

PROPOSAL

PROPOSAL TO THE:

City of Fayetteville

REQUEST FOR PROPOSALS
NO. COF1516969 FOR A:

**Site Plan Review &
Development Permitting
Process**

SUBMITTED BY:

Berry, Dunn, McNeil & Parker, LLC
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Proposal Submitted On:
August 14, 2025, before 1 p.m. EDT



August 14, 2025

City of Fayetteville, Purchasing Office
Attn: Kimberly Toon, Purchasing Manager
433 Hay Street
Fayetteville, NC 28301

Dear Kimberly Toon and Members of the Selection Committee:

On behalf of Berry, Dunn, McNeil & Parker, LLC ("BerryDunn," "we," "our"), I am pleased to submit this proposal in response to City of Fayetteville's (the City's) request for proposals (RFP) No. COF1516969 for Site Plan Review & Development Permitting Process services.

Focused on inspiring organizations to transform and innovate, BerryDunn is a nationally recognized professional services firm. With nearly 40 years of experience consulting for more than 900 cities, counties, and state agencies, BerryDunn has the experience and expertise to support the City's success. For this engagement in particular, our highly specialized team of former public-sector planners and permitting specialists will leverage their decades of firsthand experience, lessons learned on comparable permitting process evaluation projects, and knowledge of industry trends and best practices.

As it relates to the requested Site Plan Review & Development Permitting Process, we would like to highlight the following unique attributes offered by our proposed team:



Extensive experience advancing technological capability backed by system familiarity and history supporting implementations



Proven approach rooted in industry-leading project management and change management methodologies



Local government expertise gained from decades of experience helping City departments with their varying needs, including permitting and planning functions



Well-informed recommendations based on compelling data and guided by methods for actionable execution



Decades of organizational assessment and strategic planning experience to support the City's core and related needs

We appreciate the opportunity to propose and the time and consideration taken by the City to review our submission. As a principal in BerryDunn's Local Government Practice Group and leader of the Community Development and Utility Operations Practice, I can attest to the accuracy of our materials, and I am legally authorized to bind, negotiate, make presentations on behalf of, and commit our firm and our resources. Our proposal is a firm and binding offer valid for 120 days following the submission deadline of August 14, 2025.

If you have any questions regarding our proposal or updates on the evaluation process, please consider me your primary point of contact and feel free to contact me directly.

Sincerely,

Kevin Price, MPP, PMP®, Prosci® CCP
Principal | Berry, Dunn, McNeil & Parker, LLC
Tel: 207.541.2379 | Email: kprice@berrydunn.com

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1. Company Profile and Qualifications

BerryDunn is an award-winning professional services firm committed to integrity, authenticity, curiosity, collaboration, and harmony.

As a Limited Liability Company founded in 1974 with 79 principals, 36 owners, and 10 office locations from Maine to Hawai'i, **we have experienced sustained growth throughout our 51-year history.**

Deeply committed to serving the public, we employ more than 990 staff members, including more than 400 in our dedicated Consulting Services Team. Our team specializes in serving state and local government agencies, including those focused on planning, zoning, permitting, code enforcement, fire prevention, finance, and licensing functionality; has extensive project experience supporting more than 900 state, local, and quasi-governmental agencies; and is made up of former local government leaders and specialized local government consultants. **This insider perspective allows us to deliver unparalleled strategic insight into state, county, and municipal operations,** providing clients with an in-depth understanding of government and departmental operations, staffing needs, budgetary constraints, and the business processes required to provide necessary services to the internal divisions and the constituents local public agencies serve.

Our firm provides a full range of professional services that support our ability to complete the City's Site Plan Review & Development Permitting Process project. **With organizational development as a core tenant of our work, we are pleased to state that we bring expertise in this area from all municipal perspectives to benefit the City.** Our services include:

- » **Business Process Improvement, Reviews, and Redesign**
- » Organizational, Operational, and Staffing Assessments
- » Organizational Change Management
- » Performance Analyses
- » Enterprise and Departmental Strategic Planning
- » Cost of Service and Fee Studies
- » Leadership and Organization Development
- » Comprehensive and Master Planning
- » IT Assessments and Strategic Plans
- » Project Assessments and Remediation
- » Software Planning and Procurement
- » Software Implementation Project Management and Oversight

Within our Consulting Services Team, BerryDunn's Local Government Practice Group provides unparalleled expertise spanning the full spectrum of local government service delivery. Each practice, depicted in Figure 1, provides boutique services and specialized expertise complemented by access to the resources of a large firm.

Figure 1: Local Government Practice Group Specialization



BerryDunn's Community Development and Utility Operations (CDUO) Practice will serve the City on this initiative.

This practice supports communities in establishing the policies, processes, fees, and systems required to foster smart, equitable, sustainable, and efficient development. Of note to the City, we can provide tailored support as it seeks to:

- ❖ Evaluate its current workflows across involved stakeholder groups
- ❖ Identify inefficiencies and opportunities to improve
- ❖ Facilitate collaboration and shared commitment toward an improved future state
- ❖ Effectively implement recommendations to make its vision a reality
- ❖ Improve the customer experience for internal and external stakeholders alike

Our carefully composed team includes former planners, permitting managers, economic development specialists, public works directors, and financial analysts. Their knowledge spans planning, zoning, permitting, inspections, development services, code enforcement, land management, work order, asset management, and more. Several are certified through the American Institute of Certified Planners (AICP) and are involved in national and regional industry groups throughout the country, and all understand the importance of sound planning principles, community vision setting, and the need for innovative policies and regulations to carry out planning priorities. The project's proposed facilitator is certified in the Institute of Cultural Affairs (ICA) Technology of Participation® (ToP®) methodology, which helps to ensure that fact-finding meetings, interviews, and focus groups are highly collaborative and inclusive of all participants, including elected and appointed officials, managers, frontline staff, and the public. In combination, the team can offer unique perspectives from firsthand, industry, and project knowledge to address any of the City's operational processes with attention for detail and a sense of realism for what can be achieved through thoughtful recommendations and implementation planning.

Our CDUO Practice is thoughtful about the projects we pursue and only conducts a select number of permit process improvement projects each year. In addition, the firm adheres to a regular cadence and process for assessing the workload and capacity of each consultant. The City can trust that we propose on its project with the confirmed capacity to undertake a project of this scope and complexity. Our proposed project team members will remain committed, available, and assigned to perform the City's requested work effort, and you will receive our full attention and thoughtful, nuanced recommendations tailored to your unique needs and goals.

2. Relevant Experience

Community Development and Permitting Process Improvement Experience

As mentioned, our team members leverage their firsthand experience leading related municipal services, as well as insights gained consulting clients throughout the country, their AICP certification, and their involvement in industry groups like the American Planning Association to provide tailored insights and actionable recommendations to organizations like the City.

Beyond process improvement projects, our CDUO Practice leads related projects, such as permit fee studies and permit software assessment, improvement, selection, and implementation projects. These projects provide the City with a holistic perspective of its full environment and a deep understanding of the complexity of the services the City provides, the stakeholder groups, and the systems and processes that support service delivery—all to help optimize and sustain desired outcomes that come from this project.

Below and on the following pages, we summarize similar projects completed. We emphasize showcasing processes that demonstrate our experience with municipal permitting, development review process improvement, and multi-agency coordination. The City can find a more extensive list of highlighted, relevant, recent experience in **Appendix C**. Contact information for the first three projects can be found in **Section 6, References**.

City of Bridgeport, Connecticut | Building Permitting Process Analysis



The City of Bridgeport engaged BerryDunn to assist in a review of the City's business processes relating to development review and building permitting. The focus of the project was to review, diagram, and evaluate the City's current business practices; prepare an analysis of the City's current environment; solicit feedback from the development community; and provide recommendations for service improvement.

In-person meetings with department leadership and staff were crucial for gaining stakeholder buy-in and creating an environment where participants felt comfortable sharing information with the BerryDunn team. These in-person meetings resulted in a shared knowledge and understanding of the system and examples of best practices. Our team's ability to facilitate communication among the City's departments was critical to gaining buy-in from staff and allowed the City to move forward with implementing recommendations.

Our team completed diagrams for all major development review processes and identified opportunities for improvement. We engaged 23 individuals and firms in the development community and presented customer satisfaction pathways for City departments. We were able to deliver actionable recommendations to City Council within the City's targeted three-month time frame, and we provided guidance on system enhancements, customer service, tracking performance metrics, and improving internal and external communication.

Sonoma County, California | Permit Management Review Services



The Sonoma County Administrator's Office selected BerryDunn to conduct a management review of Permit Sonoma, the County's consolidated land use planning and development permitting agency responsible for reviewing, permitting, code compliance, and inspecting land

development and construction taking place in the unincorporated area of Sonoma County. The County was using an Accela legacy system.

Our team analyzed service delivery, including customer service culture; conducted an organizational structure assessment, operational assessment, and cost recovery analysis; and conducted best practice and peer benchmarking research and analysis. We then developed and presented recommendations for 15 initiatives to improve internal processes and customer experience. These fell into three key thematic areas: efficient permitting, organizational excellence, and maintaining existing operations during implementation.

The County developed a public-facing dashboard to track its progress toward recommendations implementation. In aggregate, the County has seen a 67% reduction in processing times across the most common permit types without compromising critical compliance reviews that keep the community safe.

The Attleboro Redevelopment Authority (ARA), Massachusetts | Strategic Plan



The Attleboro Redevelopment Authority partnered with BerryDunn to develop a strategic plan defining the ARA's vision, mission, and strategic priorities. In recent years, the City of Attleboro has experienced significant interest in multifamily, mixed-use, and industrial projects, and as the City broadens its focus on redevelopment opportunities, the ARA sought to establish a sustainable organizational model to continue serving the community's evolving needs.

