



September 15, 2025

Town of Cape Charles  
Attn: Rick Keuroglan  
2 Plum Street  
Cape Charles, VA 23310

**RE: Work Order 2: Harbor Area Master Plan Development**

Dear Mr. Keuroglan:

Berkley Group is pleased to present the associated scope and fee to the Town of Cape Charles for Master Plan Development for the Town's Harbor Area, to include specific focus on a 52-acre site.

If you have any questions or need additional information, please feel free to contact me at any time.

Sincerely,

Andrew D. Williams  
Chief Executive Officer

I have reviewed the scope and fee for the associated work order, and I hereby give the consultant notice to proceed for the work described herein.

---

Mr. Keuroglan, Town Manager

---

Date

## **I. SCOPE OF SERVICES**

Berkley Group will provide Master Plan Development services to the Town of Cape Charles for the Town's Harbor Area (generally the area and parcels immediately adjacent to Cape Charles Harbor; "the Harbor Area"), with specific focus on a 52-acre former railyard site consisting of parcels 83A3-A-9 (42 acres) and a portion of parcel 90-A-9 excluding the trail area and parking (10 acres) ("the Railyard Site").

Specific project phases and tasks are as follows:

### **Phase 1 - Project Management; Preliminary Concepts**

#### **Task 1.1 - Project Management**

Berkley Group will manage the project and subconsultants, and coordinate with Town staff regularly and as needed to collect input and information related to the project. This scope assumes any project management meetings will be conducted virtually/remotely. Project meetings with Town staff will occur virtually; a total of up to thirty (30) minutes per week is allocated for these meetings, which may be scheduled weekly, biweekly, or as needed depending on the project needs and availability, with one (1) thirty (30) minute meeting anticipated to occur weekly or biweekly during the duration of the project.

#### **Task 1.2 - Staff Kickoff Meeting**

Berkley Group will conduct an initial virtual meeting with Town staff to (1) review project scope, goals, expectations, deliverables, (2) identify key personnel for project coordination and establish communication protocols, (3) planning for Council kick-off and interviews, and (4) planning for public engagement.

#### **Task 1.3 - Town Council Kick-off/Interview Session**

Berkley Group will conduct two-by-two interviews and an in-person kick-off session with Town Council as an opportunity for the Town Council to share their goals, objectives, and perspectives with regard to the Harbor Area Master Plan and consideration of the Railyard Site. This will be conducted on the same day as the site visit. If all interviews cannot be conducted due to schedule conflicts, they will be conducted virtually.

#### **Task 1.4 - Site Assessment and Site Visit**

Berkley Group will collect, review, and analyze land use, planning, and zoning documents applicable to the property and immediately surrounding area. Berkley Group and relevant subconsultants will conduct a site visit of the property and surrounding area. Town staff will assist in the site visit, providing details on points of interest including brown field and infrastructure locations. Task deliverables will include a memo/report summarizing the assessment of the site.

#### **Task 1.5 - Technical Assessment and Mapping**

Berkley Group, through subconsultant Collins Engineering, will collect, assess, and/or develop GIS/topographic data, infrastructure data, site surveys and base maps. Site mapping will be conducted utilizing existing Esri-compatible map data provided by the Town, and Virginia Geographic Information Network. Base maps will incorporate aerial imagery, topography, existing survey data, identified and known site features and constraints, and apply current zoning setbacks and similar regulations. Task deliverables will include mapping to be included in the Task 1.4 memo/report summarizing the assessment of the site.

#### **Task 1.6 - Economic Profile and Comparable Community Analysis**

Berkley Group, through subconsultant Rural Resilience Advisors, will complete an economic and landscape profile of Cape Charles. Categories of review will include Demographics and

Population, Business & Economic Base, Tourism & Hospitality Assets & Impact, Infrastructure & Transportation, Community Assets & Quality of Life, and Regional & External Environment. The profile and analysis will include identification of up to **three (3) localities** with similar profiles, individual summary briefs for each highlighting best practices for business development.

