

DOWNTOWN REDEVELOPMENT SERVICES, LLC

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FALMOUTH TOWN VISION AND VALUES STATEMENT

STATEMENT OF QUALIFICATIONS

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

Re: Town Vision and Values Statement Qualifications

Date: January 5, 2020

Town Manager Poore,

The Town of Falmouth is a community that has been graced with outstanding natural assets, easy access to regional destinations, and a high quality of life due to the unique character of the community. It is these critical aspects of community that have made Falmouth a desirable place to visit and live. Unlike many communities along the New England coast, the Town of Falmouth understands these aspects are critical to the longevity of the community and desires to gain input from the community about the vision for Falmouth over the next 20 years. While having a vision is just the first step in the overall planning process, it is a critical step when people are working together to identify:

- what makes a community feel like a home
- what values are at the core of residents' daily life
- how residents and visitors connect with one another
- what makes residents feel safe within a community
- what attributes or characteristics define the Town of Falmouth, and
- where Falmouth residents envision their community being in the next 3, 5, 10, or even 20 years

We at Downtown Redevelopment Services (DRS) understand your desire to create a unified vision and set of values for your community as the first phase in a comprehensive plan update process, and so we are excited to propose the following:

- Community visioning workshops
- Stakeholder meetings
- Surveying and documentation preparation
- Consensus building
- Results testing and adaptation
- Final deliverable creation

It is through the above outlined services that we feel the Town of Falmouth would realize and identify the true common themes of the entire community, thereby identifying the most pertinent Vision & Values statement. The pages that follow will help Falmouth better understand the proposed work scope and anticipated benefits for the community. We hope that the provided information will also demonstrate the capabilities of our staff to help the town achieve its goals in both the first and second phase of the comprehensive plan update process.

Please feel free to reach out to me personally if there are any questions that arise during the review process.

Ben Levenger, AICP, PLA, CeDC
President
Downtown Redevelopment Services
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Ben@DTRedevelopment.com



The State of Maine and the New England coast is an area of growth and densification. Through proper planning and land-use modeling, the small municipalities within the region will be able to retain their small-town charm and convenient access to natural resources while providing for necessary growth to meet demand. Although it is not yet a decade since the creation of the last comprehensive plan update for the Town of Falmouth, there has been considerable change within the community, necessitating the need for a more congruent and concise plan. Our understanding is that the following has transpired since the last update:

- Comprehensive plan adoption in 2013, with updates in 2014
- Successful implementation of goals for development within concentrated growth areas
- Adoption and potential public pushback for zoning changes in 2016
- Higher-than-anticipated population growth (10,310 in 2000; 11,185 in 2010 and 11,868 in 2018 - est.)
- Challenging climate change conditions
- A changing demographic for residents and visitors

It is due to the above-listed items that we understand the Town of Falmouth has decided to undergo a comprehensive plan update. With this as the desired goal, the first step in the process is to assess and adapt the Vision & Values statement to meet current needs. It is through creation of these elements that the community will be provided with the opportunity to weigh in and become part of the future for their community. DRS understands the value of consensus building, common goal setting, and public input. These vital steps will help the community:

- create a unified vision or goal to rally around and work towards, while meeting necessary state requirements for comprehensive plans
- identify common elements that tie local residents together
- create a common understanding through mutual identification of issues or community constraints
- provide a clear, concise, and realistic goal for the community to attain

While these elements are only the first phase in the desired work scope, the community Vision & Values statement will provide the necessary framework for the comprehensive plan update. Although this document is in reference to the first phase of the plan update, we feel that we have the experience, training, and right mixture of staff to facilitate the planning process through both desired phases. Our staff are uniquely qualified to help the community create a comprehensive plan update that:

- is concise and action-oriented
- meets state requirements for plan components, with a focus on guidelines from the Growth Management Act
- creates an easily identifiable and accurate set of land uses that will help the community retain its character as well as meet further growth demands
- includes an implementation strategies section to identify the short-, mid- and long-term goals and how they will be completed.

While the above represents our current understanding of the project, we welcome the opportunity to work with the Town of Falmouth to create a tailored project scope and fee structure that will reflect the precisely needed deliverables.



Downtown Redevelopment Services (DRS) is a planning firm that specializes in community revitalization and economic development projects that will improve the quality of life for residents. We assist communities through comprehensive downtown planning, community visioning/goal setting, economic strategies, main street services, community guidance documents, development-readiness initiatives, and adaptive reuse projects. Our planning services focus on the needs and desires of the community, ensuring that all recommendations or goals will serve the community in the immediate and distant future.

DRS was founded in 2009 by passionate professionals who wanted to make a difference in communities by providing realistic and highly implementable strategies. We do not take a "one size fits all" approach within our client communities. We understand that every plan must be unique and responsive to the specific community. While many firms work with a similar approach or mantra, DRS tailors project scope and deliverables to meet the needs of the client community in the short, mid, and long term future. Through this process, DRS has gained an unmatched understanding of the processes necessary for community revitalization and a considerable track record of implemented projects.

Since 2009 DRS has grown and expanded into a national company, offering office locations in the Midwest, East Coast, and Intermountain West. These locations allow us to meet client goals by maintaining access to project sites.

**We don't just plan,
WE EMPOWER**



Staff Credentials

- 3 AICP Planners
- 2 Professional/Licensed Landscape Architects
- 1 Certified Economic Developer (CEcD)

10 years in business	80% of projects implemented since inception	119 number of projects since inception	8 employees in 3 offices
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Service Categories



Planning



Streetscape Design



Economic Analysis



Downtown Planning



Community Visioning

FIRM INFORMATION

3

Successful Project Process

Working with communities in various stages of community revitalization and in vastly different socio-economic conditions has taught DRS that successful community-based projects follow a process. We believe that following a process similar to the one illustrated below will yield the community a successful project that is backed by the residents and is highly implementable.



