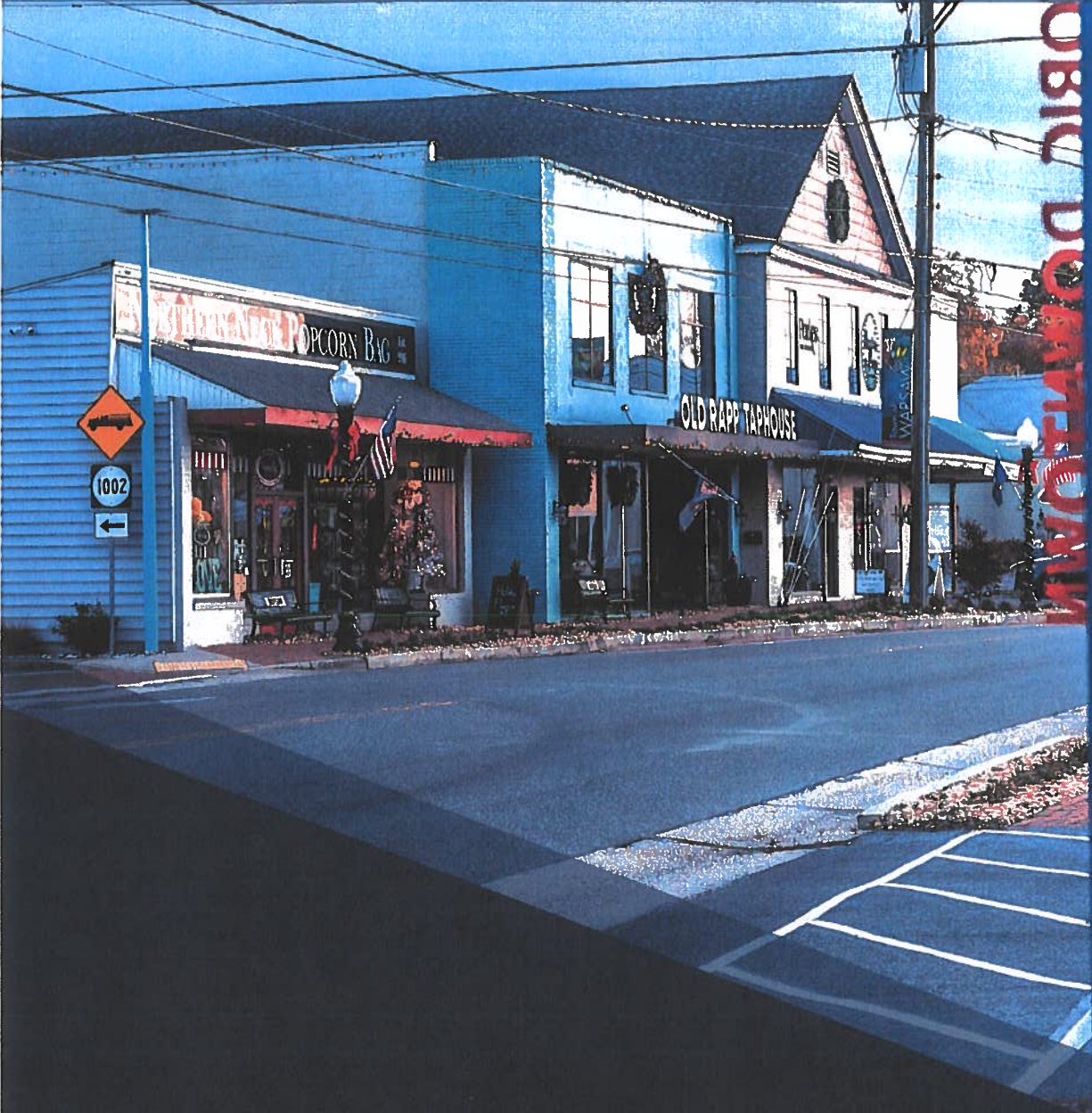


ZONING, SUBDIVISION, AND DEVELOPMENT MANAGEMENT ORDINANCE UPDATE



WARSAW

SUBMITTED BY BERKLEY GROUP, LLC
on July 30, 2025



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July 30, 2025

Town of Warsaw
Julia Blackley-Rice
Clerk & Treasurer
78 Belle Ville Lane
Warsaw, VA 22572

Re: Proposal for Zoning, Subdivision, and Development Management Ordinance Update

Dear Selection Committee:

Berkley Group is pleased to submit a proposal to assist the Town of Warsaw in updating its Zoning, Subdivision, and Development Management Ordinance. We value our longstanding relationship with the Town, having collaborated on the Comprehensive Plan and supported ordinance administration through the review of development proposals. These experiences have given us meaningful insight into Warsaw's planning context and priorities, as well as challenges with current regulations. As trusted partners to local governments across Virginia, we bring not only deep technical knowledge but also a strong understanding of the practical challenges and opportunities facing communities like Warsaw. Our approach is grounded in real-world experience, collaboration, and a commitment to delivering results that are visionary, actionable, and legally sound.

