

CRO Planning & Design

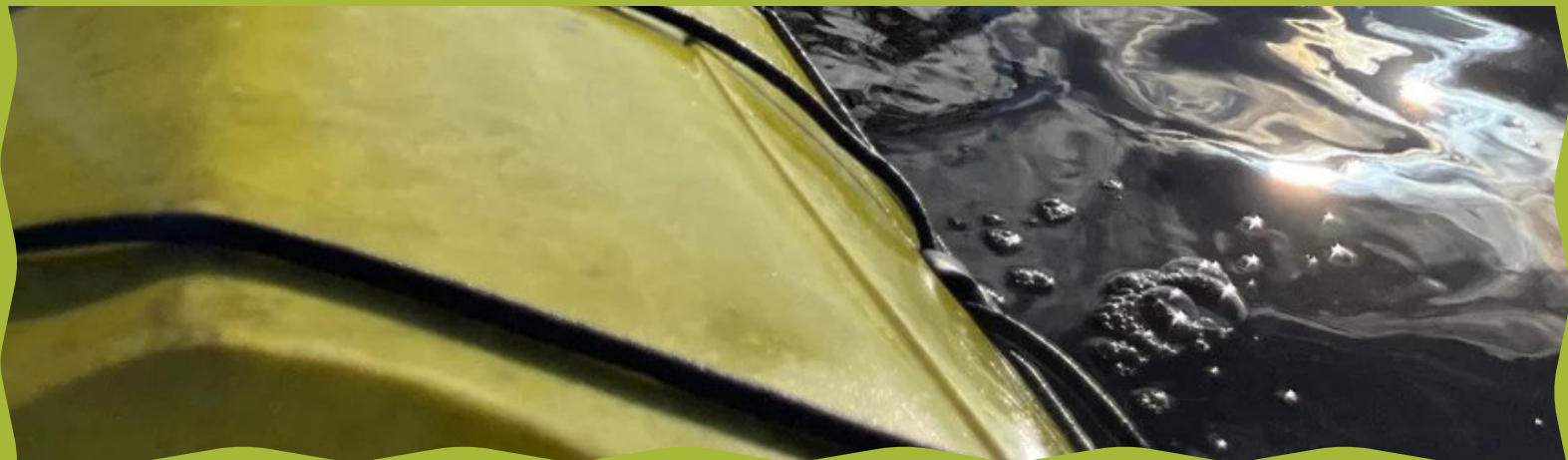
Communities | Recreation | Open Space



PROPOSAL

OPEN SPACE PLAN FOR THE TOWN OF BOWDOINHAM, MAINE

■ PREPARED FOR THE TOWN OF BOWDOINHAM, MAINE



Dear Yvette Meunier & Town of Bowdoinham selection committee,

CRO Planning & Design is pleased to provide the following proposal for the Town of Bowdoinham, Maine Development of an Open Space Plan. Our nationally-practicing team is uniquely qualified for this project as we bring prior open space and outdoor recreation planning experience throughout the state of Maine and New England, with specific experience in rural communities experiencing population growth while balancing both agricultural and recreational economies. Our interdisciplinary team brings expertise in every aspect of this project — outdoor recreation asset inventory, broad and equitable public engagement, analysis of recreation access and quality, and identification of practical master planning implementation and funding strategies.

Our approach to the development of Bowdoinham's first Open Space Plan will involve deep engagement and collaboration with the Bowdoinham community to holistically assess existing open spaces and propose future enhancements to local recreation that center open space & agricultural preservation and climate resilience, while ensuring accessibility for residents of all ages and supporting the promotion of sustainable growth. We will coordinate early and often with the Town of Bowdoinham to confirm the Plan's alignment with local priorities around economic development, equitable access to the outdoors, conservation, and climate safety. This iterative and collaborative process will ensure that our final deliverables meet all expectations needed for Select Board approval and that all proposed elements of the Open Space Plan, as well as proposed amendments to the Land Use Ordinance, are positioned for successful implementation, funding, and future maintenance.

I will serve as the Principal in Charge on the project and Abigail Johnson will serve as the Project Manager and Primary Point of Contact during the RFP process and once the project has begun. Our contact information is below. This letter affirms our understanding of the work to be undertaken for this project and our commitment to perform the tasks outlined in the RFP before the project's deadline. A final deadline may be set in coordination with the Town, but our team feels confident in our ability to complete this project on or before the end of 2027. We welcome any questions or clarifications you may have and look forward to the prospect of speaking with you more about your vision for this project in an interview.

Sincerely,



Drew Pollak-Bruce | Founder & Principal | Drew@CROplanning.com | 303.859.2370



Abigail Johnson | Project Manager | Abigail@CROplanning.com | 978.604.7576

COMPANY INFORMATION

CRO PLANNING & DESIGN

Drew Pollak-Bruce, CPRP
Founder & Principal

83 Lafountain Street, Burlington, VT 05401
Drew@CROplanning.com 303.859.2370

CRO Planning & Design is a six-person consulting firm focused in three core areas: Communities, Recreation, and Open Space. Our team has extensive and nation-wide experience with municipal open space master planning, as well as specific experience that aligns with the conservation, climate resiliency, and quality of life improvement goals outlined in the RFP and in the Bowdoinham's Community Resilience Partnership Community Action Grant application. Our interdisciplinary team of planners, recreation analysts, public engagement specialists, and landscape designers has extensive experience in every stage of parks, recreation, and open space project development, including existing conditions site inventory & analysis, planning, design, permitting, operations, and management. We are a small and passionate team of recreation planning professionals that provide custom-tailored recreation planning services, and are recognized as a small business by the US Small Business Association. Our fully remote team members work from Washington and Vermont, with our Vermont team regularly traveling throughout New England to bring thoughtful community engagement, on-site knowledge, and a deep understanding of place to projects in communities like Bowdoinham.

CRO Planning & Design brings unparalleled experience conducting open space master plans for counties and municipalities, including for those of comparable size and with likeminded goals as Bowdoinham. Our open space, park, and recreation planning projects span across the United States, from working in the southeast with clients like Tennessee State Parks and the State of Alabama to the west with projects in the Olympic Peninsula State Park and the City of Boulder, Colorado to our New England mountains with clients like the New Hampshire Office of Outdoor Recreation and the Northern Forest Center. Each member of the CRO team has experience with townwide open space, parks, and recreation master planning. CRO Founder & Principal Drew Pollak-Bruce has personally completed over 50 similar recreation planning projects over his career and, with experience ranging from municipal parks and recreation programming in urban settings to managing visitors in remote wilderness systems, CRO Associate Planner Brett Rannow likes to say, "I've done it all—driven the Zamboni, ran the summer camp, and engaged the community at the same time!"

Open Space Master Planning Experts

CRO Planning & Design helps municipalities, counties, regions, state agencies, federal land managers, non-profits, and private sector clients navigate complex projects on public lands across North America. We are proven experts in delivering townwide, multi-party, and comprehensive recreation planning and design processes. We excel in community visioning & collaborative stakeholder engagement processes for open space & recreation projects.

Holistic Approach & Solutions

We believe in holistic systems thinking and thrive in projects that embrace the linkages between outdoor recreation and economic development, land conservation, and natural systems. We employ a comprehensive 'landscape management approach in all our work to help ensure the best outcomes are achieved for both human recreators and all the other precious species, resources, and values present in our parks and public lands.