Quality Control

Ensuring that the final work product is relevant to the community's needs and captures the locals' voice clearly and concisely is a vital step in the planning process. To achieve a high level of proficiency and continuity of message, DRS adopts a quality-control process that utilizes both internal and peer QA/QC reviews

Schedule Adherence

Oftentimes, projects have schedule constraints due to limitations imposed by the municipality or external forces. Understanding this, DRS will work closely with the community or client to ensure schedule adherence. DRS is also able to offer flexible schedules to help communities achieve necessary milestones.

Downtown Redevelopment Services (DRS) is a planning and landscape architecture firm that works with communities to identify, set, and attain goals for community revitalization. All work completed by DRS is prepared to meet short-, mid- and long-term goals, while utilizing available resources and maximizing the unique assets of each community. Since inception, our project footprint has grown to a national base, providing a varied and unique experience for DRS staff. Through our widespread and varied projects, we have crafted a unique set of skills to assist small to medium-sized communities with a variety of planning based projects. It is this experience that allows us to provide forward-thinking problem-solving that is rooted in the local economy and traditions.

Understanding that projects require a holistic approach for success, outlined below are highlights from recent planning projects that will be capitalized on to provide better services for the Town of Falmouth:



Project Manager
Ben Levenger,
AICP,
PLA, CEcD



Education and Registrations

- University of Utah, Masters of Real Estate Development
- University of Utah, Masters of City and Metropolitan Planning
- Utah State University, Bachelor of Landscape Architecture
- Fort Hays State University, Graduate Certificate - Grant Proposal Writing
- American Institute of Certified Planners
- Professional Landscape Architect
- Certified Economic Developer

Overview

Mr. Levenger is experienced in commercial and public projects with emphasis on planning, project development, adaptive reuse and implementation strategies. He is an expert in master planning, community input, and economic analysis. He has worked on a range of planning projects across the US that include downtown planning, Main Street services, general plans, comprehensive plans, land use plans, transportation planning and revitalization/economic development projects. He possesses competence and technical skills with a number of software programs including AutoCAD, InDesign, Photoshop, ArcMap/GIS, Envision Tomorrow Plus (ET+), Revit, SketchUp, and Microsoft Suite.

Representative Project

**Grantsville Comp Plan Update
 Grantsville, UT**

Project Manager	Ben Levenger
Year Completed	2019
Type of Project	Visioning & Comprehensive

Description: The City of Grantsville has experienced unprecedented growth as the Salt Lake Valley expands westward into Tooele County. This growing demand for housing has caused a sporadic style of development within the community increasing utility construction and replacement costs. In addition to increased costs, the local residents have voiced concern over losing the “character” of their community with the increased density and housing development taking place. Employees of DRS joined the team with Rural Community Consultants to provide: Community Visioning, Value Identification and Statement and Comprehensive Plan Update. This document provides a “roadmap” for the community to follow as development continues to take place, ensuring that the existing residents have an adequate level of service provided.



Additional Planning Projects

- Mars Downtown Plan
- Houlton, ME Revitalization Roadmap
- Pittsburgh - Manchester Community Visioning Project
- Conneaut Lake Downtown Visioning Project
- Houlton, ME Revitalization Roadmap
- Harmony, PA Revitalization Roadmap
- Crossville TN Comprehensive Plan Update
- Hurricane, UT General Plan update
- Canfield, OH Comprehensive Plan Update
- Florida Main Street Visioning and Goal Setting
- Lamar Colorado Development Readiness Training



Planning Lead
Seth Bockholt,
PLA, GRP

Education and Registrations

- Utah State University, Bachelor of Landscape Architecture
- Professional Landscape Architect

Overview

Mr. Bockholt has been designing and developing projects from the ground up since 2008. His approach, defined by heavy community input and trend analysis, has rewarded him with long-standing and beneficial relationships with clients. Through these relationships he has been able to help communities create, evaluate and attain their local goals. Such traits enable him to lead communities toward relevant big picture solutions while focusing on client needs and desires. He is credited for his creative vision and tenacity in overcoming challenges and leveraging the potential of projects to best serve the stakeholders involved. As planning lead, Mr. Bockholt will head the planning team for visioning and goal setting.



Coordination and Outreach
Stan Levenger

Overview

After 40+ years working for Fortune 500 companies as a professional geologist, Stan Levenger retired from his profession and began working for Downtown Redevelopment Services. He has a skillset specialized for government relations, conflict dispute, consensus building and report writing. His experience working with all levels of government has provided him with extensive knowledge in project management and implementation. His scope for the Falmouth Town Vision and Values Statement SOQ is to assist with community input, community assessment, and government relations.



Helping turn the residents’ vision for the future of Falmouth into realistic goals is a challenging and often lengthy process. Understanding this and based on our considerable work experience with similar projects, DRS staff propose the following project approach to meet the desired community goals for phase 1. The final scope and services can be amended to meet the needs and goals of the community.

1. Community-visioning workshops - Without adequate input, residents will not feel that they are being heard in the planning process. To capture these all-important voices, DRS proposes a series of community-visioning and input workshops. These workshops are carefully crafted to help residents:

- identify their personal goals
- identify community-wide goals
- work together to understand what attributes make up the community character of Falmouth
- identify what elements of civic pride the community represents and how these elements affect daily life

It is through these visioning workshops that the residents will be able to sit down and talk with the consultants, chat with neighbors, and build a consensus about the “basic elements” of Falmouth. A total of four (4) of these meetings will be held at various locations throughout the community. Meetings will be held at night and during the day to ensure that all residents have an opportunity to attend. These meetings will be held within the first 60 days of the project.