With a proven track record of developing customized zoning and subdivision ordinances for Virginia localities, we understand that no two communities are alike. We don't offer cookie-cutter solutions. Instead, we focus on aligning the zoning, subdivision, and land use regulations with the Town's comprehensive plan, fostering thoughtful growth, preserving community character, and enhancing quality of life.

Berkley Group, LLC (EIN 27-3021021; SCC ID# S1606971) is a SWaM-certified business (704335) dedicated to serving local governments across the Commonwealth. Our principals—Darren Coffey and I—are authorized to negotiate and execute agreements on behalf of the firm. We are ready to begin work immediately upon receiving a notice to proceed and are fully committed to the success of this project.

We would be honored to continue to partner with the Town of Warsaw on this important initiative and stand ready to deliver a high-quality, community-driven update to your Zoning, Subdivision, and Development Management Ordinance. Please feel free to contact me directly with any questions or for additional information.

Best Regards,

Andrew D. Williams
Chief Executive Officer

2 | QUALIFICATIONS & EXPERIENCE

Berkley Group, LLC is a Virginia-based consulting firm dedicated exclusively to serving the public sector. Founded in 2010 by Andrew Williams and Darren Coffey, our firm consists of over 70 professionals—many of whom are former local government leaders, with deep expertise in land use planning, ordinance development, capital project management, and community engagement.

What truly sets us apart is our firsthand experience in local government. Our team includes former planners, managers, and administrators who bring a practitioner's insight to every engagement. We don't just understand local government—we've lived it. This real-world perspective enables us to deliver practical, effective, and legally sound solutions that help communities grow intentionally, plan strategically, and operate efficiently.

We are dedicated to serving the public sector and take pride in helping local governments meet today's demands while planning for the future.

KEY PLANNING SERVICES

- Compliance Review of Local/State/Federal Regulations
- Comprehensive/Master Planning
- Environmental Planning
- Geographical Information Systems
- Historic Preservation Planning
- Interim & Ongoing Professional Staffing
- Public Engagement & Meeting Facilitation
- Zoning and Other Ordinance Updates and Amendments

EXPERIENCE

Berkley Group has extensive experience providing services to communities in the Commonwealth of Virginia. Please find a list of our ordinance update clients below:

- City of Emporia
- City of Hopewell
- City of Lexington
- City of Manassas
- City of Petersburg
- Albemarle County
- Essex County
- Franklin County
- King George County
- King William County
- Nelson County
- Page County
- Pittsylvania County
- Rappahannock County
- Spotsylvania County
- Town of Abingdon
- Town of Farmville
- Town of Haymarket
- Town of Keysville
- Town of Middleburg
- Town of Mount Jackson
- Town of Rocky Mount
- Town of Strasburg

PROJECT TEAM

Berkley Group brings a highly qualified and multidisciplinary team of professionals to lead this important initiative. Ms. Tori Haynes will be the project manager. Tori is a skilled project manager known for her collaborative approach and ability to drive projects forward with clarity and purpose. Tori will provide day-to-day leadership and serve as the primary point of contact throughout the project.

Tori will be supported by a team of seasoned planners. Together, our team combines strategic thinking with hands-on experience, allowing us to anticipate challenges, adapt quickly, and keep the project on track.

With a strong commitment to quality, responsiveness, and partnership, Berkley Group will deliver a smooth, efficient process that meets all project milestones—and exceeds expectations.



DARREN COFFEY | PRINCIPAL-IN-CHARGE, has nearly 30 years of experience serving Virginia’s local governments, with a strong foundation in planning and community development. His public sector career began in Charlotte, NC, and notably includes serving as Town Planner and Community Development Manager for the Town of Warsaw. He later held Planning Director roles in Louisa and Fluvanna Counties. Darren brings broad expertise in administration, land use planning, transportation, budgeting, economic development, and parks and recreation. He is a recognized leader in rural and solar planning across Virginia and the nation. As Principal-in-Charge, Darren will provide strategic oversight and draw on his direct experience in Warsaw to ensure a thoughtful, tailored approach that supports the Town’s goals. He holds a Master’s in Geography from Rutgers University.



REBECCA COBB, CZA | DEPUTY DIRECTOR OF PLANNING, QA/QC, has over 17 years of planning experience, having served as the Planning/Zoning Administrator for Buckingham County. She has collaborated on comprehensive plans, utilized GIS for data collection and mapping, and led zoning and subdivision ordinance updates for the counties of King George, King William, and Essex and the Towns of Abingdon, Farmville, and Mount Jackson, and the City of Emporia. Her grass-roots experience allows her to understand all views at the table and bring them together cohesively for the betterment of the community. She has a biology degree with a minor in environmental science from Longwood University.



TORI HAYNES | PROJECT MANAGER, has over 10 years of planning and community development experience in Virginia. Prior to joining the Berkley Group, she was a Senior Planner for James City County, where she coordinated both short-range and long-range land use analyses, from site plan and subdivision plat review to legislative rezonings, proffer amendments, and ordinance research/writing. She also contributed substantially to James City County's comprehensive plan, with particular emphasis on land use, natural and cultural resources, and community character. With the Berkley Group, Tori has led and supported comprehensive plan updates for Prince Edward County, Rockingham County, Nelson County, City of Petersburg, and the Town of Warsaw and zoning and subdivision updates for King George, Spotsylvania, the City of Emporia, and the City of Petersburg. She has a B.A. in Historic Presentation from the University of Washington.