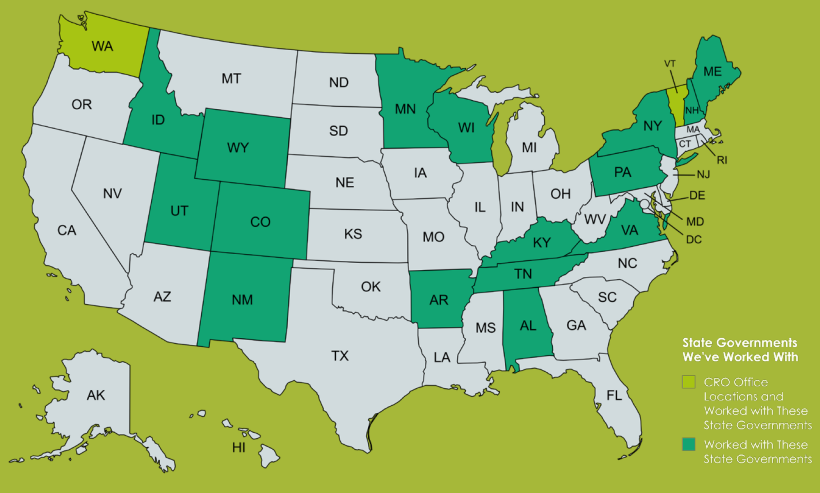
Community-Led Processes & Outcomes

We recognize the often-deep connections between communities and their recreational assets, and don't cut off our thinking at the park boundaries. We are equally adept at discussing tourism opportunities and the downtown economics of outdoor recreation as we are discussing detailed trail design and recreation programming in the field. We ensure all our plans align with the goals and values of the communities we work with.

Rural Communities, State Governments, & Federal Agencies

Our team has worked on outdoor recreation contracts for over 1/3 of the US state governments, each of the US federal land management agencies, and dozens of rural communities & regions throughout North America.

Our team has worked on outdoor recreation contracts for over one-third of the US state governments, each of the US federal land management agencies, and dozens of rural communities & regions throughout North America.



COMMUNITY GEOGRAPHICS

Steve Engle
Executive Director

steve@communitygeo.com
207.813.2600

Community Geographics is an award-winning entrepreneurial L3C company and Equal Opportunity Employer dedicated to the broad use and participatory application of digital mapping technologies for public interest groups. With three of six employees based in Maine and a history of working with the Maine Farmland Trust and Kennebec Estuary Land Trust, Community Geographics brings specialized, local knowledge as well as mapping expertise. Since 2005, Community Geographics has worked with hundreds of organizations engaged in outdoor recreation, tourism, natural resources management, land conservation, local agriculture and food systems, public health, education, cultural heritage promotion, and historic preservation. Community Geographics' services include GIS data development, award-winning custom cartography, spatial analysis and planning, interactive mapping, place-based marketing, and geospatial strategy for organizations. They work closely with clients to identify data, appropriate technologies, and final products that align with each group's goals and objectives, technical competencies, and resources.

Over the last ten years, Community Geographics has undertaken more outdoor recreation planning project work including assessing trail connections, identifying and promoting assets, modeling trail susceptibility and resilience, and evaluating gaps in access to outdoor recreation opportunities. They are also heavily engaged in the outdoor access and equity space providing training and support services to trail managers that are looking to eliminate physical barriers within their trail systems.

Community Geographics thrives in aiding clients to identify, map, and communicate their trail assets to anyone and everyone. They work with clients to develop communications strategies for trail systems that integrate messaging between websites, printed maps and guides, trailhead kiosks and on-trail wayfinding signage. They have developed award-winning "trail finder" websites (e.g., [Maine Trail Finder](#), [Connecticut Trail Finder](#), [Paddle SC](#)) that provide searchable, on-stop-shop tools for potential trail users to identify outdoor experiences that match their interests and abilities.

PROJECT TEAM

KEY PERSONNEL	EXPERIENCE & EXPERTISE
CRO PLANNING & DESIGN	
<p>Drew Pollak-Bruce, CPRP Founder & Principal Principal in Charge</p>	<p>Drew possesses over 20 years of experience in outdoor recreation planning. Drew has supervised a diverse portfolio of recreation and trail plans, including statewide trail plans, trail design guidebooks, open space planning, sustainable trail standards, active transportation plans, regional & state park plans, and statewide comprehensive outdoor recreation plans.</p>
<p>Abigail Johnson Project Manager Recreation Planner & Researcher</p>	<p>With a background supporting adaptive recreation efforts at the U.S. National Park Service and in Sweden and Norway, Abigail applies subject matter expertise in recreation planning, accessibility, and universal design to ensure that projects will improve the recreational experience for all people. Abigail brings recent and relevant experience with involvement in several outdoor recreation and land use planning projects including the development of park master plans for Tennessee State Parks, inclusive community engagement for Bozeman’s Bikefill Bikepark, and project management and data analysis for Vermont Adaptive Ski & Sports’ Economic Impact Study..</p>
<p>Brett Rannow Senior Recreation Planner</p>	<p>Brett holds nearly nine years of experience in recreation management, planning, and operations, with much of his work focusing around effectively managing growing communities and recreation systems. Brett’s expertise revolves around public engagement, trail planning, GIS mapping, and data analysis.</p>
<p>Mistaya Smith Recreation Planner</p>	<p>A recent graduate of MIT’s master’s program in city planning, Mistaya offers unique perspectives and insights into how outdoor recreation systems impact local economies and community growth.</p>
<p>Jenine Estlick Recreation Planner & Park Designer</p>	<p>Jenine brings outdoor spaces to life through intentional landscape design. Her experience in landscape design, GIS mapping, and community engagement allows the public and clients to easily visualize their vision for a healthy, accessible, and well-designed recreation system.</p>
<p>Carolyn Lawrence Recreation Planner</p>	<p>Carolyn’s diverse experiences directing nonprofits, working with municipalities, and advocating for recreation with state legislators offer a unique perspective to project teams.</p>
COMMUNITY GEOGRAPHICS	
<p>Steve Engle Senior GIS Specialist</p>	<p>Steve is a geographer with 25 years of experience in the geospatial industry, specializing in designing and implementing customized mapping solutions.</p>
<p>Tanner Arrington Senior GIS Specialist</p>	<p>Tanner is a geospatial professional with a background in geomorphology and water resources who previously directed GIS operations for the South Carolina Department of Natural Resources.</p>



DREW POLLAK-BRUCE, CPRP **FOUNDER & PRINCIPAL**

EDUCATION: Master of Regional Planning—Cornell University
Bachelor of Arts, Political Science—University of Colorado at Boulder

PROFESSIONAL CERTIFICATIONS: Certified Park & Recreation Professional (CPRP)

EXPERIENCE: Drew has extensive experience in trails, open space, and recreation planning and a background land use and multi-modal transportation planning, public policy, growth management, community development, and public participation. Over his 20-year career in outdoor recreation, Drew has worked as a professional planner, advocate, and journalist often focusing on the intersection of communities, recreation, and open space.

Prior to founding CRO Planning & Design, Drew worked for the private consulting firm SE Group for 12 years, serving as a Senior Project Manager and Senior Recreation Planner. Before that, Drew worked as an Assistant Editor for New Urban News Publications, a Trails Program Manager for the non-profit Parks and Trails New York (PTNY), and a professional lobbyist and advocate for the associated non-profit New Yorkers for Active Transportation (NY4AT). While pursuing his master's degree, Drew served as an Assistant Instructor at Cornell University for the courses Wilderness and Wildlands; Planning, Power and Decision Making; and Urban Theory and Spatial Development.

PROFESSIONAL ASSOCIATIONS & MEMBERSHIPS: Drew is the Vice President of the Board for the Society of Outdoor Recreation Professionals—the organization that puts on the National Outdoor Recreation Conference each year—and sits on the Executive Committee of the VT Recreation and Parks Association and the VT Community Development Association. He is also a member of the American Planning Association, the National Recreation and Parks Association, the Colorado Recreation and Parks Association, the Association of Pedestrian and Bicycle Professionals, and the International Ecotourism Society.