Our approach included conducting an analysis of existing conditions, identifying operational models, engaging stakeholders, and facilitating strategic planning sessions. These activities culminated in the creation of a detailed, actionable strategic plan. The Final Strategic Plan, adopted in March 2025, featured new vision and mission statements, performance measures, and an implementation strategy to help ensure long-term success. We also provided an Implementation Recommendations Report to help the ARA track progress and maintain focus on its strategic objectives.

City of Leander, Texas | Development Process Review



The City of Leander engaged BerryDunn to solicit feedback from City leadership, appropriate staff, and the development community regarding its services; review development service processes; prepare a strengths, weaknesses, opportunities, and threats analysis based on industry best practices and community feedback; and provide recommendations.

Our team focused on reviewing the following key focus areas: plan submittals, design standards, design and engineering review, permitting, inspections, code of ordinances, and closeout procedures. We gathered stakeholder input through a variety of methods, including ride-a-longs with staff and field observations, and compared these insights to industry best practices.

We recommended 15 initiatives to improve the development review process and enhance the customer service experience. Initiatives focused on standardizing processes and enhancing performance by improving internal coordination and customer response/application review times, incorporating additional resources to manage the workload, establishing consistent communication channels with external customers, and creating City-specific engineering standards and construction requirements.

The City was experiencing tremendous population growth with high permit loads and high turnover in key departments, which posed a risk. We recommended using third-party reviewers to reduce burnout and

turnover while providing a sustainable solution to stabilize workload through the high-growth period. The City also had an engaged development community with a vested interest in helping to improve the development process. We recommended creating a developers' forum to capitalize on the development community's momentum. This would also help strengthen communication lines and reinforce the partnership between the City and the development community.

Pitkin County, Colorado | Community Development System Selection and Implementation Assistance and Community Development Department Process Review



Pitkin County first engaged BerryDunn to assist its community development department in selecting and implementing a new permitting and tracking system (PATS). As part of this work effort, we developed a detailed stakeholder outreach plan, including both internal County participants and external partners such as contractors, business organizations, and neighborhood groups. We partnered with agencies such as County towns and cities, fire districts, and the Colorado Department of Transportation. We developed a project website, social media communication and press releases, roadshow presentations, and community meetings. We then provided oversight of the selected vendor during the system implementation.

Following implementation, the County selected BerryDunn to conduct a community development department process review. We designed our approach around three assessment areas: management and staffing, internal systems, and technology. We then conducted a three-phased approach, which included project management, a current environment assessment, and development of recommendations and a supporting implementation plan. Through a review of existing data and documentation and staff interviews, we mapped current processes and identified challenges and opportunities for improvement.

With the department's input, we developed a recommendations for improvement and implementation plan memo, which outlined priorities, best practice considerations, effort required for implementation, and action steps. We presented the final memo to County leadership to help build buy-in and support for the final recommendations. Following the final memo, we developed future-state diagrams to help guide the County in implementing recommended process changes and to support future process evaluation.

Kern County, California | Building Permits Process Improvement Services



With a mission to exceed expectations of the communities it serves and change the perception of government, the County recognized a need to optimize its building permit processes. It selected BerryDunn to engage internal and external stakeholders to gauge the clarity and quality of current processes; diagram current processes and ideal future-state processes; develop key performance indicators (KPIs), standard operating procedures, and dashboards; and assist the County in evaluating how to best use, improve, or replace its existing Accela permit management systems.

To date, BerryDunn has completed current state business processes and developed a recommendation for improvement report for over-the-counter and residential building permits. We are currently assisting the County with implementing permit process improvements and providing Accela optimization support.

Travis County, Texas | Development Review Process



Travis County contracted BerryDunn to conduct a review of Development Services' management processes and fees. Development Services is a division of the County's Transportation and Natural Resources (TNR) Department and reviews all applications for development in unincorporated areas of the County.

The County sought a consultant who could review the existing development review and permitting processes to identify opportunities to facilitate a more cost-effective process that is within the statutory authority of the respective governmental authorities. The County also requested a fee recommendation to recapture the costs associated with the development process and services and recommendations for management best practices regarding the regular review and updates of fees going forward.

To complete the County's desired scope, BerryDunn led business process review services to capture the current state, gather input on the desired future state of processes, identify the cost of service, and provide recommendations for more efficient fee structures. Our approach included business process mapping, a user fee study, and robust external engagement components that involved both internal stakeholders and external community partners.

Santa Clara County Consumer Environmental Protection Agency (CEPA), California | Development Permitting Process Transformation



In 2023, the County's CEPA selected BerryDunn to provide strategic planning services aimed at unifying its 130 staff members and diverse programs under a common direction. Following completion of the CEPA Strategic Plan, the County selected BerryDunn to lead a Development Permitting Process Transformation. The overarching goal for this project is to improve efficiency, transparency, and consistency throughout its permitting processes. A particular focus is permitting related to housing for agricultural labor, as developers must obtain land use entitlement and development permits and have voiced concerns and frustrations with these processes. Our team is currently working with County leadership, staff, and key development community stakeholders to conduct a thorough assessment of current processes. We are utilizing a web survey, stakeholder interviews, focus groups, as-is process diagrams, and peer research. Based on our findings, we will work with the County to develop a series of recommendations for improvement and an implementation and training plan.

City of Scottsdale, Arizona | Planning, Permitting, and Code Enforcement System Selection and Implementation Assistance



BerryDunn was selected by the City to assess current permitting systems and select a solution for the future. The City was using custom software, much of which was built in-house over 20 years ago. Recognizing the need to modernize, BerryDunn conducted a current environment assessment report, as-is process diagrams, recommendations for improvement report, finalized functional and technical requirements, and an RFP package. Through this process, we evaluated the Planning and Development Services Department's business practices and technology needs. We then assisted the City in selecting and negotiating a contract with their preferred vendor.

Our team was then selected to provide implementation project management during the system implementation. We are still working with the City in this capacity.

City of Miami Beach, Florida | Review of the Regulations and Processes Relating to Development Projects



The City of Miami selected BerryDunn to assist in a review of its development regulations and processes. The focus of the project was to review, document, and evaluate the City's current business practices; solicit feedback from the development community; and provide recommendations for service improvement based on industry best practices. The City has experienced high levels of investment and new development, and while it took measures to modernize (including the implementation of EnerGov/EPL and eReviews) and improve customer service, it still faced pressures to innovate and streamline development review processes. The City faced challenges in coordinating a complex review process across multiple City departments and external agencies, as well as communicating policy, process, and state and local code changes to staff and the public. Department and division functions, as they relate to the development review process, became siloed, making it challenging to implement cross-departmental change.

Our team identified 15 primary challenges and developed detailed guidance for 12 recommendations. These included, for instance, a recommendation to eliminate duplicate review processes where possible to do so without compromising safety or compliance; offering additional training for permit intake staff in order to conduct more thorough completeness checks; and improved communication about specific aspects of the development review process. For each recommendation, we provided priority, relative benefit, ease of implementation, and best practice rankings.

City of Taylor, Texas | Permit Process Audit



BerryDunn is currently assisting the City of Taylor with a Permit Process Audit that will assess the use of technology in support of permitting processes, assist in developing recommendations for improvement, and provide actionable implementation plans for improvement projects. Located just outside of Austin, Texas, the City has experienced rapid growth and large-scale investments. In response, the City has established a city-wide priority to develop clearly defined processes and procedures that make it easy to do business with the City.

To date, our team has completed a current environment assessment, which included a detailed review of documentation and system data related to permitting, web-based surveys administered to staff and external stakeholders, interviews and focus groups with internal staff and external stakeholders, and a secret shopper experiment to understand real applicant challenges with customer service in the permitting process. We have summarized our findings and identified key strengths and primary challenges, which will inform our final recommendations.

City of Fort Worth, Texas | Structural and Efficiency Study for Development and Permitting Services



The City selected BerryDunn to review, diagram, and evaluate the Development and Permitting Services Department's current business practices; prepare an analysis of the City's current environment; solicit feedback from the development community and stakeholders; and provide recommendations for organizational improvement. The Department was facing challenges related to staffing and resiliency, including a high turnover rate (which was at 22% in 2022), challenges hiring qualified staff to fill vacancies, succession planning, and loss of institutional knowledge. Our team reviewed and evaluated the Department's current organizational and hierarchical structure and service

delivery and provided recommendations for organizational improvement. Our team conducted 41 interviews with supervisors and managers and evaluated more than 200 staff responses to a job description questionnaire. We identified organizational improvements with potential to help the Department align employee strengths and talents with the evolving needs of the organization, establish clear career paths for professional advancement and leadership development, and improve succession planning. These recommended actions are intended to build bench strength and organizational sustainability. They align with service delivery process and system improvements and will help to develop the Department into a higher performing organization with high quality services and a customer-focused culture.

City of Tempe, Arizona | Electronic Plan Review Process Diagramming and System Selection



In late 2022, the City of Tempe sought implementation of an electronic plan review (EPR) system with its current Accela permitting software system. In advance of this effort, the City selected BerryDunn to conduct business process diagramming for the Community Development Department's existing planning, permitting, plan review, inspection, and code enforcement processes; provide recommendations for improvements; and develop requirements for the new EPR system.

We provided the City with functional and technical requirements and prepared the City for the RFP stage of the software selection process. The overall project timeline can become a concern for complex projects that require participation and approval of a large number of stakeholders. Our team remained flexible and adaptable to balance the City's staff workload with project engagement, keeping the City informed and managing the overall schedule.



Commitment to the State

With BerryDunn, the City will be served by a firm and project team members who have **demonstrated their commitment to the State** through similar and other types of consulting engagements. Below, we share North Carolina-based clients for whom we have completed projects.