#### **Task 1.7 - Public Engagement Event**

Berkley Group will facilitate up to one (1) public engagement event that occurs on two (2) days, a weeknight and a weekend day. The event may be performed in a workshop or open house style. The event will include an overview of the subject property and information collected as part of preceding tasks, and exercises to allow for public input concerning the use and development of the property. The Town will advertise and promote the event; coordinate logistics, set up, and printing of small format materials; and provide staff support. Berkley Group will provide content for digital and print flyers, and digital content for small format materials. Berkley Group will provide large format display boards for the community engagement. Task deliverables will include a report/memo summarizing engagement results. See task 1.10 for details.

#### **Task 1.8 - Steering Committee Kick-off Meeting**

Berkley Group will conduct an in-person kick-off with the Steering Committee. The kick-off will focus on the scope of the project, direction from Town Council, a review of the Railyard Site assessment, and discussion of the Harbor Area and Railyard Site. This task will occur on the **same day as Task 1.7**, Public Engagement Event.

#### **Task 1.9 - Railyard Site Preliminary Concepts**

For the Railyard Site, Berkley Group, through subconsultants Collins Engineering and Design Develop, will develop conceptual site mapping, to include potential site layout with base engineering for structures, roads, and pedestrian paths and visualizations and renderings showing conceptual building design and perspective renderings with scale, massing, architectural character, and streetscape interaction.

#### **Task 1.10 - Site Assessment and Engagement Report**

Berkley Group will develop a final report based upon previous project tasks reports/memos, summarizing the assessment of the property and public engagement. The report will make preliminary recommendations for future planning efforts for the property.

#### **Task 1.11 - Steering Committee Meeting (#2, Virtual)**

Berkley Group will meet virtually with the Steering Committee to review public engagement, preliminary concepts for the Railyard Site, discuss land use and development objectives and goals for the Railyard Site and Harbor Area, and planning for the second public engagement.

### **Phase 2 - Plan & Concept Development; Public Engagement**

#### **Task 2.1 - Public Engagement Event (#2)**

Berkley Group will facilitate a public engagement event that occurs on two (2) days, a weeknight and a weekend day. The event may be performed in a workshop or open house style. The event will include an overview of the Harbor Area and Railyard Site and exercises to allow for public input concerning the land use and development of the Harbor Area and Railyard Site. Engagement exercises will be planned to elicit public desires and preferences, and understanding and confirmation of themes, areas of interest and concern for the general Harbor Area and the specific Railyard Site, along with public reactions to preliminary concepts developed for the Railyard Site. The Town will advertise and promote the event; coordinate logistics, set up, and printing of small format materials; and provide staff support. Berkley Group will provide content for digital and print flyers, and digital content for small

format materials. Berkley Group will provide large format display boards for the community engagement.

**Task 2.2 - Draft Master Plan Development**

Berkley Group will begin plan drafting, develop the outline of the plan, themes, and high-level design.

**Task 2.3 - Refinement of Railyard Site Concepts**

For the Railyard Site, Berkley Group, through subconsultants Collins Engineering and Design Develop, will refine preliminary concepts, and develop concepts for streetscape, signage, and landscaping.

**Phase 3 – Final Recommendations, Concepts & Plan Adoption**

**Task 3.1 - Steering Committee Meeting (#3, Virtual)**

Berkley Group will meet virtually with the Town Steering Committee to review public engagement and receive direction on final concepts and plan content.

**Task 3.2 - Finalization of Railyard Site Concepts**

For the Railyard Site, Berkley Group, through subconsultants Collins Engineering and Design Develop, will finalize developed plan concepts.

**Task 3.3 - Plan Drafting**

Berkley Group will develop a final draft of the plan document for the Master Plan, to include identified strategies and implementation plan.

**Task 3.4 - Steering Committee Meeting (#4, Virtual)**

Berkley Group will meet virtually with the Town Steering Committee, the final meeting of the Steering Committee, to allow the Committee to comment on the final draft of the plan document and make a recommendation on the plan document.