PROFESSIONAL AWARDS:

2023 Project of the Year, Kingdom Trails Network Capacity Study, Vermont Planners Association (VPA).

2023 Vermont Public Places Honor Award, Missisquoi Valley Rail Trail Marketing, Branding, and Wayfinding Project, Vermont chapter of the American Society of Landscape Architects (VT ASLA), Vermont Planners Association (VPA), and Vermont Urban and Community Forestry (UCF).

2023 APA Virginia Jamestown Award – Locality of the Year, Cumberland Plateau Outdoor Recreation Economic Analysis and Development Plan, American Planning Association's Virginia Chapter.

2023 Vermont Public Places Honor Award, Kingdom Trails Network Capacity Study, VT ASLA, Vermont Planners Association (VPA), and Vermont Urban and Community Forestry (UCF).

2022 Planning, Research, and Analysis Award of Excellence, Minnesota Discovery Center Master Plan, Vermont Chapter of the American Society of Landscape Architects (VT ASLA).

2020 Plan of the Year, Enosburg Falls Vital Village Master Plan, Vermont Planners Association (VPA).

2020 Landscape Planning and Analysis Merit Award, Enosburg Falls Vital Village Master Plan, Vermont Chapter of the American Society of Landscape Architects (VT ASLA).

2019 Vermont Public Places Honor Award, Town Forest Recreation Planning Assistance Program, Vermont Chapter of the American Society of Landscape Architects (VT ASLA), Vermont Planners Association (VPA), and Vermont Urban and Community Forestry (UCF).

2018 Plan of the Year, Rediscovering Chester: Village Center Master Plan, Vermont Planners Association (VPA).

2018 Landscape Planning and Analysis Merit Award, Rediscovering Chester: Village Center Master Plan, Vermont Chapter of the American Society of Landscape Architects (VT ASLA).

2014 Honor Award for Sustainability and Environmental Permitting, Town of Nederland Comprehensive Plan, Colorado Chapter of the American Planning Association (CO APA).

2012 Merit Award for Outstanding Project, Town of Ridgway Land Use Plan, Colorado Chapter of the American Planning Association (CO APA).

*Awards received while serving as Project Manager or team member while working for previous employer, SE Group.

RECENT PRESENTATIONS (2025-2021):

2025 International Trails Symposium: Using Trail Data to inform Statewide Priorities. American Trails & the Professional Trail Builders Association.

2024 Vermont Conference on Recreation: Building Inclusive “All Wheels Parks” in Vermont. Vermont Recreation and Parks Association (VRPA).

2024 Rocky Mountain State Parks Executive Conference (RMSPEC), The Principles & Practice of Providing Sustainable Recreation. RMSPEC.

2024 National Outdoor Recreation Conference, Society of Outdoor Recreation Professionals (SORP). Making the Case for Tourism-Oriented MTB and Adaptive Recreation in TN State Parks, Opening Keynote Kickoff & Welcome Presentation, NORC Awards Ceremony.

2023 Visitor Use Management Workshop, Striking a Balance—the Kingdom Trails Network Capacity Study, Society of Outdoor Recreation Professionals (SORP).

2023 Statewide Comprehensive Outdoor Recreation Plan (SCORP) Webinar Series, Multiple Topics, Society of Outdoor Recreation Professionals (SORP).

2023 International Trails Symposium, Bridging the Divide: How Trails and Public Lands Built Community & Fostered More Constructive Dialog, American Trails and Professional Trail Builders Association (PTBA).

2023 Statewide Comprehensive Outdoor Recreation Plan (SCORP) Workshop, Innovations in Data Collection, Society of Outdoor Recreation Professionals (SORP).

2023 Vermont Outdoor Recreation and Economic Vitality Conference, Recreation and Economic Vitality: The Numbers, Vermont Community Development Association

2022 National Outdoor Recreation Conference, Society of Outdoor Recreation Professionals (SORP). Equity, Inclusion, and Public Meetings, Opening Keynote Kickoff & Welcome Presentation, NORC Awards Ceremony, Closing Plenary.

2021 Vermont Conference on Recreation, How Do E-bikes Fit Into Your Trail System and Energizing Your Local Outdoor Recreation Economy. VRPA.



ABIGAIL JOHNSON **RECREATION PLANNER & RESEARCHER**

EDUCATION: Bachelor of Arts, Quantitative Social Science, Human-Centered Design — Dartmouth College

EXPERIENCE: Abigail brings subject matter expertise in accessibility and adaptive recreation as well as a background in quantitative and qualitative research and human-centered design methods to her work as a recreation planner and researcher at CRO Planning & Design. Prior to joining CRO, Abigail was the recipient of the H. Allen Brooks Traveling Fellowship to study access to nature at the European Tourism Research Institute at Mid Sweden University. In Sweden, she contributed to publications on accessible recreation and conducted field work on adaptive recreation programs. Abigail has also worked with the National Park Service, where she created foundational resources for the NPS on adaptive recreation and helped secure over \$100,000 in funding for projects related to accessibility. Abigail has presented on adaptive recreation and accessibility in the outdoors at conferences including the National Outdoor Recreation Conference and National Recreation & Parks Conference.

At Dartmouth College, Abigail earned a bachelors in Quantitative Social Science with a minor in Human-Centered Design. Abigail has served as a project manager on design projects with Design for Change USA and the Digital Applied Learning and Innovation (DALI) Lab at Dartmouth. She is passionate about applying data science and design methods to make the outdoors more accessible for all.

AWARDS:

2024 H. Allen Brooks Traveling Fellowship, Dartmouth College

RECENT PRESENTATIONS:

2025 Nordic Symposium on Tourism and Hospitality Research, Nordic Society for Tourism and Hospitality Research (NORTHORS). Access under pressure: Public rights, private interests, and the future of outdoor recreation in the U.S. and Sweden

2024 National Recreation and Parks Association Conference, National Recreation and Park Association. Mobility Devices and Adaptive Hiking: Lessons Learned from the National Park Service.

2024 National Outdoor Recreation Conference, Society of Outdoor Recreation Professionals (SORP). Models to Advance Adaptive Recreation in Parks and on Trails.

RECENT ARTICLES:

2025 Transportation Research Record. "Integrating Maintenance and Accessibility Assessments in Trail Management with Automated Trail Assessment Tools: Opportunities and Implications"

2021 Valley News. "On the Trails: Pay Attention to the Hidden Power of the Outdoors."

**BRETT RANNOW**
ASSOCIATE PLANNER

EDUCATION: Master of Science, Natural Resource Science & Management—University of Minnesota
Bachelor of Science, Recreation, Parks, & Protected Area Management—University of Minnesota

EXPERIENCE: Brett's experience with recreation, community, trails, and open space management is extensive and wide-ranging. From municipal parks and recreation programming in urban settings to managing visitors in remote wilderness systems, he prospers in solving complex recreation challenges and is dedicated to identifying beneficial solutions for clients and communities alike. Brett's education and background provides him with a suite of knowledge in land use planning, public policy, public engagement, stakeholder facilitation, active transportation systems, and planning for the economic, social, & environmental impacts that stem from recreational systems. He has participated in a wide variety of recreation projects from both client and consultant perspectives and understands the needs of both to successfully carry out projects.

Brett supervises CRO's projects surrounding recreation planning, active transportation, visitor management, trail development, data analytics, and community engagement. Going beyond consultation, he actively works with the public and stakeholders to identify solutions that are embraced by communities. Brett has been involved in municipal, regional, state, and federal projects and his academic research background assures clients that he will always provide them with reliable reports and forward-thinking solutions.