- | | | |
|---|---|--|
| » Appalachian State University | » Lee County | » North Carolina State University |
| » Buncombe County | » Mecklenburg County | » Onslow County |
| » Cabarrus County | » North Carolina Administrative Office of the Courts | » Orange County |
| » Charlotte-Mecklenburg Police Department | » North Carolina Central University | » Person County |
| » City of Archdale | » North Carolina Department of Natural and Cultural Resources | » Town of Apex |
| » City of Brevard | » North Carolina Department of Public Instruction | » Town of Cary |
| » City of Burlington | » North Carolina Office of the State Auditor | » Town of Chapel Hill |
| » City of Jacksonville | » North Carolina Pandemic Recovery Office | » Town of Morrisville |
| » City of Mebane | | » Union County |
| » City of Raleigh | | » University of North Carolina at Chapel Hill; Charlotte; Greensboro; and Wilmington |
| » City of Salisbury | | » Wake County |
| » City of Wilmington | | |
| » East Carolina University | | |
| » Guilford County | | |

We also take pride in our local presence. We have several employees who reside in the State, many of whom have worked in the State's local government landscape, including our proposed lead business analyst, Davianna Humble. We will leverage their insights, expertise, and locality when and where it will most benefit the City.

3. Proposed Methodology and Timeline

Project Understanding

Located south of Raleigh and east of Charlotte, the City of Fayetteville is the County seat of Cumberland County, North Carolina. Fayetteville is the home of Fort Bragg, and with about 209,500 residents, it is the sixth-most populous city in North Carolina. Fayetteville has been recognized as an "All-American City" and is known as a community of "History, Heroes, and a Hometown Feeling."

The City's development review process "...is a complex and highly technical sequence of evaluations, approvals, and regulatory checks." While this process is aimed at effective regulation and involves vital steps and essential parties, the City recognizes that "...the diversity of missions, workflows, and interpretations of 'customer' among these entities often leads to operational silos, misaligned expectations, and fragmented communication." Consequently, the City now seeks to assess and realign its multi-agency site plan review and development permitting process in the interest of improving operational efficiency, communications, and customer experience.

BerryDunn's Local Government Practice Group specializes in helping municipalities assess and improve their permitting processes. We are confident that if we are selected, the City will come away with an improved, streamlined, and more effective site plan review and development permitting process to benefit the City, its associates, and its stakeholders.

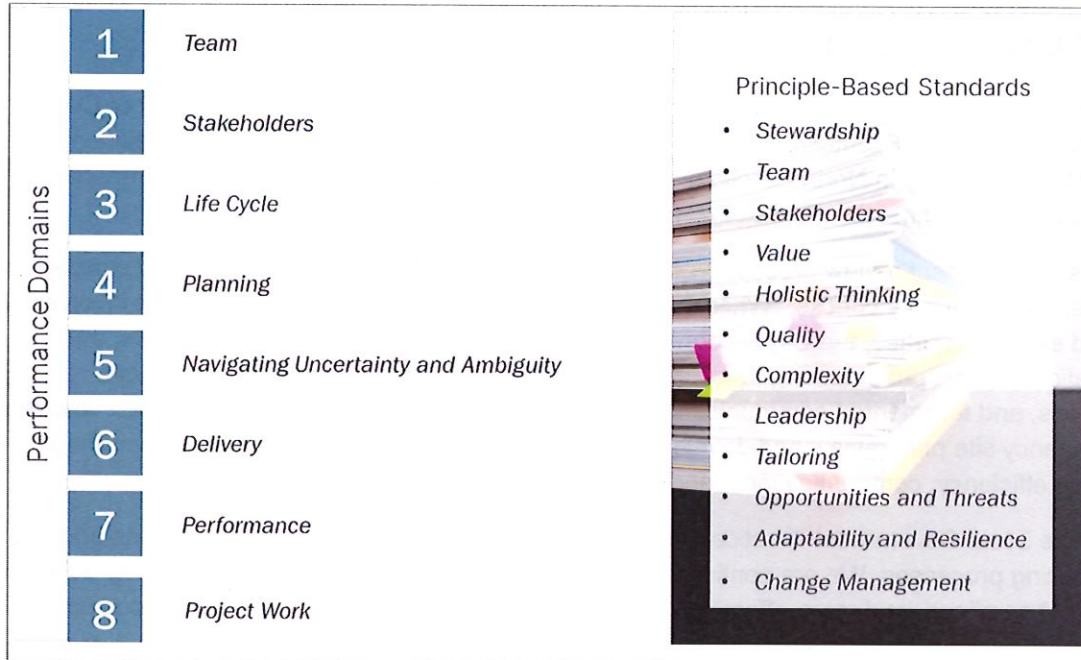
Applied Methodologies

Project Management Methodology

To help ensure that project objectives are met, and initiation and completion of project work are conducted in a timely manner, each BerryDunn project is led by an experienced project manager who understands and utilizes project management best practices. Our Consulting Services Team employs project management best practices from the Project Management Institute®'s (PMI®) A Guide to the Project Management Body of Knowledge Guide (PMBOK® Guide).

Figure 2 illustrates the standards of project management as defined by performance domains and project delivery principles that are critical for effective delivery of project outcomes.

Figure 2: Performance Domains and Project Management Guiding Principles | PMBOK® Guide



Change Management Methodology

Stakeholders' willingness to adopt new processes and tools plays a significant role in the success—or failure—of recommendations for improvement. As such, our project management approach is carefully integrated with change management methodologies to promote buy-in and consensus for the project. We will work with you to proactively address resistance by:

- ➔ Engaging stakeholders at the right level throughout the project to build understanding for the need for change and gain support from the people who will implement recommended improvements and who are most familiar with current processes
- ➔ Developing and executing a communications plan that considers the information needs of each stakeholder group
- ➔ Documenting business processes and working with stakeholders to understand how their work will be impacted by proposed changes

We have adopted the Prosci® change management methodology and trained **over 100 consultants to become Prosci® Certified Change Practitioners (CCPs)**. A central focus of the Prosci® change management approach is the belief that, for change to work in an organization, individuals must be willing to change and understand change. Additionally, according to research conducted by Prosci®, the likelihood of project success increases significantly and in alignment with the level of change management focus applied to the project. Figure 3 on the following page, shows that even small increases in focus on change management, from “poor” to “fair,” are likely to have a positive impact on change adoption and project success.

Figure 3: Change Management's Impact on Project Success



Consistent with the Prosci® methodology, the City can expect our change management approach to involve three stages, as described on the following page.

1. **Preparing for Change.** Involves developing change management strategies, based on input from the City's stakeholders on the existing environment.
2. **Managing Change.** Involves overseeing assigned roles and tasks, providing training and coaching, using tools effectively, and executing a clear communication plan.
3. **Reinforcing Change.** Involves evaluating action plans, reviewing the sustainability of change management activities, and promoting individual and team successes.

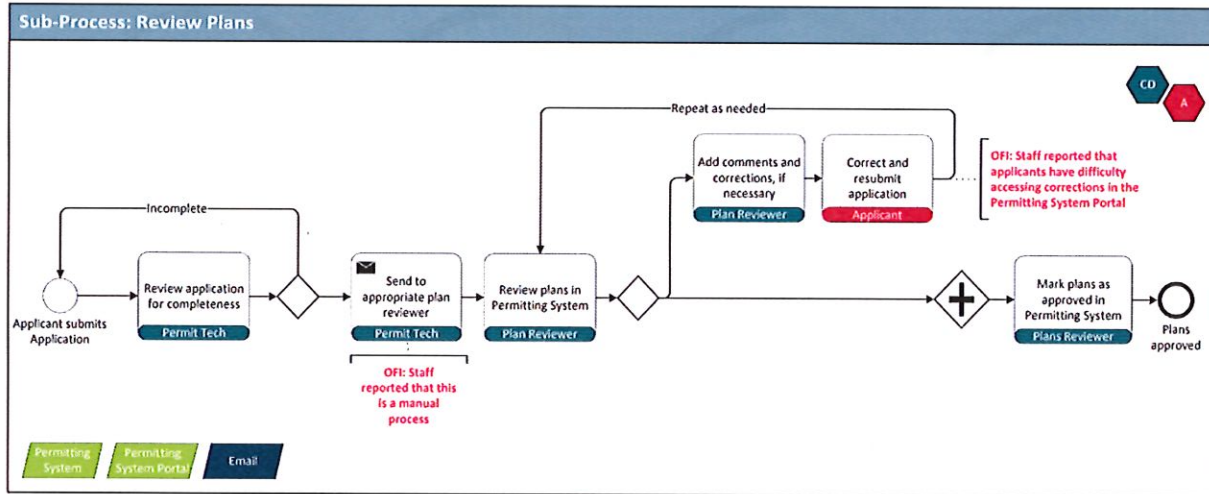
The City can be confident in our flexibility while developing and executing our change management approach. We understand that no two engagements are exactly alike and believe that one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs.

Process Diagramming Methodology

Providing as-is process diagramming for site plan review and permitting processes is a core service of our CDUO Practice. Our proposed team members have led comparable process diagramming initiatives for communities such as Travis County, Texas; City of Leander, Texas; Cities of Miami Beach and Tampa, Florida; City of Woodinville, Washington; Cities of Scottsdale and Tempe, Arizona; and others.

We have a proven and efficient process modeled after Business Process Model Notation 2.0 (BPMN 2.0) standards. Clients appreciate the collaborative nature of our approach and how we build consensus while identifying opportunities for improvement and related recommendations. Figure 4, on the following page, illustrates a representative permit process diagram developed for a similar engagement.

