation, and replacement needs; Town-wide evaluation of drainage infrastructure problem areas; a climate impact assessment for increased precipitation and flooding; an impervious area mitigation strategy; a Capital Improvement Plan; and a final Stormwater Master Plan. The project will provide the Town with a road map to manage and improve stormwater infrastructure to mitigate flooding and damage, improve water quality, meet MS4 Permit requirements, and identify future funding opportunities.

**City of Portland, Department of Public Works, ME – Drainage System Master Plan.** Technical Manager responsible for the development of a comprehensive plan to address stormwater system (drainage collection system and major cross culverts) capital, operations and maintenance, program management, and regulatory compliance

needs. This project identified capital investment and infrastructure renewal plans and appropriate long-term management strategies to address ongoing operations and maintenance of the City's Green Infrastructure, stormwater compliance requirements, and rehabilitation and replacement needs for defensible and prioritized cost estimates for annual budgeting, staffing and operational expenditures.

**Town of Acton, MA – Stormwater Compliance Services.** Technical Manager responsible for the development and implementation of stormwater compliance programs including stormwater management system operations, pollution prevention for municipal facilities, and Illicit Discharge Detection and Elimination. Additional services include, GIS mapping and data management support, and regulations review.

**Town of Marblehead, MA – Stormwater Compliance Services.** Technical Manager responsible for the development and implementation of stormwater compliance programs including drainage system GIS gap analysis and geodatabase model development, municipal facility inventory and pollution prevention manual, stormwater management system operations improvements, Illicit Discharge Detection and Elimination program and annual reporting.

**City of Newton, Utilities Division, MA – Stormwater Compliance Services.** Technical Manager responsible for implementation of services associated with the City's MS4 General Permit. Projects include storm sewer system GIS geodatabase revisions, illicit discharge detection and elimination program development and implementation, meeting facilitation, annual report development, stormwater nutrient control planning and general compliance program management.

**Town of Sudbury, MA – Stormwater Compliance Services.** Technical Manager responsible for comprehensive assessment of the Town's current stormwater compliance program and recommendations for modifications to the program for improvement. The project included staff interviews, organizational assessment, development of recommendations for enhanced workflow, software and operations process enhancements to minimize cost and maximize compliance with NPDES stormwater permit. Compliance support tasks include development of Illicit Discharge Detection and Elimination Program Manual, drainage system operators training on illicit discharge screening and investigation, municipal facility pollution prevention and drainage system catchment analysis, municipal facility pollution prevention manual development and storm sewer GIS geodatabase revisions.

**Town of Bloomfield, CT – Stormwater Management Plan.** Technical Manager responsible for

the development and implementation of 5-year stormwater management plan (SMP) and strategic development of compliance programs under the CT MS4 General Permit.

**Town of Westbrook, CT – Stormwater Management Plan.** Technical Manager responsible for the development and implementation of 5-year stormwater management plan (SMP) and strategic development of compliance programs under the CT MS4 General Permit.

**City of Westfield, MA – Stormwater Compliance Services.** Technical Manager responsible for the development and implementation of stormwater compliance programs including drainage system GIS gap analysis and geodatabase model development, municipal stormwater financing assessment and rate redevelopment, stormwater management system operations improvements, Illicit Discharge Detection and Elimination program and annual reporting.

**City of Quincy, MA – Stormwater Compliance Services.** Technical Manager responsible for comprehensive assessment of the City's current stormwater compliance program and recommendations for modifications to the program for improvement. Compliance support tasks include development of Illicit Discharge Detection and Elimination Program Manual, drainage system operators training on illicit discharge screening and investigation, ordinance and regulations review and revision, storm sewer GIS geodatabase revisions and field mapping.

**City of Auburn, Department of Public Works, ME – Stormwater Compliance Services.** Technical Manager responsible for management of compliance for NPDES stormwater permit. Projects include outfall mapping and illicit discharge detection, catch basin residual beneficial reuse licensing, storm sewer system GIS geodatabase revisions, municipal operations mapping and pollution prevention, mobile field data collection application development, impaired watershed analysis, meeting facilitation, annual report development, program cost estimating and general compliance program management.

**Town of Lexington, MA – Stormwater Compliance Services.** Technical Manager responsible for the development and implementation of stormwater compliance programs including stormwater management system operations, pollution prevention for municipal facilities, and Illicit Discharge Detection and Elimination. Additional services include development and implementation of work orders for stormwater management system operations, GIS mapping and data management support, and regulations review.

# Project Understanding



## Turning vision into reality.

A decade ago, the Town developed its 2013 Comprehensive Plan. Town leadership and community members envisioned “Falmouth in the early 2020’s... a smart town, with great neighborhoods,” and identified 70 action recommendations that would help the Town address its priority focus areas: commercial hubs and economic development; conservation, protection, and connectivity; and diverse residential opportunities.

Nearly ten years later, the Comprehensive Plan is due for an update, and the Town understands that this important document must be community-driven. Beginning in November 2020 and concluding in March 2022, the Town embarked on a robust Vision and Values exercise rooted in far-reaching, transparent, and data-based community engagement. Thanks to that visioning process, the Town has a strong sense of who it is today and a clear picture of who it wants to be, as defined by six strategic pillars.