Where recreation lies, Brett thrives. Brett's experience with recreation, parks, community, and open space management is extensive and wide-ranging. From municipal parks and recreation programming in urban settings to managing visitors in remote wilderness systems, he prospers in solving complex recreation challenges and is dedicated to identifying beneficial solutions for clients and communities alike. He has participated in a wide variety of recreation projects from both client and consultant perspectives, and understands the needs of both to successfully carry out projects. Additionally, municipal parks and recreation management is one of Brett's cornerstones. Prior to joining CRO, Brett worked for an array of municipal parks and recreation departments in Minnesota's Twin Cities Metropolitan Area managing programs, communications and outreach, facilities, events, sports leagues, and logistical operations. Brett is highly responsive and prides himself on establishing close relationships with clients and communities. He regularly engaged with the public in his previous roles and has performed outreach for local, statewide, and academic recreation departments.

PROFESSIONAL ASSOCIATIONS & MEMBERSHIPS: Brett is a member of the Minnesota Recreation and Parks Association (MRPA) and was MRPA's 2020 Young Professional & Student Network Chair. He is also a member of the Society of Outdoor Recreation Professionals and the Society for Wilderness Stewardship. He is also a member of the SCORP Workgroup of the Society of Outdoor Recreation Professionals.

PROFESSIONAL AWARDS:

2022 National Outdoor Recreation Conference Scholar, Society of Outdoor Recreation Professionals.

2022 Career Development Grant, Council of Graduate Students.

Academic Excellence and Leadership Award, Olseth Family Scholarship.

RECENT PRESENTATIONS (2024-2021):

2024 National Outdoor Recreation Conference, Society of Outdoor Recreation Professionals (SORP). Making the Case for Tourism-Oriented MTB and Adaptive Recreation in TN State Parks.

2023 Statewide Comprehensive Outdoor Recreation Plan (SCORP) Webinar Series, Data Collection Methods & Considerations, Society of Outdoor Recreation Professionals (SORP). Recording

2023 Journal of Outdoor Recreation & Tourism. "Research note: The impact of advanced information communication technologies on visitor acceptance of forest management in response to emerald ash borer."

2023 Environmental Management. "What really works? Testing augmented and virtual reality messaging in terrestrial invasive species management communications to impact visitor preferences and deter visitor displacement."

2023 Forestry & Wildlife Research & Practice Review. "Do Advanced Communication Technologies Influence Visitor Acceptance? A Case of Terrestrial Invasive Species Management." University of Minnesota Extension.

2022 National Outdoor Recreation Conference. "Decreasing Displacement: Does Information Presentation Matter?" Society of Outdoor Recreation Professionals (SORP).

2022 UFOR Field Day. "Talking Technology: Exploring Augmented and Virtual Reality Messaging in Terrestrial Invasive Communications." University of Minnesota Urban Forestry Outreach & Research.

2020 Minnesota Recreation and Parks Association Annual Conference. "Minnesota Recreation and Parks Association Young Professional & Student Network – the Value of a Network." Minnesota Recreation and Parks Association (MRPA).



MISTAYA SMITH **RECREATION PLANNER**

EDUCATION: Master of City Planning — Massachusetts Institute Of Technology
Bachelor of Arts, Geography & Bachelor of Arts, Political Science — Middlebury College

EXPERIENCE: As a Recreation Planner for CRO Planning & Design, Mistaya brings academic and professional experience in park, trail, and open space planning; community engagement; policy evaluation; and GIS analysis. She recently graduated from MIT with her Master in City Planning where her research focused on physical and cultural gentrification management in rural outdoor recreation economies. Mistaya views outdoor recreation as not only a tool for strengthening community and economic development, but also as a means of fostering a deeper sense of place and belonging among residents and visitors.

Before joining CRO, Mistaya worked with primarily rural communities in the United States, Italy, and Japan. She wrote a commercial services needs assessment for the Bureau of Land Management's Gunnison Gorge, mapped local trail systems for the Adirondack Park Agency, and analyzed forest cover in Alabama's Talladega National Forest as a geospatial researcher for NASA DEVELOP. Mistaya also worked closely with an Italian nonprofit to map trails and increase recreation-based tourism to Italy's Monti Prenestini region and produced a plan for an outdoor recreation economy in Musashidai, Japan to help local community partners combat population shrinkage. Mistaya's interdisciplinary approach to outdoor recreation planning strengthens CRO's capacity to deliver inclusive and well-researched planning solutions.

PROFESSIONAL ASSOCIATIONS & MEMBERSHIPS: Mistaya is a member of the Society of Outdoor Recreation Professionals.

ACADEMIC AWARDS:

2025 Outstanding Student Award, American Planning Association

RECENT PRESENTATIONS:

2025 International Trails Summit, The Path Forward: Gentrification Management Strategies in Rural Trail-Based Outdoor Recreation Economies.

2025 Masters Thesis Defense, The Path Forward: Gentrification Management Strategies in Rural Trail-Based Outdoor Recreation Economies.



CAROLYN LAWRENCE **RECREATION PLANNER**

EDUCATION: Bachelor of Science, Pre-Medicine Focus —
University of Vermont

EXPERIENCE: Based out of Burlington, VT, Carolyn is no stranger to the outdoor recreation industry across multiple sectors. She began her career on the marketing team for a local outdoor gear shop, the Outdoor Gear Exchange, leading their social media marketing. She also focused on developing relationships with other businesses and brands, leading their grant program, and planning and executing all events. During her six years in this role, Carolyn volunteered her spare time by serving as the Board President for the local multi-use trail nonprofit, the Fellowship of the Wheel. This experience allowed her to become the Executive Director of another local 501c3, Stowe Trails Partnership. As the ED, she directed all organization strategies, operations, communications, and finances while leading several simultaneous projects focused on expanding outdoor recreation and land conservation opportunities in the community. Carolyn's collaborative approach emphasizes communication, trust, and empathy with a dedication to learning and producing excellent work. Her diverse experiences working with municipalities, local and regional businesses, statewide nonprofits, and the legislature offer a unique perspective to project teams. Carolyn's passion for outdoor recreation and the land is evident in every project she works on: she is committed to working with communities to help get more people outside and establish meaningful connections with the natural world.

PROFESSIONAL ASSOCIATIONS & MEMBERSHIPS: Carolyn is the Secretary of the Vermont Trails & Greenways Council and the Membership Committee Co-Chair. She sits on the Board of Directors for the Vermont Huts & Trails Association and is a member of both the Trails Committee, which is focused on the state-wide Velomont Trail project, and the Marketing Committee. Carolyn is also a member of the Society of Outdoor Recreation Professionals.

PROFESSIONAL CERTIFICATIONS: Carolyn is a Tier 1 Master Naturalist, beginning Tier 2 in May 2025.

RECENT PRESENTATIONS:

2024 New England Outdoor Economy Summit, Northern Forest Center. Stowe Trails Partnership Panelist & Speaker.



JENINE ESTLICK, MLA

RECREATION PLANNER & LANDSCAPE DESIGNER

EDUCATION: Master of Landscape Architecture — University of Idaho
Bachelor of Arts, Recreation Management — University of Idaho

EXPERIENCE: Jenine’s academic and professional experience is extensive and diverse. Jenine completed her Masters of Landscape Architecture from the University of Idaho in which she completed a comprehensive non-motorized, multi-use trail proposal for a local park based on extensive sustainable trail design principles and research. Throughout her coursework, Jenine approached each project with curiosity, empathy, and enthusiasm to deliver master plans that were achievable, innovative, accessible, and had the communities’ best interests in mind. She has extensive experience in understanding and executing the design process and how to achieve outcomes tailored to stakeholder needs. As an avid outdoor enthusiast and public land advocate, she continues to pursue outdoor recreation design and planning projects that promote creating meaningful outdoor spaces for people of all walks of life to enjoy for generations to come. Jenine holds experience in community engagement, project and administrative management, and customer service. From building community partnerships for Farmers Market programming activities to project management with a water bottle manufacturing company, to independently managing an office, Jenine approaches each challenge within her roles with curiosity, being team-oriented, being an active listener, and staying optimistic. She is also involved in volunteering efforts for organizations that are doing work she is passionate about. During graduate school, she served on the Moscow Pathways commission, trails committee for the local mountain biking association in which she managed the adopt a trail program, and as a student representative for the Palouse Road runners. She enjoyed attending trail dig days where she learned techniques to build sustainable trail systems for the community to enjoy.

