

An aerial photograph of a coastal area, likely a bay or estuary, with a winding waterway. The land is heavily vegetated and has a distinct red or pinkish tint, possibly due to the type of vegetation or the way the image was processed. The water is dark and reflects the sky. The overall scene is a mix of natural and developed areas.

Development of an Open Space Plan

Town of Bowdoinham, ME

March, 6th, 2026



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ATTN: Yvette Meunier
Director of Planning & Development
13 School St., Bowdoinham, ME 04008
planning@bowdoinham.com

March 6th, 2026

Statement of Proposal: Development of an Open Space Plan for Bowdoinham, ME

Dear Ms. Meunier,

Thank you for taking the time to consider partnering with Haley Ward for your requested planning services—to develop an Open Space Plan for the Town of Bowdoinham.

For many residents, business owners, visitors, and workers, open space is what gives a place its true character. Each community member experiences their private life primarily inside various buildings and indoor structures: home, work, school, places to shop, eat, and socialize. It is in the spaces between these—the woods, waters, parks, streets, and shorelines—that a town's public and recreational life comes together. We believe that an Open Space Plan should be more than an effort to simply connect existing assets; a good plan should provide the town with an aspirational picture of its external identity and what it hopes to become.

In your recently adopted Comprehensive Plan, the Land Use section identifies a key challenge: balancing economic development with the conservation of valuable natural resources. Some areas may need thoughtful improvements to better serve their users, while others may be at risk of overuse and habitat damage. GrowSmart Maine recommends conserving approximately 80% of a municipality's land area. That benchmark can be a useful starting point, but it is most effective when paired with thoughtful design standards that guide where and how growth occurs.

Our team has reviewed the priorities in your Comprehensive Plan related to open space and land use. As co-creators of the Maine PlaceCode Library, we bring experience translating community goals into practical planning and regulatory tools. Every zoning code is unique, just as every place is unique. Our approach assumes close collaboration with local leaders and residents to craft solutions that reflect Bowdoinham's character while moving the community toward its goals. We recently worked with the Town of Eliot, Maine to review its Comprehensive Plan land use chapter prior to adoption, and to draft ordinance concepts developed by the committee. This type of collaborative process allows communities to move from planning ideas to implementable policy.

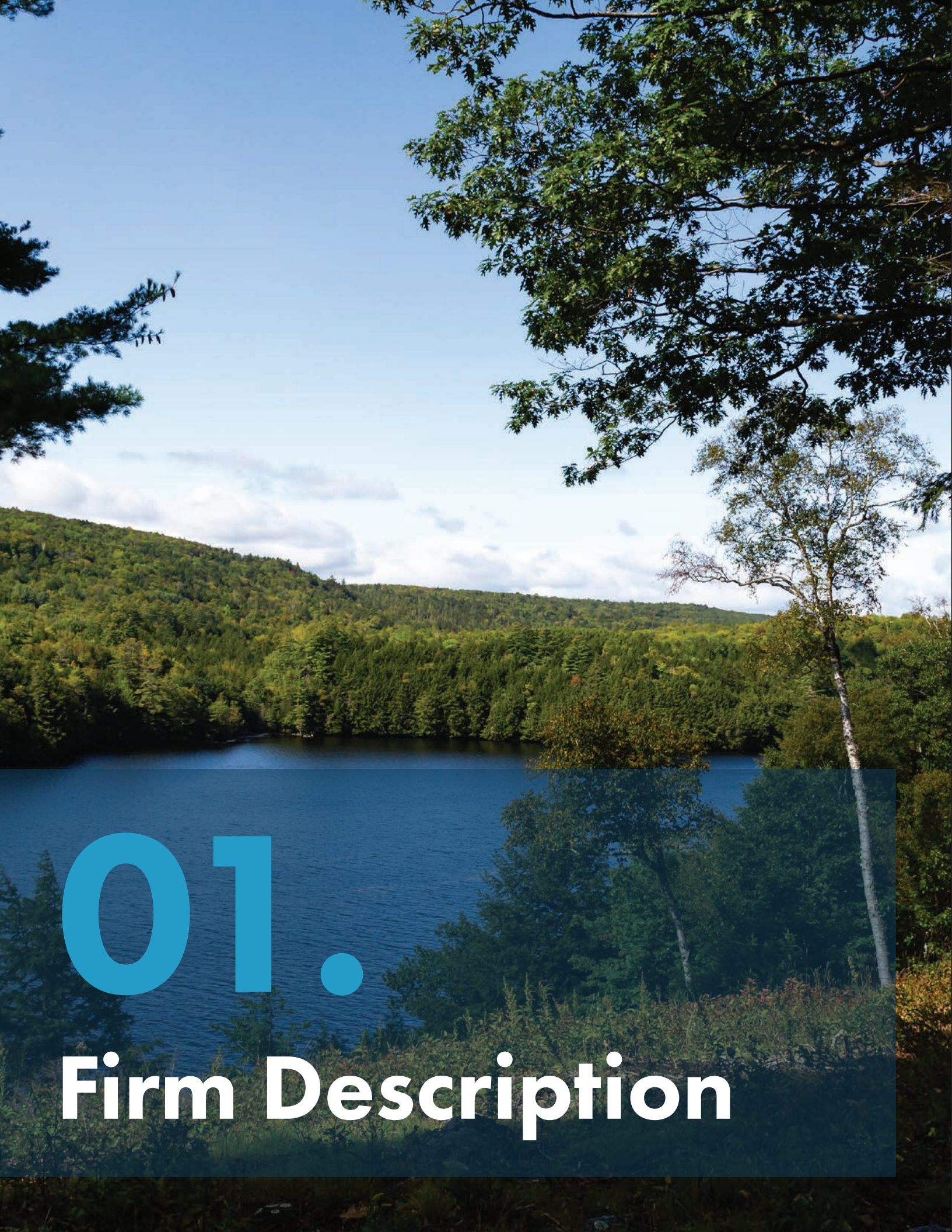
Our approach to planning is inherently aligned with the work you are requesting. We focus on specific, actionable outcomes rather than broad concepts. While this project is focused on open space, our comprehensive planning work regularly includes detailed analysis of open space systems, conservation priorities, and trail connectivity. We also believe our interdisciplinary work specifically in large landscape prioritizations for conservation and ecology groups—using the best new modeling technology—will set our firm apart.

We hope you'll give us the opportunity to design solutions alongside you and the Bowdoinham community. Please feel free to contact me at bmeader@haleyward.com or (207) 945-5108 at your earliest convenience.

Kind Regards,



Benjamin T. Meader, GISP
Project Manager
bmeader@haleyward.com



01.

Firm Description

About Our Team

Haley Ward is a 100% employee-owned technical consulting firm offering a wide range of geospatial, surveying, planning, environmental, engineering, and architectural services focused on delivering client-based solutions. Through internal growth and capacity-enhancing acquisitions, Haley Ward has expanded to a firm size of nearly 300 professionals since it was founded in Maine 47 years ago, helping us support clients in a variety of sectors including governmental, municipal, private, industrial, and commercial.

One such recent acquisition was the Geospatial Division of James W. Sewall Company (Sewall), a 145-year-old full-service consulting firm offering a wide range of professional services, including geospatial solutions. Sewall's Geospatial group has been providing aerial imagery and derivative spatial products to clients for over 75 years, while expanding to include comprehensive GIS services and application development. By welcoming these two talented spatial divisions, Haley Ward has expanded its already robust geospatial offerings to include remote sensing acquisition and analysis; GIS mapping, modeling, and analysis; application development; asset management; and data hosting services.

Haley Ward's Geographic and Data Sciences Division now seamlessly integrates the best in technical workflows across geographic sciences. Our professional land surveyors, planners, and engineers also offer ground control, land use planning services, site design, environmental permitting, and other complementary services to provide comprehensive solutions to complex projects.

At Haley Ward, we value excellence, accountability, and collaboration. We are committed to building teams and relationships that reflect these values. We believe that teams that share similar work ethics are more likely to be driven to provide each client with quality service that meets, and hopefully exceeds, their expectations. Each project should become a new reason for clients to return to us for future work.

Haley Ward is headquartered in Bangor, Maine, with branch offices located throughout Maine, New Hampshire, Massachusetts, Connecticut, and Florida. The team proposed here are based in Maine; primarily in our Portland and Bangor offices. The Project Manager for this effort works remotely from Damariscotta, only 40 minutes travel for in-person meetings.



Above: Vanessa L. Farr working with stakeholders and residents on a corridor plan in Newton, Massachusetts. Photo credit: Principle Group.

Haley Ward Vision

The success of our firm has been built over decades primarily through the relationships we have been able to develop, and the on-going business we obtain from our repeat clients. Many of our clients have been with us since the late 1970s, which we feel is a testament to the importance we place on relationships.

Although our Haley Ward staff work on nearly 1,000 projects in any given year, we approach each project with singular focus. Our first aim is always to develop

interpersonal trust, and then through demonstrated integrity we hope to foster long-term, lasting relationships. To accomplish this for planning and concept work, this involves a good deal of in-person facetime and committed client involvement.

We believe work that involves knowledge-building, scientific analysis, and planning should be characterized by several tenants:

1. Major project decisions should be arrived at transparently by client & consultant consensus,
2. Effort should be anchored in the best existing research & science,
3. Results should be defensible & communicable to non-experts,
4. Methods should be resilient to scrutiny & replicable,
5. Deliverables should reflect excellence & be readily actionable.

Services & QA/QC

Haley Ward is a full-service firm and recognized as one of the northeast's leading consultancies. Our teams cover many subject areas, from modeling the watershed hydrology to building design. The technical diversity of our firm allows us to provide in-house solutions that might otherwise be subcontracted by other consulting firms. We pride ourselves in working in a collaborative, interdisciplinary way.

A large part of being recognized as a leading firm is achieving quality results and providing a quality

deliverable. We have created a Quality Assurance/Quality Control Policy that will be followed for project deliverables to provide the quality of work our clients deserve. This policy should be referred to by Haley Ward staff during the preparation of project deliverables and/or milestones, as well as when initiating document review and revision phases. Documents prepared must be based on accurate technical information, easy to read, well written, and well organized.

Major consulting areas are listed below:

Civil Engineering

Land Use Permitting & Development
Recreational Trails
Roads & Parking Lots
Transportation & Traffic
Water/Wastewater Treatment & Conveyance
Water Works
Geospatial Coordination

Structural/MEP Engineering

Architectural Design
Building Services
Building Evaluations
Capital Needs Assessments & Services
Electrical System Design
Mechanical System Design
Municipal Infrastructure
Structural Design & Analysis

Environmental Engineering

Remediation Services
Solid Waste
Revetment Design
Erosion Control

Spatial Data Modeling

Building Information Modeling (BIM)
Geographic Information Systems (GIS)
Cartography & Geovisualization
Digital Twin Models
Web Hosting & Interactive Maps
Data Creation & Management

Environmental Sciences

Geology/Hydrogeology
Geophysics
PFAS Sampling & Analysis
Solid Waste

Environmental Compliance

Air Emissions
Drinking Water Operations
Environmental Monitoring
Petroleum, Haz. Materials, Haz. Waste
Stormwater Compliance
Wastewater Operations & Compliance