Now, the Town is seeking the support of a consultant who can update its 2013 Comprehensive Plan in a manner that builds upon the Vision and Values work and incorporates the data gathered by the Technical Consultant.

The Comprehensive Plan Update will develop the recommended actions necessary to turn the Town’s vision into reality and present those recommendations in accessible, compelling chapters. It will also build upon community engagement momentum, comply with the goals and guidelines of the *Growth Management Act*, and guide the Town’s growth and development decisions.

The process will help the Town understand where it is today, where it wants to go, and how to get there.

As stated in the Town of Falmouth Vision and Values report, **“the future is defined by carefully managed and intentional change, that gradually adds new community amenities, as identified by residents.”** Central to this future is an overarching desire to make Falmouth more welcoming and inclusive for all.



## Falmouth's Strategic Pillars

Encourage more diverse housing options to increase livability

Respect the physical character of established residential areas

Enhance infrastructure for recreation, multi-modal transportation, and connectivity

Foster the development of village centers in core, mixed-use areas

Continue to pursue environmental protection and sustainable practices

Strengthen community fabric and commitment to lifelong learning

# Project Approach

We believe the Town's Comprehensive Plan Update must include five key elements to be successful.

## Thoughtful Community Engagement

Community engagement is the foundation of all our planning projects—robust participation from Town residents will not only accomplish the goal of acquiring public sentiment, but also foster a continued sense of community, empowerment, wellness, and safety. Our project team is comprised of experienced facilitators who are seasoned in eliciting information from diverse stakeholder groups regarding strengths and challenges in the current environment, while simultaneously making the process inclusive, interactive, and engaging.

## Roadmap for Action

This plan must provide a clear, supported vision for where the Town is going, described through a visual framework and actionable steps. The Comprehensive Plan Update will reinforce the Town's Vision and Values and provide a flexible framework to nimbly address future growth and development.

## Resilient Future

In recent years, Falmouth has experienced rapid growth, rising housing costs, and pandemic-related challenges. Using the Vision and Values outcomes, we will work backwards from the future scenarios captured in the six pillars to recommend key strategies that will make Falmouth resilient to current and future changes and challenges. An updated plan will build upon existing initiatives around housing; community perspectives around diversity, equity, and inclusion; and environmental protection and sustainability.

## Community Development Expertise

Our team includes Keri Ouellette and Khara Dodds, two AICP-certified planners who have experience leading community development departments in Portland, Maine and Glastonbury, Connecticut, as well as Daniel Windsor, an AICP-certified planner who leads Woodard & Curran's community development services. As such, the Town can trust that the Comprehensive Plan Update will be developed with focused expertise related to land use, zoning, economic development sustainability, housing, parks and recreation, and financial analysis.

## Commitment to the State

We understand the broader, regional context within which Falmouth exists. Our team members' local municipal planning experience informs our understanding of regional issues and opportunities, as well as comprehensive plan implementation logistics. The Town will benefit from our combined experience living and working in the State and our knowledge of national best practices and innovations. We are committed to serving the State and the Greater Portland region.



## Proposed Comprehensive Planning Process



**Project Management**  
*Establishing a transparent, community-driven process*



**Phase 1: History and Context**  
*Looking back, how we got here*



**Phase 2: Recommendations for the Future**  
*Where we are today and where we are going*



**Phase 3: Plan Development**  
*Charting a course through comprehensive planning*



# We will work with the Town to develop a one-of-a-kind, inclusive, and accessible approach to community engagement.

## Varied options for In-Person Engagement

Our team will take advantage of our proximity to the Town to carryout various in-person engagement activities throughout the duration of the project. These might include community meetings, meetings-in-a-box materials that allow stakeholders to host their own meetings, event booths, focus groups, or walking tours.

We will meet community members where they are and create a platform for Town leadership to speak directly to constituents. Our goal will be to help community members map the Town's strengths, challenges, and priorities in order to chart a course forward. As part of our community engagement approach, we will aim to include traditionally marginalized groups and perspectives and to remove barriers to participation.



Community Meetings



Meetings-in-a-Box



Event Booths



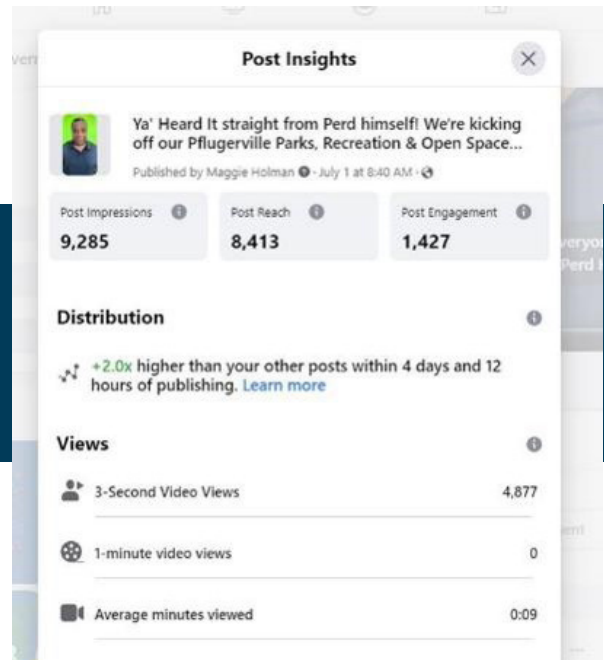
Walking Tours



Focus Groups







## Our Commitment to Innovative Outreach

Our approach to community engagement changes to reflect the unique qualities of each community we serve. For example:

- ▶ While working with the City of Pflugerville, Texas, on the development of their Parks, Recreation, Facilities, and Open Spaces Master Plan, we used the Cameo app to request a personalized video from Jay Jackson, a Pflugerville native known for playing local news anchor Perd Happily in the show Parks and Recreation. In the style of his character, Jackson promoted the City's Master Plan and opportunities for community engagement.
- ▶ While working with the City of Wausau, Wisconsin, on the development of their strategic plan, we connected with a local member of the Hmong community to provide valuable perspective and considerations in the process.
- ▶ While working with the Town of Yarmouth, Maine, we ran an event booth at the Town's popular Clam Festival to raise awareness for a community visioning project and collect on-the-spot community feedback.

# Project Management

## *Establishing a transparent, community-driven process*

*Central to our approach is a commitment to project management best practices. As such, we will begin our work with the Town by establishing clear expectations, determining communication guidelines, and developing a detailed Project Work Plan and Schedule.*

### **0.1 PROJECT PLANNING AND KICKOFF**

We will conduct an initial project planning and kickoff call with the Town’s project manager. During this call, we will confirm project goals, objectives, and expectations. We will discuss methods of creating effective communication between BerryDunn and Town staff, such as ongoing telephone, teleconference, email check-ins, and status reports.

### **0.2 DEVELOP PROJECT WORK PLAN AND SCHEDULE**

Following the project planning and kickoff meeting, we will develop a Project Work Plan and Schedule, which will outline our communication, scope, risk, and resource management approaches; include a timeline of project meetings; and identify key participants. We will facilitate a work session to review the Project Work Plan and Schedule with the Town’s Project Leadership Team and incorporate feedback before updating the document to final.

*Deliverable 1: Project Work Plan and Schedule*

### **0.3 PROVIDE TIMELY, TRANSPARENT PROJECT UPDATES**

Throughout the Comprehensive Plan Update, our project manager will provide Biweekly Project Status Updates. We will deliver these Biweekly Project Status Updates via web conferences. We have found it helpful to conduct consistent, scheduled project status meetings throughout the planning process. Regular check-in video conferences will support our team’s communication of project progress, discussion of questions, continuous awareness of next steps, and connectivity of the group.

Continued involvement of the Town’s Project Leadership Team through initial planning meetings, as well as update meetings, is encouraged and supported.

*Deliverable 2: Biweekly Project Status Updates*



## Phase 1

# History and Context

### *Looking back, how we got here*

*During the Vision and Values exercise, a clear consensus emerged about the preferred future for the community, as captured in the six pillars. As we prepare to develop the Comprehensive Plan Update, it is important for the Town, community members, and our team to understand the underpinnings of those pillars. Our first step will be to understand the history of development and change in Falmouth.*

### **1.1 REVIEW BACKGROUND DOCUMENTATION**

We recognize the tremendous time, energy, and heart that Town leadership, staff, and constituents have poured into the Vision and Values process. To make best use of this effort, we will conduct a thorough review of the information gathered during the Vision and Values process, as well as other relevant background documentation and data gathered and prepared by the Town's technical consultant.

### **1.2 DEVELOP AN ENGAGEMENT PLAN**

The residents and stakeholders of Falmouth have been actively involved in the Vision and Values process, which established strong community engagement channels. We will create opportunities for continued involvement throughout the planning process. We will work intentionally to continue the momentum established during the Vision and Values process, avoid redundancies in efforts and tools, and develop engagement activities that advance the goals of the Comprehensive Plan Update.

Our team is highly skilled and practice in innovative, transparent, and equitable community engagement strategies, specifically as they relate to comprehensive planning efforts. We will work with the Town's Project Leadership Team to develop an engagement plan that meets Falmouth residents where they are and in the format that is most convenient for them. Our hybrid (virtual and in-person) approach is flexible, and we will work with Town's Project Team to develop a public engagement approach that is well-suited to the needs of the community.



### 1.3 DEVELOP AND ADMINISTER SOCIAL PINPOINT SITE

In recognition of residents' desire to make Falmouth more inclusive for all, we will work with the Town's Project Leadership Team to create an accessible project site using the customizable collaboration platform Social Pinpoint. This online community engagement hub will keep community members informed of project progress and provide a means to share valuable input remotely, wherever and whenever is most convenient. Our goal will be to gather feedback from diverse participants in order to inform better planning outcomes.