PROFESSIONAL ASSOCIATIONS & MEMBERSHIPS: Jenine serves on the professional development committee for the Idaho-Montana Society of Landscape Architects, is a member of the International Mountain Biking Association and Evergreen Mountain Bike Alliance, and is an involved member of the Society of Outdoor Recreation Professionals (SORP).

PROFESSIONAL CERTIFICATIONS: Jenine holds a Part 107 Drone Pilot certification

ACADEMIC AWARDS:

2023 National Outdoor Recreation Conference Scholar, Society of Outdoor Recreation Professionals and the University of Idaho

2023 Distinguished Student Award, University of Idaho

RECENT PRESENTATIONS:

2023 Intermountain ASLA Climate Summit, Inspiring Climate Innovation Strategies Through Research: Integrating ASLA’s Climate Action Plan into Professional Practice, Idaho-Montana American Society of Landscape Architects

2023 Masters Project Defense, A non-motorized multi-use trail network proposal for a city park: A case study of Phillips Farm Park in Moscow, ID, University of Idaho College of Art and Architecture



STEPHEN ENGLE

EXECUTIVE DIRECTOR & FOUNDER, COMMUNITY GEOGRAPHICS

EDUCATION: Master of Development Studies – Victoria University of Wellington, New Zealand
B.A. Geography & B.A. Environmental Science – Middlebury College, Summa Cum Laude

EXPERIENCE: Steve Engle, Community Geographics' Executive Director and Founder, has over 25 years of experience in the geospatial industry. In addition to overseeing project development and business operations, Steve specializes in project conceptualization, model development, cartography, interface design, training, and geospatial strategy for organizations. He has supported trails planning, development, and promotion projects across the eastern U.S. and Canada in rural and urban communities and at local, regional, and cross-state scales. In the Southeast, Steve has designed and implemented multiple interactive trail finders including and [Carolina Thread Trail's online map](#) and [Go Paddle SC](#).

Before founding Community Geographics in 2005, Steve was the Director of Community Mapping & GIS for the Quebec-Labrador Foundation, a Community Mapping Program National Training Consultant for the Orton Family Foundation, a Research Fellow for the Tourism Research Institute in New Zealand, and a GIS Specialist for the National Marine Fisheries Service.

AWARDS:

2022 Honorable Mention (Recreation/Travel) for the North Berkshires Trail Map, Cartography and Geographic Information Society

2021 Honorable Mention (Recreation/Travel) for the South Florida Outdoor Adventures Map, Cartography and Geographic Information Society

2020 Honorable Mention (Recreation/Travel) for the Four Corners Touring Map, Cartography and Geographic Information Society

2017 Trails for Health Award for the QC Trails Website, American Trails

2015 Honorable Mention (Recreation/Travel) for Vermont's Long Trail: A Footpath in the Wilderness, Cartography and Geographic Information Society

2013 Best in Category (Recreation/Travel) for Bike Maine 2013: Rolling Into History, Cartography and Geographic Information Society

2013 Best in Category (Digital) for Mapping the Mosaic: A People's History of English Speaking Communities in Greater Montreal, Cartography and Geographic Information Society

2011 Honorable Mention (Recreation/Travel) for the Maine Huts & Trails System Map, Cartography and Geographic Information Society

PUBLICATIONS:

2013 Casco Bay Estuary Partnership. "Land Conservation in the Lower Presumpscot River Watershed: Vision, Values, and Priorities."

2008 Quebec-Labrador Foundation. "Muscongus Bay Atlas."

2008 Quebec-Labrador Foundation. "Seascapes: Getting to Know the Sea Around Us. A guide to Characterizing Marine and Coastal Areas."

2002 St. Francis Xavier University. "Local Knowledge and Local Stocks: An Atlas of Groundfish Spawning in the Bay of Fundy."

2001 New Zealand Geographer. "Negotiating Technology – (Re)considering the use of GIS by indigenous peoples."

2001 Victoria University of Wellington. "Participatory GIS: A New Framework of Analysis for Community-based Tourism Planning and Development."

1997 University of Idaho. "Puget Sound Biodiversity: An Interactive Atlas of Extended Gap Analysis."

1995 University of Idaho. "An Atlas of Social Indicators for the Upper Columbia River Basin."

2005 Stennis Space Center Institute for Technology Development. "Community Mapping (CMap) Coordinator Reference Guide."



TANNER ARRINGTON

SENIOR GIS SPECIALIST, COMMUNITY GEOGRAPHICS

EDUCATION: Master of Science in Geography – University of South Carolina
B.A. Geography – The University of Texas at Austin

EXPERIENCE: Tanner Arrington, Community Geographics' Senior GIS Specialist, is based in Columbia, South Carolina, and has been working with GIS in the natural resources management, outdoor recreation, and trails space for over a decade. At Community Geographics, Tanner specializes in community-based geospatial consulting, modeling and spatial analysis, application development, and cartography. Tanner's experience and knowledge of South Carolina's natural and recreational features are longstanding and impressive.

From 2019-2024, before joining Community Geographics, Tanner was the GIS Director for the South Carolina Department of Natural Resources, where he led agency GIS operations supporting seven professional GIS positions and over 100 GIS users. During his time at SCDNR, he tripled funding for GIS at the agency and supported the department's conservation efforts with critical GIS services. Before becoming the Agency GIS Director, Tanner was a GIS Manager for SCDNR's Land, Water, and Conservation Division from 2014-2019 where he closely worked with the South Carolina Scenic Rivers program, led the first South Carolina Conservation Bank Priority Mapping project, and was a Principal Investigator on competitive federal grants from the U.S. Geological Survey.

AWARDS:

2023 Employee of the Year Nominee. South Carolina Department of Natural Resources.

2019 Outstanding Employee. South Carolina Department of Natural Resources.

TECHNICAL CONDITIONS:

South Carolina Conservation Bank Mapping Technical Advisory Committee

South Carolina Geographic Information Council

South Carolina Statewide Aerial Imagery Acquisition

RELEVANT EXPERIENCE & REFERENCES

CRO PLANNING & DESIGN

MAINE WOODS INITIATIVE/ MOOSEHEAD LAKE OUTDOOR RECREATION & TRAILS INVENTORY AND VISITOR USE ASSESSMENT

APPALACHIAN MOUNTAIN CLUB

Community Geographics and CRO Planning & Design worked together on an ambitious two-part project mapping trails and other outdoor recreation infrastructure, including water access, scenic viewpoints, and campsites, and assessing visitor use patterns and preferences within the rural study area. Several years ago, the Appalachian Mountain Club (AMC) began to look seriously at developing and promoting gravel riding on and around their conservation land holdings in the Mooshead Lake region of north, central Maine. AMC owns and maintains over 300 miles of gravel roads, which connect to a series of sporting camps and primitive campsites for users. Over the last three years, Community Geographics, Gravel Adventure Field Guides, and CRO Planning & Design have worked on inter-related efforts to identify a diversity of routes on AMC’s property; promote these rides through a Gravel Adventure Field Guide, RideWithGPS content, and custom map development; and to assess ridership along these routes (through a review of online analytics, visitor use surveys, and site visits) in order to make adjustments to itineraries, create new routes, and begin to develop longer bikepacking routes, all while balancing environmental considerations against increased ridership. Our team’s

work recently helped AMC secure a major grant to open up a former rail bed used to support logging operations in the area and create a critical multi-use, gravel corridor linking their property to a local community that is trying to create new opportunities for tourism and economic development.