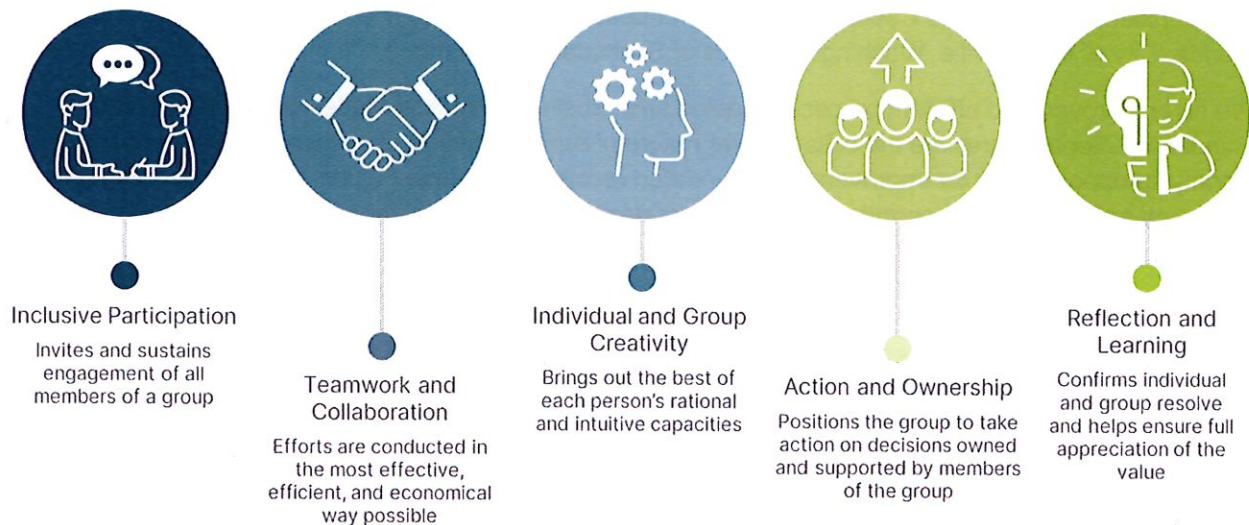
Figure 4: Sample Permit Process Diagram



Facilitation Methodology

We understand that reaching consensus can be difficult as individuals seek to advocate for the needs and concerns they believe in most. To address this, our project team will use the Institute of Cultural Affairs (ICA) Technology of Participation® (ToP®) facilitation methodology. This framework helps to ensure that fact-finding meetings, interviews, and focus groups are highly collaborative and inclusive of all participants, including elected and appointed officials, managers, frontline staff, and the public. The ToP® methodology emphasizes structured participation that pulls information into the group's thinking process and creates a clear intention, helping members of the group align with one another and reach consensus. Structured participation encourages the values shown in Figure 5 below.

Figure 5: Values Encouraged by Structured Participation





We invite the City to visit a Social Pinpoint site developed for the City of Coppell, Texas, by following the QR code above or visiting the web address below:
<https://engageberrydunn.mysocialpinpoint.com/city-coppell-vision-2040-refresh>

Engagement Methodology

We will utilize several strategies to effectively engage and collect data and information from the project participants, including developing communications that keep participants informed and involved throughout the project; conducting Fact-Finding Meetings, interviews, and focus groups; and creating an interactive project landing and engagement website via Social Pinpoint.

Social Pinpoint is a customizable engagement platform that is used to inform participants of project goals, objectives, and progress, and provide opportunities to interact and gather information. This tool has several features that we use frequently and as needed, such as forums, mapping, an ideas wall, and surveys. It is also important to note that Social Pinpoint is mobile friendly and has Google Translate interface.

With this tool, we will easily be able to set up a landing page and sub-pages for the City to capture the culture of its staff, constituents, and customers—providing opportunities for participants to provide feedback on the City's site processes whenever and wherever is most convenient for them. We will also be able to track analytics and progress in real-

time, promote participation, and set up email notifications.

Implementation Planning Methodology

Our team specializes in providing implementation planning and support. Should the City see a benefit in these services, we are happy to provide additional information. This typically includes collaborating with the City to develop specific, actionable recommendations tailored to the City's needs, goals, and resources. We then draft a roadmap for implementing each improvement action. We take pride in our ability to support clients like the City with implementation planning and have a proven yet customizable approach to helping clients prioritize and sequence recommendations. As former public-sector leaders, we understand the many factors that must be considered and balanced, from resource availability to daily time commitments and countywide priorities.

Recommendations

Our team's decades of expertise in this area, perspective gained through projects conducted across the country, and data collection and assessment tools and methodologies all coalesce into an ability to customize every aspect of a project to the client's unique needs. This helps to ensure that the City's recommendations and deliverables will be based on a thorough understanding of the City and its current state, needs, and goals; aligned with best practices and industry standards; and specially designed to help the City maximize its resources and operate more efficiently.

Project Work Plan

BerryDunn strives to be flexible when it comes to developing and executing an effective work plan and schedule, and our past clients have appreciated our willingness to adapt to their needs. This mindset plays a foundational role in how we measure the success of our portfolio of similar projects. On the following page, we provide an overview of our work plan and highlight our proposed project schedule for completing the City's Site Plan Review & Development Permitting Process. We have developed our project approach and schedule to accommodate the City's anticipated project launch in September 2025,

and we will confirm the full project timeline and key project dates in collaboration with the City during Project Initiation and Management.

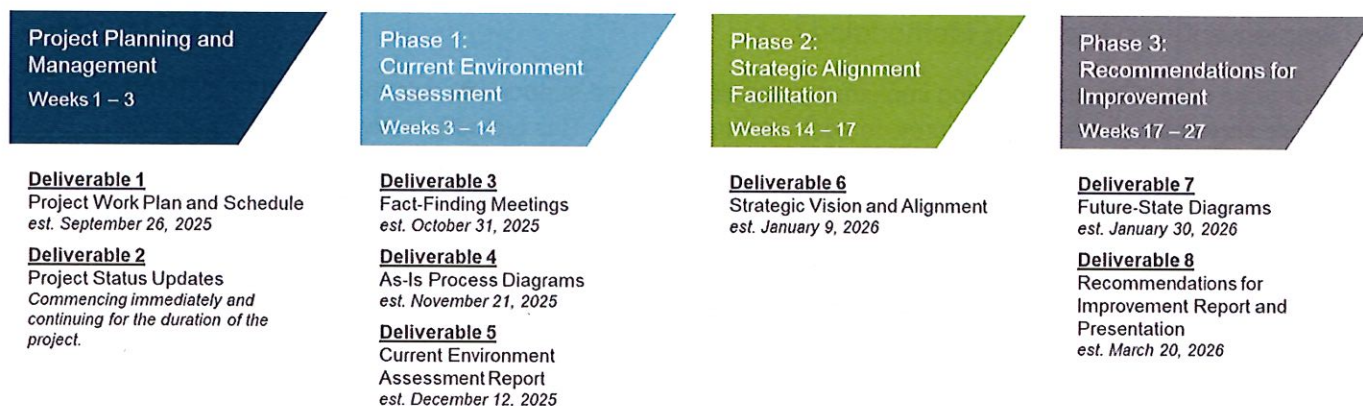
The approach outlined below is designed to incorporate consistent project management best practices with each of the City's key deliverables and tasks. Our intent is to work with staff to help ensure we make the best use of your time. Ultimately, consistent collaboration can help promote buy-in and understanding for final recommendations.

You can expect our approach to include the following attributes:

- ➔ A methodology based on our extensive experience conducting similar development review process assessments
- ➔ Quality assurance processes that incorporate the City's review and approval of all deliverables
- ➔ Built-in project management best practices that focus on keeping the project on time, on budget, and progressing at a healthy pace for the City's stakeholders to give input in the information gathering and fact-finding process and understand final recommendations

Figure 6 presents an overview of our proposed approach to completing the City's desired scope of work. Again, we will confirm the full project timeline and key project dates in collaboration with the City during Project Initiation and Management.

Figure 6: BerryDunn's Proposed Approach and Timeline



On the following pages, we detail the key steps and milestones the City can expect from our approach. We will approach this project with a focus on developing recommendations that align fact-finding outcomes, assessment results, stakeholder feedback, and more.



PROJECT PLANNING AND MANAGEMENT

0.1 Conduct initial project planning. Our partnership with the City will begin with an initial project planning session facilitated via web conference with the City's project manager and project team to introduce key team members and refine dates and/or tasks as appropriate. We will discuss our approach to managing communications between BerryDunn and the City and the scope, risks, and resource

Listening is key to establishing a strong partnership with our clients. As such, we will first listen to the City's project team to better understand project goals, expectations, and challenges.

management. We will also request names and contact information for the appropriate staff members involved in the project. These discussions will inform the development of the Project Work Plan and Schedule.

0.2 Develop the Project Work Plan and Schedule. Based on the information gathered from our initial project planning session, we will develop a draft Project Work Plan and Schedule to address our communications, scope, risks, and resource management. The Project Work Plan and Schedule will also address our approach to providing the exact services requested by the City and the agreed-upon time frame for each task. In addition, the Project Work Plan will incorporate agreed-upon procedures between BerryDunn and the City's project team related to project control, including quality management and deliverable submission/acceptance management.

0.3 Review and finalize the Project Work Plan and Schedule. After providing draft versions of these materials in advance, we will facilitate a teleconference to review the drafts and solicit feedback from the project team. We will incorporate this feedback into the document and then distribute it to the project team in final form.