Environmental Investigation

Brownfields Redevelopment
Environmental Site Assessments

Natural Resources

Permitting & Licensing
Wetland Habitat Mapping

Industrial Hygiene

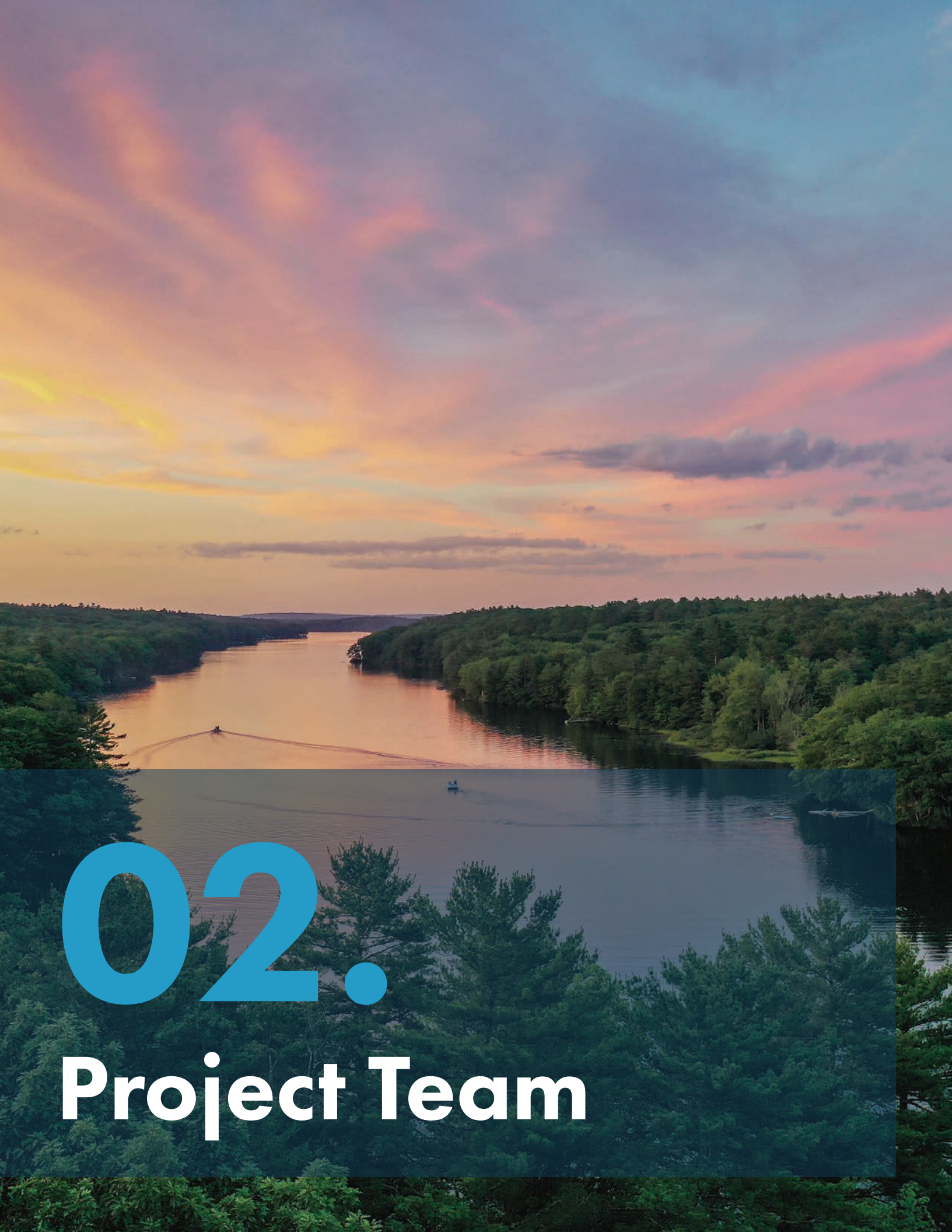
Indoor Air Quality Assessments
Asbestos, Lead, & PCB Management Service

Surveying

Surveying Services
Drone Services

Planning & Design

Community Engagement
Comprehensive Planning
Zoning Code Audit
Masterplanning



02.

Project Team

Lead Personnel



Ben Meader, GISP

Project Manager
NE Manager Geographic & Data Sciences

Engineering
Damariscotta, ME

Responsibilities:

Ben will act as the primary client contact and the firm's Project Manager for the work, making the majority of executive decisions for effort, scheduling, and deliverables.

Background:

Ben Meader has led and collaborated on geographic projects in planning, environmental, and social sciences for over thirteen years. His extensive knowledge of GIS and human-environment systems has landed him a diverse client list throughout his career. Ben brings a novel approach to project management. Process diagrams and workflow structures are examined at each milestone and adapted to emerging needs.



Vanessa L. Farr, CNU-A

Manager of Planning & Design
Professional Planner

Land Development
Bethel, ME

Responsibilities:

Vanessa will lead community engagement efforts and Land Use Ordinance discussions in collaboration with the Comprehensive Plan Committee.

Background:

Vanessa L. Farr has nearly 30 years of professional planning and development experience. Although trained as a generalist, Vanessa has developed specialization in master plans, urban design, place-based economic development, and outcome-driven zoning policy. Vanessa founded Maine Design Workshop in 2015, is the Co-Founder of Build Maine, previously served on the New England Board of the Congress for the New Urbanism, and was the recipient of the 2014 Maine Association of Planners Professional Planner of the Year award. Vanessa joined Haley Ward in 2024 as Regional Manager of Planning and Design, launching the Northeast planning division

Technical Personnel *(as needed)*



Sarah Turner

Planner & GIS Analyst

Land Development
Eliot, ME

Responsibilities:

Sarah will be responsible for geospatial analyses and reviewing existing open space data, as well as assisting with Community Engagement efforts and Land Use Ordinance language development.

Background:

Sarah Turner is a geospatial analyst and planner with extensive experience using GIS to support municipal planning, infrastructure, and land use projects. She has worked with towns and regional organizations across New England to analyze zoning codes, automate spatial workflows, and communicate data through clear maps and visuals. Sarah combines technical skills in spatial analysis and database management with a deep understanding of community development, making her especially effective at turning complex data into actionable insights for local governments.



Claudia Etrillard

Project Design Associate

Geographic & Data Sciences
Portland, ME

Responsibilities:

Claudia will be responsible for the project's design assets including community engagement materials (social media posts, survey design, posters, postcards, etc.), cartography, visual diagrams, and Open Space Plan document design.

Background:

Claudia Etrillard joined Haley Ward upon the completion of her B.A. in Architecture and Environmental Studies at Middlebury College. She has an extensive research background in sustainable urban habitability, equitable economic development, and ecological restoration. At Haley Ward, Claudia specializes in design and production services for a variety of municipal projects related to climate vulnerability, coastal and watershed resilience, and recreational accessibility. Claudia combines her knowledge of design and community engagement to provide clients with effective communication tools.

Technical Personnel *(as needed)*



Katie Moran

Data Scientist
Environmental Analysis

Geographic & Data Sciences
Portland, ME

Responsibilities:

Katie will serve as Data Scientist for this project, developing the workflow and overseeing the data verification outreach and rectification effort. She will also offer technical assistance as needed throughout the project for analyses and process automation.

Background:

Katie has over 10 years of experience in spatial data science applications. She has an MS in Natural Resources from the University of New Hampshire—focused remote sensing and data science. She contributes across numerous departments to automate workflows, implement new methods, and design creative solutions to complex problems. She has extensive experience using image processing and photogrammetry software, as well as ArcGIS Pro + Online, Python, ArcGIS API for Python, R, Global Mapper, QGIS, and Google Earth Engine.



Brendan Hall

Land Use & Economic Analysis
Website Development

Geographic & Data Sciences
Portland, ME

Responsibilities:

Brendan will be responsible for developing the project website and crowdsource mapping tools, as well as performing analysis of land use patterns and economic pressures. He will also produce maps and data tools to inform planning decisions.

Background:

Brendan Hall is a geospatial analyst with over 20 years of experience in land-use analysis, spatial systems, and enterprise data management. He holds an M.Sc. in Spatial Information Science & Engineering and designs scalable geospatial databases and automated workflows for complex, multi-stakeholder environments. His research explores AI as an abstraction layer for spatial-temporal reasoning, enabling geospatial systems to transform data into actionable insight at scale.



Benjamin T. Meader, GISP

NE Manager Geographic and Data Sciences, Project Manager

bmeader@haleyward.com | 207.350.5626

Benjamin has more than 13 years of experience in geospatial technology and geographic analysis. His extensive background in human-environment systems has landed him a wide array of clients and work in numerous book and academic publications throughout his career. He also has an impressive history as a GIS Instructor/Researcher for numerous colleges and universities in the northeast. Apart from the rest, Benjamin also has worked as part of dozens of planning efforts for municipalities, land-trusts, private landowners, and educational organizations. In all of his work, high-quality materials are backed by meticulous research. Previously, Ben acted as the executive of Rhumbline, a small consulting firm. As Director, he was responsible for tasks including sales, personnel management, proposal writing, project visioning, and administration.

EDUCATION

B.A. Geography, Middlebury College

SELECT PROJECTS & EXPERIENCES

Brunswick Comprehensive Plan | Brunswick, ME

Ben served as the environmental planning lead for Brunswick's Comprehensive Plan update. He led analysis of habitat connectivity, watersheds, and buildout potential, and made sure the plan aligned with the Town's newly adopted Climate Action Plan. His geospatial modeling tied land use strategies to ecological systems and infrastructure capacity, outlining where Brunswick can grow while preserving its natural resources.

Climate Vulnerability Assessment | Gardiner, ME

After the devastating 2023 Kennebec River flood, Ben managed the citywide vulnerability assessment for Gardiner. He oversaw geospatial analyses, flood modeling, and community engagement to identify risks and chart a resilient path forward for downtown businesses and neighborhoods.

Waterfront Resiliency Plan | Wiscasset, ME

As project manager, Ben led technical flood modeling and scenario planning for Wiscasset's waterfront. His work included high-resolution reality capture and geospatial analysis to inform conceptual design options that will help the town prepare for future storm surges and sea level rise.

Janet McMahon/Allagash Wilderness Waterway Foundation | Natural Resource Inventory

Ben led a team sub-contracted by Janet McMahon to create basemaps and analysis maps for a Natural Resource Inventory of the Allagash River watershed in northern Maine, a 1,500 square mile region. There were 16 map extents along the waterway with seven themes each (ecology, topography, soils, drainage, CIR imagery, true color imagery, landcover). In total, over 120 unique maps were created for the project by closeout.

Nantucket Buildout Analysis | Nantucket, MA

Ben led a team sub-contracted by the Principle Group for the buildout analysis of a study for ACK Now, a local 501(c)(3) comprised of seasonal and year-round residents. The project's purpose was to assess the potential effects of a sewer expansion in the village of Madaket on the island of Nantucket, Massachusetts. Using the zoning code, potential changes were estimated for different scenarios using several metrics: number of bedrooms allowed under septic regulations, total square footage allowable, likelihood of lot subdivision, and differences in these metrics given potential scenarios.



Vanessa L. Farr, CNU-A

Regional Manager of Planning & Design

vlfarr@haleyward.com | 207.283.9151

Vanessa L. Farr has nearly 30 years of professional planning and development experience. Although trained as a generalist, Vanessa has developed specialization in master plans, urban design, place-based economic development, and outcome-driven zoning policy. Vanessa founded Maine Design Workshop in 2015, is the Co-Founder of Build Maine, served on the New England Board of the Congress for the New Urbanism, and was the recipient of the 2014 Maine Association of Planners Professional Planner of the Year award. Vanessa joined Haley Ward in 2024 as Regional Manager of Planning and Design, launching the Northeast planning division.

EDUCATION

B.S. Environmental Studies, School of Urban & Regional Planning, University of Waterloo, Canada

SELECT PROJECTS & EXPERIENCES

Casco Comprehensive Plan | Casco, ME

Vanessa provided planning and team project management for the development of the Town of Casco's new plan, including charrette process and master planning for new neighborhoods and villages.

Brunswick Comprehensive Plan | Brunswick, ME

Project managed writing and content development for Brunswick's new Comprehensive Plan. Led the charrette process and meetings with project partners to ensure all community voices were heard.

Nashua re-CODE | Nashua, NH

Project managed and drafted form based code elements for the first 1/2 of the city-wide rezoning effort. This included directing two multi-day visioning and coding charrettes and managing a public engagement plan. GIS analysis informed the code framework by mapping street hierarchies and examining existing metrics and nonconformities.

Somernova | Somerville, MA

Vanessa provided zoning expertise, code-writing, and master planning for the preparation of a \$30B rezoning effort to redevelop an approximately 7-acre fabrication campus into a climate and equity innovation district.

Maine PlaceCode Library | Statewide, ME

Vanessa is a co-author and contributor to the Maine PlaceCode Library, a form-based code library of building types, place types, and site development standards drawing on innovations in coding across the rural to urban transect. The project is co-funded by the Maine Department of Economic Development.

Code Audit | Bethel, Greenwood & Woodstock, ME

Vanessa performed code audits to a number of Western Maine towns to identify barriers to housing and potential zoning code and policy fixes. Several case studies were prepared exploring different place types (village infill, suburban, rural) and different development programs using missing middle housing typologies.