REFERENCE

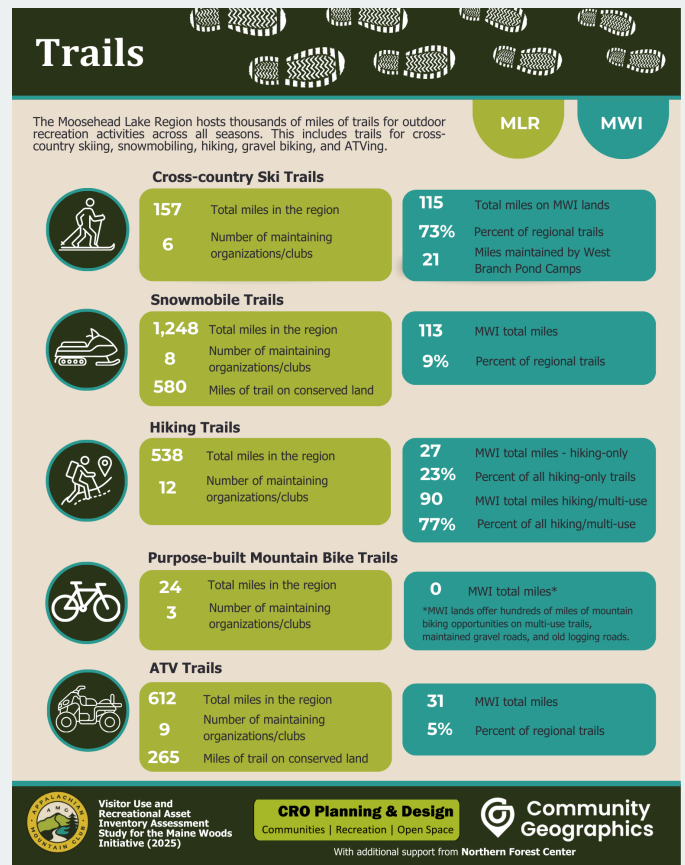
Kristin Peet

Lands Planner

Appalachian Mountain Club

kpeet@outdoors.org

(207) 991-1470



COMMUNITY GEOGRAPHICS

LAND CONSERVATION IN THE LOWER PRESUMPCOT RIVER WATERSHED: VISION, VALUES & PRIORITIES

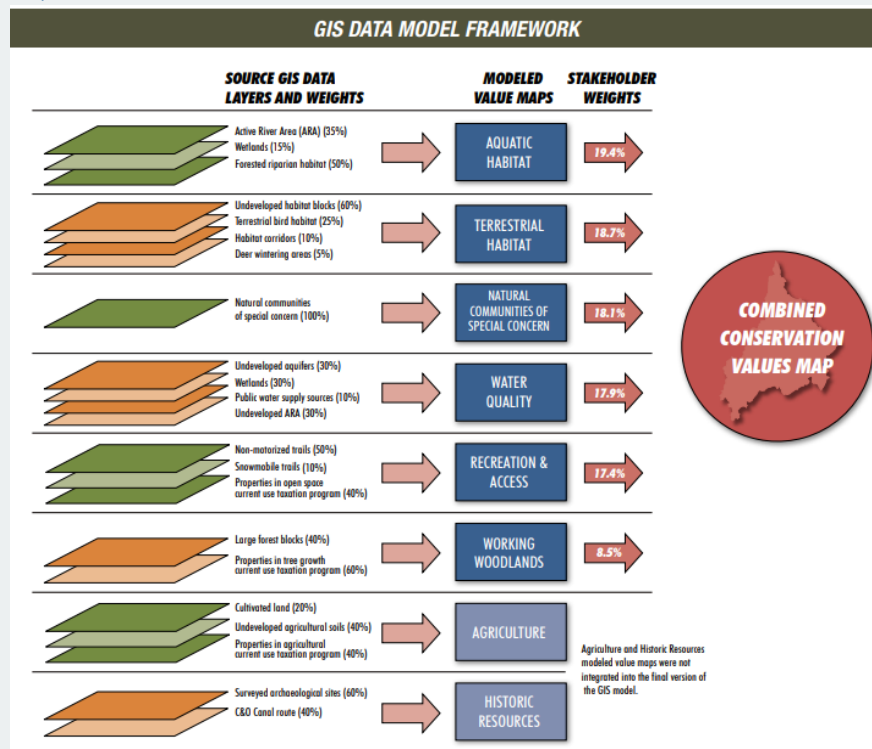
CASCO BAY ESTUARY PARTNERSHIP & PRESUMPCOT RIVER WATERSHED COALITION

REFERENCE

Matt Craig
 Habitat Program Manager
 Casco Bay Estuary Partnership
 University of Southern Maine
 Portland, ME 04104-9300
 (207) 228-8359
matthew.craig@maine.edu
www.cascobayestuary.org

CommGeo supported an ambitious three-year, multi-stakeholder project focused on the Lower Presumpscot River Watershed, which aimed to create a shared conservation vision for this region lying between Portland and Sebago Lake, Maine. We were involved in group facilitation, data collection and generation, GIS modeling, identification of conservation “hot spots,” and map and final report production.

View the full [Land Conservation in the Lower Presumpscot River Watershed report](#).



A CUSTOM APPROACH FOR ASSESSING HIGH VALUE CONSERVATION PROPERTIES WITHIN THE A.T. CORRIDOR IN MAINE

MAINE APPALACHIAN LAND TRUST (MATLT)

CommGeo worked with Maine Appalachian Land Trust (MATLT), a land trust that focuses on the protection of lands within the A.T. corridor in Maine, to develop a GIS model and parcel-ranking tool that was first released in 2020 and, like WLT’s model, is used internally by the organization.

The MATGIC tool (Maine Appalachian Trail Geospatial Information for Conservation) is a spatially explicit decision support tool that assembles a variety of publicly-available and previously published datasets that reflect the range of social and ecological values relevant to Maine’s A.T. landscape and are foundational to NPS’s management of the entire A.T.: Views Beyond the Corridor, Natural Resource Quality and Ecological Connectivity, American Heritage, Visitor Experience, and Scenery Along the Treadway.

RELEVANT EXPERIENCE & REFERENCES

MATGIC is designed to be adaptable to multiple data sets, landscape boundaries, and conservation partner needs. Partner groups can work with the results of the model to scale analyses to their subregional landscapes of interest, or for instance, to look at parcels that are recognized separately as having high climate resiliency.