STEPHANIE MATHENA, AICP, CZA | TECHNICAL LEAD, is a skilled planner with over six years of experience in design, community engagement, and policy planning. Her public sector background includes roles with the City of Charleston, SC, and Franklin County, VA, where she gained valuable insight into both urban and rural planning challenges. With Berkley Group, Steph has led and supported zoning and subdivision ordinance updates for a range of Virginia localities, including the City of Emporia, King George County, Franklin County, and the City of Petersburg. She brings a practical, detail-oriented approach to project management, ensuring milestones are met efficiently and collaboratively. Steph is also proficient in design software, which she leverages to create clear, engaging graphics that support effective public engagement and help communicate complex planning concepts to a broad audience. She is a certified planner with a Master's degree in Urban and Regional Planning from Virginia Tech.



DARREN K. COFFEY

PRINCIPAL | DARREN@BGLLC.NET

EXPERIENCE

25+ Years

EDUCATION

Master of Arts in Geography
Rutgers University
New Brunswick, NJ

B.S. in Economics and Geography
James Madison University
Harrisonburg, VA

CERTIFICATIONS

American Institute of Certified
Planners
(2000-2023)

AFFILIATIONS

American Planning Association
(2000-2023)

PUBLICATIONS

APA Planning Advisory Service
Memo on Utility-Scale Solar
(2019)

Comprehensive experience in local government including administration, planning, budgeting, economic development, grant administration, transportation, parks and recreation, among others. This in-depth experience allows him to see issues from different viewpoints to achieve and craft the best solutions. Darren is a leading community planning expert skilled at crafting practical solutions for each client's most pressing issues.

PROFESSIONAL WORK EXPERIENCE

Principal & Co-Owner (2010-Present)
Berkley Group, LLC

Planning & Community Development Director (2008-2012)
Fluvanna County, VA

Community Development Director (2005-2008)
Louisa County, VA

Community Development Manager (2004-2005)
Town Planner (1999-2004)
Town of Blacksburg, VA

Park Planner (1995-1999)
Mecklenburg County, NC

COMPREHENSIVE PLANS

Fluvanna County
Louisa County
Town of Blacksburg
Town of Dumfries
Town of Payson, AZ [with TischlerBise]

ZONING ORDINANCE UPDATES & AMENDMENTS

City of Manassas
Fluvanna County
Highland County
Louisa County
Town of Haymarket
Town of Middleburg

ORGANIZATIONAL STRATEGIC ASSESSMENTS

City of Galax
Rockbridge County
Town of Abingdon
Town of Amherst
Town of Purcellville





REBECCA COBB, CZA

DEPUTY DIRECTOR | REBECCA.COBB@BGLLC.NET

Rebecca is a leading solar expert in Virginia and enjoys crafting appropriate regulations based on fiscal analysis and community expectation. Her grassroots experience allows her to understand all views at the table and brings them together cohesively for the betterment of the community.

EXPERIENCE

17+ Years

EDUCATION

B.S. in Biology
Minor: Environmental Science
Longwood University
Longwood, VA

CERTIFICATIONS

Certified Zoning Administrator
(2019)

PROFESSIONAL WORK EXPERIENCE

Deputy Director of Planning (2023-Present)
Principal Planner (2021-2023)
Senior Planner (2019-2021)
Berkley Group, LLC

Planner/Zoning Administrator (2007-2019)
Buckingham County, VA

Air Compliance and Enforcement Specialist (2005-2007)
Virginia Department of Environmental Quality

COMPREHENSIVE PLANS

Northampton County
Town of Crewe
Town of Farmville

ZONING ORDINANCE UPDATES, AMENDMENTS & DIAGNOSTICS

City of Emporia
Albemarle County
Essex County
King George County
King William County
Pittsylvania County
Town of Abingdon
Town of Farmville
Town of Keysville
Town of Mount Jackson
Town of Strasburg

HOUSING STUDIES

Lunenburg County
Northampton County





TORI HAYNES

SENIOR PLANNER | TORI.HAYNES@BGLLC.NET

A resourceful planning professional proficient in comprehensive planning, plan review, legislative case law, technical research, ordinance research and writing, and public outreach.

EXPERIENCE

10+ Years

EDUCATION

B.A. Historic Preservation
University of Mary Washington
Fredericksburg, VA

SKILLS

Plan Review
Legislative Land Use Analysis
Comprehensive Planning
Technical Writing
Historic Preservation
Public Speaking
Facilitation
GIS

PROFESSIONAL WORK EXPERIENCE

Senior Planner (2023-Present)
Planner II (2022-2023)
Berkley Group, LLC

Assistant Market Manager (2022)
Williamsburg Farmers Market

Senior Planner (2020-2022)
Planner (2018-2020)
James City County, VA

Community Development Assistant (2016-2018)
James City County, VA

Planning Manager (2016)
Planning Assistant (2015-2016)
Town of Colonial Beach, VA

RELEVANT WORK EXPERIENCE

Comprehensive Plan, City of Petersburg, VA
Comprehensive Plan, Nelson County, VA
Comprehensive Plan, Prince Edward County, VA
Comprehensive Plan, Rockingham County, VA
Comprehensive Plan, Town of Warsaw, VA





STEPHANIE MATHENA, AICP, CZA

SENIOR PLANNER | STEPHANIE.MATHENA@BGLLC.NET

A skilled planner with experience in design, community engagement, and policy planning. She brings a practical, detail-oriented approach to project management, ensuring milestones are met efficiently and collaboratively. Steph is also proficient in design software, which she leverages to create clear, engaging graphics that support effective public engagement and help communicate complex planning concepts to a broad audience.