Comprehensive Plan & Code | Newcastle, ME

Comprehensive Plan | Long Island, ME

Comprehensive Plan | Topsham, ME

Comprehensive Plan | Scarborough, ME

North Main Street Corridor Study | Providence, RI

Freeport Downtown Vision Plan | Freeport, ME

Parkwood Crossing | Carmel, IN

Mashpee Commons By Design | Mashpee, MA

Complete Streets & Vision Zero | Casco, ME

Rt 236 Mixed-Use District Plan & Code | Eliot, ME



Sarah Turner

Associate Planner, Geospatial Analyst

sturner@haleyward.com | 207.535.9369

Sarah Turner is a planner with extensive project management experience across a range of municipal planning, infrastructure and land use planning initiatives. She has worked with towns and regional organizations across New England to analyze zoning codes, automate spatial workflows, and communicate data through clear maps and visuals. Sarah combines technical skills in spatial analysis and database management with a deep understanding of community development, making her especially effective at turning complex data into actionable insights for local governments.

EDUCATION

M.S. Spatial Informatics, University of Maine

B.A. Geology, Bates College

SELECT PROJECTS & EXPERIENCES

Casco Comprehensive Plan | Casco, ME

Participated in a four-day-long charrette at the community center in Casco, Maine. Led an in-person mapping workshop to assess current needs and actively engage citizens in envisioning the future of Casco. Prepared all required maps and data tables, ensuring compliance with State requirements.

Brunswick Comprehensive Plan | Brunswick, ME

Assisted with data and spatioal analysis for the development of the comprehensive plan. During the charrette, Sarah led mapping workshops to ensure committee members were aligned on the proposed vision for Brunswick. Prepared all required maps for the final comprehensive plan.

Nashua re-CODE | Nashua, NH

Lead code writer for a citywide rewrite of Nashua's zoning code, transitioning from traditional use-based zoning to a form-based approach. Focused on creating comprehensive street standards, building types, and standards for mixed-use, residential and commercial districts. Incorporated community input to align zoning with the city's vision for future growth.

Maine PlaceCode Library | Statewide, ME

Assisted with creating a statewide form-based code library for Maine. Using place types and associated building types that are specific to Maine, this template can be used by communities to easily develop their own form-based code.

Complete Streets & Vision Zero | Casco, ME

Authored Casco's Complete Streets Policy. Led public engagement and planning efforts for the Safe Streets initiative. Facilitated workshops and conducted survey to gather community input on street safety. Identified quick-build opportunities for short-term improvements.

Gray Village Transformation Project | Gray, ME

Project managed the MaineDOT partnership effort to transform Gray Village, Maine. Coordinated public workshops, engaged stakeholders, and oversaw design process for street and infrastructure upgrades.

Falmouth Climate Action Plan | Portland, ME

Mapped flood risks to critical infrastructure under several future sea-level rise scenarios.

Connect 2045 | Portland, ME

Supported drafting Connect 2045, Greater Portland's long-range transportation plan. Led engagement, mapping, and writing to help shape priorities for future regional transportation investments.

Rt 236 Mixed-Use District Plan & Code | Eliot, ME

Wrote form-based code for Route 236, an important commuter corridor, to set new thoroughfare standards and integrate green streets with stormwater management. This zoning framework supports the transformation of the previously auto-oriented corridor into a vibrant, mixed-use district.



Claudia Etrillard

Project Design Associate

cetrillard@haleyward.com | 207.387.1901

Claudia Etrillard joined Haley Ward upon the completion of her B.A. in Architecture and Environmental Studies at Middlebury College. She has an extensive research background in resilient urban design, equitable economic development, and ecological restoration. At Haley Ward, Claudia specializes in design and production services for a variety of municipal projects related to climate vulnerability, coastal and watershed resilience, and town planning. Claudia combines her knowledge of design, communications, and community engagement to provide clients with effective and outstanding tools for their project's success.

EDUCATION

B.A. Architecture & Environmental Studies, Summa Cum Laude, Middlebury College (2025)

EXPERTISE

Graphic Design

Adobe Creative Cloud

ArcGIS

SketchUp

Research & Writing

SELECT PROJECTS & EXPERIENCES

Waterfront Coastal Resiliency | Wiscasset, ME

Drafted conceptual designs to rebuild a more resilient waterfront in the event of future storm surges and climate-related hazards. Developed 3D visualizations which to communicate the conceptual designs for subsequent implementation.

Climate Vulnerability Assessment | Gardiner, ME

Developed flood visualizations and adaptation strategy graphics for the downtown area of the City of Gardiner. Designed and developed the final report.

Recreational Accessibility, Coastal Rivers Conservation Trust | Damariscotta, ME

Developed conceptual designs and illustrative diagrams for various aspects of the project including trail designs for the LaVerna Trail, 3D modeling of proposed trail terminus designs, and accessible trail diagrams.

Rumford Comprehensive Plan | Rumford, ME

Responsible for the development of visual assets for the Town's Comprehensive Plan including illustrative diagrams, site plans, and conceptual designs. Works closely with the Lead Planner and Town Staff to develop communications and marketing assets for community outreach and engagement.

Severe Weather Impact Assessment | Union, ME

Responsible for cartographic development and graphical design assets. Works closely with the CRP Committee to develop marketing and communication tools.

Middle & Maquoit Bay Habitat Plan | Casco Bay Estuary Partnership (CBEP)

Responsible for preliminary research efforts and cartographic assets. Supported the project's efforts to develop a prioritization plan and framework.



Brendan P. Hall, M.Sc.

Geospatial Solutions Architect

bhall@haleyward.com | 207.776.8705

Brendan is a geospatial solutions architect with over 20 years of experience bridging spatial analysis, enterprise infrastructure, and stakeholder communication across public and private sectors. Brendan specializes in enterprise GIS platform management, cloud-hosted geospatial applications, and data-driven analysis supporting engineering, forestry, utility, and conservation clients. His expertise integrates deep technical knowledge in database administration, Python automation, and AWS infrastructure with two decades of client-facing project delivery and business development, bringing analytical rigor and practical problem-solving to every engagement.

EDUCATION

M.Sc., Spatial Information Science and Engineering, University of Maine

B.S., Computer Information Systems, Bentley University

SELECT PROJECTS & EXPERIENCES

American Tree Farm System Portal | Nationwide

Administered and maintained the national certification tracking database for the American Forest Foundation, managing tree farm registrations and inspections across all 50 states. This 16-year client engagement includes batch reporting, inspection PDF generation, training modules, and ongoing platform support for thousands of users.

WoodPro Timber Procurement Platform | Canfor, Rigesa, Smurfit-WestRock

Managed a multi-tenant enterprise forestry platform supporting timber sales, parcel management, spatial data workflows, and EUDR (EU Deforestation Regulation) compliance across international operations. Platform built on ArcGIS Enterprise, PostgreSQL/PostGIS, and .NET. Drove regulatory compliance capabilities positioning the SaaS offering for the international forestry market.

MobileVerify Field Verification System | Southern Company Gas, Liberty Utilities

Oversaw enterprise field data collection and verification platform deployed at major utility clients. MobileVerify is written into Southern Company Gas's

RFP requirements for all vendors, supporting Class/HCA structure verification with centralized databases and disconnected field operations.

Regional Real Estate & Conservation Analysis | Hall, Inc.

Delivered regional real estate economic land-use analysis, conservation easement studies, wetland analysis, and financial feasibility assessments for public and private sector clients. Managed PostGIS and SQL Server databases for transactional and geospatial data integration. Produced analytical reports, maps, and case studies supporting litigation, municipal planning, and conservation decision-making.

Northern Pass Hydropower Transmission Project | Connecticut, Massachusetts, New Hampshire

Served as lead GIS company for spatial analysis of high-voltage transmission line impacts on real estate values across three states (2016–2019). Integrated baseline data, remote-sensing imagery, orthoimagery geodatabases, and municipal datasets for statistical regression modeling. Analysis presented in court proceedings. Qualified as expert witness for real estate valuation and land-use analysis.



Katie Moran

Data Scientist

kmoran@haleyward.com | 207.380.9661

Katie Moran joined Haley Ward in 2026 and has over 10 years of experience in GIS and project execution. She is responsible for project management, data science applications, product QA/QC, client communications, and business development including prospective client outreach and marketing. Katie is proficient using Python, R, ArcGIS Pro, QGIS, and Global Mapper for raster, vector, and point cloud data processing.

EDUCATION

M.S., Natural Resources, University of New Hampshire

B.A., Biology, Geoscience, Hamilton College

SELECT PROJECTS & EXPERIENCES

Timberland Investment Resources | Georgia

Conducted Land Use/Land Change (LULC) coverytyping and land use conversion analysis for a major forest resources investment firm in Georgia. Developed an automated workflow using open-source imagery and raster datasets in Google Earth Engine to detect changes in imagery as well as changes in published LULC datasets over time. Produced summary reports quantifying and characterizing the changes.

Southern Company | Georgia

Managed and conducted outreach to non-accessible facilities for data collection, GIS data editing, report writing, and QA/QC review in support of the company's Transmission Integrity Management Program ("TIMP"). Additionally conducted field work for multiple Southern Company subsidiaries in 2025.

Downeast Lakes Land Trust | Maine

Project manager for a forest coverytyping and analysis project. Commissioned flights for aerial imagery and derivative base products, oversaw photointerpretation staff, performed statistical analyses, conducted QA/QC checks, and created quality GIS deliverables with documentation. Maintained routine communication to keep client apprised of project milestones and decisions requiring input.

Department of Environmental Protection | Maine

Project manager and quality control officer for annual aerial imagery of the Maine coast. Coordinated with aerial subcontractor on behalf of DEP for flight planning, aerial imagery collection, and orthomosaic creation; and conducted QA/QC review on all products. Organized project kick-off meetings and advocated as needed to ensure client needs were met.

Wagner Forest Management | Maine

Served as lead analyst with additional client-facing responsibilities for a forest coverytyping project. Ran QA/QC on imagery deliverables and incorporated client feedback to improve products; processed point cloud data to create forest height statistics; and facilitated data pipeline to photointerpreter to ensure project momentum.

JD Irving | Nova Scotia, Canada

Served as project manager for the review phase of a forest coverytyping project. Communicated extensively with client to acquire accurate assessment of draft deliverables, configured data reflecting feedback for photointerpretation edits, and ran thorough QA/QC on resulting final products.



03.

**Relevant
Experience**



Middle & Maquoit Bay Habitat Plan

Casco Bay Estuary Partnership (CBEP)

Date: 2025-2026

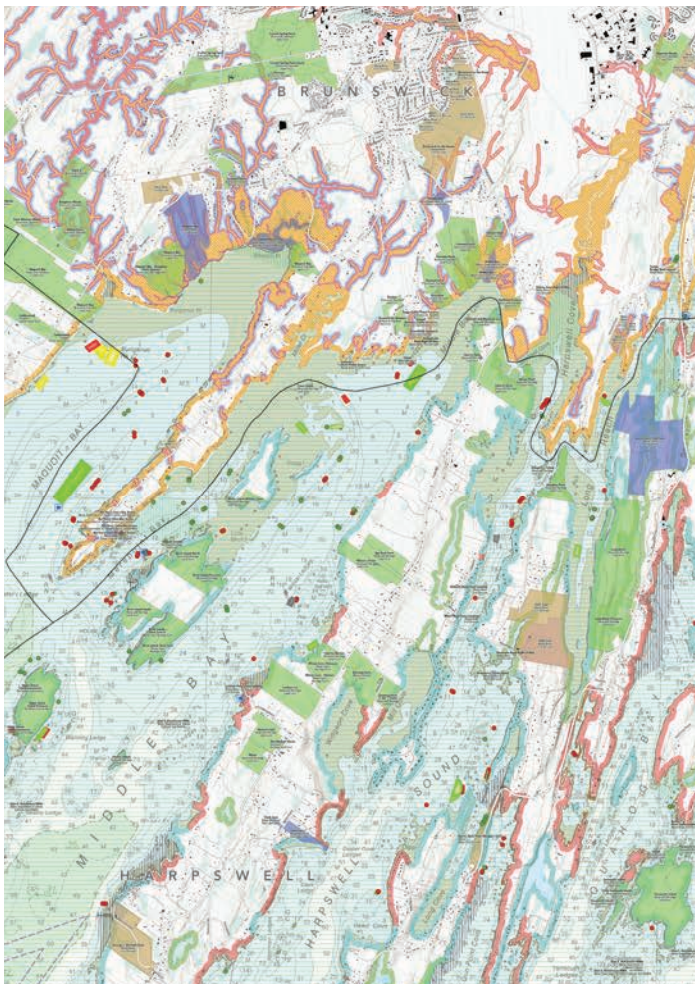
Status: Complete

Key Staff: Ben Meader (Project Manager)