In partnership with the Town's Project Team, we will determine which Social Pinpoint tools will best serve the desired outreach outcomes. We anticipate that the Town will see value in utilizing Social Pinpoint's survey, mapping, forums, and ideas wall. We look forward to discussing and customizing the Town's landing page to reflect its Vision and Values—including the six pillars—goals and objectives, and community culture.

### 1.4 CONDUCT ADDITIONAL RESEARCH

We will work with the Town's technical consultant to analyze data and review relevant documentation to develop an inventory of existing conditions. Understanding that the plan must result in concrete recommendations, the analysis will be rigorous and action-oriented. Using primary and secondary research, GIS data, precedent materials, and on-the-ground data collection, our team will analyze the following:

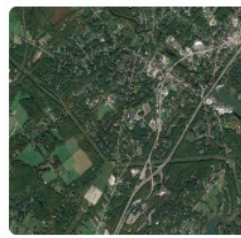
- ▶ Bicycle and Pedestrian Facilities
- ▶ Capital Facilities and Public Services
- ▶ Commercial Forestry and Agriculture
- ▶ Community Services
- ▶ Economic and Demographic Data
- ▶ Existing Recreation, Park, and Open Spaces
- ▶ Habitat Areas and Protected Spaces
- ▶ Historic and Archeological Resources
- ▶ Land Use and Zoning
- ▶ Marine Related Resources
- ▶ Residential Housing Stock, Affordability, Demand, and Quality
- ▶ Significant Water Resources
- ▶ Transportation Systems



#### Vision Board

Share your thoughts on strengths and challenges by adding a virtual sticky note.

[View Vision Board](#)



#### Town Map

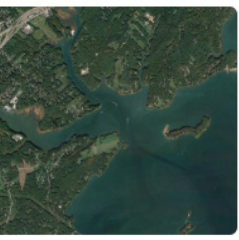
Identify locations that need improvement, and Yarmouth should grow

[See Project Map](#)

*Yarmouth, ME residents are encouraged to read and watch updates on the Town's Comprehensive Vision, find in-person and virtual events to attend, and submit ideas for Yarmouth's future via the project's Social Pinpoint site.*

Additionally, we will meet with Town staff as needed and schedule a minimum of one site visit to tour relevant Town facilities and key public spaces, as deemed appropriate. Examples could include

- ▶ Falmouth Memorial Library
- ▶ Falmouth Community Park
- ▶ Village Park
- ▶ Mason-Motz Activity Center
- ▶ Town Landing
- ▶ Trailheads (e.g., Blackstrap Hill Community Forest, Falmouth Nature Preserve, Town Forest Trails)
- ▶ Bicycle Repair Stations
- ▶ Established Residential Neighborhoods
- ▶ Village Centers
- ▶ Falmouth Shopping Center



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## Imagine Yarmouth Survey

Provide feedback on challenges and priorities by completing the survey.

Take the Survey

### 1.5 DEVELOP HISTORY NARRATIVE

Our team will then weave the Vision and Values work and our additional place-based research into a compelling narrative that explains the history underlying the six pillars. We will ground the Vision and Values by placing pillar concepts onto Falmouth’s map—helping the Town understand where it is in addition to who it is. This will include an explanation of the changes in Falmouth and the larger region and how they have pushed these six pillars to prominence.

We will share the History Narrative with the Town and incorporate feedback. We will then publish the History Narrative on the Town’s customized Social Pinpoint site and create a listserv so that interested residents can stay informed.

*Deliverable 3: History Narrative*

Scan the QR code below or visit [berrydunn.mysocialpinpoint.com/imagine-yarmouth-me](https://berrydunn.mysocialpinpoint.com/imagine-yarmouth-me) to view the **Imagine Yarmouth** Social Pinpoint site.



### Social Pinpoint: A Virtual Homebase

Social Pinpoint is a customizable community engagement platform that is used to inform stakeholders of project goals, objectives, and progress, and provide opportunities to interact and gather information. This dynamic tool has several features that we will use frequently and as needed throughout the project, such as forums, maps, idea walls, surveys, and more.

With this tool, we will easily be able to set up a landing page and sub-pages for the Town to capture the essence of the planning initiative and provide staff, residents, business owners, community members, and other stakeholders opportunities to provide input. We will also be able to track analytics and progress in real-time, promote participation, and set up email notifications to help ensure that, even in a hybrid environment, effective comprehensive planning and community engagement activities will take place.

Scan the QR code to the left or visit [berrydunn.mysocialpinpoint.com/bangor-comprehensive-plan/](https://berrydunn.mysocialpinpoint.com/bangor-comprehensive-plan/) to view the **planBangor 2022** Social Pinpoint site.

## Phase 2

# Recommendations for the Future

### *Where we are today and where we are going*

*By helping the Town understand where it has been and where it is now, we can help the Town step firmly into its desired future. In Phase 2, we will draft recommendations to move the Town forward and will test these recommendations with Town leadership, staff, committees, and constituents.*

### **2.3 PREPARE COMPELLING COMMUNITY ENGAGEMENT MATERIALS**

Our team will prepare graphics, maps, surveys, and other engagement materials to guide community engagement activities aimed at soliciting feedback on the Draft Policy and Strategy Recommendations. As part of these visuals, 3D renderings will be produced to facilitate residents' understanding of the visioning process.