EXPERIENCE

6+ Years

EDUCATION

Master in Urban and Regional
Planning
Virginia Tech
Blacksburg, VA

B.A. in Historic Preservation and
Community Planning
College of Charleston
Charleston, SC

CERTIFICATIONS

American Institute of Certified
Planners
Certified Zoning Administrator

PROFESSIONAL WORK EXPERIENCE

Senior Planner (2025-Present)
Berkley Group, LLC

Principal Planner (2023-2025)
Franklin County, VA

Planner (2021-2023)
Berkley Group, LLC

RELEVANT PROJECT EXPERIENCE

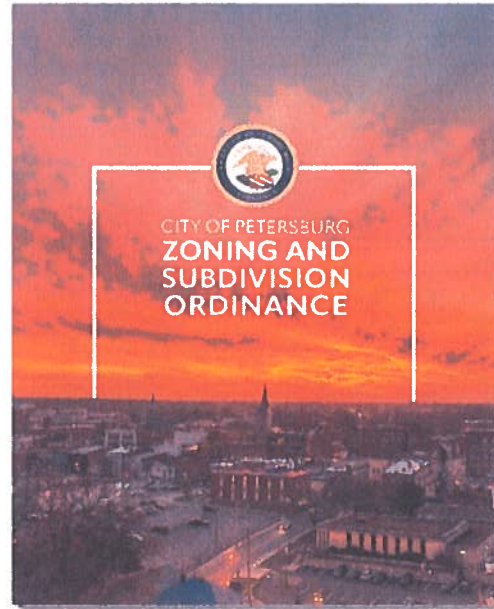
Historic District Guidelines, City of Manassas, VA
Comprehensive Plan, Greensville County, VA
Comprehensive Plan, Northampton County, VA
Comprehensive Plan, Richmond County, VA
Zoning Ordinance Update, City of Emporia, VA
Zoning Ordinance Update, King George County, VA
Zoning Ordinance Update, King William County, VA
UDO Update, Town of Strasburg, VA
Mixed-Use Development Report, Town of Warrenton, VA



CITY OF PETERSBURG ZONING AND SUBDIVISION ORDINANCE UPDATE (ONGOING) PETERSBURG, VIRGINIA

Berkley Group is completing a thorough update to the City of Petersburg's Zoning and Subdivision Ordinances, which have not been comprehensively updated since 1982. The Ordinance will be form-based, reorganized, and streamlined for ease of administration and enforcement, as well as to create a more user-friendly process for the development community. The outcome will be a single, cohesive Zoning and Subdivision Ordinance to effectively:

- Implement the City's Comprehensive Plan;
- Address emerging land use issues currently impacting the City, including accessory dwelling units, data centers, short-term rentals, and a new casino; and
- Comply with applicable state code requirements, including new subdivision regulations that went into effect July 1, 2025.



The project began with a diagnostic of the City's existing Zoning and Subdivision Ordinances. This assessment included an analysis of the relationship between the Ordinances and Comprehensive Plan, recommendations for corrective actions to achieve full compliance with the Code of Virginia and Chesapeake Bay Preservation Act (CBPA), and recommendations for organizing and modernizing the document.

Berkley Group also conducted several public engagement events to better understand the issues most important to the community, including focus groups with local industry experts and popup events with the general public. Findings from the diagnostic report and public engagement were presented to the Planning Commission and City Council at a joint kick-off meeting.

Berkley Group is meeting with staff monthly throughout the drafting process; monthly work sessions are also being held with the Planning Commission to receive feedback on draft language. The full draft Ordinance is anticipated to be completed in September 2025, followed by a public open house in October 2025, and a final joint work session with the Planning Commission and City Council in December 2025.

Adoption is anticipated for early 2026.