▲ Deliverable 1. Project Work Plan and Schedule

0.4 Develop Biweekly Project Status Updates. Throughout the project, our project manager, Keri Ouellette, will provide Biweekly Project Status Updates via web conference. These will describe the activities and accomplishments for the reporting period, plans for the upcoming month, risks or issues encountered during the reporting period, and anticipated problems that might impact any project deliverable. We will meet with the City's project manager to review these updates and find that these help to reinforce a strong line of communication between BerryDunn and the City throughout the engagement.

▲ Deliverable 2. Biweekly Project Status Updates



PHASE 1: CURRENT ENVIRONMENT ASSESSMENT

1.1 Develop and issue an information request. We will provide the City with an information request sheet to obtain available documentation that will be helpful to us during the project (e.g., current staffing levels, job descriptions, organizational charts, current process workflows, regulatory documents, guides, forms, a list of existing building permit types, and a list of external stakeholders). We will respectfully request that the City provide the requested information prior to project kickoff presentation and Fact-Finding Meetings, as reviewing this information in advance will enable us to be more efficient, become more knowledgeable of the current environment, and make best use of City personnel's time.

1.2 Develop and issue an internal web survey. We will develop and administer a web survey designed for City department leadership and key staff. The survey will help to understand staff roles, internal and external communication, and system utilization as well as to gauge the level of clarity around development review processes and the quality of internal stakeholders' experiences as they progress through those processes. They will help our team understand issues and challenges with current systems, processes, and operations, as well as future needs. This survey will include questions aimed at understanding the current strengths, weaknesses, opportunities, and threats (SWOT) associated with the current environment.

1.3 Develop a customized Social Pinpoint site. Our team will develop a public-facing project website using the virtual engagement platform Social Pinpoint. Through this tool, we will develop a highly customized hub to collect input from the City's external stakeholders, develop materials to support external stakeholder outreach, keep stakeholders informed throughout the project, and promote trust and transparency.

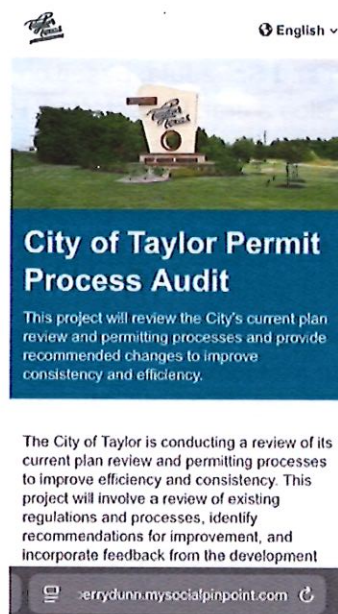
1.4 Develop and issue an external web survey. In addition to the employee survey, we will develop and administer a web survey designed for the City's site plan and development review customers, including developers, general contractors, property owners, architects, civil design firms, and other impacted parties. We will review the survey in draft form with the City's project team before we finalize and share it.

1.5 Review data, documentation, and survey results. In preparation for Fact-Finding Meetings and the external stakeholder meetings, we will review the results of the initial survey responses and information request. The information collected up to this point will be used to help inform our schedule and approach for Fact-Finding Meetings and external stakeholder focus group sessions.

1.6 Prepare for Fact-Finding Meetings and focus groups. We will develop fact-finding interview and focus group schedules and meeting facilitation materials, including interview guides. We will review these with the City's project team and incorporate suggested revisions before updating the schedule and materials to final form.

1.7 Facilitate an in-person project kickoff presentation. We will facilitate an in-person kickoff presentation with City leadership and project stakeholders. This kickoff presentation will serve as an opportunity to introduce project team members, discuss the City's goals, present our project approach and methodology, review the schedule of key project dates, and answer questions. As part of this presentation, the City's project sponsor is expected to participate and speak to the goals and objectives of the initiative.

1.8 Facilitate internal, current environment Fact-Finding Meetings. We will conduct a series of in-person Fact-Finding Meetings over three consecutive business days. These will include interviews with City leadership and staff to discuss current processes, communication tools, technology use, and areas for improvement. We will evaluate the City's existing documentation and processes related to development proposals, permit applications, and relevant zoning and land use ordinances or other factors. We may consider application submittal and case management, review



We invite the City to visit a Social Pinpoint site developed for the City of Taylor, Texas, by following the QR code above or visiting the web address below:
<https://engageberrydunn.mysocialpinpoint.com/taylor-permit-process-audit>

processes, internal/external communications, timelines, performance measures and KPIs, and customer service. We will document what is working well and what needs to be improved.

1.9 Conduct external Fact-Finding Meetings. We will facilitate up to four focus groups with external stakeholders, including but not limited to contractors, developers, architects, engineers, and business owners, to understand the customer service experience and their interactions with the City's site plan and development permitting review process functions and identify current needs and challenges. We are able to conduct these in-person, virtually, or a combination of both in-person and virtual, and we will plan to determine the best approach in partnership with the City's project team.

1.10 Conduct Fact-Finding Meeting follow-up activities. Following our in-person internal and external Fact-Finding Meetings, we will conduct as-needed follow-up activities to help answer any remaining questions and fill in gaps in our understanding of the City's current site plan and development review processes. We will conduct this follow-up in a virtual format.

▲ Deliverable 3. Fact-Finding Meetings

1.11 Confirm the list of as-is processes to be diagrammed. We will work with the City's project team to develop a list of up to eight processes to be diagrammed using Microsoft Visio. We will develop a diagramming schedule and prepare support materials—all of which we will share with the City's project team before finalizing.

1.12 Develop Draft As-Is Process Diagrams. We will develop draft As-Is Process Diagrams based on our understanding of current processes and information collected during Fact-Finding Meetings. We will use standard symbology and tools to represent existing workflows. These diagrams will identify gaps in the process, inconsistencies, and opportunities for improvement.

1.13 Facilitate As-Is Process Diagram review sessions.

We will conduct virtual as-is process diagramming work sessions to review As-Is Process Diagrams, gather feedback, and identify and discuss opportunities for improvement. Through these collaborative sessions, we will confirm the steps involved in the current processes, the sequencing of those steps, the roles of stakeholders involved, the communication tools used throughout the process, and identify opportunities for improvement.

We will identify challenges and areas for improvement with a goal to build consistency, increase efficiency, and enhance predictability for customers.

1.14 Finalize As-Is Process Diagrams. After these sessions, we will conduct any follow-up activities necessary to help ensure the diagrams are complete and all questions are answered. We will incorporate feedback and requested revisions. We will review feedback and revised diagrams with the City's project team before updating the As-Is Process Diagrams to final form.

▲ Deliverable 4. As-Is Process Diagrams

1.15 Develop a Current Environment Assessment Report. We will compile the existing conditions analysis, issues and opportunities for improvement and benchmarking findings in a Current Environment Assessment Report. This will include an executive summary that presents findings in an accessible, user-friendly format and can be understood by a broad audience. We will review the Report in draft form with the City's project team and incorporate requested revisions before updating the Report as needed.

▲ Deliverable 5. Current Environment Assessment Report



PHASE 2: STRATEGIC ALIGNMENT FACILITATION

2.1 Design strategic visioning workshops. We will design strategic visioning workshops and develop workshop materials to strengthen inter-departmental communication and build consensus.

2.2 Facilitate workshop 1. We will facilitate workshop 1 on-site to support City staff and leadership in identifying and aligning a vision and values across departments. This will prioritize and establish shared standards and a shared vision for performance, customer service philosophy, communication, and accountability in the form of a set of common goals and performance expectations for all participating agencies.

2.3 Facilitate workshop 2. We will facilitate workshop 2 on-site to support City staff and leadership in identifying priorities and establishing shared standards for performance, customer service, communication, and accountability.

2.4 Facilitate strategic visioning review. We will conduct a virtual work session to review and confirm the strategic vision and alignment across departments.

▲ Deliverable 6. Strategic Vision and Alignment (“North Star”)

An organization’s North Star Vision serves as a unifying focal point for long term achievement. It must be clear enough for stakeholders to know what they are working toward and how to get there. Stakeholders must see their role in this vision and believe in the organization’s dream, as they will play a vital role in executing on it.



PHASE 3: RECOMMENDATIONS FOR IMPROVEMENT

3.1 Identify issues and opportunities for improvement. Building upon the opportunities for improvement identified in the As-Is Process Diagrams of Phase 1, and in alignment with the Strategic Vision established in Phase 2, we will develop a draft list of recommendations for improvement. We will focus first on those with the potential to improve efficiency and transparency in the review process and to enhance customer communication and experiences. We will review these recommendations with the City project team and update them as needed.

3.2 Develop future-state process diagrams. We will develop future-state process diagrams incorporating recommended process improvements and a cross-departmental coordination approach. This document will also identify tools and communication methods that will support the process improvements. We will conduct work sessions to review the future-state diagrams with key staff and incorporate their input before updating to final form.

▲ Deliverable 7. Future-State Diagrams

3.3 Develop a prioritized process improvement plan and implementation plan. We will review and prioritize the issues and opportunities for improvement with the City’s project team. We will then develop a detailed process improvement plan. This will include innovative, actionable, tailored recommendations as well as tasks, timelines, cost projections, ease of implementation, priority, and performance goals.

The City can count on our team to deliver recommendations that align with local, state, and federal regulations; adhere to professional standards in urban planning, land use, building codes, and municipal management; and incorporate environmentally sustainable practices.

3.4 Develop Recommendations for Improvement Report. We will develop the Recommendations for Improvement Report. This will include an executive summary that presents findings and recommended actions in an accessible, user-friendly format that can be understood by a broad audience. We will review the Report in draft form with the City's project team and incorporate requested revisions before updating the Report to final form.

3.5 Develop and deliver a final presentation. Our team will develop a presentation of the Report and deliver the presentation to the City's project team, City Council, and other relevant committees and officials. We will incorporate final revisions and feedback before updating the Report to final form.