Our engagement methods and channels will build upon the momentum established by the Vision and Values process and Falmouth's active and engaged residents. Throughout Phase 2, we will continue to maintain the project website to provide a transparent, accessible portal for participants.



### **2.1 DRAFT POLICY AND STRATEGY RECOMMENDATIONS**

In order to turn the Vision and Values work into reality, we will develop Draft Policy and Strategy Recommendations related to each of the six pillars. These will include analyses, condition and trend data, policies, and strategies and will help guide the Town through 2034.

### **2.2 FACILITATE PUBLIC MEETINGS TO REVIEW RECOMMENDATIONS**

We will facilitate at least one in-person public meeting to discuss and solicit feedback on the Draft Policy and Strategy Recommendations for each pillar—a minimum of six meetings. This initial feedback will inform our subsequent community engagement activities.

### **2.4 FACILITATE DYNAMIC COMMUNITY ENGAGEMENT MEETINGS AND ACTIVITIES**

We will then test the Draft Policy and Strategy Recommendations through multiple, creative public engagement methods, as laid out in the community engagement plan developed in Task 1.2. These engagement activities will include both in-person and virtual formats customized to the needs of Town residents. Our goal will be to assess trends related to the six pillars and determine if the Town is on trajectory to meet its Vision.

*Deliverable 4: Draft Policy and Strategy Recommendations*

*Deliverable 5: Community Engagement Meetings and Activities*

## Phase 3

# Plan Development

### *Charting a course through comprehensive planning*

*The Town can rely on our project team to accurately reflect the voice of the community in the final Comprehensive Plan Update. We will serve as a trusted partner to the Town through Maine DACF review and during the first year of implementation.*

#### **3.1 DEVELOP DRAFT PILLAR CHAPTERS AND IMPLEMENTATION PLAN**

Our team will consider all community feedback, Vision and Values work, and additional research and mapping. We will synthesize this input and develop draft pillar chapters and an implementation plan that will form the basis of the Comprehensive Plan Update. We will review the chapters and implementation plan in draft form with the Town committees and staff and incorporate feedback and suggestions.

#### **3.2 SOLICIT COMMUNITY FEEDBACK**

In the continued spirit of community-based recommendations and a transparent process, we will solicit feedback on the draft chapters through continued in-person and virtual community engagement. Additionally, we will send individual chapters to corresponding Town committees for their review and input. We will include a summary of community engagement activities for inclusion as an appendix in the Comprehensive Plan.

#### **3.3 FINALIZE PILLAR CHAPTERS AND APPENDICES**

Our team will finalize the pillar chapters and place the chapters required by the State that do not fit within the pillars in an appendix. The final product will include a Future Land Use Plan with associated maps and narratives and an implementation section.



#### **3.4 PRESENT THE FINAL COMPREHENSIVE PLAN TO THE TOWN COUNCIL**

We will then present the final Comprehensive Plan Update to the Town Council. We will outline the pillar chapters, key findings, and recommendations for the future. This presentation will give the Town Council the opportunity to ask questions and request final changes. We find that presenting the Comprehensive Plan Update to Town leadership also helps to promote buy-in and help ensure the long-term success of the plan.

#### **3.5 REVISE PLAN AS NEEDED**

We will work with the Town to update the Comprehensive Plan Update following its review by the Maine DACF. Furthermore, the BerryDunn team will schedule six-month and one-year follow-up meetings to help ensure the plan's implementation is on target.

*Deliverable 6: Comprehensive Plan Update*

# Relevant Experience



## Let's work together.

BerryDunn has been providing services like those requested by the Town for more than 30 years. Through this experience, we have assisted public-sector clients with a variety of planning initiatives, including:

- ▶ Comprehensive/master planning
- ▶ Strategic planning
- ▶ Community/stakeholder engagement
- ▶ Leadership development
- ▶ Executive coaching
- ▶ Organizational change management
- ▶ Organizational assessment
- ▶ Business process improvement
- ▶ Performance measurement

Nearly all of our Local Government Practice Group's projects involve community engagement and stakeholder facilitation components, and our CDUO Practice regularly leads strategic planning, business process review, system selection, and system implementation projects for development and permitting departments. As such, we are deeply familiar with the goals and day-to-day responsibilities of the Town, as well as its Council, committees, and community and civic organizations.

Our understanding of this project is strengthened by prior experience providing services, such as comprehensive planning and long-range visioning and strategizing efforts. We will leverage our experience and lessons learned from this background in our work with the Town to facilitate an inclusive, participatory, and consensus-building comprehensive planning process. We are happy to provide additional information related to any of the projects mentioned throughout our proposal.



# Representative Work

Below, we have highlighted a representative sample of clients for which we have provided comparable services.