**Task 3.5 - Public Engagement Event (#3)**

Berkley Group will facilitate a public engagement event that occurs on **one (1) day, either a weeknight or weekend day determined in coordination with the Town.** The event may be performed in a workshop or open house style. The event will include the presentation of the final plan and concepts for public comment and feedback. The Town will advertise and promote the event; coordinate logistics, set up, and printing of small format materials; and provide staff support. Berkley Group will provide content for digital and print flyers, and digital content for small format materials. Berkley Group will provide large format display boards for the community engagement.

**Task 3.6 - Plan Adoption**

Berkley Group will participate in a meeting of the Town Council or joint meeting of the Planning Commission and Town Council to present the final plan for adoption.

**Task 3.7 - Final Deliverable**

Based upon final adoption, Berkley Group will develop a final digital version (PDF) of the Master Plan document and transmit this to the Town.

**Optional Services**

The following services are optional to the above Scope of Services and may be added with written authorization from the locality. Fees for optional services are identified under IV. Fee, below the table for fees associated with the Scope of Services:

1. **Additional Public Engagement Events, Steering Committee, Planning Commission, or Town Council meetings.**
2. **Public Survey(s)**
3. **Market Assessment:** Berkley Group, through subconsultant Rural Resilience Advisors, will conduct a market assessment for up to 4 sectors focused on the Railyard Site. The market assessment, informed by the Economic Profile, will align the site's characteristics with appropriate markets through data analysis and best practice examples. The market assessment will provide realistic development potential for the property, grounded in market conditions and achievable opportunities.
4. **Facilitated Town Council Sessions:** Berkley Group, with participation by subconsultant Rural Resilience Advisors and Eldon James & Associates, Inc., will conduct up to two (2) facilitated, strategic decision-making process sessions with Town Council. Sessions will review the site assessment and engagement report, economic profile, and market assessment and will be supported by professional executive level staff experienced in strategic planning, facilitation, public acquisition of property, public finances, planning and land use, and economic development. One or both sessions are anticipated to occur in closed session due to the nature of real property negotiations.

## II. ASSUMPTIONS

The following assumptions shall apply to services:

1. **Initiation:** The Town will provide up-to-date copies of the current Comprehensive Plan, Zoning and Subdivision Ordinance, and maps in original format (.pdf, .docx, or Esri-compatible GIS, as applicable). The Town will also identify and provide relevant supporting documents and map layers to be considered during site analysis and review.
2. **Contact Person:** The Town will provide a single contact staff that will serve as project manager on behalf of the locality and be responsible for collecting data and resources, serving as liaison to local officials and the public, and transmitting information to the Berkley Group.
3. **Meetings/Coordination with Staff:** If the project schedule is extended, project meetings (one 30-minute meeting weekly) will be charged based on hourly rates for each staff by position unless a work order amendment occurs.
4. **Meeting Cancellations:** Meetings and work sessions cancelled with notice of less than five (5) business days will be counted toward the scoped work sessions, and the client will be charged for the preparation hours for the cancelled meeting.
5. **Indirect Fee:** The indirect fees include display boards, meals, travel, and lodging associated with the scoped meetings. Costs for printed copies of reports or plans are not included in the fee estimate. If hard copies are desired, the fee for professional printing will be invoiced separately to the Town.
6. **Completion:** If project completion is delayed beyond 60 days due to lack of client responsiveness, indecision, or failure to complete required tasks, Berkley Group reserves the right to consider the project substantially complete, issue final billing and close out the contract. Additional tasks may be completed under a new agreement or amendment by mutual agreement of both parties.

## III. SCHEDULE

Berkley Group proposes to perform the tasks included in the Scope of Services according to the schedule outlined below, to be finalized prior to the initiation of services. This schedule is predicated on the assistance of Town staff in providing timely documentation, guidance, and scheduling of necessary meetings and work sessions. If the Town fails to provide internal data and information in a timely manner, requests additional time or rescheduling of meetings, this may result in unanticipated project or deliverable delays as Berkley Group accommodates existing project commitments and schedules. If this occurs, a new schedule will be provided.