Created as part of this step, a project website will serve as a hub for all project processes.

2. Stakeholder meetings - Similar to focus groups, stakeholder meetings are undertaken to help identify unique characteristics within a cohort of the community. Stakeholder meetings for this project will be facilitated in the second month and focus on the following categories of individuals:

- Concerned citizens
- Elected officials and regional agencies
- Business owners
- Large-tract landowners

The purpose of the stakeholder meetings is to gauge feedback from groups of individuals who have similar vested interests. These meetings will be facilitated by DRS staff and provided to help DRS better understand local conditions. A total of eight stakeholder meetings will be held over the course of three days.

3. Community input survey - As not all residents feel safe or comfortable providing their feedback in a public setting, due to this DRS will provide an online survey to solicit input from all residents. Through this survey, the

community will be asked questions about their specific goals or visions for Falmouth as well as their ideas on potential obstacles. The results of this survey will inform DRS staff about the character of the community. The survey will run for 30 days and posters and/or business cards will be posted throughout town with QR codes to access the survey, encouraging free, easy, and anonymous access.

4. Consensus-building workshop - After the community-visionsing workshops and stakeholder meetings have been completed, DRS staff will host a series of consensus-building workshops. These workshops will be formatted in open-house style with a short presentation and following work session. Residents and visitors will be placed at tables and provided with preliminary data from the visioning exercises. Through these workshops, the following will be achieved:

- Identification of civic pride or community character themes
- Identification of elements of character that are similar among all residents
- Vet out results from the process, gaining a common theme among all participants

These workshops will be hosted in the third month of the process. The format of the workshops will be “*guided exploration*.” Tables will be provided and a DRS staff member will facilitate the conversation at each table, gauging feedback or hesitation from the preliminary data. After the table-specific work, DRS staff will lead a larger discussion with all participants to identify the common elements among all tables.

5. Documentation preparation - After the bulk of community input has been undertaken, DRS staff will draft a conceptual Vision & Values statement for the town. This process will take 30-45 days and include several rounds of edits between DRS staff and town officials. The document will be prepared in a clear, concise, and graphically rich format.

6. Preliminary results testing and adaptation - After the conceptual statement has been created, DRS staff will facilitate a third set of public meetings, this time focused on gathering feedback about the statement. A set of two meetings are proposed for this purpose. The first will be a presentation to Town Council and the second will be an open-house meeting. Both meetings will start with a brief presentation of the conceptual statement and a description of the process from which it was derived, followed by comment periods and Q&A time.

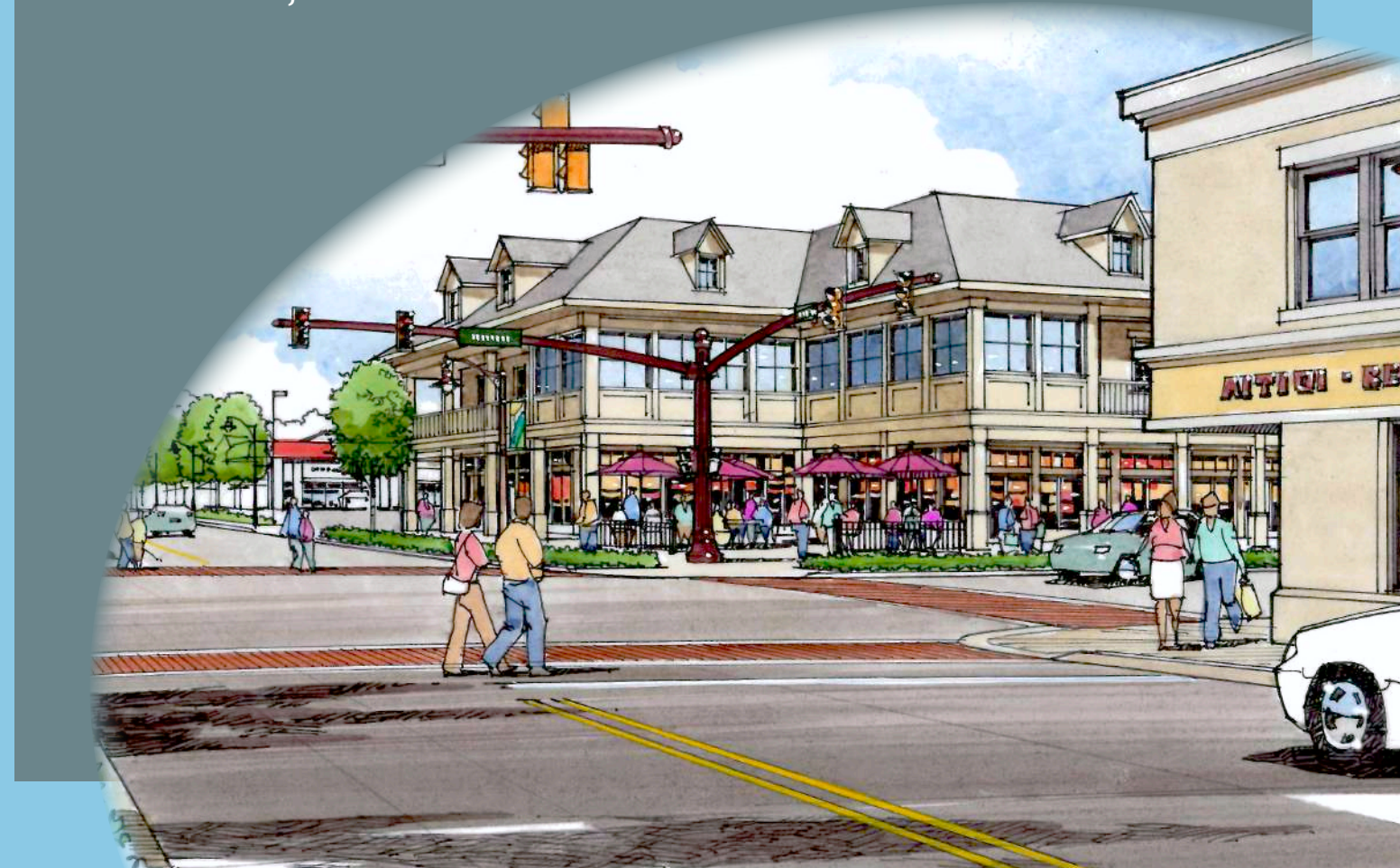
7. Public-comment period - A public-comment period of 30 days will ensue. The conceptual statement will be placed throughout town and on the project website. Residents looking to give feedback will be provided the opportunity to submit their thoughts through a printed or online form.