PROJECT MANAGER

Tori Haynes

REFERENCE

Jared Crews

Interim Director of Planning and Community Development

135 N. Union Street, Petersburg, VA 23803
(804) 733-2308

The project includes:

- Diagnostic Analysis
- Public Engagement
- Meeting Facilitation
- Zoning and Subdivision Text Amendments
- Graphics Development

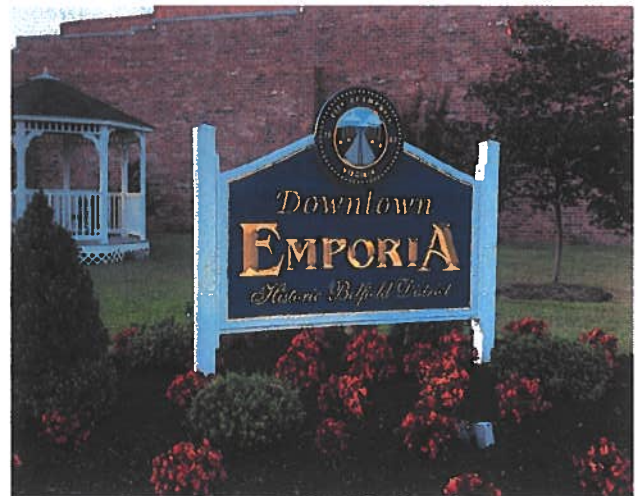


CITY OF EMPORIA ZONING AND SUBDIVISION ORDINANCE UPDATE EMPORIA, VIRGINIA

Berkley Group completed an extensive update to City of Emporia's Zoning and Subdivision Ordinances. The project resulted in a single, streamlined ordinance that is easy to interpret and administer, addresses housing needs expressed by the community, and is compliant with the Code of Virginia.

The project began with a diagnostic of the City's Zoning Ordinance and Subdivision Ordinance. The diagnostic consisted of locality-specific assessments – which included an analysis of the Comprehensive Plan's strategies and goals directly related to Zoning and Subdivision measures, and recommendations for corrective actions for Code compliance and inclusion of planning best practices. The project included robust public engagement throughout, including stakeholder meetings, a public workshop, and a public survey during the investigation phase; work sessions open to the public during the drafting phase; and a pop-up event and public survey to begin the adoption phase. Final project tasks included joint work sessions with the Planning Commission and City Council to edit the drafted ordinance based on public feedback and then public hearings.

This was adopted in May 2024.



PROJECT MANAGER

Rebecca Cobb, CZA
Steph Mathena, AICP, CZA

REFERENCE

William Johnson, City Manger
Planning and Development
201 South Main Street
Emporia, VA 23847
(434) 634-3332



TOWN OF ROCKY MOUNT ZONING AND SUBDIVISION ORDINANCE UPDATE ROCKY MOUNT, VIRGINIA

Berkley Group recently facilitated a full update of the Town of Rocky Mount, Virginia's Zoning and Subdivision Ordinances. The project resulted in a contemporary, streamlined Ordinance that encourages mixed-use, housing, and commercial development. The Ordinance also incorporates community-identified priorities such as enhancing downtown vitality, addressing housing needs, walkability, preservation of historic character, and inclusion of landscaping and screening provisions.

The project began with a diagnostic of the Town's Zoning Ordinance and Subdivision Ordinance. The diagnostic consisted of locality-specific assessments – which included an analysis of the Comprehensive Plan's strategies and goals directly related to Zoning and Subdivision measures, and recommendations for corrective actions for Code compliance and inclusion of planning best practices. The project has included robust public engagement throughout, including stakeholder meetings, a public workshop, and a community survey during the investigation phase; worksessions open to the public during the drafting phase; and a public open house meeting to begin the adoption phase. Final project tasks included joint worksessions with the Planning Commission and Town Council to edit the drafted ordinance based on public feedback; Berkley Group also assisted with public hearings.

The updated Zoning and Subdivision Ordinance was adopted in the fall of 2024.

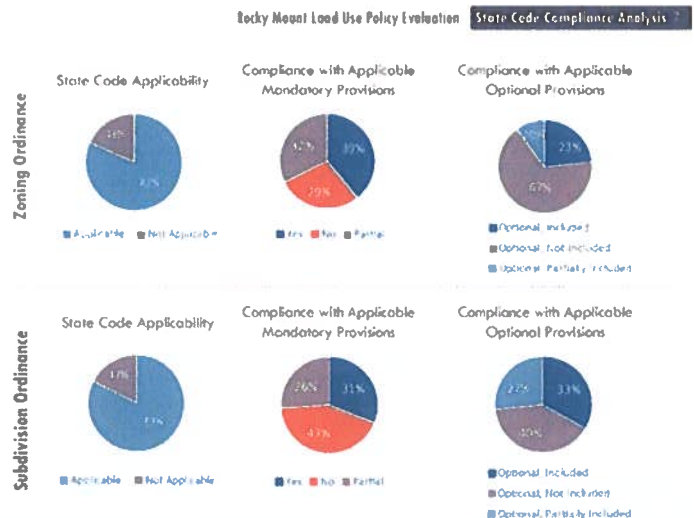


PROJECT MANAGER

Cecile Gaines, AICP

REFERENCE

Jessica Angle, CZA,
Planning & Zoning Administrator
345 Donald Avenue
Rocky Mount, VA 24151