This presentation allows attendees to ask final questions, helps generate consensus, and fosters buy-in that will support the project's long-term success.

▲ Deliverable 8. Recommendations for Improvement Report and Presentation



OPTIONAL PHASE 4: IMPLEMENTATION AND CHANGE MANAGEMENT

4.1 Continue Biweekly Project Status Updates. Ongoing Biweekly Project Status Updates will describe the activities and accomplishments for the reporting period, plans for the upcoming month, risks or issues encountered during the reporting period, and anticipated problems that might impact any project deliverable. We will meet with the City's project team to review these updates and find that these help to reinforce a strong line of communication between BerryDunn and the City throughout the engagement.

4.2 Develop communications and messaging. We will develop communications and messaging to support awareness throughout the process and build excitement for upcoming changes for internal and external stakeholders.

4.3 Develop draft policies, procedures, and guides to support the adoption of new processes. These items will include:

- » A written policy establishing time standards for each step in the development review process
- » Written standard operating procedures and training materials necessary to support development review process changes
- » Revised forms and checklists
- » Written guidelines for applicants on topics related to the City's site plan and development review process and detailed submittal requirements
- » Standardized templates for development review communications

4.4 Review the draft library. We will work with the City's project team to review the draft library of policies, procedures, guides, and templates for use from intake through project close out. We will incorporate the City's input before updating to final form.

4.5 Coordinate the reconfiguration of the City's development review software. We will work with the City team to coordinate the reconfiguration of the City's development review software. We will communicate recommended changes and improvements to permit review workflows, monitoring, reporting functions, and the applicant portal to achieve alignment with new practices and procedures being implemented as part of this project. We will assist the City with oversight and testing of associated software reconfiguration.



4.6 Develop an organizational change management plan. We will develop an organizational change management plan to outline a timeline of what changes will be rolled out, to who, how, and when in the process.

4.7 Ongoing organizational change management support. We will provide ongoing organizational change management support including developing communications, documenting change impacts, and facilitating stakeholder meetings.

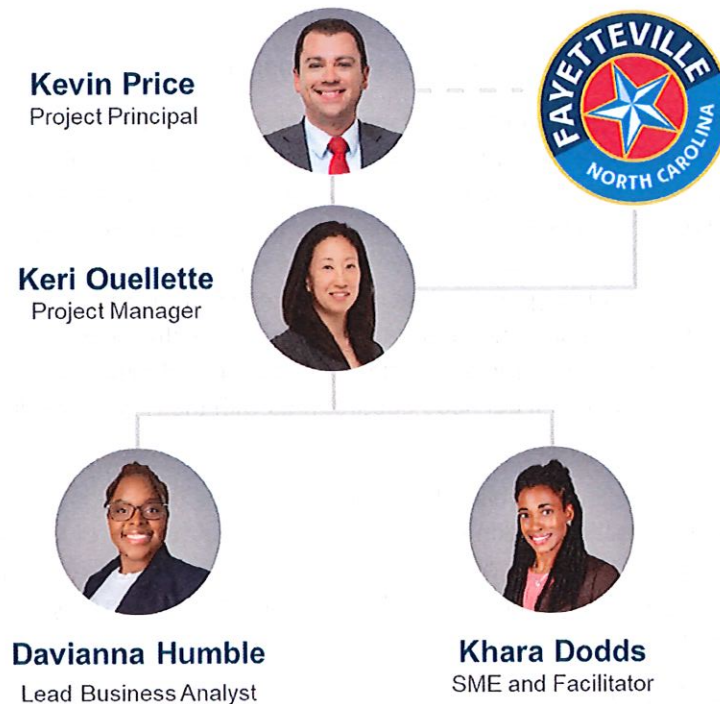
4. Project Team

Organizational Structure

At BerryDunn, we believe in the synergy that accompanies a team approach. Not only do our team members have the qualifications, expertise, and experience to meet the City's needs, but they also work together frequently on similar projects. This allows us to bring a high level of cohesion and efficiency to the City's engagement.

Figure 7 describes the organizational structure of our project team, followed by a listing of project staff. **These project team members will remain committed, available, and assigned to perform the City's requested work effort.** It should be noted we do not intend to subcontract any portion of the City's desired scope of work.

Figure 7: Project Team Organizational Structure



Roles, Responsibilities, and Qualifications

Below and on the following pages, we list our project team members' experience, qualifications, and expertise as they relate to projects of this nature and work with comparable local government clients. **Our project team members' full resumes can be found in Appendix A for further review.**



Kevin Price, MPP, PMP®, Prosci® CCP | Project Principal

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

enforcement, and land management functions. Kevin is also a Lean Six Sigma Green Belt, allowing him to continuously define, measure, analyze, improve, and control projects and environments for his clients.

Kevin has supported some of BerryDunn's largest and most complex clients. He regularly provides process evaluation services for municipal building and development functions, including similar projects for the Cities of Fort Worth, Leander, and Pearland, Texas; Cities of Scottsdale and Tempe, Arizona; City of Miami Beach, Florida; and City of Bridgeport, Connecticut. He has also helped clients such as the City of Woodinville, Washington, as they implement permitting process recommendations.

As the **project principal**, Kevin will:

- ➔ Have overall responsibility for the services we have proposed to the City
- ➔ Help ensure the commitment of our firm and appropriate resource allocation
- ➔ Review and approve all deliverables in accordance with BerryDunn's quality assurance processes



Keri Ouellette, MCRP, AICP | Project Manager

Keri is a manager in our Local Government Practice Group. She is an AICP-certified planner with more than 14 years of municipal planning, zoning, permitting, code enforcement, and community development experience. Prior to joining BerryDunn, she served as a municipal permitting manager where she gained expertise in managing enforcement and addressing growth. In this role, she managed the implementation of an online permitting and records management system, including system customization, quality assurance testing, business process improvement, and staff training. She has a strong understanding of the best practices, policies, and procedures required for efficient, effective development services require, and she regularly assists municipal development services departments with the review and improvement of standard operating procedures.

She has served as project manager on similar development services regulations and processes reviews for the City of Bridgeport, Connecticut; Pitkin County, Colorado; and the City of Miami Beach, Florida. She has supported related projects for the City of Leander, Texas, and the City of Attleboro, Massachusetts, and supported the permitting functions of a technical system implementation project for the City of Wilmington, North Carolina.

As the **project manager**, Keri will:

- ➔ Act as the primary liaison with the City
- ➔ Be responsible for maintaining a constructive and clear line of communication between the City's staff and BerryDunn
- ➔ Monitor project progress and track the initiation and completion of tasks and milestones
- ➔ Lead the project team in designing and facilitating engagement activities such as Fact-Finding Meetings, focus groups, and interviews; preparing status reports; and developing project deliverables in a timely manner
- ➔ Oversee and participate in the process review, including conducting engagement activities such as interviews, Fact-Finding Meetings, and focus groups; mapping the current state; cross walking the process to strategic alignment; and designing the future-state process

- ➔ Optionally support the City's implementation, including developing change management strategies, training plans, materials, and guidance for related platforms and tools



Davianna Humble, MPA, CSM | Lead Business Analyst

Davianna is a consultant in our Local Government Practice Group. She is an expert in public-sector budgeting and management analysis. In prior public-sector roles, she has supported multiple departments in achieving their goals and objectives by providing programmatic counsel and analytical support. Her approach is customer service-focused and relationship-driven. An experienced budget analyst, she has also managed \$1 billion operating and \$400 million capital budgets, reviewed funding requests, helped ensure funds were used in alignment with established strategies and expected outcomes, and provided programmatic counsel and analytical support to assist various departments. Davianna applies a solutions-oriented, customer-focused lens to all of her work and is skilled at conveying management and budgeting recommendations to leadership and community members.

Davianna has worked with our team on comparable development process improvement projects for the City of Fort Worth, Texas; City of Miami Beach, Florida; and City of Woodinville, Washington. She also supported a public works and utilities staffing model analysis for the City of Cedar Park, Texas, and is contributing to a development permitting process transformation for Santa Clara County, California. A proud resident of the State, she will serve as an active local presence and provide insights based on previous work with similar clients.

As the **lead business analyst**, Davianna will:

- ➔ Support the project team on the process review activities, including conducting engagement activities such as interviews, Fact-Finding Meetings, and focus groups; mapping the current state; cross walking the process to strategic alignment; and designing the future-state process



Khara Dodds, MCRP, AICP | Subject Matter Expert (SME) and Facilitator

Khara is a manager in BerryDunn's Local Government Practice Group. She is an AICP-certified planner with over 20 years of planning and community engagement experience, including 13 years of experience in public-sector leadership roles. She has led various departments in planning and land use services, economic development, code compliance, and fire and inspections services. Most recently, she served as the Director of Development Services for the Town of Prosper, Texas, and as Director of Planning and Land Use Services for the Town of Glastonbury, Connecticut.

As a consultant, Khara recently supported comparable operational and organizational assessments for the Cities of Cedar Park, Fort Worth, Leander, Pearland, and Port Arthur, Texas; City of Miami Beach, Florida; and City of Woodinville, Washington; and Sonoma County, California. She is currently leading a permit process audit for the City of Taylor, Texas, and a development permitting process transformation for Santa Clara County, California.