8. Final deliverable creation - After the public-comment period has ended and all public input has been completed, DRS staff will prepare the final Vision & Values statement for the Town of Falmouth. This statement will be presented in the following formats:

- Presentation/layout format (.PDF and .INDD format)
- Text-only documentation (.DOCX format)
- Images (.JPEG and .PNG format)

The final document will provide the community with a clear, concise, and easy to understand document. It is the hope of DRS staff that the Vision & Values statement becomes part of the overarching guidance for the community.

In addition to the first phase of work, DRS staff are interested in providing services for the comprehensive plan update. As part of the plan update process, we will craft a document that will serve as a guiding book or roadmap for the community over the next 20 years. The final product for the comprehensive plan update will conform to all state requirements and allow for easy implementation. A detailed project scope can be provided and a project fee negotiated, if DRS is selected to complete this work. The above outlined approach has been crafted by DRS to meet the town's goals for phase one. We welcome the opportunity to further tailor our services to meet local needs. If there is a desire to change, alter, or add/subtract services, DRS and the contractual partner can negotiate the final scope and associated fee.





Houlton, ME Revitalization Roadmap Houlton, Maine

Houlton Maine is a prideful community with a strong history and resilient population. Since the creation of the interstate in the late 1960's the community witnessed disinvestment within the downtown and market square area. Noting this issue, and desiring to make necessary improvements to retain their downtown amenities, they contracted with DRS to undergo downtown vision identification and Revitalization Roadmap processes. During these processes, the community underwent a comprehensive assessment, extensive community input and collective vision/goal setting. All work for the Houlton roadmap focused around creating recommendations to encourage additional investment and preservation of their outstanding architectural elements within the downtown.



EXPERIENCE

REFERENCE

Nancy Ketch
Development Director,
Town of Houlton
comm.development@houlton-maine.com
(207) 694-1399



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Harmony, PA Revitalization Roadmap Harmony, Pennsylvania

Harmony is a destination location known for their historic and intact downtown and "Germanic" square. As the community was founded by German immigrants fleeing religious persecution, the community was built to emulate the traditional downtown market square of a small German community. In August of 2019, DRS was retained to help the community envision community-wide revitalization goals, prepare a vision statement and; prepare a clear, concise and easily implementable downtown plan. The Revitalization Roadmap process undertaken for Harmony Borough as focused around personifying the unique history and character of their community through comprehensive streetscape enhancements within the square area.

Project engineering is currently underway and construction is anticipated to begin in spring of 2020. Funding for the Harmony square revitalization is provided by the PA Redevelopment Assistance Capital Program (PA RACP). DRS staff prepared their preliminary and final application for this specific purpose in early 2019.



REFERENCE

Greg Such
Council President, Mars Borough
gregsuch@usa.net
(412) 389-6280

Mars Downtown Redevelopment & Adaptive Reuse Project Mars, Pennsylvania



While at a previous firm, Ben Levenser oversaw the original concept design for the downtown corridors. After starting DRS, Mars decided to continue their work with Ben Levenser. DRS was then engaged by the Borough of Mars to help them revitalize their downtown, gather a community consensus and prepare a plan to redevelop the downtown. Mars found itself lagging behind the nearby township in growth and losing jobs and commerce to the surrounding sprawl development. DRS assisted Mars in developing an implementable framework to address declining infrastructure and a stagnant economy.



DRS began by developing a vision for the community by completing a master plan and prioritizing implementation projects; primary of which was a rehabilitation of an underutilized church and transforming into a NASA supported STEAM facility. Community engagement was a key component to the ongoing work in restoring vibrancy to downtown Mars.

REFERENCE

Gregg Hartung
Mayor, Mars Borough
hartung.marspa@gmail.com
724-777-2489

Services Provided

- Community Input & Consensus Building
- Master Planning
- Schematic Design
- Facade Program Preparation
- Historic Building Adaptive Re-use Project