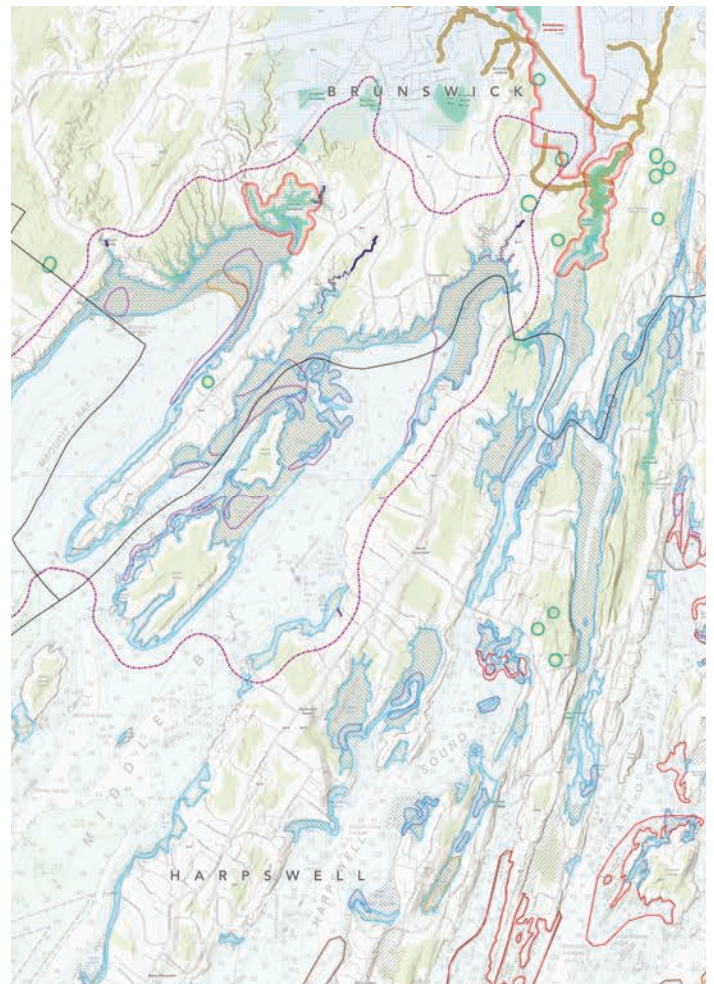
Project Team: Claudia Etrillard, Sarah Turner, Kaj Overturf

Haley Ward partnered with the Casco Bay Estuary Partnership (CBEP) to formulate a Habitat Plan for Middle and Maquoit Bay. This Habitat Plan includes a Prioritization Framework for habitat and species-level vulnerabilities to human activity, environmental stressors, and climate change.

The goals of the assessment highlight four areas of action: Conserve, Mitigate, Study, and Restore. These actions will be recommended on the habitat and species level as a result of the project's findings. Geospatial analyses of human systems, watershed connectivity, species presence, and habitats under pressure are key to this research. Moreover, conversations with local experts were critical to finding data gaps and obtaining eye-level knowledge otherwise missing from existing sources. The methods and findings of this project will inform future Habitat Plan work flows and prioritization frameworks to be applied to future Habitat Plans for Casco Bay.



Human Systems



Biota



Hazard Priority

30x30 Landscape Prioritization

Midcoast Conservancy

Date: 2021-2022

Key Staff: Ben Meader

Status: Complete

(Project Manager - Rhumblin)

Ben's team was contracted by Midcoast Conservancy to research priorities and design a geospatial methodology for implementing their new conservation plan—aligning with President Biden's 30x30 Initiative. Midcoast Conservancy aims to conserve 30,000 acres by 2030. With a multi-faceted, empirical model, we worked with the client, the Nature Conservancy, and other Maine ecologists to prioritize which areas should be considered high priority for land conservation in the region of interest.

In particular, two out of four major areas of inquiry included extensive watershed modeling, investigation, and analysis. To arrive at an assessment for "aquatic connectivity," Ben's team created an impedence and passage model, which created scores based on all known fish barriers along the hydrological network (see opposite page, above). This enabled Midcoast Conservancy to prioritize which barriers would be most beneficial to remove in order to open up more finfish habitat for diadromous species. To arrive at an assessment for "aquatic quality," Ben's team used a large number of parameters and indicators to model stream temperature—identifying likely sites of coldwater refugia for imperiled fish species was considered the highest priority.

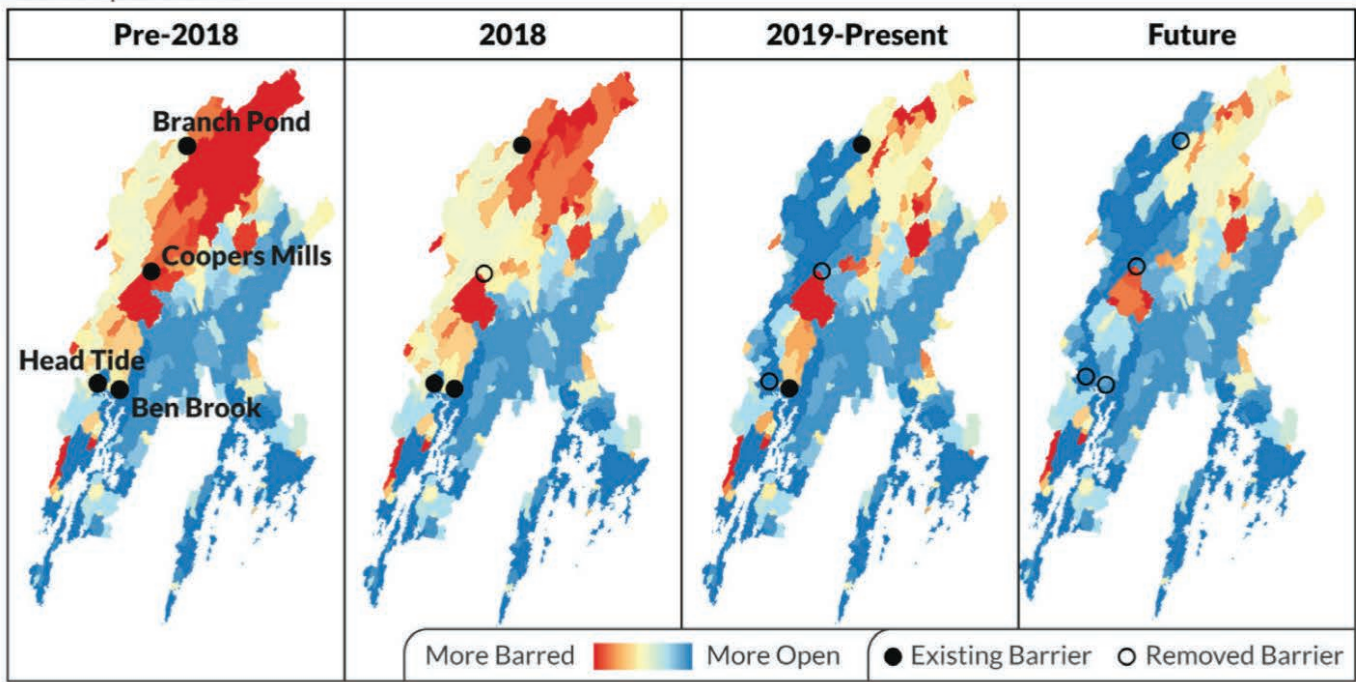
About the project: <https://www.midcoastconservancy.org/30x30>

Read the technical report: <https://static1.squarespace.com/static/609dae6eda531953ec151cc6/t/6423354e842d086fd3e50be2/1680029013646/Midcoast+30+x+30+-+Landscape+Priority+Assessment.pdf>

Areas of analysis included:

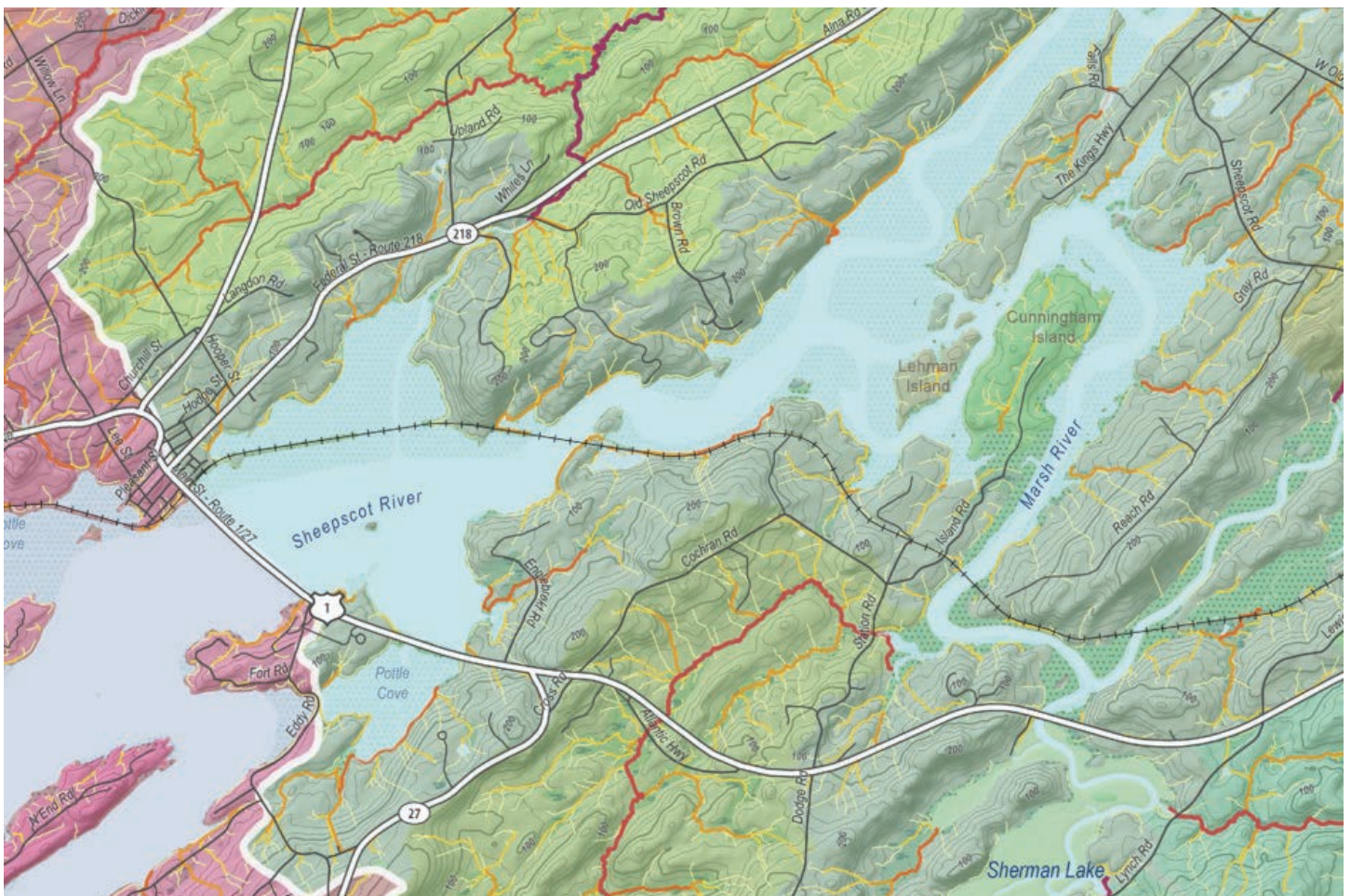
- High-resolution hydrological network mapping from LiDAR-derived DEMs
- Coldwater modeling based on environmental/geographic factors
- Extensive sub-basin and catchment identification and mapping
- Identification of stream topology and characteristics to identify coldwater refugia locations
- Model watershed connectivity for fish habitat





Fish Barriers & Accessibility | Dam removals have significantly increased fish access to headwaters; from left to right, the Coopers Mills Dam removal in 2018, Head Tide Dam partial removal in 2019, and future Ben Brook modification all increase the accessibility subscore of AC.

Above: Model with demonstration of difference of watershed hydrological impedance over time.
 Below: High-resolution mapping of sub-basins and catchments over large region.