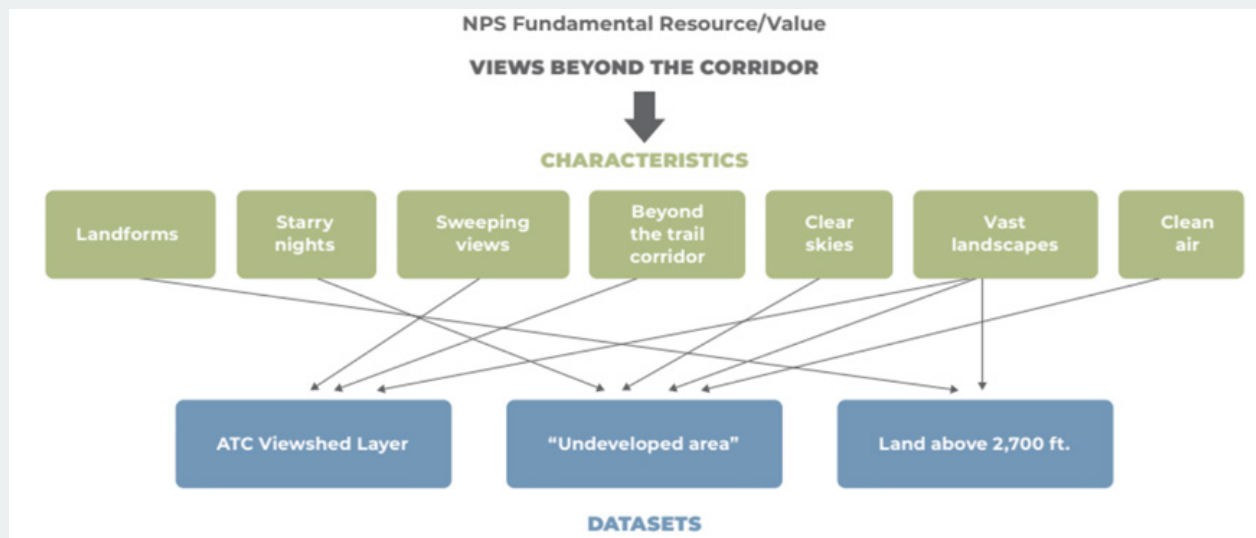
Learn more about MATGIC in the [Maine Appalachian Trail 2020](#) report. CommGeo and MATLT are currently updating MATGIC.

REFERENCE

Simon Rucker

Executive Director

Maine Appalachian Trail Land Trust
Appalachian Trail Landscape Partnership
Steering/Coordinating Committees
(207) 808-2073
srucker@matlt.org



STATEMENT OF PROJECT UNDERSTANDING & SCOPE OF SERVICES

TASK 1: OPEN SPACE PLAN ADMINISTRATION

CRO Planning & Design will manage this project budget and timeline using a structured and transparent project management process grounded in industry best practices. Our team will oversee all aspects of the project, including all project administration and activities, and lead the full development of the Open Space Plan. Our internal project management system is built around Asana, which allows us to create detailed task schedules, assign responsibilities, set deadlines, track progress in real time, and share updates with partners. This platform supports clear accountability across our team and ensures that every task, milestone, and deliverable is monitored from initiation through completion. The Principal in Charge, Drew Pollak-Bruce, brings formal training to this work, including completion of the PSMJ Project Manager Training program and other professional development focused on managing complex, multi-partner planning projects.

Each project is supported by weekly internal check-ins, regular meetings with the Town, monthly progress reviews, and a documented quality assurance process that includes draft reviews, milestone confirmations, and version control. These systems provide a reliable structure for tracking and monitoring progress and

ensuring that each task is completed on time, within the specified period of performance, and in line with budget goals. In part with regular project milestone updates, CRO will complete all CRP reports in a timely and well-organized manner that thoughtfully reflects the project's ongoing adherence to the goals set out in the Community Resilience Partnership Community Action Grant. Together, these tools and practices give the Town of Bowdoinham confidence that the project will be delivered efficiently, transparently, and to the highest professional standards.

TASK 2: OPEN SPACE PLAN

The CRO Team will bring our expertise in GIS mapping and community engagement to bear in our development of Bowdoinham's Open Space Plan. Our team has deep New England roots and understands what it means to honor the historically rural character of a community and support local farming, recreation, and conservation while also making room for growth and maintaining affordability for an aging population.

2A: Inventory & Analysis

The consultant project team will work closely with the Town of Bowdoinham, including Yvette Meunier and The Comprehensive Plan Committee, to build an inventory and analysis of existing open space lands that incorporates findings and

goals from existing plans and policies, including those identified in the 2024 Comprehensive Plan Update, the past work of the Housing Action Sub-committee, the existing land use ordinance, and other past community work and public input. Our team of expert geospatial analysts will additionally utilize a range of spatial databases to comprehensively evaluate GIS data on the recreational landscape, habitat conditions, land uses, climate-impacted or at-risk lands, wetlands, transportation systems, trails, and additional data points on Bowdoinham's open spaces.

In addition to utilizing existing policy, plan, and GIS data sources, our team's existing conditions analysis will be informed by a thoughtful in-person site analysis process using both ArcGIS Quick Capture and a "report card" style open space assessment tool. This process will aid us in assessing all existing open spaces and understanding the current opportunities for preservation and development in Bowdoinham, while also improving our understanding of the ways in which the changing climate applies stress to Bowdoinham's open spaces.

The ArcGIS Quick Capture tool will create a spatial understanding of where open space elements are located, along with existing conditions data on each open space's conditions, accessibility, usage, capacity, and maintenance needs. In combination with existing GIS data, our team will integrate our ArcGIS Quick Capture data into GIS maps of all existing open spaces. Community Geographic's expert geospatial team will combine all GIS data on Bowdoinham's open spaces into an interactive webmap dashboard. The interactive dashboard, which the Community Geographics team is expert at developing in recreation and community planning contexts, will offer the opportunity to overlay a variety of spatial datasets to existing conditions data to comprehensively evaluate the Town's active land uses, climate threats and impacts, recreational landscape,

conservation status, and other data that can aid in identifying current usage, development opportunities, climate risks, and preservation priorities. This interactive webmap dashboard can be shared publicly in engagement about the Open Space Plan, or used solely as an internal tool to visualize planning goals.

The customized open space assessment tool will enable our team to systematically and meticulously analyze and compare each open space's existing conditions through a detailed analysis of dozens of criteria such as stormwater management, lighting, ease of pedestrian access, transit access within a quarter mile, and other qualities as set in close collaboration with the Town. The results of this assessment will be compiled into an "report card" for each open space parcel, with grades for each criterion, as well as thoughtful open space assessment comments. This assessment tool, in combination with the GIS analysis, brings together qualitative and quantitative datasets to offer the Town a comprehensive understanding of the ways in which open spaces are currently serving the community and the areas where these spaces could better meet the goals of Bowdoinham's future.

Throughout this inventory and analysis process, we will establish relationships with community partners, including the Bowdoinham Recreation Department, Maine Farmland Trust, the Kennebec Estuary Land Trust, Friends of Merrymeeting Bay, Inland Fisheries & Wildlife, and the Midcoast Council of Governments to ensure that we gather all available data and that our maps and community understanding are informed by all existing community plans and priorities.

2B: Public Engagement

Our team is excited to collaborate with the Town of Bowdoinham's residents and stakeholders through an extensive and thorough public engagement process. We

place public engagement at the core of all our work and possess a powerful suite of resources to effectively reach all members of a community, allowing us to obtain meaningful feedback that drives data-informed decision making. CRO Planning & Design's experience in performing engagement and facilitation is widespread. With recent presentations such as "Equity, Inclusion, and Public Meetings" and "Public Meeting Success" at the National Outdoor Recreation Conference, the International Trails Symposium, and the Vermont Conference on Recreation, we are widely recognized as national experts in parks, open space, and recreation-oriented public engagement. Our public engagement strategy is centered on broad and inclusive outreach.

A regularly updated project website, to be created and maintained by the project team, serves as the central hub for information and engagement. We will advertise and share access to this website at all public engagement events and in all surveys, using the project website as a tool for ensuring a widespread understanding of the project goals, the master planning process, and what community members can look forward to in Bowdoinham's future. The project website will include contact information for the consultant project team, as well as a form to collect public feedback, and an opportunity for members of the public to sign up to be notified about project updates. These features offer ongoing forms of engagement beyond scheduled workshops, from which the website will also host virtual notes, and the public surveys, which will also be hosted on the project website.

We will work with the project team to craft two kickoff/visioning workshops that offer a welcoming and creative space for the public to share their ideas for the Open Space Plan. To collect feedback at these events, we use large-print poster boards

with prompts that ask for feedback using sticker dots and written prompts, allowing the public to engage with the material at their own pace. The CRO team will be present at these workshops and welcome anyone from the project team to attend and engage with residents at the same time. We will work with our community partners to make sure we locate these workshops at a time and place for as many community members as possible, including farmers and aging residents.