Funding Assistance Provided

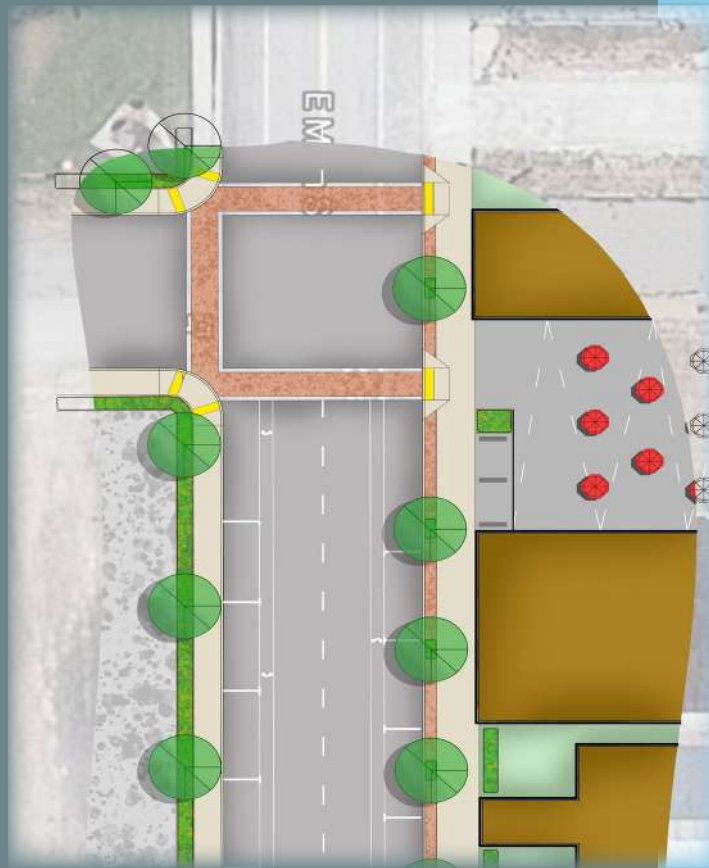
- PennDOT Tap Grant Application Submitted
- Bike and Hike Trail Project
- RACP Grant Submitted
- NASA Interactive STEAM Facility (reuse)



Cokeville, WY Revitalization Roadmap Cokeville, Wyoming

Cokeville Wyoming is a small town on the West side of the state, boasting a year round population of 550 people. Their community was once a thriving Town with multiple downtown corridors and destinations or amenities for residents to frequent. Since the 1960's the community has witnessed a large amount of disinvestment and deferred maintenance, causing all but three (3) original buildings to be demolished. Desiring to retain the architectural elements that remained and reinvest within the downtown, Cokeville retained DRS for the Revitalization Roadmap process.

The Revitalization Roadmap process in Cokeville was tailored to help create a unified vision and comprehensive downtown improvement plan that would attract private development. During the roadmap process DRS staff assisted their Main Street group and elected officials in understanding what the community needed, what the residents desired and what would need to be undertaken to attract private development to fill the necessities missing within the community. All recommendations for their community were focused around utilizing the 4 step national Main Street approach.

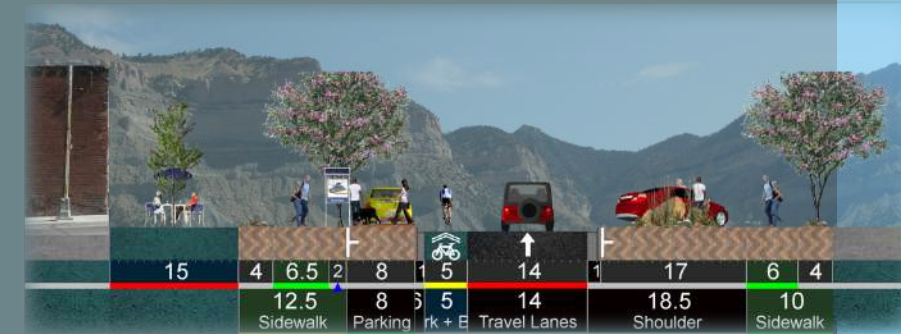


Helper Train Depot Corridor Project Helper, Utah

The Town of Helper witnessed the slow decline of its railroad and depot, causing railroad facilities and grounds to become dilapidated and slip into disrepair. It was after this startling realization that the Helper Project was formed to complete the necessary planning documentation to transform the currently blighted railroad corridor & depot into a pedestrian space. To assist the Helper Project through this community catalyst project, DRS was retained to provide community input, visioning, corridor planning, implementation strategies, and political coordination services.

Anticipated project benefits include:

- Adaptive reuse of an active Amtrak Depot building
- A new pedestrian-centered railroad corridor
- Improved stormwater management
- New civic space to serve the growing community
- Job creation to support new businesses/expansions
- Improved sense of community pride
- Increased pedestrian safety
- Improved vehicular-parking facilities
- Renovated depot building conversion into art spaces