As the **SME and facilitator**, Khara will:

- ➔ Leverage her experience leading and supporting similar assessments

- ➔ Contribute knowledge of best practices gained through prior public-sector leadership experience, including site plan and environmental review, permit review, code compliance, inspections services, and land management
- ➔ Participate in developing and leading interviews, Fact-Finding Meetings, and focus groups
- ➔ Serve as lead facilitator in strategic alignment workshop sessions

Additional Support | The BerryDunn Network

BerryDunn's Consulting Services Group includes more than 400 consultants, including more than 80 Local Government Practice Group consultants who specialize in supporting public-sector clients. As needed, our project team will draw on the support of our vast pool of business analysts and subject matter experts. These consultants will provide in-depth knowledge of various aspects of local government and support the project team with efforts related to fact-finding, research, and deliverable development. For example, the City's site plan review and development permitting processes may interrelate and/or interdepend on other processes in the City across departments. With broad experience functionally and technically within the BerryDunn network, we can bring in the right resources at the right times to achieve desired outcomes.

5. Cost Proposal

BerryDunn's fixed fee for conducting the City's Site Plan Review & Development Permitting Process is \$94,250. Table 1 presents a breakdown of our proposed fees by project phase. Our proposed fee reflects the level of effort we believe is required to complete the requested scope. We plan to use a hybrid virtual/in-person methodology, and have included two trips as part of our fee: 1) Project Kickoff and Fact-Finding (Tasks 1.7, 1.8,1.9) and 2) Visioning Workshops (Tasks 2.2 and 2.3). Other factors that contributed to this fee include:

- ➔ Our staffing plan and resource allocation, which provides the City with the appropriate number of resources and level of expertise to complete the tasks defined in the scope of work
- ➔ Our experience conducting projects of similar scope and size
- ➔ Our proposed team's experience working together on similar projects

Table 1: BerryDunn's Proposed Fees by Phase and Deliverable

Phase	Fee
Project Planning and Management	
D1. Project Work Plan and Schedule	\$4,350
D2. Project Status Updates	\$4,640
Phase 1. Current Environment Assessment	
D3. Fact-Finding Meetings	\$34,800
D4. As-Is Process Diagrams	\$8,700
D5. Current Environment Assessment Report	\$9,570
Phase 2. Strategic Alignment Facilitation	
D6. Strategic Vision and Alignment	\$8,990
Phase 3. Recommendations for Improvement	
D7. Future-State Diagrams	\$8,410
D8. Recommendations for Improvement Report and Presentation	\$14,790
OPTIONAL Phase 4. Implementation and Change Management	
D9. Implementation and Change Management Support (Hourly, As-Incurred)	\$29,000
Total (Excluding Optional Implementation and Change Management)	94,250
Total (Including Optional Implementation and Change Management)	\$123,250

Our fee proposal assumes that satisfying a deliverable is based on the City's signed acceptance. We will work with the City project manager to update our deliverables as required until they are accepted by the City. The City will not incur any additional costs associated with the process of reaching deliverable acceptance.

Optional Phase 4, Implementation and Change Management would be offered at an hourly rate of \$290 for up to 100 hours. This support is planned to be conducted virtually, with any travel expenses billed to the City as-incurred.

Hourly Rate Schedule

On the following page, Table 2 presents our team members' standard hourly rates by position. Our fixed-fee proposal in Table 1 is based on these rates with a 15% discount applied. This discount is based on our strong desire to partner with the City to perform this project.

Table 2: Team Member Hourly Rates

Team Member	Project Role	Hourly Rate
Kevin Price	Principal	\$540
Keri Ouellette	Project Manager	\$360
Davianna Humble	Lead Business Analyst	\$260
Khara Dodds	SME and Facilitator	\$360

6. References

The greatest testament of our high-quality work is the expressed satisfaction shared by our clients. Below, we provide contact information for several recent projects for the City's consideration. These clients can speak well to the quality and satisfaction we deliver on comparable engagements. Project descriptions for these clients can be found in Section 2.

City of Bridgeport, Connecticut

Building Permitting Process Analysis

Curtis Denton, ITS Director
203.576.8188 | curtis.denton@bridgeportct.gov

Sonoma County, California

Permit Management Review Services

Yvonne Shu, Administrative Analyst
707.565.1739 | Yvonne.shu@sonoma-county.org

Attleboro Redevelopment Authority, Massachusetts

Strategic Plan

Rose Larson, ARA Chairman
509.230.6885 | larson.william@comcast.net

Kevin Price, MPP, PMP®, Prosci® CCP

PRINCIPAL / PROJECT PRINCIPAL

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

Master's degree, Public
Policy and Management,
Concentration in Financial
Management, University of
Southern Maine

Bachelor's degree,
Economics and Political
Science, University of Maine

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

Prosci® Certified Change
Practitioner

Lean Six Sigma Green Belt
Certified

AFFILIATIONS AND MEMBERSHIPS

- City of Westbrook, ME
Planning Board, 2023 –
Present; Sewer
Commission – Member,
2021 – Present

SELECT CLIENTS

City of Attleboro, MA
City of Bridgeport, CT
City of Rockville, MD
City of Wilmington, NC
Goochland County, VA
Sonoma County, CA

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

RELEVANT EXPERIENCE

Process Analysis and Improvement: Kevin has assisted BerryDunn clients with process improvement projects as standalone initiatives and as components of system replacement projects and as standalone projects. In the past five years, he has served as project principal on development process reviews for communities including the City of Bridgeport, Connecticut; City of Leander, Texas; City of Miami Beach, Florida; Santa Clara and Kern Counties, California; and Pitkin County, Colorado. He is also leading a permitting improvement implementation for the City of Woodinville, Washington.

System Needs Assessment, Selection, and Implementation: Kevin has assisted BerryDunn clients with every stage of system replacement and implementation projects, from needs assessment to requirements definition, RFP development, proposal evaluation, facilitation of vendor demonstrations, contract negotiation, and implementation project management. He specializes in permitting, community development, asset management, and land management systems.

Fee Studies: Kevin's understanding of permitting processes is strengthened by his experience leading permitting fee studies and cost of service analyses. This includes building, land management, engineering, and infrastructure fees. He has led such projects for clients including the City of Boise, Idaho; Cities of Gainesville, Largo, and Fernandina Beach, Florida; Manatee County, Florida; Town of Longboat Key, Florida; City of Tucson, Arizona; and City of Bozeman, Montana.

Organizational Assessment: Kevin regularly helps development services departments assess and improve their organizational structures and processes. These collaborative projects are built on stakeholder feedback and project management and industry best practices. Recently, he led a permit management review process for Sonoma County, California, and a structural and efficiency study for the City of Fort Worth, Texas, development and permitting services.

Keri Ouellette, AICP, MCRP

MANAGER / PROJECT MANAGER

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

Master's degree, City and Regional Planning (MCRP), Georgia Institute of Technology

Bachelor's degree, Urban Studies and Architectural Studies, Connecticut College

American Institute of Certified Planners (AICP)

AFFILIATIONS AND MEMBERSHIPS

- American Planning Associations (APA) Member
- City of South Portland, Maine, Board of Appeals, 2023 – 2024
- City of South Portland, Maine, Affordable Housing Committee, 2024 – Present

SELECT CLIENTS

City of Attleboro, MA
City of Bridgeport, CT
City of Chelsea, MA
City of Leander, TX
City of Miami Beach, FL
City of Woodinville, WA
Santa Clara County, CA
Travis County, TX
Village of Schaumburg, IL
Town of Smithfield, RI

Keri Ouellette is a manager in BerryDunn's Local Government Practice Group. She is an AICP-certified planner and former municipal permitting manager, planner, and building and land development services program manager. Through her prior public-sector experience, she has gained a mastery of land use legislation development and implementation—including zoning analyses, development impact fees, housing policy, and development review regulations. She has a keen understanding of the issues municipalities face in addressing growth and managing enforcement, as well as the best practices, policies, and procedures municipal planning agencies must embrace in order to achieve efficient, effective service delivery. Keri is also well-versed in the technology that supports permitting and planning, as she pioneered system modernizations in her positions with multiple municipalities.

RELEVANT EXPERIENCE

Project Management: Keri has served as project manager for multiple system selection, comprehensive planning, and process analysis and improvement projects. In these projects, she provides a clear line of communication between BerryDunn staff and the client's team and helps keep the project advancing on schedule. She served as project manager for a development services regulations and processes review with the City of Miami Beach, Florida, and a permitting process analysis for the City of Bridgeport, Connecticut.

Process Analysis and Improvement: Keri regularly helps clients evaluate processes and leads the development of standard operating procedures to improve efficiency. She leverages her past public-sector experience and knowledge of best practices to identify opportunities for improved efficiency and highlight duplicative processes. Keri has played key roles in process improvement and planning projects with the City of Leander, Texas; Pitkin County, Colorado; and City of Attleboro, Massachusetts.

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

Community Engagement: Keri has considerable experience developing inclusive engagement plans for BerryDunn clients, focusing on creating opportunities that allow for the whole community to be heard. These in-person and online engagement efforts help measure reactions to community challenges and projects, informing the direction of a planning process. These include in-person outreach methods like community event pop-ups and public forums as well as virtual engagement tools like Social Pinpoint and Mentimeter.

Davianna Humble, MPA, CSM

CONSULTANT / LEAD BUSINESS ANALYST

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

Master of Public Administration, University of Kansas

Bachelor's degree, Political Science and Government, Truman State University

Certified ScrumMaster

SELECT CLIENTS

City of Bozeman, MT

City of Cedar Park, TX

City of Fort Worth, TX

City of Hillsboro, OR

City of Miami Beach, FL

City of Lawrence, KS

City of Raleigh, NC

City of Villa Park, CA

City of Woodinville, WA

Lake County, CO

Hawai'i County, HI

Santa Clara County, CA

Town of Queen Creek, AZ

Davianna Humble is a consultant in our Local Government Practice Group. She brings experience in budgeting and management analysis, specifically during her time with Wake County, North Carolina. She has provided programmatic counsel and analytical support to assist various departments in achieving goals and objectives. Davianna has monitored budgets of over \$400M in capital budgets and helped ensure funds are used in alignment with established strategies and expected outcomes. She has participated in funding distribution meetings by creating pre-award risk assessments and amendment forms for approved agencies.