We plan to organize all in-person community engagement sessions at hours that accommodate people who work standard full-time schedules, including farmers and other professionals who work weekends and long hours. To support participants with caregiving responsibilities, we will provide entertainment for children during all engagement activities – including opportunities for children to share their perspectives on what outcomes they would like to see from the park planning process. Our in-person engagement events will be held in widely recognized public settings, and we will seek venues with full ADA-compliance and convenient access by transit or pedestrian means. In holding engagement in a well-known and accessible public space, we aim to minimize barriers to participation for community members with disabilities, those without personal vehicles, elderly residents, and those with limited leisure time. These gatherings will create space for dialogue about sustainability, inclusion, perceptions of safety, and environmental concerns, ensuring these themes meaningfully guide the community vision.

We also recognize that, in a rural community, residents may live far from a central public location and may lack access to reliable public or personal transportation. To this end, we will also provide "meeting-in-a-box" materials at Town facilities, the library, and partner locations. These self-contained engagement kits allow community

members, partner organizations, or Town staff to host their own mini-workshops or feedback sessions without needing project team members present. These kits are designed to make participation easy, flexible, and accessible, especially for people who cannot attend the scheduled public visioning workshops.

We will also develop and distribute three online Public Visioning Surveys. Although these surveys will be developed online, we will work with the Town to ensure that the survey is distributed to all parts of the Bowdoinham community through multiple means, which may include online and social media posting, QR codes on in-person posters, in-person and mail distribution of paper surveys, and email distribution of surveys. The distribution strategy for each survey may depend on, and be adapted to, its intended audience. In close coordination with the Maine Farmland Trust, we will first administer a survey aimed specifically to those involved in local agriculture to gather feedback and concerns related to potential strategies that would assist these farmers to stay in business. We will also collaborate with the Town to create two additional surveys to address both the broad community vision and priorities for the Open Space plan, as well as more in-depth feedback about community participation, motivations, and barriers to recreation.

Working closely with the Town, we will design and employ all three online public surveys through our in-house survey system, Alchemer. The quantitative data from the public survey results will inform the plan's visioning, goal setting, and strategy development. We have designed and analyzed similar surveys for open space and park master planning processes in other municipalities, and our team is experienced in all aspects of effective survey administration.

The online survey instrument will be mobile-optimized and will utilize question

logic and response piping to ensure ease of use and a streamlined survey experience. The survey could stay "live" for a predetermined period and live on the established project website until the sampling period ends. To maximize engagement, our team will promote the survey broadly through the distribution means established for each survey type. We will also share all raw data for future comparisons.

2C: Plan Drafting & Review

We will record all engagement data and community input into a tracking system that can be readily referenced for meetings with leadership and formatted into compelling graphics for ease of internal and public communication. Protocols will be established to ensure that digital and analog feedback is captured in a consistent manner, while enabling free-form response and welcoming new ideas. The project website serves as one method of ensuring ongoing transparency and clear communication surrounding project updates. Throughout the course of the project, this digital space will be updated with public engagement opportunities and summaries, as well as project timeline and milestone updates.

The insights from community engagement, as well as the inventory and analysis data and interactive webmap, will inform the first draft of the Open Space Plan, which will feature initial recommendations and strategies. This Draft Plan will be shared with the Comprehensive Plan Update committee and the Director of Planning and Development for iterative review before it is shared with the community for feedback. As a means of introducing the Draft Plan with the community, we will host two public workshops to share findings as well as initial recommendations and strategies with the public. Like the initial public visioning open house, these community meetings will feature facilitated participation and poster board prompts as a means of offering the

public an opportunity to provide feedback through a combination of sticker dots, written prompts, comment cards, and conversations with the consultant team.

2D: Plan Revision & Adaptation

Our team will prepare a comprehensive and well-organized final Open Space Plan that integrates all components of the planning process, including consolidated public feedback from the community meetings, Comprehensive Plan Update committee and the Director of Planning and Development insights, relevant past and current plans and policies, GIS and spatial analysis, and the Open Space Plan goals established collaboratively with the Town. The final Open Space Plan will include an executive summary that highlights the 'big picture findings' and major takeaways from the planning process. The Plan will include a compelling narrative that highlights the economic, social, and physical benefits that the future of the Town's open space will offer Bowdoinham's residents and visitors. We anticipate that the draft Open Space Master Plan will undergo multiple rounds of feedback with your team, revising the final document to guarantee that it aligns with Bowdoinham's overall vision and standards for documentation, branding, and communication. Once the final Plan is completed, we would be honored to attend a public meeting for its adoption.

We will provide your team with all collected data and project materials via a digital project folder upon project closeout. Your team will own these materials and can use them as you wish. We will ensure that all files, data, and documentation align with your team's preferred format and are compatible for continued reference, including future master plans or updates to existing ones. Our client-oriented team is always available to reach after closeout in case your team has any follow-up questions about the project.

TASK 3: ORDINANCE REVIEW & REVISION

3A: Review Current Ordinance Language

CRO will conduct a comprehensive review of Bowdoinham's Land Use Ordinance so as to identify where existing standards support the town's open space conservation strategies and where there may be opportunities to improve alignments between the Land Use Ordinance and these goals. Through a careful review, our team will pinpoint specific sections where targeted amendments could strengthen conservation outcomes while remaining aligned with statewide legislation and community land use goals. Following this technical review, CRO will prepare a clear summary of findings, paired with draft amendments that outline the purpose, potential benefits, and implementation considerations for each recommendation. Through a series of facilitated working sessions, our team will collaborate closely with the Comprehensive Plan Committee, municipal staff, and the Planning Board to refine and prioritize an actionable set of ordinance amendments.

3B: Draft Ordinance Reviews

Once the desired amendments are selected, our team will prepare clear and consistent draft ordinance language. In close collaboration with municipal staff and the Planning Board, we will review and refine this draft language to ensure that it reflects the intended policies and does so with actionable and enforceable language. Following revisions, CRO will prepare a final draft of Land Use Ordinance amendments for Select Board consideration and adoption.

PROJECT SCHEDULE

Our team proposes completing this project on a 12-month timeline with an anticipated final close out by March, 2027. The schedule graphics below detail the anticipated timing of each project task. We will plan to conduct our GIS inventory and analysis in the spring of 2026, followed by public engagement in late spring and early summer, plan drafting and review in summer and early fall, and plan revision and adoption in the fall of 2026 and beginning of 2027. We can then review current ordinance language and draft ordinance reviews in the winter and early spring of 2027. Our consultant team is flexible on the timeline, and we are happy to discuss any potential modifications to the schedule if desired.

PROJECT TASK	MAR '26	APR '26	MAY '26	JUN '26	JUL '26	AUG '26	SEPT '26	OCT '26	NOV '26	DEC '26	JAN '27	FEB '27	MAR '27
Task 1: Open Space Plan Administration													
Task 2: Open Space Plan													
Task 3: Ordinance Review & Revision													



FEE PROPOSAL

We propose a total, not-to-exceed project fee of \$49,500 inclusive of all labor, fees, subconsultants, and expenses. A budget that itemizes professional fees for each task is included in the table below. We are flexible on our proposed approach to the project, the specific scope of services we would offer, and the associated professional fees and would be happy to discuss any potential modifications or alternative arrangements of professional services and related fees that may be desired.

Deliverable Description	Fixed Price
TASK 1: OPEN SPACE PLAN ADMINISTRATION	\$8,000
TASK 2: OPEN SPACE PLAN	\$32,000
TASK 3: ORDINANCE REVIEW & REVISION	\$9,500
TOTAL PROJECT COST	\$49,500

CRO Planning & Design

Communities | Recreation | Open Space