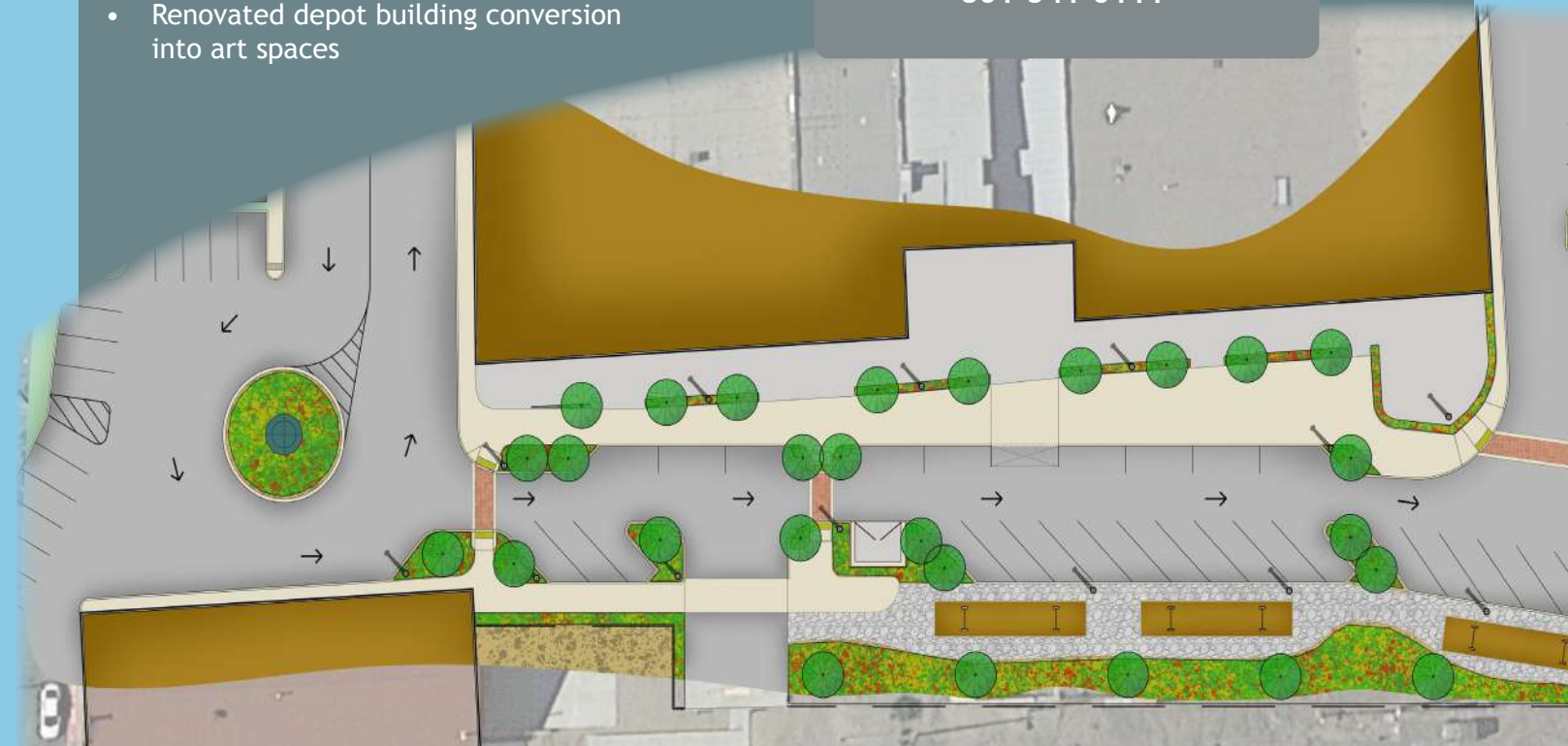


Services Provided

- Visioning, goal setting and Public Input
- Community Visioning
- Corridor Planning
- Depot Adaptive Re-Use
- Community input
- Political Coordination
- Implementation Strategies

REFERENCE

Anne Morgan-Jespersen
Director, The Helper Project
anne@amjworks.com
801-541-0111



Zelienople Redevelopment Project Zelienople, Pennsylvania

After almost 200 years of incorporation, the Borough of Zelienople witnessed their downtown core suffer from increased vacancies and lack of maintenance. To remedy this situation, the Borough of Zelienople desired to transform their historic downtown business district into a thriving economic center conducive to further economic development.

To this end, DRS provided extensive community input, community-wide visioning, values identification, master planning, financial planning, grant acquisition/applications, grant compliance, grant technical assistance training for community leaders, and final implementation. The first phase of the project was finalized in the summer of 2018, and DRS continues to work with the municipality with financial acquisition and administration assistance for additional phases of the overall project.