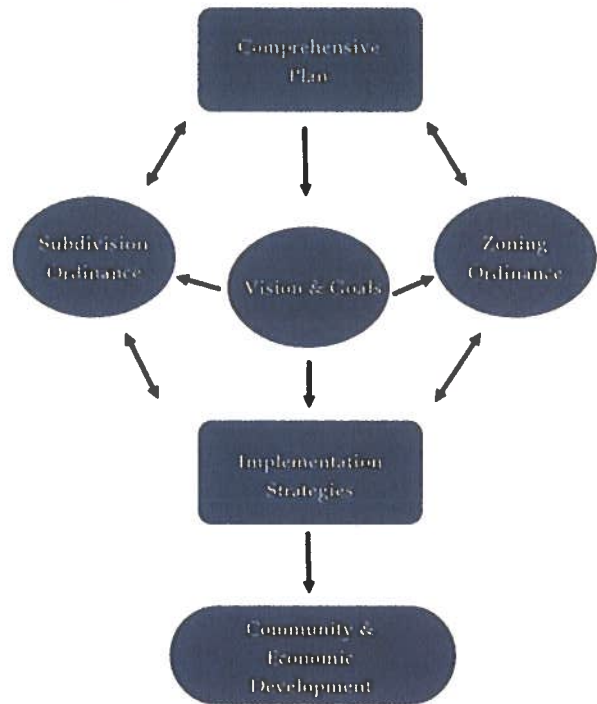


3.1 APPROACH/METHODOLOGY

Berkley Group offers a team-based approach grounded in best practices and real-world planning experience. Our process is designed to support the Town of Warsaw in developing **clear, consistent, and modernized zoning, subdivision, and development management ordinance that align with its Comprehensive Plan and community vision.**

We combine our deep expertise in Virginia land use planning with the critical local knowledge of Town staff, community leaders, stakeholders, and residents. Our team provides an independent, forward-thinking perspective while recognizing that the best solutions are built collaboratively with the people who know the community best. The final ordinance will reflect the values and aspirations of Warsaw—not those of the consultant or any single interest group—and will be tailor-crafted to support long-term quality of life, economic vitality, and sustainability.

We focus on enhancing what's already working, thoughtfully updating what isn't, and ensuring that the end product is streamlined, user-friendly, and legally defensible. Our tested and inclusive approach supports a smooth transition for staff and fosters strong community support.



Project Initiation and Orientation

Kick-off Meeting

Our team will conduct a project kick-off meeting with Town staff within 30 days of contract execution. This meeting will clarify roles, expectations, and deliverables, and include key departments such as Planning, Legal, and others as needed. We will also present a project schedule, including milestones tied to a proposed table of contents, to guide progress and transparency.

Review of Existing Land Use Tools and Related Documents

Berkley Group will conduct a detailed diagnostic of the Town's existing zoning and subdivision ordinances. This review will evaluate organization, consistency with Virginia Code, and alignment with best practices. Input from Town staff, prior assessments, and relevant sections of the Comprehensive Plan will form the foundation for our recommendations and ordinance framework.



Public Engagement Strategy

We place a strong emphasis on inclusive, meaningful engagement and tailor our efforts to client needs.

Communications & Branding

To support transparency and promote participation, we will collaborate with the Town to create flyers and information that can be shared on the Town's website and printed for public dissemination. This will include educational materials, draft documents, timelines, and engagement opportunities.

Community Survey

Berkley Group will design, administer, and analyze a **comprehensive community survey to gather diverse perspectives from residents, landowners, business owners, and other stakeholders in Warsaw.** The survey will introduce the purpose of the ordinance update and be designed to collect input on land use priorities, community values, and regulatory challenges.

The survey will be distributed through two methods:

1. An open-link online survey (mobile-friendly for broad accessibility).
2. A hard-copy version (PDF format), which the Town may print and distribute at libraries, community centers, and Town Hall.

The survey will remain open for 21 days to analyze responses to determine key themes. An Excel export of all data will be provided for Town records.

Community Experts

Berkley Group will facilitate a joint work session with the Planning Commission, Town Council, and Board of Zoning Appeals as experts with a broad knowledge of Town needs and vision. The session will focus on review of the diagnostic report, public survey results, and discussion of drafting preferences and needs. Additional engagement such as workshops, pop-ups, and stakeholder listening sessions can be added as needed throughout the process to gather feedback on specific draft components such as districts, uses, or design standards.

2) **General** Are you generally satisfied with the quality of development in the following areas throughout the Town? Please explain any specific concerns in the comment section. (Check one for each)

Area	Satisfied	Dissatisfied	No Opinion
Residential neighborhoods	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commercial areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Industrial areas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Central Business District Downtown area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Central Business District Uptown area	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gateway areas into the Town	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

4) **Land Use** Would you encourage or discourage the following residential land uses in the Town of Rocky Mount? Please explain any specific concerns in the comment section. (Check one for each)

Land Use / Types of Development	Encourage	Allow with Restrictions	Discourage	No Opinion
Single family dwellings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Townhouses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apartment/multi family dwellings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mixed Use development with different housing types and units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mixed Use buildings with both apartments and office/commercial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attached multifamily dwelling units (i.e. basement apartment, in-law suite)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Detached accessory dwelling units (located in separate outbuilding or garage)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manufactured homes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non traditional homes (i.e. tiny homes, container homes, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Short term rentals (i.e. Airbnb, VRBO) in homes/units occupied by the owner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments

5) **Overlay** Overlay zoning is a regulatory tool that creates a special zoning district placed over an existing primary zoning district which establishes special provisions in addition to those in the underlying primary zoning district. Regulations or incentives are attached to the overlay district to guide development within a specific area. A Mixed Use Overlay District would allow a mix of residential, office, and commercial uses on the same property, such as retail stores on the bottom floor of a building with residential units on the floors above. Would you support the establishment of a Mixed-Use Overlay District(s) in Rocky Mount?