Comprehensive Plan Brunswick, ME

Date: 2025

Key Staff: Ben Meader, Vanessa L. Farr, Sarah Turner

Status: Complete

Project Team: Haley Ward, Able City East

The Town of Brunswick had been working to update its 2008 Comprehensive Plan for over five years, but progress had stalled due to changing staff capacity, shifting priorities, and the impacts of the COVID-19 pandemic. At the same time, Brunswick faced pressing concerns around climate vulnerability, infrastructure capacity, and increasing development pressure.

Haley Ward was hired to get the project back on track and deliver a comprehensive plan draft in short order. Our team reviewed and synthesized years of prior outreach and data collection, then worked with the Town and key regional stakeholders—including the Brunswick Sewer District, Brunswick-Topsham Water District, and Midcoast Regional Redevelopment Authority (MRRRA)—to ground the plan in a clear-eyed understanding of current infrastructure and anticipated vulnerabilities. We reviewed the Town’s Climate Action Plan and evaluated future conservation and development scenarios, with particular attention to stormwater management, sea level rise, and infrastructure feasibility.

The final plan reflects Brunswick’s vision of “One Brunswick, Beautifully Balanced” by addressing the Town’s need to protect its natural resources while guiding growth to areas supported by existing infrastructure. With actionable strategies tied to land use, housing, and conservation, the plan clarifies where and how Brunswick can grow without compromising the ecological systems and community character that residents value. It lays the groundwork for future zoning and capital investment decisions, with a clear understanding of what’s feasible, what’s at risk, and what the community hopes to preserve.



Comprehensive Plan + Code

Newcastle, ME

Date: 2018

Key Staff: Vanessa L. Farr, Ben Meader

Project Team: Maine Design Workshop, Rhumblin, Principle

Status: Complete

The Town of Newcastle needed to address its imbalance between costs and revenue in order to maintain a stable tax rate. The town hired our team to create a new vision, Comprehensive Plan, and a new form-based code. The town was due for a Comprehensive Plan update, so, in an effort to streamline the process, the Town commissioned our team to address both planning and coding at the same time.

A social media campaign called “This is Newcastle” and a public engagement charrette attracted participation from over 200 local residents, over 10% of the population. By the end of the planning and coding charrette, much of the framework for the form-based code was in draft form, benefiting from two rounds of public feedback.

Using an iterative design approach, our team learned residents were comfortable with intensive development in certain areas of town, and desired a Main Street of its own similar to that found across the river in Damariscotta. This led to a series of catalyst site drawings, including a new mixed-use neighborhood wrapping around Lincoln Academy, which incorporated existing and expanded industrial operations with workforce housing surrounding the old rail station.

The plan and code embraces the density required to grow a vibrant downtown, and takes a new regulatory approach to how rural form-based standards can be applied to promote the kinds of growth that fits the natural character and cultural identity of Newcastle. Within two years of adoption, approximately 40% of the Comprehensive Plan had been implemented through adoption of the new code.

Below: Local Planning Committee showing Newcastle pride



Below: Residents at a public workshop



Comprehensive Plan | Rumford, ME

Date: 2026 - Present

Key Staff: Vanessa L. Farr, Ben Meader, Sarah Turner, Claudia Etrillard

Project Team: Haley Ward

Status: In Progress

The Town of Rumford is currently developing a new Comprehensive Plan to guide community priorities for the next decade. Located in western Maine's Androscoggin River valley and surrounded by mountains, forests, and trail networks, Rumford has a strong connection to outdoor recreation and the region's growing outdoor economy. Haley Ward is leading a planning process that emphasizes community engagement and mapping-based analysis to better understand how residents use the town's natural assets. As part of this effort, our team conducted detailed mapping of trails, open space, and recreational resources to support public conversations about access, connectivity, and future investment. The resulting plan will help Rumford strengthen its recreation network, support economic revitalization tied to outdoor activity, and guide long-term land use and infrastructure decisions.



Complete Streets Policy + Plan

Topsham, ME

Date: 2025 - Present

Key Staff: Vanessa L. Farr, Sarah Turner, Claudia Etrillard

Project Team: Haley Ward, James Tassé Consulting

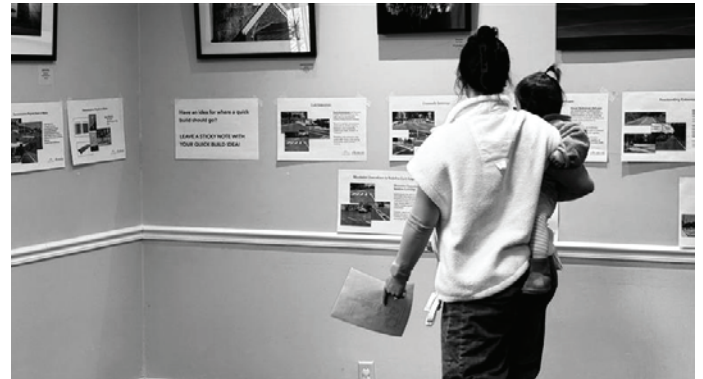
Status: In Progress

The Town of Topsham launched the Streets for People project to develop a Complete Streets policy and implementation plan that improves safety and accessibility for all road users. Funded through Maine's Community Resilience Partnership program, the project focuses on identifying practical improvements that slow traffic, strengthen connections between neighborhoods and trails, and make it easier for residents to walk, bike, and roll throughout town. Haley Ward is leading a public process that combines online crowdsourcing mapping with in-person mapping exercises to gather local knowledge about barriers, safety concerns, and desired connections. These engagement tools have helped residents identify priority corridors, trail connections, and locations for potential quick-build traffic calming demonstrations that will guide future street design and investment.



Above: Workshop participants marking up maps

Below: Crowdsourcing mapping through project website



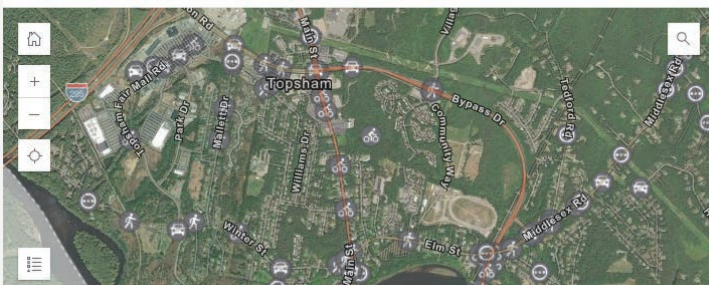
Above: Participant looking at potential quick-builds

Below: Postcard advertising in-person workshop

Share Your Priorities

Help us identify the most important locations and improvements for making Topsham streets safer for everyone. Your input will directly inform our Complete Streets Plan.

Topsham Streets For People Safety Survey



Vantor | Esri | TomTom | Garmin | SafeGraph | GeoTechnologies, Inc | METI/NASA | USGS | MaineIT GIS, M... Powered by Esri

TOPSHAM
Streets for People

Topsham is creating a Complete Streets Plan to make our roads safer and more accessible for everyone. We want to hear where your top priorities are for safety improvements. Scan the QR code to take our public survey.

COMMUNITY WORKSHOP!
February 25th
Drop in anytime 3 - 5:30 pm
Topsham Public Library

Take Survey!
bit.ly/TopshamSurvey

FAMILY FRIENDLY FREE PIZZA!

Community Vulnerability Gardiner, ME

Date: 2024-2026

Key Staff: Ben Meader (Project Manager)

Status: Complete

Project Team: Claudia Etrillard, Sarah Turner, Kaj Overturf, Melissa Genoter

On December 19th, 2023, The City of Gardiner experienced an unprecedented flooding event: the Kennebec River, which flows beside the city, swelled to a crest height of 19 feet and devastated the downtown area, particularly impacting many businesses on Arcade and Water Street, and left the city with concerns for future flooding. Following the 2023 event, The City of Gardiner contracted Haley Ward to conduct a comprehensive Community Vulnerability Assessment. The goal of this assessment is to identify climate- and environment-related hazards and to develop a plan to mitigate potential harm to the community. Through extensive geospatial analyses, hydrographic modeling, community engagement, and historical research, Haley Ward has been working closely with the City of Gardiner to identify existing vulnerabilities and devise a resilient path forward.

This project will culminate with a report of carefully curated recommendations for how the City of Gardiner can best adapt to and mitigate potential disruptions from future flooding events, in support of local residents and businesses.



**Climate Vulnerability Assessment
of Community Infrastructure:**
Address Vulnerabilities & Strategies

Dryproof Strategies:



Dryproof: BFE is approximately 0-3ft ABOVE the LAG.

What is Dryproofing?
The building's structure, utilities, & equipment are sealed and watertight. All elements must be impermeable by floodwater and structural components are designed to resist flood loads and hydrostatic pressure. Exterior surfaces must be impervious to water and all openings (windows, doors, and all utility openings that are below the BFE must be designed to be temporarily or permanently sealed.

Why Should I Dryproof?
Dryproofing completely prevents floodwater from getting inside. It protects interior assets from water damage and mold while protecting structural components from deterioration.

Dryproofing treatments are most effective when all utilities are elevated and when proper drainage is installed (flap valves or passive backflow prevention devices installed on building water and sewer lines).

Dryproofing Limitations

- Due to hydrostatic pressures and structural considerations, this treatment is only recommended for load-bearing masonry buildings or frame buildings with masonry foundations.
- BFE must be **below** the top of the foundation (and/or the masonry walls) to be designed/reinforced to withstand flooding forces. Not for typical wood construction.
- Dryproofing treatment requires regular maintenance, monitoring, and repair to perform effectively in repetitive flood events. May require permits/engineering.
- **Not recommended** if expected flooding is higher than 3 feet due to hydrostatic pressures
- Any building component below the BFE must be able to withstand hydrostatic forces.


Passive Dryproofing: Coverings & Coatings

This dryproofing strategy involves the installation of a barrier around a building to protect it from flood damage. The coating or covering must be impervious to floodwater, certified, and built to a maximum of 3 feet above grade. To reduce flood damage to the greatest extent possible, floodproof to the BFE or above.



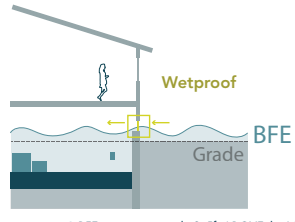
Site Drainage:
Adequate drainage is necessary for all dryproofing strategies. Proper drainage systems must be installed around the foundation and footings of the building to avoid potential damage to the structure. Backflow valves are necessary to prevent sewer and drain backups. Installing one or more sump pumps is highly recommended as a backup to effectively control water on the site and, depending on the environs, reduce hydrostatic pressure.



**Climate Vulnerability Assessment
of Community Infrastructure:**
Address Vulnerabilities & Strategies

Wetproof Strategies:



Wetproof: BFE is approximately 3-5ft ABOVE the LAG.

What is Wetproofing?
Allowing a portion of the structure that is below the BFE to flood. The building is retrofitted with openings and drainage to allow floodwaters to enter and exit the building with minimal damage to the structure and its contents. Wetproofing is used in spaces that are typically unoccupied (garages, basements, crawlspaces, etc).

Why Wetproof?
When water accumulates and cannot drain properly, the building's structure will experience **hydrostatic pressures** which can cause its foundational walls to crack, bow inward, and even collapse.

Allowing water to flow through the building will alleviate the buildup of such pressures and minimize structural damage. The recommended threshold to wetproof a building is when floodwaters, defined by the Base Flood Elevation (BFE) are expected to rise above 3 feet from lowest level of the asset.

What is Hydrostatic Pressure?
Pressure exerted on the structure of a building due to the accumulation of standing water above and below ground. When pressures are not balanced on either side of the structure, damages and structure instability can incur.



Flood Openings
Prevent structural collapse from the pressures of standing water by allowing water in. Examples of flood openings include:

- First floor door
- Garage door
- Flood vents
- Garage/basement openings




Elevate Utilities
Protect utilities from damage by elevating them on a platform or moving them to higher floors. Must be elevated to the BFE or above.




Floodproof Utilities
In this strategy, utility systems are built to resist damage from flooding. Example: Placing equipment behind floodwalls or a watertight, passive utility enclosure.



Flood Damage-Resistant Materials
To minimize non-structural water damage, flood damage resistant materials can be implemented below the BFE.