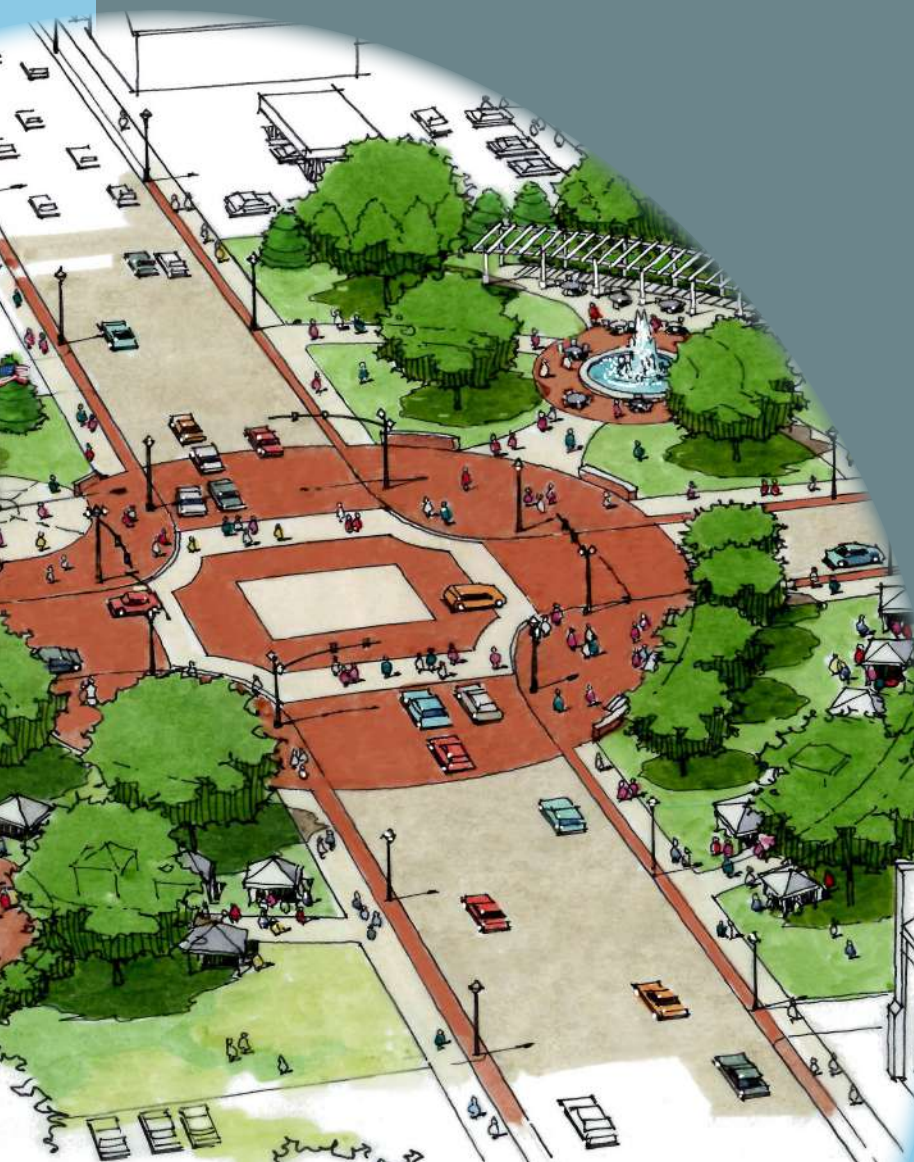


Project Funding:

PA RACP Program	\$3,000,000
PA DCED	\$500,000
ARC - Area Dev	\$150,000
ARC - Access Road	\$250,000
PA DCED - Multimodal	\$1,000,000
PennDOT Tap	\$475,000
NPS LWCF	\$700,000
Local Borrowing	\$1,850,000
Total Project Cost	\$7,925,000
Community Cost/Grant Ratio	
Grant (State/Federal)	76.65%
Local Commitment	23.35%

REFERENCE

Don Pepe
Borough Manager
dpepe@zelieboro.org
724-452-6610



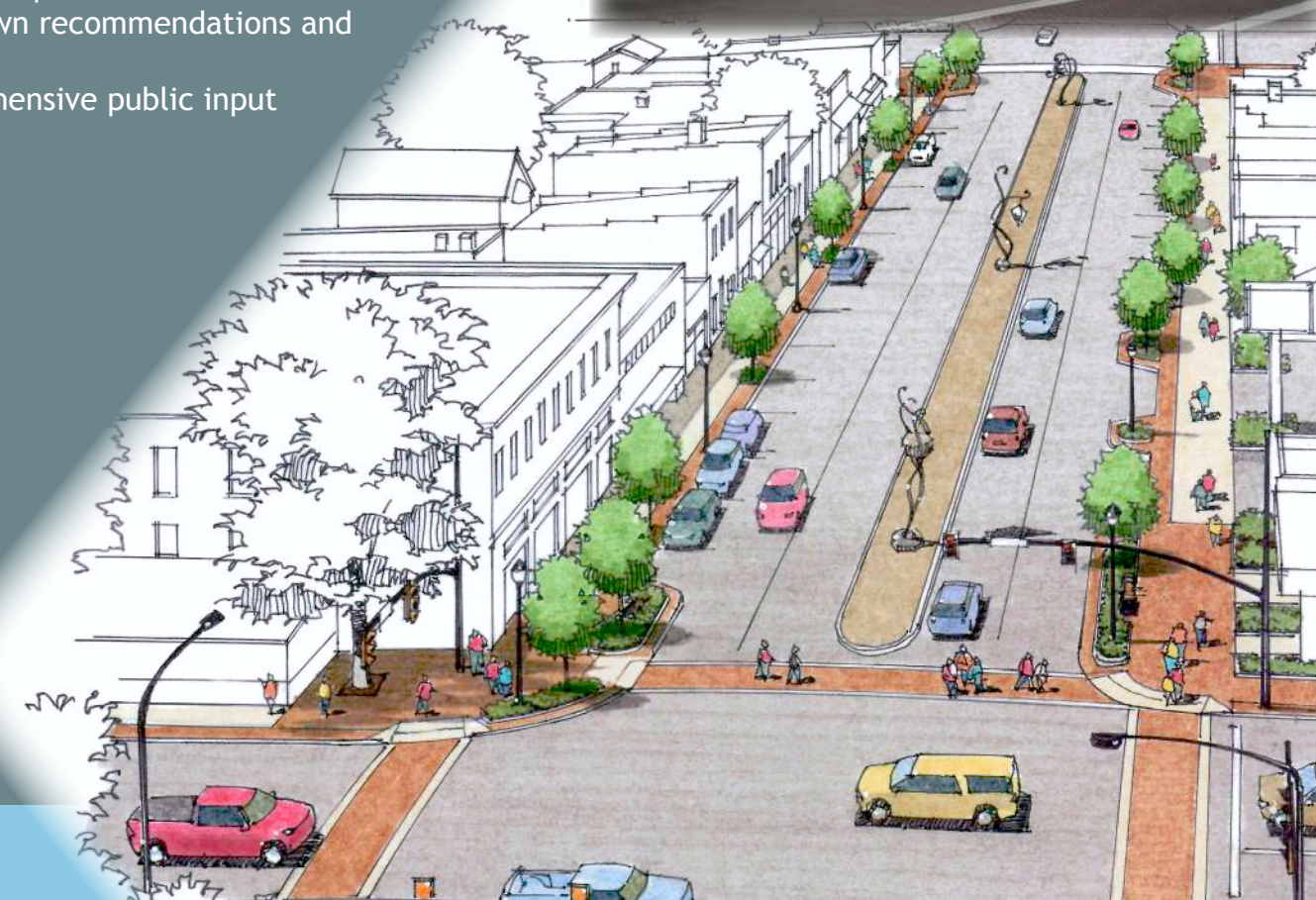
Moab Downtown & Historic Preservation Plan Moab, Utah

The City of Moab was experiencing a deteriorating downtown corridor, loss of civic pride, and a lack of character. To remedy this, the City decided to undergo a Downtown Plan, creating a framework for future enhancements to the historic downtown corridor and rebranding the community as more than a tourist destination. This study focused on balancing resident and tourist needs, while creating a more inviting and attractive downtown. Proposed enhancements included additional dining, local-based shops, vacant property legislation, targeted property development and branding/placemaking.