RELEVANT EXPERIENCE

Process Review and Analysis: Davianna regularly supports development services process review and analyses as a business analyst. She has supported related projects for the City of Miami Beach, Florida; Santa Clara County, California; and City of Woodinville, Washington, where she is helping to implement permit process recommendations. In these roles, she supports current environment assessment, fact-finding interviews and focus groups, as-is process diagramming, and peer benchmarking.

Operations: Davianna evaluated funding and program requests for operating and capital budgets. She also developed relationships to manage a portfolio of assignments that consisted of a combination of operating departments and capital programs. Davianna monitored \$1B in operating funds using forecasting throughout the fiscal year to help ensure funds were being used in line with established goals. She also tracked local, state, and federal policies to evaluate the impact on County operations and help ensure compliance with external laws and regulations.

Budgeting: Davianna evaluated funding and program requests for operating and capital budgets, developed alternatives in collaboration with department staff, and recommended prioritized strategic options through an annual budget development process. She was responsible for \$400M in capital budgets, for which she worked with County departments and outside agencies to help ensure appropriate distribution of funds.

Training and Development: Davianna previously assisted in a human services building restructure initiative, which included a tenant questionnaire, remapping the facility, and creating a summary of facility costs. Additionally, she updated a handbook to orient newly elected government officials with frequently asked questions and provide pertinent contact information.

Khara Dodds, AICP, MCRP

MANAGER / SUBJECT MATTER EXPERT AND FACILITATOR

Berry, Dunn, McNeil & Parker, LLC



EDUCATION AND CERTIFICATIONS

Master's degree, City and Regional Planning, Rutgers University

Bachelor's degree, Urban Studies/Africana Studies, Rutgers University

The American Institute of Certified Planners (AICP)

Equitable Community Change Certificate, eCornell

Institute of Cultural Affairs (ICA) Technology of Participation® (ToP®), Facilitation Methodology and Strategic Planning

SELECT CLIENTS

City of Cedar Park, TX

City of Fort Worth, TX

City of Leander, TX

City of Miami Beach, FL

City of Pearland, TX

City of Taylor, TX

City of Woodinville, WA

Kern County, CA

Santa Clara County, CA

Sonoma County, CA

Town of Mountain View, CO

Town of Timnath, CO

Khara Dodds is a manager in BerryDunn's Local Government Practice Group. She is an AICP-certified planner with more than 13 years of leadership experience and 20 years of planning and community engagement experience. She believes in the potential of community development to empower communities and positively impact quality of life. Khara leverages her experience in city and regional planning to assist clients as they assess existing policies and processes, collect and evaluate stakeholder input, and identify and implement recommendations for improvement.

RELEVANT EXPERIENCE

Project Management: Khara regularly serves as project manager on community development department organizational assessments, process improvement, and comprehensive planning projects. She is currently leading permitting process improvement engagements for the City of Taylor, Texas; City of Woodinville, Washington; and Santa Clara County, California. She utilizes clear communication skills to lead project teams, help ensure projects remain on schedule, and develop the highest-quality deliverables for the client. Khara excels at engaging with clients' internal and external stakeholders. She has extensive experience facilitating interviews, focus groups, work sessions, and adapts her approach to the unique needs and features of each community she works with.

Development Experience: Prior to joining BerryDunn, Khara was director of development services for the Town of Prosper, Texas; director of planning and community development for the Town of Glastonbury, Connecticut; and director of planning for the City of Hartford, Connecticut. In these roles, she led multiple town strategic planning initiatives that improved town operations and procedures as well as enhanced the quality of life for residents and businesses. She prepared design guidelines, regulation amendments, and a multi-faceted community engagement program to get input from residents, the development community, property owners, and board/commission members.

Process Analysis and Improvement: Khara has managed the plan review process of large-scale development projects and ensured coordination with staff and municipal leadership throughout the process. She has initiated the planning process for affordable housing; collaborated with stakeholders to develop incentive programs; negotiated policy and map amendments on behalf of municipalities in the state planning process; and prepared local planning documents including development studies and annual planning reports.

AFFILIATIONS AND MEMBERSHIPS

- BerryDunn CEO Council on Diversity, Equity, Inclusion, Belonging, and Accessibility (DEIBA), Systemic Barriers Subcommittee; and Taskforce on Environmental, Social Responsibility, and Governance (ESG)

Appendix B. Planning, Community Development, and Building Experience Highlights

Table 3 below presents an extensive list of highlighted, relevant, recent experience. Please find further information about our experience and references in **Sections 2 and 6**.

Client	Worked Performed	Dates
Alachua County, FL	Building and Fire Permit Fee Study	08/2022 – 08/2023
Boulder County, CO	Community Planning and Permitting Strategic Plan	06/2022 – 09/2023
City of Attleboro, MA	Development Review Process Improvement Services	11/2021 – 06/2022
City of Boise, ID	Entitlement, Permitting, and Inspections Cost of Service and Fee Analysis	04/2024 – Present
City of Boston, MA	Business Process Mapping and Improvement of Right-of-Way Coordination and Management	12/2019 – 08/2020
City of Bozeman, MT	Community Development Fee Review Study	09/2020 – 04/2021
City of Bridgeport, CT	Building Permitting Process Analysis	05/2024 – 12/2024
City of Broken Arrow, OK	Community Development, Asset Management, and Utility Billing System Implementation Project Management	07/2019 – 08/2022
City of Danville, VA	Special Events Process Review	02/2025 – 05/2025
City of Fernandina Beach, FL	Building Department Fee Study	04/2020 – 02/2021
City of Fort Worth, TX	Structural Efficiency Study for Development and Permitting Services	06/2023 – 07/2024
City of Frisco, TX	As-Is Process Diagramming and Improvement Recommendations for Plan Review Processes	05/2018 – 12/2022
City of Gainesville, FL	Building Permit Fee Study	01/2021 – 06/2021
City of Gainesville, FL	Fee Schedule Update	11/2021 – 06/2022
City of Homestead, FL	Workflow and Comparative Fee Analysis	11/2015 – 07/2017
City of Homestead, FL	Permit Fee Study	01/2025 – Present
City of Largo, FL	Building Permit Fee Study	03/2022 – 02/2023
City of Leander, TX	Development Process Review	01/2022 – 11/2022
City of Miami Beach, FL	Review of Regulations and Processes Relating to Development Projects	03/2023 – 09/2023

Client	Worked Performed	Dates
City of Plano, TX	Building Inspections Process Improvement Project	11/2021 – 04/2022
City of Puyallup, WA	As-Is Business Process Diagramming for Community Development Functions	02/2020 – 10/2022
City of Richland, WA	Community Development Business Process Review	11/2020 – 02/2021
City of Rockville, MD	Community Development Business Process Mapping, Analysis, and Training	07/2018 – 03/2019
City of Taylor, TX	Permit Process Audit	12/2024 – Present
City of Woodinville, WA	Permitting Operations Improvement Implementation	07/2023 – 07/2025
Kern County, CA	Building Permits Process Improvement Services	02/2024 – Present
Manatee County, FL	Building and Development Services Fee Study	06/2021 – 07/2022
Pitkin County, CO	Community Development Department Process Review	08/2021 – 11/2022
Santa Clara County, CA	Development Permit Process Improvement	10/2024 – Present
Sonoma County, CA	Permit Management Review Services	05/2022 – 03/2023
Town of Wells, ME	Permitting Process Review	02/2021 – 09/2022
Travis County, TX	Consultation Development Review Process and Fees	12/2020 – 01/2022
Village of Schaumburg, IL	Permitting and Inspections Operational Study	02/2021 – 09/2022



Appendix C. Forms

We include our signed acknowledgement of Addendum #1: RFP-Site Plan Review & Development Permitting Process. As of production and shipping of this proposal on August 12, 2025, there are no additional addenda associated with this RFP on the City's Bid Opportunities site.



PURCHASING

July 29, 2025

MEMO TO: Prospective Bidders

FROM: Kimberly Toon, Purchasing Manager

SUBJECT: **Addendum #1:** RFP-Site Plan Review & Development Permitting Process

DUE DATE AND TIME: **August 14, 2025; 1:00 p.m.**

1. The Bid Documents are hereby modified per the attached Addendum #1 dated July 29, 2025. To include the following:

a. Changing the submission method.

Page 8 of the bid documents read:

Submission Format

Proposals should be submitted electronically in PDF format. Please ensure all documents are clearly labeled and organized according to the Proposal Submission Requirements.

Bids will not be received electronically. Bids must be submitted in person or by mail to:

Submission Method

Please send your complete proposal to the following address:

City of Fayetteville Purchasing Office

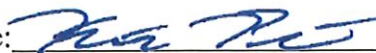
Attn: Kimberly Toon

433 Hay St

Fayetteville, NC 28301

Bidder Acknowledgement:

Bidder Name (Print): Kevin Price, Principal

Bidder Signature: 

Date of Signature: August 14, 2025

"BerryDunn" is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide professional services in an alternative practice structure in accordance with the AICPA Code of Professional Conduct. BDMP Assurance, LLP is a licensed CPA firm that provides attest services, and Berry, Dunn, McNeil & Parker, LLC, and its subsidiary entities provide tax, advisory, and consulting services.

The entities falling under the BerryDunn brand are independently owned and neither entity is liable for the services provided by the other entity. Our use of the terms "our firm" and "we" and "us" and terms of similar import denote the alternative practice structure of Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP.

This proposal is the work of Berry, Dunn, McNeil & Parker, LLC and is in all respects subject to negotiation, agreement, and signing of specific contracts.