## Community Development

- ▶ Boulder County, Colorado | Community Planning and Permitting Strategic Plan
- ▶ City of Attleboro, Massachusetts | Development Review Process Improvement Services
- ▶ **City of Bangor, Maine | Comprehensive Planning**
- ▶ City of Beaverton, Oregon | Community Development Department Organizational Development
- ▶ City of Boston, Massachusetts | Business Process Mapping and Improvement of Right of Way Coordination and Management
- ▶ City of Puyallup, Washington | As-Is Business Process Diagramming for Community Development Functions
- ▶ City of Richland, Washington | Community Development Business Process Review
- ▶ City of Tucson, Arizona Planning and Development Services | Vision 2024 Strategic Planning Project
- ▶ Doña Ana County, New Mexico | Land Management Consulting Services
- ▶ **Maine Municipal Association | Business Process Review | Curriculum Inventory and Assessment**
- ▶ Massachusetts Department of Housing and Community Development | Local Rapid Recovery Plan Services
- ▶ Pitkin County, Colorado Community Development Department | Process Review
- ▶ Sonoma County, California | Permit Management Review Services
- ▶ **Town of Wells, Maine | Permitting Process Review**
- ▶ **Town of Yarmouth, Maine | Community Facilitation/Public Engagement Services**
- ▶ Travis County, Texas | Consultation Development Review Process and Fees
- ▶ Village of Schaumburg, Illinois | Permitting and Inspections Operational Study

## Parks and Recreation

- ▶ City of Lauderdale Lakes, Florida | Parks and Recreation Master Plan
- ▶ City of Parkland, Florida | Parks and Recreation Master Plan
- ▶ City of Shawnee, Kansas | Parks and Recreation Master Plan
- ▶ Maryland National Capital Park and Recreation Commission | Youth Sports Strategic Plan
- ▶ Town of Manchester, Connecticut | Parks and Facilities Master Plan
- ▶ **Town of Scarborough, Maine | Sport Facility Feasibility Study**
- ▶ **Town of Scarborough, Maine | Parks and Facilities Master Plan**
- ▶ Metro Parks Tacoma, Washington | Organizational Assessment and Development Consulting and COVID-19 Recovery Planning

## Enterprise-wide

- ▶ City of Cooper City, Florida | Strategic Planning
- ▶ City of Creswell, Oregon | Strategic Planning
- ▶ City of Edgewater, Colorado | Strategic Plan Retreat Facilitation
- ▶ City of Gresham, Oregon | Strategic Planning
- ▶ City of Groveland, Florida | Strategic Planning
- ▶ City of Milton, Georgia | Strategic Planning
- ▶ City of Redlands, California | Strategic Planning
- ▶ City of Washougal, Washington | Strategic Planning
- ▶ City of Wausau, Wisconsin | Strategic Planning and Mission Statement Development
- ▶ City of Westminster, Colorado | Strategic Planning
- ▶ Lane County, Oregon | Strategic Planning
- ▶ Weld County, Colorado | Strategic Planning



# CITY OF BANGOR, MAINE

## 2022 Comprehensive Plan

**Client**  
Bangor, Maine

**Contact**  
Anne Krieg  
Planning Officer  
207-992-4280  
anne.krieg@bangormaine.gov

**Dates**  
November 2021 – present

**Team Partners**  
FHI Studio

**Proposed Staff Involved**  
Kevin Price  
Keri Ouellette  
Sachin Goradia  
Khara Dodds  
Jesse Myott

The City of Bangor selected BerryDunn to assist in the development of a new Comprehensive Plan. We completed an inventory and analysis of existing conditions and have developed an engagement strategy involving an interactive Social Pinpoint site, promotional materials, visioning survey, in-person and virtual visioning sessions, outreach at community events, and focus group meetings.

We are working with the City to develop policy recommendations and an implementation strategy to align with other City, regional, and State planning initiatives and goals and to address the community priorities identified through engagement efforts.



Scan the QR code to the left or visit [berrydunn.mysocialpinpoint.com/bangor-comprehensive-plan/](http://berrydunn.mysocialpinpoint.com/bangor-comprehensive-plan/) to view the **planBangor 2022** Social Pinpoint site.





# TOWN OF YARMOUTH, MAINE

## Community Engagement to Develop a Vision Statement

**Client**  
Yarmouth, Maine

**Contact**  
Erin Zwirko  
Director of Planning & Development  
207-846-2401  
EZwirko@yarmouth.me.us

**Dates**  
May 2022 – present

**Proposed Staff Involved**  
Kevin Price  
Keri Ouellette  
Charline Kirongozi  
Ali Tobey  
Khara Dodds



BerryDunn is currently leading the Town of Yarmouth's Planning and Development Department through a community facilitation and public engagement process. The goal of this work is to develop a vision statement that will inform the Town's subsequent Comprehensive Plan Update.

As the Town evolves, the community has been vocal about the desire to provide input on the Town's future, including its built environment, natural resources, connectivity, and character. Our work on this project has included establishing an objective, transparent, community-driven visioning process, complete with a range of activities such as in-person meetings, visioning sessions, meetings-in-a-box, and Social Pinpoint-based surveys, idea walls, and project updates.



Scan the QR code to the left or visit [berrydunn.mysocialpinpoint.com/imagine-yarmouth-me](https://www.berrydunn.mysocialpinpoint.com/imagine-yarmouth-me) to view the **Imagine Yarmouth** Social Pinpoint site.