Services provided by DRS include master planning, land use/ordinance updates, streetscape design, community input and visioning, placemaking, design guideines, parking analysis, and development/density identification.

Work Scope

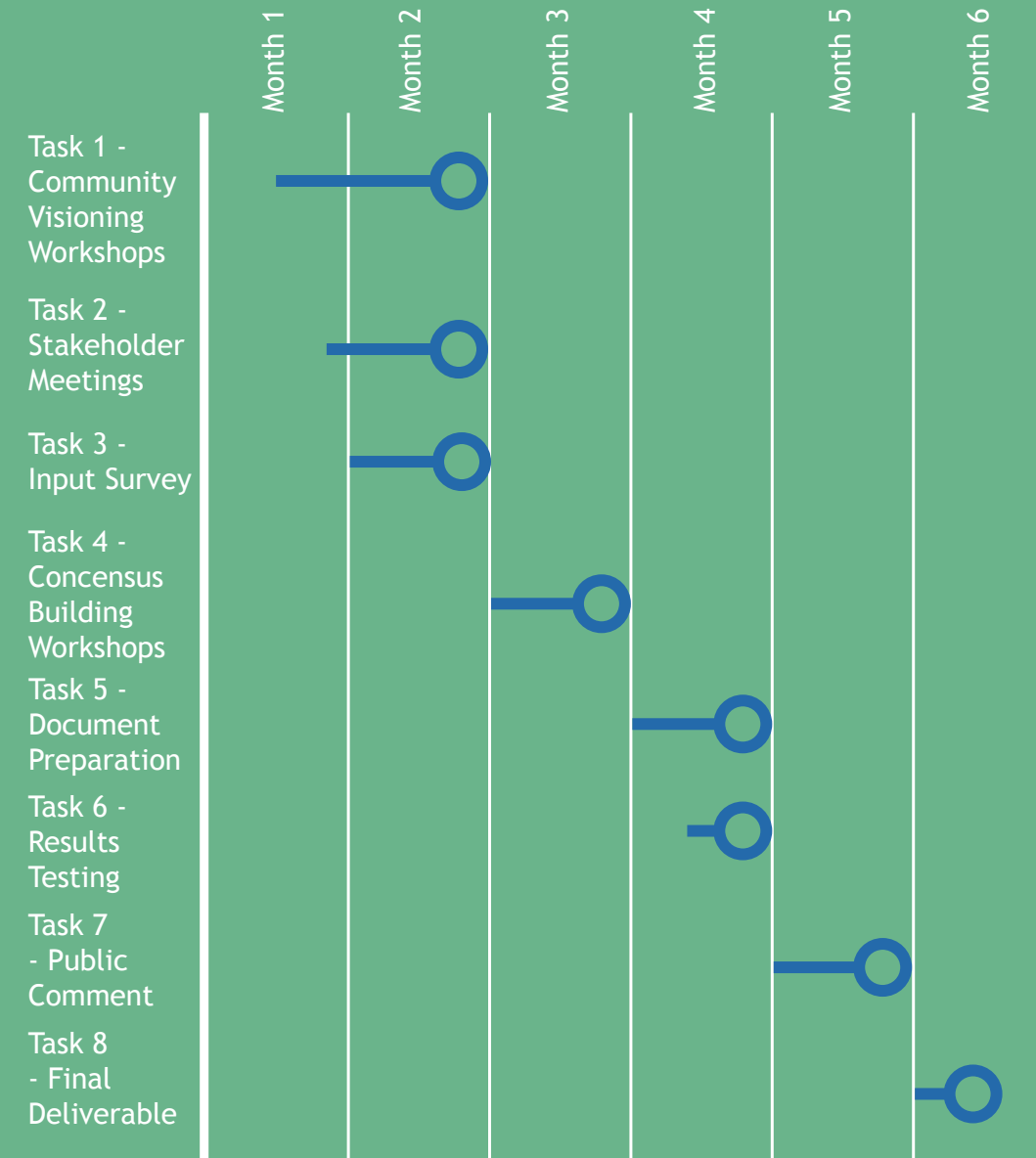
- Community visioning and goal setting
- Streetscape recommendations
- Land use updates
- Downtown recommendations and goals
- Comprehensive public input





Outlined on the this pages are details about the proposed schedule and budget to complete the requested scope of work. All information is based on a notice to proceed no later than February 24, 2020.

We are dedicated to providing a Vision & Values statement that is supported by the community. Aware that residents have a finite amount of time and limited attention span with planning projects, we propose the below project schedule, which can be amended as necessary to meet community goals:



DRS staff are available for interviews with the Town of Falmouth between the dates of 2/3/2020 and 2/7/2020, if an interview is requested. We will hold this week open for a potential interview to ensure that scheduling conflicts are kept to a minimum.



Houlton School
of
Dance

carletonproject

Beauty Salon Inc.

WELCOME

HAVING A
ALL SUMMER

SCHOOL OF
DANCE