Yes, I would support a Mixed Use Overlay District around the Corned Property

Yes, I would support a Mixed Use Overlay District around the School Board Road property

Yes, and I would also support a Mixed Use Overlay District in the additional area(s)

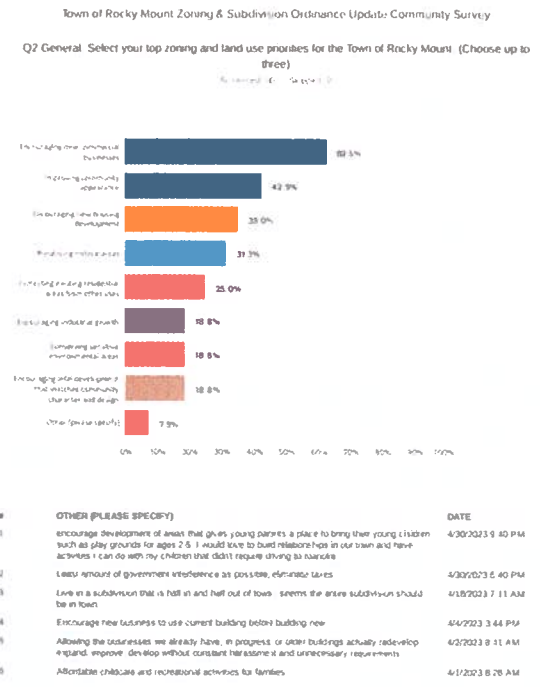
No, I would not support a Mixed Use Overlay District

Prefer not to answer

Page 2 of 4

Example of an ordinance survey

The survey will remain open for 21 days to analyze responses to determine key themes. An Excel export of all data will be provided for Town records.



Example of survey results

Ordinance Drafting & Modernization

Drafting

Berkley Group will lead a comprehensive update of the Town of Warsaw's zoning and subdivision ordinances, informed by a detailed diagnostic review, public engagement, and the adopted Comprehensive Plan. The updated ordinance will be logically organized, clearly written, and visually supported with illustrations where helpful to promote understanding and ease of use.

Rather than creating a generic or overly complex code, our focus will be on **clarifying, simplifying, and streamlining the ordinance** to better serve both users and administrators. The updated regulations will reflect Warsaw's values, support its evolving needs, and respond to the diversity of its neighborhoods and development patterns.

Ordinance drafting will occur in structured phases, with each section reviewed in detail by Town staff during bi-weekly virtual coordination meetings. After incorporating staff feedback, content will be refined through joint work sessions with the Planning Commission and Town Council to ensure alignment with policy direction and community input.

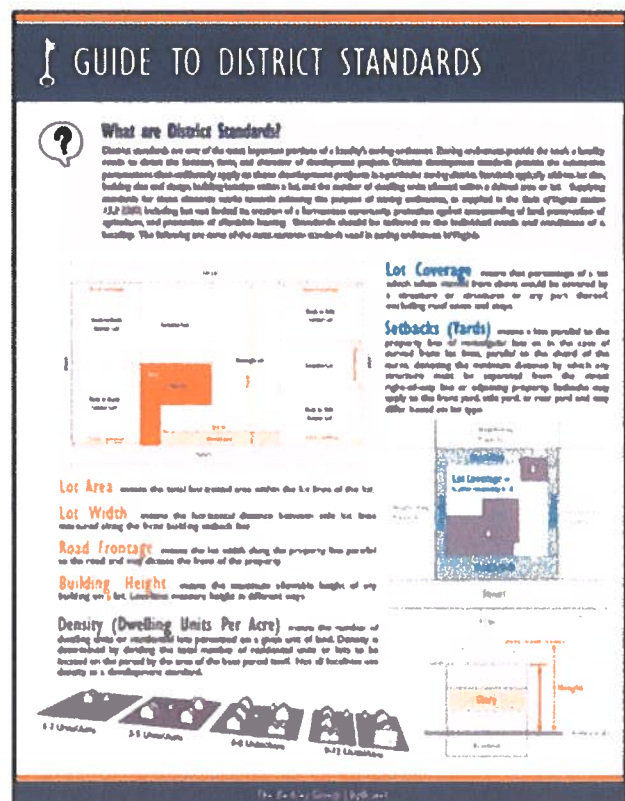
Drawing on our extensive experience with the Code of Virginia, **Berkley Group will ensure that all ordinance provisions are legally sound and compliant with applicable state statutes, particularly the requirements of §15.2-2283.** Each section will be anchored by clear purpose statements reflecting both state code and the Town's adopted planning goals.

To promote clarity, predictability, and ease of implementation:

- Definitions will be refined for consistency and simplicity.
- Permitting processes will be clearly outlined to aid public understanding.
- Permitted use tables will be streamlined into a matrix format to reduce interpretation and administrative burden.
- District standards will be summarized in concise tables, supported by illustrative graphics to explain commonly misunderstood terms (e.g., lot coverage, setbacks, building height).