## MAINE MUNICIPAL ASSOCIATION

Business Process Review | Curriculum Inventory and Assessment

### **Client**

Maine Municipal Organization

### **Contact**

Alicia Stokes Gaudet  
Manager, Educational Services  
207-623-8428 ext. 2304  
agaudet@memun.org

### **Dates**

February 2019 – July 2019  
September 2020 – January 2022

### **Proposed Staff Involved**

Charline Kirongozi

In 2019, the Maine Municipal Association (MMA) selected BerryDunn to complete a Business Process Review project. After completion of that work, MMA contracted BerryDunn in September 2020 to conduct a Curriculum Inventory and Assessment. MMA desired a single inventory to house all training resources for its member organizations; training to help its employees navigate options for training and development; and training to help its Affiliate Groups identify gaps in training needs.

BerryDunn's work involved assessing and inventorying existing training resources as they relate to state laws, professions, and on-the-job competencies. Additionally, our team outlined the gaps and recommended actions to take moving forward and presented our findings to MMA's Executive Committee, Affiliate Groups, and at relevant conferences and training events



## TOWN OF SCARBOROUGH, MAINE

### Sport Facility Feasibility Study

**Client**

Scarborough, Maine

**Contact**

Amelia Kurtz  
Portland Trust Co.  
207-558-6220  
amelia.kurtz@portlandtrust.com

**Dates**

December 2019 – March 2020

**Team Partners**

EDGE Sports Group

The Scarborough Ad-Hoc Community Center Advisory Committee (Committee) gauged public interest in exploring the addition of a public Community Center, leased as part of the planned private recreational facility developed by EDGE Sports Group, which would include an indoor ice rink, and indoor and outdoor turf fields. Based on this input, the Committee solicited the services of BerryDunn in December 2019 to conduct a feasibility study for the center's programming, revenue potential, partnership opportunities, and funding sources.

Our team conducted a demographics analysis and market assessment via industry research and engagement meetings and workshops with EDGE Sports Group and Scarborough Downs representatives. We then conducted an operational cost analysis to determine a staffing plan, operations and maintenance costs, revenue studies, and partnership opportunities. Our final report featured a pro forma that contained a detailed summary of five-year projections of operational expenses and revenues for the facility, as well as funding mechanisms and partnerships.

## Town of Falmouth, Maine

### Winning a Competitive Coastal Grant and Delivering a Stormwater Management Plan

The Route 1 corridor in Falmouth is an important commercial center for the community. Woodard & Curran was engaged to develop a stormwater management plan that would build upon the Town's Route 1 Infrastructure Plan and enhance Falmouth's capacity to better address the unique social, economic, and environmental conditions of the Route 1 commercial area.

The Town's Director of Long-Range Planning identified a potential grant opportunity through the State Planning Office, a National Oceanic and Atmospheric Administration - U.S. Department of Commerce grant through the Maine Coastal Program that could assist the Town with financing this effort. As a member of the Route 1 Infrastructure Planning Team and based on our experience with helping communities with their stormwater planning needs, Woodard & Curran was asked by the Town to assist with drafting a grant application. The firm worked closely with the Town and other project partners, including the Maine Department of Transportation (MaineDOT) and the Casco Bay Estuary Partnership, to develop the grant application. Falmouth's grant application stood out amongst those received, and was one of only six applicants, among 14 proposals, to be awarded a grant. Falmouth's proposal received full funding.

Webes Creek is a small tributary of Mill Creek which discharges into Mussel Cove and Casco Bay. A large portion of the Route 1 commercial district is within the 341-acre Webes Creek watershed. This small watershed area contains over 112 acres of impervious surfaces, or approximately 33% of the watershed area, which makes the tributary likely to be impaired due to polluted stormwater runoff. Several areas within the Webes Creek watershed were identified as priorities for future stormwater management retrofitting, particularly for runoff from Route 1 itself. Stormwater drainage infrastructure was mapped and field verified as a part of this project and several critical pieces of drainage infrastructure along Route 1 were identified as having "sensitive" hydraulic capacity. These locations were recommended for improvements during future upgrades to Route 1 in order to alleviate upstream flooding problems and to maximize the potential for additional growth in the corridor.

Additionally, recommendations were made to evaluate and modify local codes and ordinances to enhance future stormwater redevelopment projects in order to offset existing impacts and to accommodate future growth. Alternatives to addressing existing untreated stormwater discharges through redevelopment may include public-private partnerships for strategic retrofitting. Total cost for identified retrofits may range between \$2M and \$5M. Further evaluation of these retrofits was recommended to determine implementation feasibility and priority. Recommendations for financing retrofits included user fee implementation, use of Tax Increment Financing (TIF) funds, or special assessment districts.

This funded study:

- identified the linkage of private and public stormwater runoff in the commercial area;
- developed an integrated strategy that will complement the Route 1 Infrastructure Plan;
- provided a demonstration of the potential for integration of traditional infrastructure and green infrastructure management;
- began the process towards addressing polluted stormwater discharges into Mussel Cove, which is currently closed for shellfishing due to pollution; and
- identified an appropriate demonstration project from this plan in collaboration with MaineDOT.