Materials include:

- Metal entrance & garage door
- Vinyl flooring over concrete slabs
- Concrete or concrete block walls
- Non paper-faced gypsum over closed-cell wall insulation
- Glass block for lower floor windows

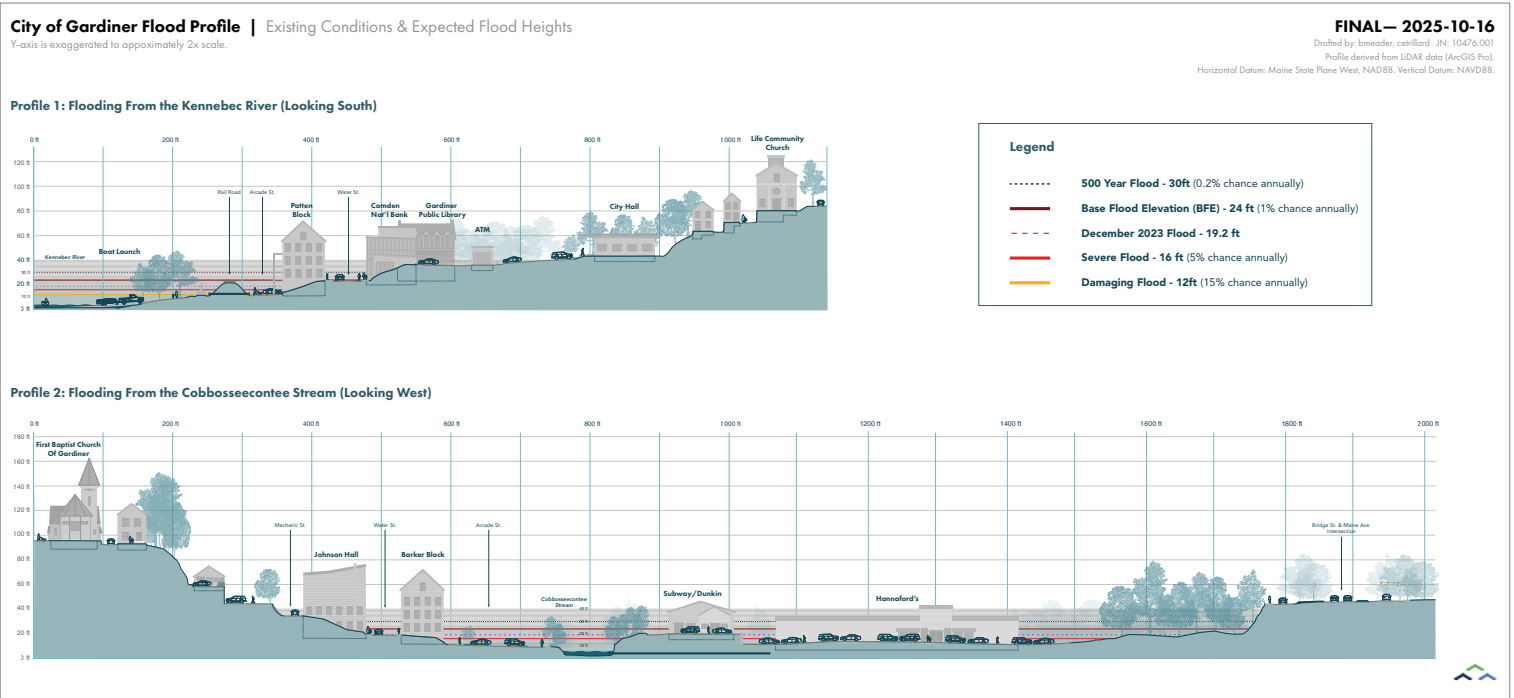


Above: Flood Risk Mitigation Strategies for Gardiner (Wetproofing and Dryproofing).



Above: Map showing inundation and building flood risk from current and projected flooding data in the area

Below: Diagrams showing inundation-levels of predicted flood severities across two cross-sections of the downtown area in Gardiner.



Campus Site Plan & Trail Design

Coastal Rivers Land Trust

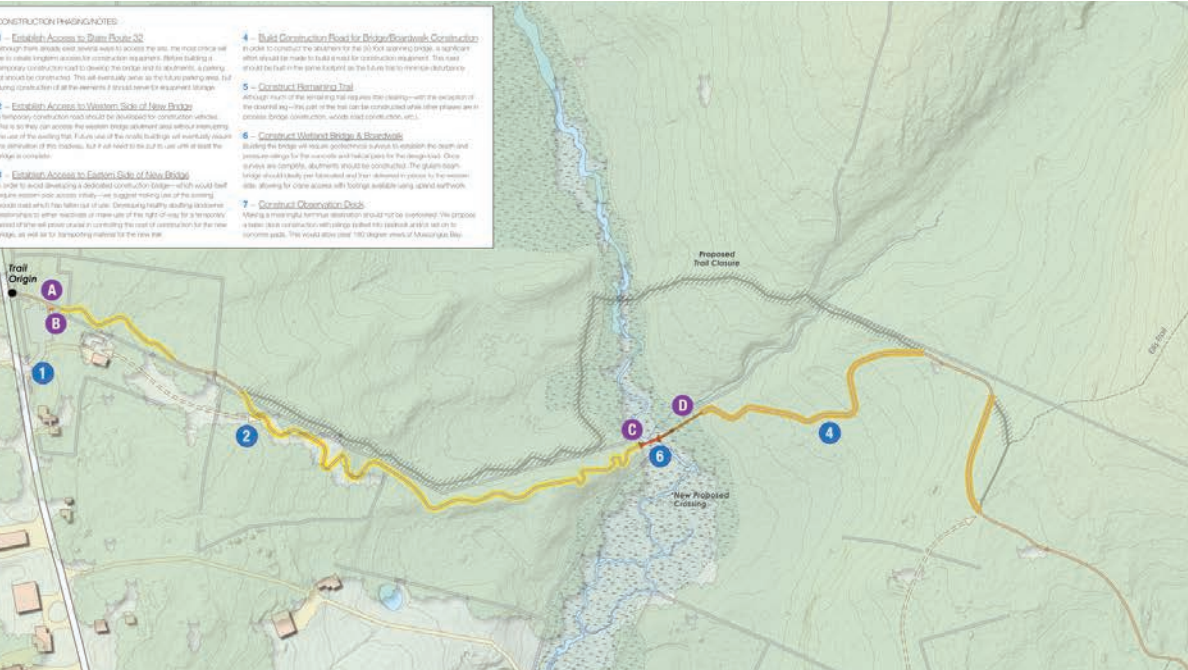
Date: 2025

Status: Complete

Key Staff: Ben Meader (Project Manager)

Project Team: Vanessa L. Farr, Claudia Etrillard, Sarah Turner, Kaj Overturf

In recent years, the Coastal Rivers Land Trust has seen its annual seasonal visitors rise dramatically. With a larger and more diverse range of people who now visit its various trails and land preserves, Coastal Rivers must adapt its terrain to accommodate more parking needs and accessibility. The Coastal Rivers Land Trust hired Haley Ward to redesign the La Verna, Castner Creek, and Keyes Woods Trails to improve conditions for ADA compliance and higher quantities of parking. Haley Ward also worked on a redesign of its main campus, the Round Top Campus. The proposed campus redesign prioritizes pedestrian mobility throughout the campus's various spaces and improves vehicular traffic with a dedicated driveway and parking area. A community garden, ADA playground, amphitheater, and out-door eating space are among the added key features.



Coastal Rivers LaVerna Accessible Trail Illustrative Plan

DESIGN FEATURES:

- A - Connected Trail Design**
Design of trail to allow easy access to existing impact forest and natural corridors. The trail will include a significant amount of natural materials (generally subjected to low-impact erosion control) to help ADA requirements for accessibility. The design of the trail will be subject to a separate design review process.
- B - Accessible Trailway**
Although many design elements should be included to ensure trail access for users with disabilities, good signage, lighting, etc., are also required to ensure the trail is accessible to all ADA requirements for accessibility. The design of the trail will be subject to a separate design review process.
- C - Bridge for Accessible Crossing**
The bridge should meet specifications for ADA compliance and meet the design requirements for ADA requirements. At a minimum, the bridge should be 10 feet wide and 10 feet long. The bridge will include a ramp for ADA compliance. The bridge will be subject to a separate design review process.
- D - Boardwalk Bridge**
These boardwalk bridges are designed to be built on all-terrain tires and are subject to ADA requirements. Although a bridge may be accessible for some users, it is not a substitute for a boardwalk bridge. The design of the bridge will be subject to a separate design review process.
- E - Observation Platform**
The observation platform is designed to be built on all-terrain tires and is subject to ADA requirements. The design of the platform will be subject to a separate design review process.

Maine PlaceCode Library

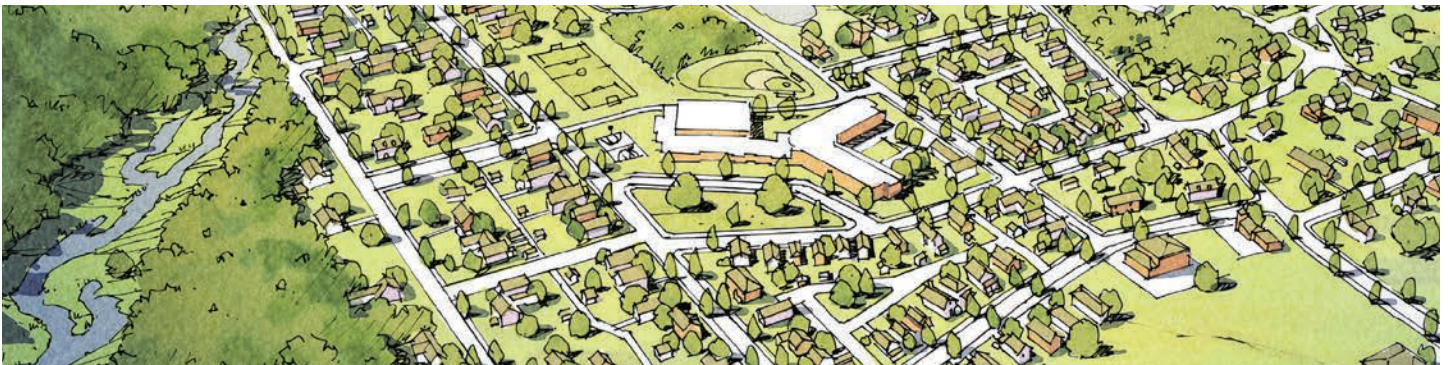
Date: 2024 - Present

Key Staff: Vanessa L. Farr, Sarah Turner

Project Leadership: Build Maine, Maine DECD Housing Opportunity Program

Status: Complete

The reason we make comprehensive plans is to support policy decision making. For towns with zoning, the newly launched Maine PlaceCode Library offers a strong starting point for bringing zoning into alignment with the policies and strategies of a comprehensive plan. Team members at Haley Ward are contributing authors, teachers, mentors, and innovators of this free, open-source resource. Built around building typologies, the Maine PlaceCode Library provides a clear, form-based framework that prioritizes how buildings relate to streets and public spaces, helping communities create walkable, livable, and financially resilient places.



Maine PlaceCode Library

 An open-source zoning code

 [Maine PlaceCode Library Guide](#)

 [Article 1 General Standards](#)

 [Article 2 District Standards](#)

 [Article 3 Building Standards](#)

 [Article 4 Use Standards](#)

 [Article 5 Development Standards](#)

 [Article 6 Administration](#)

 [Article 7 Definitions](#)

A complete toolkit for New England communities to help update outdated and restrictive zoning codes.





04.

**Project
Understanding**

Statement of Project Understanding

The Town of Bowdoinham is seeking to develop its first Open Space Plan to guide the protection and stewardship of the community’s natural, agricultural, and recreational lands. Building on the Town’s recently updated Comprehensive Plan, this effort will help identify priority lands and strategies to conserve natural resources, strengthen working landscapes, and expand access to outdoor recreation.

Through this project, the Town is seeking a clear and actionable strategy to guide future land use needs and efforts. The Open Space Plan will inventory existing conserved lands and natural resources, identify

priority areas for protection, and recommend policies, partnerships, and funding tools that can help the Town and its partners protect land and expand public access over time.

The planning process will include strong community engagement to ensure the plan reflects local priorities.

Particular attention will be given to the relationship between conservation, farming, forestry, and recreation—ensuring that Bowdoinham’s working landscape continues to support both ecological health and the local economy.

Bowdoinham in Context

Situated on the lower Kennebec between Brunswick and Gardiner, Bowdoinham’s landscape is shaped by its rivers, forests, and farmland, with the community located near the ecologically significant Merrymeeting

Bay. The Town has a long-standing commitment to protecting water quality, wildlife habitat, and productive agricultural land while maintaining the rural character that residents value.