PROJECT TIMELINE													
			Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11
Phase 1 - Project Management; Preliminary Concepts	1.1	Project Management	V	V	V	V	V	V	V	V	V	V	V
	1.2	Staff Kickoff Meeting	V										
	1.3	Town Council Kick-Off/Interview		X									
	1.4	Site Assessment and Site Visit		X									
	1.5	Technical Assessment and Mapping											
	1.6	Economic Profile and Comparable Community Analysis											
	1.6	Public Engagement Event (#1)			X								
	1.7	Steering Committee Kickoff Meeting (#1)			X								
	1.8	Railyard Site Preliminary Concepts											
	1.9	Site Assessment and Engagement Report											
1.10	Steering Committee Meeting (#2, Virtual)				V								
Phase 2 – Plan & Concept Development; Public Engagement	2.1	Public Engagement Event (#2)					X						
	2.2	Draft Master Plan Development											
	2.3	Refinement of Railyard Site Concepts											
Phase 3 – Final Recommendations, Concepts & Plan Adoption	3.1	Steering Committee Meeting (#3, Virtual)						V					
	3.2	Finalization of Railyard Site Concepts											
	3.3	Plan Drafting											
	3.4	Steering Committee Meeting (#4, Virtual)								V			
	3.5	Public Engagement Event (#3)									X		
	3.6	Plan Adoption										X	
	3.7	Final Deliverable											

X = In-Person Attendance; V = Virtual Attendance

#### IV. FEE

The lump sum fee for the Scope of Services offered is \$109,990.90. The fee will not increase unless there is a written, mutually agreed upon change to the Scope of Services. If additional services are desired, they can be provided for an additional fee. Fees for service will be invoiced monthly.

Phase	Task	Task Description	Total Cost
Phase 1 - Project Management; Preliminary Concepts	1.1	Project Management	\$7,580.00
	1.2	Staff Kickoff Meeting	\$900.00
	1.3	Town Council Kick-off/Interview Session	\$7,220.00
	1.4	Site Assessment and Site Visit	\$6,990.00
	1.5	Technical Assessment and Mapping	\$2,560.00
	1.6	Economic Profile and Comparable Community Analysis	\$7,500.00
	1.7	Public Engagement Event	\$7,200.00
	1.8	Steering Committee Kick-off Meeting	\$2,760.00
	1.9	Railyard Site Preliminary Concepts	\$12,880.00
	1.10	Site Assessment and Engagement Report	\$2,385.00
	1.11	Steering Committee Meeting (#2, Virtual)	\$1,605.00
Phase 2 - Plan & Concept Development; Public Engagement	2.1	Public Engagement Event (#2)	\$7,200.00
	2.2	Draft Master Plan Development	\$5,240.00
	2.3	Refinement of Railyard Site Concepts	\$6,400.00
	3.1	Steering Committee Meeting (#3, Virtual)	\$1,605.00

<b>Phase 3 - Final Recommendations, Concepts &amp; Plan Adoption</b>	<b>3.2</b>	Finalization of Railyard Site Concepts	\$6,520.00
	<b>3.3</b>	Plan Drafting	<b>\$7,760.00</b>
	<b>3.4</b>	Steering Committee Meeting (#4, Virtual)	\$1,605.00
	<b>3.5</b>	Public Engagement Event (#3)	<b>\$4,775.00</b>
	<b>3.6</b>	Plan Adoption	\$2,250.00
	<b>3.7</b>	Final Deliverable	\$830.00
		<b>Subtotal</b>	<b>\$103,765.00</b>
		Non-direct expenses including, but not limited to, travel, printing, supplies, etc. (6% of project cost)	\$6,225.90
		<b>TOTAL</b>	<b>\$109,990.90</b>

### Fees for Optional Services

<b>Service</b>	<b>Fee</b>
Additional Public Engagement Events, Steering Committee, Planning Commission, or Town Council meetings	To be determined
Public Survey(s)	To be determined
Market Assessment	\$15,000.00
Facilitated Town Council Sessions (up to 2)	\$17,336.00

*If this Work Order is not signed within 30 days, the offered Work Order and Scope of Services expires, and Berkley Group may propose a new work order, fee and schedule.*