## City of Portland, Maine

### Bayside Adapts | Phase 1 Sewer & Stormwater System Data Gap Analysis

Flooding has been a problem in Portland's Bayside area for decades. The low-lying neighborhood is susceptible to flooding during high tides. When coupled with heavy rain, these conditions worsen. The City and its partners are identifying the key information and tools necessary to assist in addressing today's issues and to adapt to tomorrow's changing climate.

With the right funds, collaboration, leadership, and implementation of both short-term and long-term efforts the right information can be collected and the City can continue to Adapt in a smart and efficient way. To date, numerous initiatives, studies and processes have analyzed and projected the coastal impact of storm surge and sea level rise in the northeast region. The information available is from many different sources and not necessarily analyzed specifically for the City of Portland. To improve the City's understanding of this information and be able to utilize it effectively, the project team of Woodard & Curran, RPS ASA and Jordan Environmental Engineering collaborated with the City to use a multi-disciplinary approach to bring together the big picture potential changes to our City's climate with an in depth look at what information the City needs to improve their knowledge of the sewer and stormwater infrastructure assets. This information together will help position the City to initiate a follow-on process – Bayside Adapts, Phase II.

Coastal urban flooding is caused by several key factors which must be collectively considered to properly plan for, predict, and manage flooding. Key factors can include things like storm and sewer system pipe capacity, tide level, and precipitation rates, amongst various other factors. The City is lacking some of the information needed to develop tools (models) that can simulate and assess the combined effects of these key factors on flooding in Bayside. The primary contributors to flooding in Bayside are rainfall, sea level (tides), and the adequacy and functionality of the drainage system. During the project, Portland-specific sea level and climate change information was developed to assist with flood and adaptation planning. In addition to identifying the planning scenarios for sea level rise, numerous Portland-specific storm surge and precipitation tables have been developed to aid in future modeling and planning. These climate change tables, combined with sewer and drain system information, ground surface information, and other model inputs, will help plan the adaptation strategies for Bayside.

The final product details what is known about the drainage system in Bayside and details recommended next steps for closing the data gaps.



The project team collaborated with the New England Environmental Finance Center (NEEFC) and the Bayside Area Working Group (BAWG); an essential component of public engagement during the Bayside Adapts planning effort. The project team met with the NEEFC Project Manager and BAWG several times to discuss the data gap analysis and receive feedback, in addition to attending other BAWG meetings to observe the public process. The BAWG was also involved in a Design Challenge which focused on developing concepts for adaptive approaches throughout Bayside to address rising sea levels. Illustrative design concepts were submitted from five applicants to help the community envision a viable future for Bayside and Woodard & Curran provided technical assistance for the event.

# Work Samples

The Town of Manchester's goal for its Parks and Facilities Master Plan was to ensure that future parks, trails, and recreational areas are being developed to meet the needs of the community, while also investing in economic and cultural value. Another critical component of the planning process includes alignment with the Town's Diversity, Equity, and Inclusion efforts.

Key tasks in the initial engagement phase included public focus groups and a virtual Town Hall, a Trick or Treat for Parks event at four outdoor locations, key leader meetings, and a statistically valid survey.

As part of our team's analysis, we reviewed recreation programming, trails and connectivity, conceptual visioning, level of service, site conditions of the Town's parks, and funding and revenue strategies. Physical assessment focus areas included site conditions, circulation, parking, pavements, sport and aquatic facilities, play structures, site furnishings, lighting, and wayfinding for 16 parks. The final plan included conceptual plans, colored renderings, and illustrations for six selected parks.

The final Parks and Facilities Master Plan can be [viewed here](#) and through the QR code to the right.

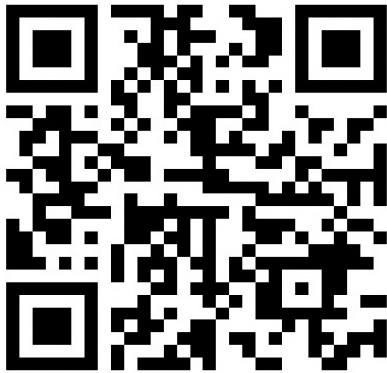


**Town of Manchester, Connecticut**  
*Parks and Facilities Master Plan*





Located an hour away from four major cities, the City of Redlands is a big city with a small-town feel. In 2021, the City contracted BerryDunn to engage its City Council and Senior Management Team in developing a Six-Year Comprehensive Strategic Plan. While the City had identified 10 core values, it did not have any existing strategic plan, which allowed our team to work with the City Council and Senior Management Team to define who the City is and who it wants to be.



The final Strategic Plan can be [viewed here](#) and through the QR code to the right.



**City of Redlands, California**  
*Citywide Strategic Plan*

On behalf of the entire project team, thank you for the opportunity to work together on the Town’s vision and plans.



Maine | Connecticut | Massachusetts |  
New Hampshire | Arizona | West Virginia

[berrydunn.com](http://berrydunn.com)