Goals & Challenges

Based on the goals of the 2024 Comprehensive Plan Update, our team recognizes the need to preserve open space for recreational activities, especially with pressures for development (e.g., solar farms, timber farming). Most importantly, we strive to provide recreational access and services for all ages and abilities, especially those who may not have adequate resources to venture into open space due to transportation or accessibility constraints.

Bowdoinham’s agricultural renaissance over the past few decades has brought a new generation of

farmers to town, and with them a thriving organic farming community that has made the town an anchor of sustainable food production along the Midcoast. However, we understand the many pressures farmers face with regards to encroaching development, climate change, and a shrinking workforce.

Future generations of Bowdoinham agricultural workforce will require unique support systems to preserve their locally and sustainably produced goods and maintain the Bowdoinham character.



05.

Scope of Services

Scope of Services

Task 1: Open Space Plan Administration

Task 1A: Kick-Off Meeting

Haley Ward will prepare for and attend a Kick-Off Meeting with the Town of Bowdoinham and any leading partners to confirm the goals, approach, and expectations for this project. Attendees of the Kick-Off meeting will comprise the “Work Group” that will serve as the core members of this project and the Haley Ward consulting team. The agenda will be mutually decided upon in advance. Haley Ward expects to prepare a brief presentation on the intended Project Plan which will propose a finalized scope, along with defining other necessary parameters.

Task 1B: Finalize Project Plan

Following the Kick-Off Meeting, Haley Ward will capture any revisions and decisions that arose and deliver a summary—or if necessary, a revised scope—for client approval prior to proceeding further with the project. Haley Ward will also work with the Town to finalize and submit CRP Reports.

Deliverables:

- Signed contract between Consultant and the Town of Bowdoinham.
- Summary of project activities for CRP quarterly reports and final report.

Task 2: Open Space Plan

Task 2A: Inventory & Analysis

This first phase of Task 2 will consist of a thorough data collection and analysis process. We will work closely with the Town to carefully review existing geospatial assets, plans, infrastructure, policies, and any prior public input to establish a clear baseline. This includes a complete GIS inventory of trails, conserved lands, water access points, and key habitat. Next, we will identify the gaps, both spatial and structural. That might mean identifying a missing trail segment, a shoreline with no public access, or a place where formalizing existing trail access could unlock long-term public value.

We will examine current land use ordinances alongside Bowdoinham’s 2024 Comprehensive Plan Update to assess patterns of potential future development and identify lands that may be at risk. A clear spatial picture of current conservation assets and gaps across the landscape will be developed through an in-depth geospatial analysis of existing open space lands. We will also incorporate climate impacts and stressors into our analytical framework to ensure the plan reflects both present conditions and future vulnerabilities. Some vulnerabilities we expect to assess are riverine flooding, sea level rise, tidal influences, drought, and severe storm events.

Once the initial data has been gathered, we will develop a workplan for community engagement and identify knowledge gaps that can be filled through input from community partners, residents, and experts. We will also develop our preliminary maps that will be used in the following Community Events of Task 2. These maps will include data from our initial search: existing open space data, known climate vulnerabilities, and agricultural lands.

Deliverables:

- Develop initial open space maps.
- Outline priority schema of open space and conservation lands.

Task 2B: Public Engagement

In this phase of the project, we will familiarize the community with open space planning and engage them in the process by using hands-on mapping workshops and a clear set of questions: What places matter most to you? Where can we connect what we already have? What's missing?

With guidance from the Comprehensive Plan Committee, Haley Ward's lead planner Vanessa L. Farr and design team will curate public engagement efforts to collect information on Bowdoinham's open spaces, how they are currently perceived, valued, and used, and how these assets can be prioritized and improved. We will visualize that feedback to create a shared town-wide strategy. This strategy will recognize where there is alignment between landowners, conservation partners, and public interests, and it will identify where new conversations need to start.

Prior to the Community Events, Haley Ward will develop and publish the project's website where information about the project, interactive maps, event schedules, and surveys will be easily retrievable. The website will also serve as a space for community members to input their ideas throughout the duration of the project. This ensures that those who were unable to attend the Events can still contribute.

The **First Community Event** will introduce the background of the project and get the community excited to share their ideas. The overarching structure of the first Community Event can be expected as the following; 1) Inform the community of the project's background and goals with a brief presentation, 2) Discuss existing data collected from Task 1 in an interactive, hands-on format with large-scale maps for participants to interact with, write notes, and offer more information, 3) Hold an open-table discussion with the participants to discuss findings, takeaways, and paths forward as a group. The first event will also be a space to launch our series of surveys for the community, which will be delivered in the form of interactive maps. These interactive maps would be printed in hard-copy format to survey participants at the community event, as well as in a digital format to receive feedback from the remainder of the town:

- One survey will focus specifically on agricultural protection, gathering feedback for strategies that will strengthen future generations of Bowdoinham farmers. This survey will be developed with assistance from Maine Farmland Trust.

- The second survey will cast a wider net, asking the broader community to identify and prioritize actions for the plan with regards to Open Space prioritizations (key habitats, trail segments, water access points, and facility additions/maintenance).
- The third survey will be focused on Recreational Accessibility (or an additional emerging topic) to identify gaps in current facility capacities and accessibility measures that can be addressed.

The **Second Community Event** will hone in on the themes that emerged from the First Community Event. This may look like Focus Group conversations with Bowdoinham farmers, residents, staff, conservation organizations, and other key stakeholders—the details would be determined during the project. These concentrated discussions will identify the specific barriers and vulnerabilities experienced by the affected parties and formulate a strategy to address the challenges. The Second Community Event will return to the findings of the three surveys and discuss the information collected. From there, we will work with the participants to develop a clear prioritization framework to identify key assets and strategies for the plan. Solidifying the Plan’s priorities with participants in this Event will ensure clarity as our team embarks on the development of the Draft Plan.

Deliverables:

- Project website.
- Community engagement plan and schedule.
- Community Event 1 & 2 Run of Show, event materials (maps, photos, etc.), and notes.
- Three community surveys.
- Meeting minutes.

Task 2C: Plan Drafting & Review

This part of the process will take the results from the existing data assessment of Task 1 and compare and integrate the ancillary data gathered from the engagement process (Community Events, Project Website, and Surveys) undertaken in Task 2. The purpose of this is to transform our knowledge gained into tangible and actionable language in the form of a Draft Open Space Plan.

The draft plan will be outlined in tandem with the Work Group. This report will include: 1) a project summary with descriptions of the key strategies and results of each task, 2) the methodologies used for establishing open space parameters, 3) the rubric and its rationale for evaluating community assets, 4) the results of the study, 5) the prioritization schema developed in collaboration with community members along with recommendations and cost estimates associated with each recommendation, and 5) an appendix including maps, survey results, data tables, and other high-value summaries.

Task 2D: Plan Revision & Adoption

Once we have completed the Draft Open Space Plan, we will launch a Draft Review period where the municipality, town boards, committees, residents, and key stakeholders will provide their feedback on the draft plan. This period will span two weeks. After feedback has been gathered, the Haley Ward team will develop the Final Open Space Plan, which will be presented at a Final Open House Event. The purpose of this event is to deliver the

findings and strategies of the Plan, acknowledge any key contributors and community supporters of the plan's development, and identify next steps.

Deliverables:

- Final Open Space Plan.

Task 3: Ordinance Review & Revision

Task 3A: Review Current Ordinance Language

In the final phase of the project, we will spend 50 hours to review and to provide recommendations for Bowdoinham Land Use Ordinance, including revisions that support execution of actions recommended in the Comprehensive Plan and Draft Open Space Plan. We will cross-reference the ordinance against the findings and recommendations developed throughout the planning process to build a clear picture of where the current Land Use Ordinance falls short and where targeted changes could have the greatest impact. From that analysis, we will develop a set of prioritized recommendations for potential amendments and bring those recommendations to municipal staff and the Planning Board in a collaborative working session to evaluate feasibility, discuss tradeoffs, and determine which changes are both meaningful and realistically achievable.

Deliverables:

- List of recommendations for ordinance revisions.

Task 3B: Draft Ordinance Revisions

We will prepare draft ordinance language for each proposed amendment, tailored to reflect Bowdoinham's specific open space goals and land use context. Draft language will serve as a working document through an iterative review process with municipal staff and the Planning Board, incorporating feedback across multiple rounds of review to ensure the proposed amendments are legally sound, locally appropriate, and practically enforceable. The result will be polished, final ordinance language ready for presentation to and consideration by the Select Board.

Deliverables:

- Draft ordinance amendment language for Planning Board consideration.

Task 3C: Ordinance Revision Adoption

Haley Ward will support adoption of the resulting ordinances by attending a planning board public hearing, and if requested, town meeting.





06.

Project Schedule



2026

Project Timeframe

0.0 - Project Onboarding

Task 1: Open Space Plan Administration

- Task 1A: Kick-Off Meeting
- Task 1B: Finalize Project Plan

Task 2: Open Space Plan

- Task 2A: Inventory & Analysis
- Task 2B: Public Engagement
- Task 2C: Plan Drafting & Review
- Task 2D: Plan Revision & Adoption

Task 3: Ordinance Review & Revision

- Task 3A: Review Current Ordinance Language
- Task 3B: Draft Ordinance Revisions
- Task 3C: Ordinance Revision Adoption

Meeting Schedule

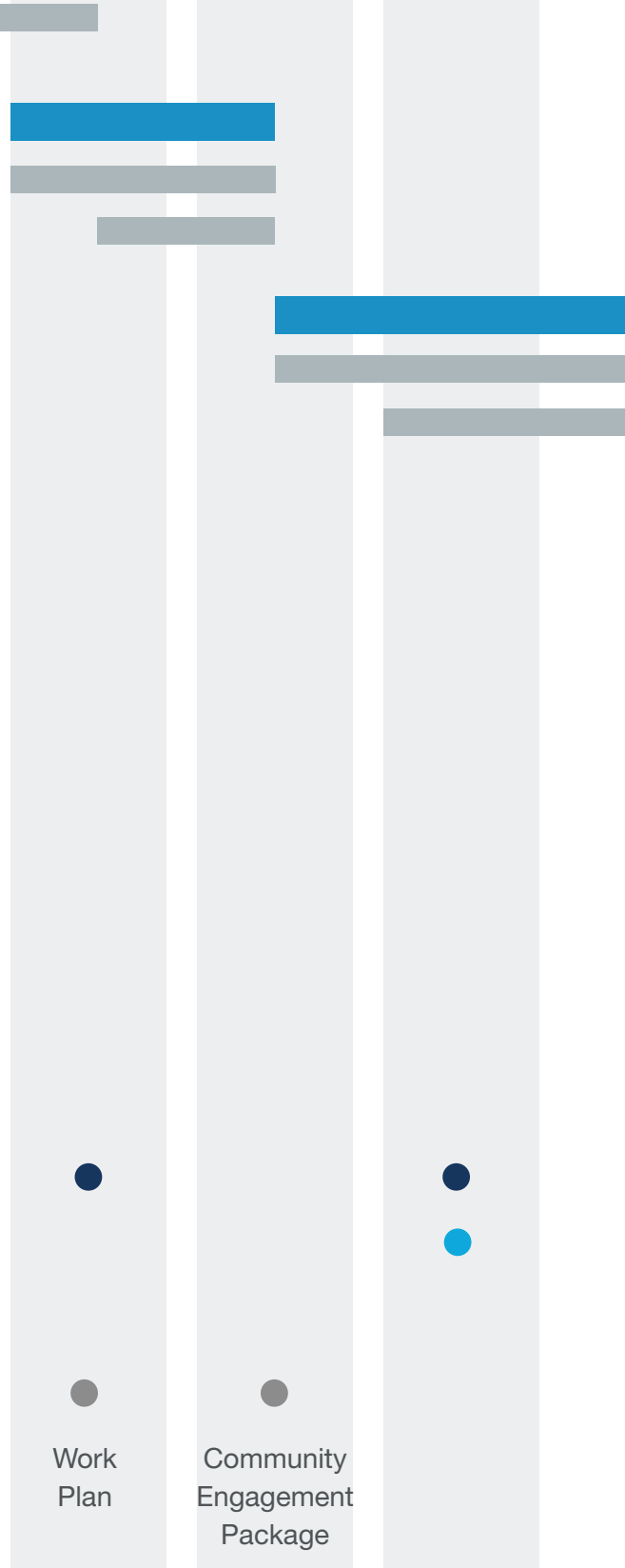
- Work Group + Haley Ward Bi-Monthly Meetings
- Community Engagement Events

● Deliverables

Mar

Apr

May

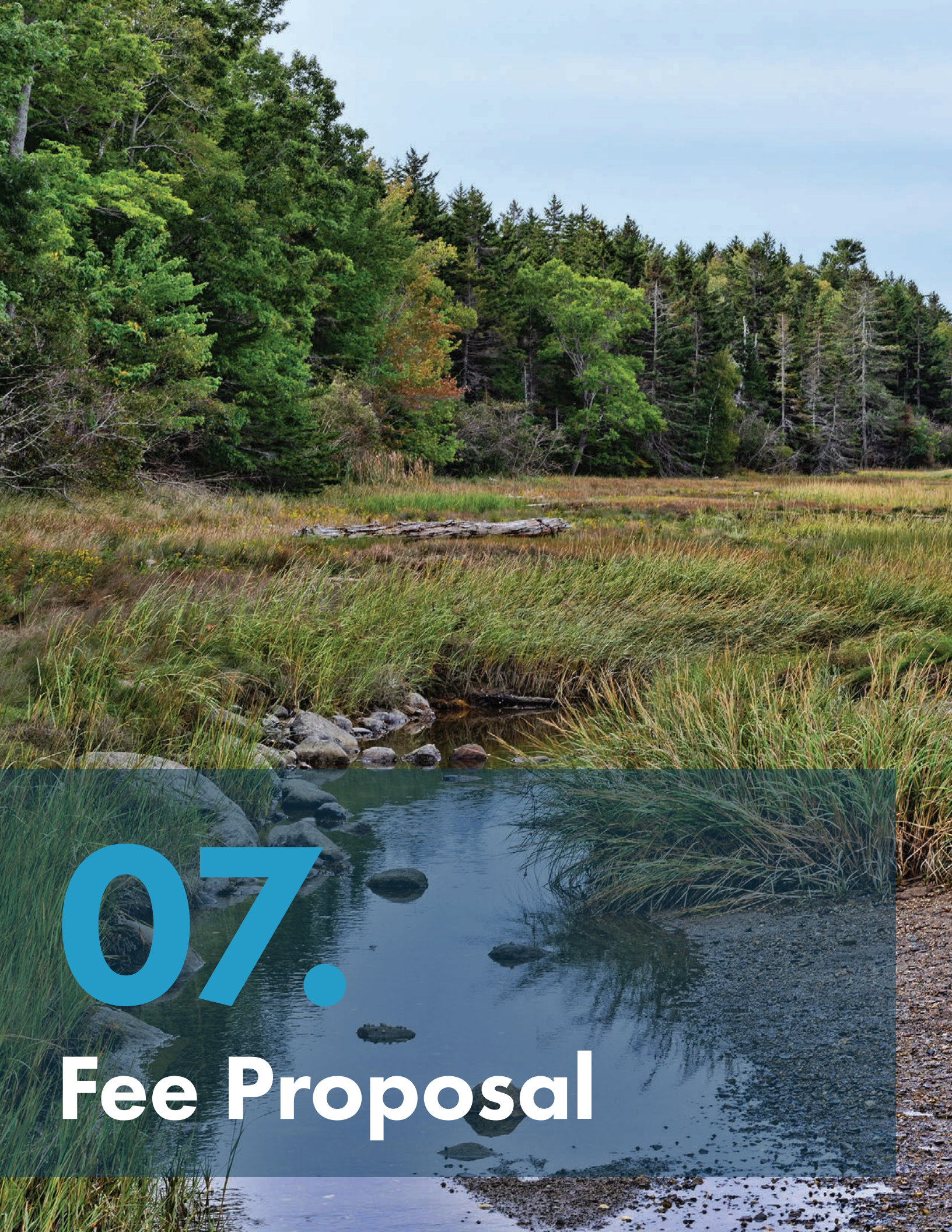


Work Plan

Community Engagement Package


2026






07.

Fee Proposal

Total Estimated Effort: Between 335-460 hours		Duration:	
 Haley Ward, Inc.		10 Months: Mar '26 - Dec '26	
Estimate for SCOPE (Total Fee):		\$	75,000
Est. Direct Expenses (Fraction of Total):		\$	1,500
TASK 0 - Project Administration Hrs Rounded/Estimated			
Activities			
A. Admin and Work Group Meetings		~18-25 hrs	
B. Project Development and Work Plan		~11-16 hrs	
Fee Summary for Scope			
Total Effort		~30-41 hrs	
Sub-Total Fee	\$	6,500	
Direct Expenses	\$	250	
Fee for Scope	\$	6,750	

 Haley Ward	
ESTIMATED EFFORT	
Professional Services	
Approximate Cost Per Item	
\$	4,000
\$	2,500
\$	6,500

TASK 1 - Open Space Plan Administration Hrs Rounded/Estimated	
Activities	
Task 1A: Kick-Off Meeting	~23-31 hrs
Task 1B: Finalize Project Plan	~11-16 hrs
Fee Summary for Scope	
Total Effort	~34-47 hrs
Sub-Total Fee	\$ 7,500
Direct Expenses	\$ 500
Fee for Scope	\$ 8,000

Approximate Cost Per Item	
\$	5,000
\$	2,500
\$	7,500

TASK 2 - Open Space Plan Hrs Rounded/Estimated	
Activities	
Task 2A: Inventory & Analysis	~45-63 hrs
Task 2B: Public Engagement	~91-125 hrs
Task 2C: Plan Drafting & Review	~68-94 hrs
Task 2D: Plan Revision & Adoption	~11-16 hrs
Fee Summary for Scope	
Total Effort	~216-297 hrs
Sub-Total Fee	\$ 47,500
Direct Expenses	\$ 500
Fee for Scope	\$ 48,000

Approximate Cost Per Item	
\$	10,000
\$	20,000
\$	15,000
\$	2,500
\$	47,500

TASK 3 - Ordinance Review & Revision Hrs Rounded/Estimated	
Activities	
Task 3A: Review Current Ordinance Language	~36-50 hrs
Task 3B: Draft Ordinance Revisions	~14-19 hrs
Task 3C: Ordinance Revision Adoption	~5-6 hrs
Fee Summary for Scope	
Total Effort	~55-75 hrs
Sub-Total Fee	\$ 12,000
Direct Expenses	\$ 250
Fee for Scope	\$ 12,250

Approximate Cost Per Item	
\$	8,000
\$	3,000
\$	1,000
\$	12,000

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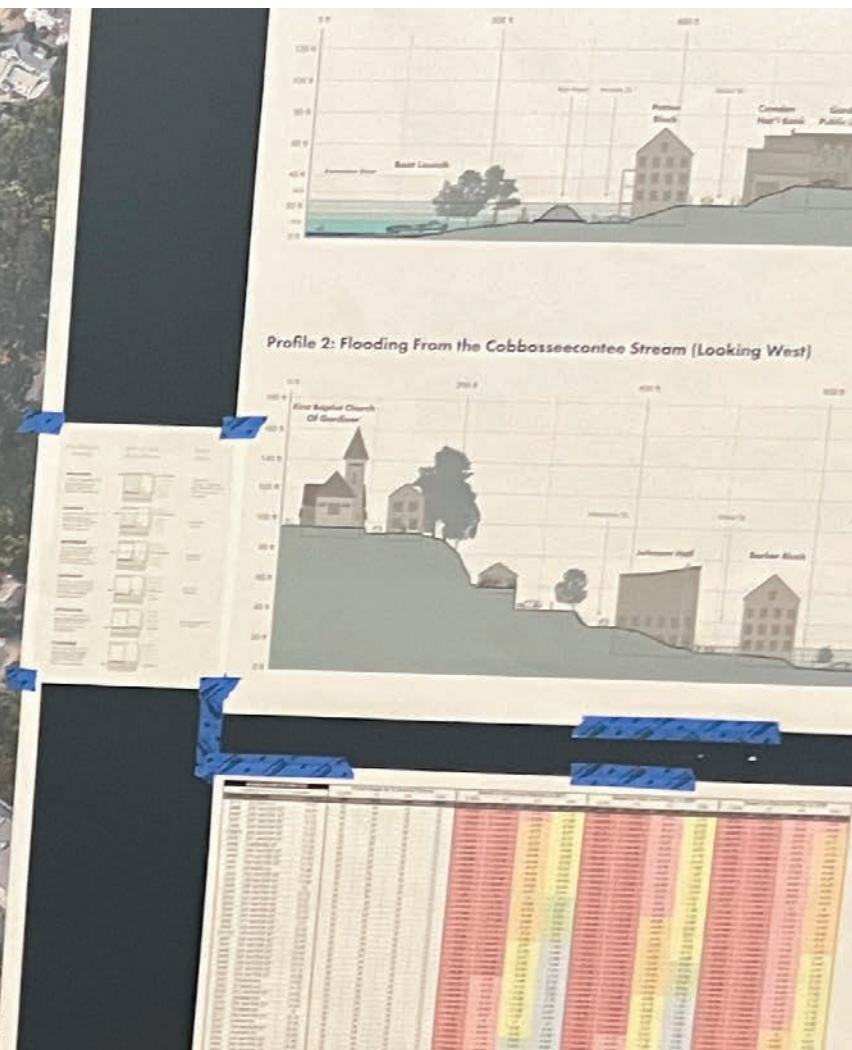
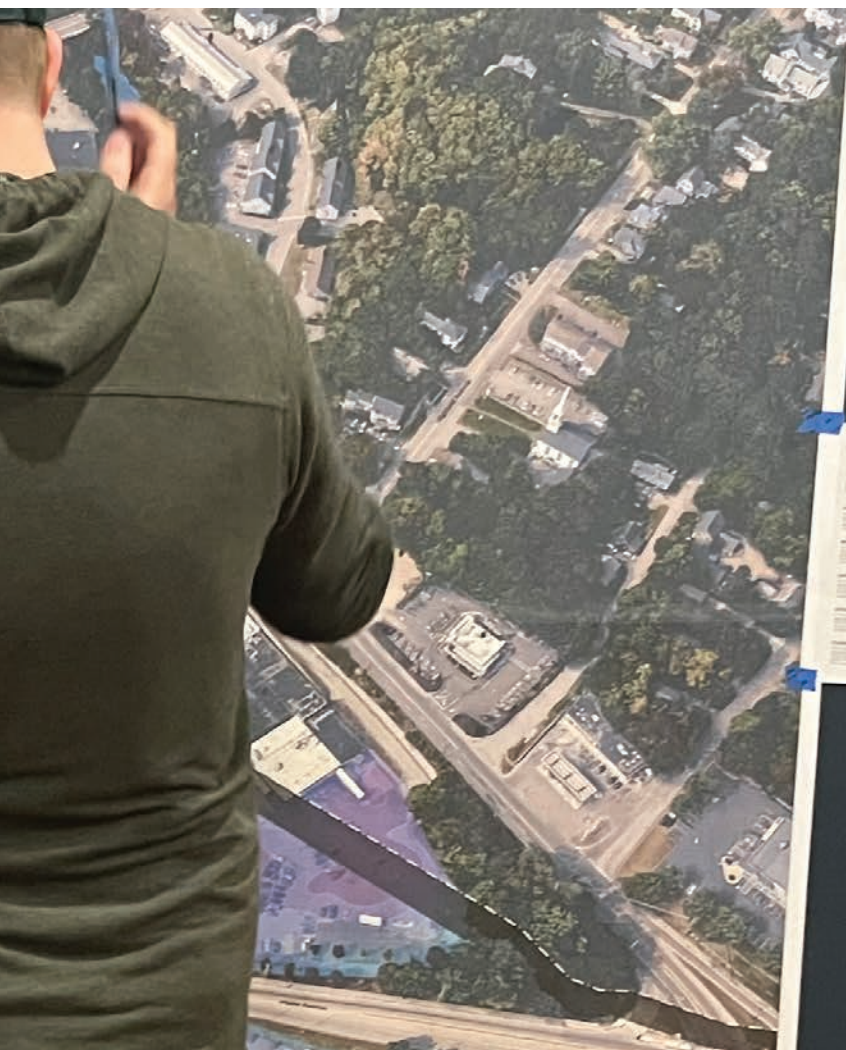
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