The draft ordinance will also incorporate modern land use and design standards to address key issues such as:

- Expanding housing options and supply in appropriate areas
- Supporting context-sensitive infill and redevelopment
- Promoting quality site design through updated standards for building placement, landscaping, signage, and parking



Example of Educational Guidance document for Public Planning Commission and Counsel

Berkley Group will develop a regulatory framework that balances flexibility and predictability, enabling responsible growth, protecting community character, and supporting long-term implementation of Warsaw's vision.

Staff Review & Joint Work Sessions

Berkley Group will draft sections of the ordinance and submit them for staff review. Bi-monthly virtual sessions will occur with staff to discuss edits and refine the drafted material. After drafting and refinement, joint work sessions with the Town of Warsaw's Planning Commission and Town Council will occur. These sessions will serve as vital checkpoints for discussing proposed policy approaches, and reviewing draft ordinance content.

To promote transparency, alignment, and project efficiency, joint sessions allow all decision-makers to participate in shaping the ordinance together, reducing the need for repeated presentations and minimizing divergence later in the process. We will adjust the frequency and format of these sessions based on the Town's preferences and meeting schedules to ensure a seamless process.

Review and Refinement

Upon completion of the draft zoning and subdivision ordinance, Berkley Group will deliver a full draft to the Town of Warsaw for internal and public review. The draft package will include:

- A clean copy of the draft ordinance
- A summary memo highlighting key changes and updates

These materials will be provided in Microsoft Word, Adobe PDF, and web-compatible formats, making them accessible for both staff review and public outreach.

If desired, Berkley Group can facilitate a public review workshop, providing an opportunity for residents, stakeholders, and other interested parties to engage with the draft document, ask questions, and offer feedback. This event would be designed as an open house, with staff and consultants available to explain key changes and collect public input.

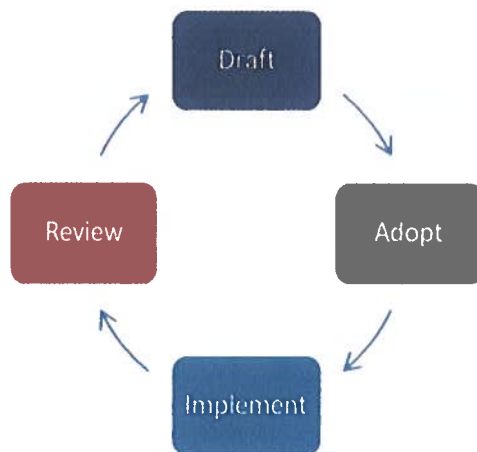
Public Hearing and Adoption

Following the incorporation of final revisions, Berkley Group will support the Town of Warsaw through the public hearing and adoption phase of the ordinance update. Berkley Group will coordinate closely with Town planning staff and the Town Attorney to ensure that all legal requirements for public notice and advertising are met. We will prepare an executive summary of key ordinance changes and deliver a formal presentation during the public hearing to clearly communicate the purpose and intent of the updated ordinance to decision-makers and the public.

Post-Adoption Ordinance Deliverables

Upon adoption, Berkley Group will deliver final digital files of the ordinance in multiple formats to support ongoing use, distribution, and publication. These will include:

- Microsoft Word (editable format)
- Adobe PDF (print-ready format)
- Municode-compatible HTML or internet-ready files



Recommended Ordinance Lifecycle

All supporting materials—such as charts, tables, maps, illustrations, and the final table of contents—will be included. Each document will clearly indicate the adoption date and be formatted for professional presentation and ease of reference.

If desired, Berkley Group can also provide a final briefing or staff training session to support implementation and ensure a smooth transition to the new ordinance framework.

Optional Services

We recognize that every community has different needs and priorities. We will work with the Town to modify the proposed scope to fit the community’s needs and budget constraints. The following supplemental services are available and may be negotiated for an additional fee based to fit the community’s needs:

- Additional public outreach meetings (virtual or in person)
- Additional work sessions with Planning Commission and/or Council
- Additional staff review sessions
- External Legal Review
- Administrative forms, checklists, brochures

Proposed Timeline

Berkley Group proposes the following project timeline based on the the identified project scope and the Town’s availability. **Berkley Group Team is available immediately and through the project’s successful completion.** We are committed to delivering this project on time and on budget.

PROJECT TIMELINE																		
Phase	#	Task Description	2025				2026										2027	
			September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
Investigation	A1	Project Management																
	A2	Project Kickoff (Virtual)	V															
	A3	Document Review / Diagnostic																
	A4	Public Outreach Survey (Online & Paper)																
	A5	Joint Work Sessions (up to 1)				X												
Development	B1	Staff Review Sessions						V	V	V				V	V			
	B2	Joint Work Sessions (up to 3)											X	X	X			
	B3-11	Drafting																
	B12	Graphics/Formatting																
	B13	Changes Summary																
Adoption	C1	Public Draft Review																
	C2	Incorporate Final Revisions																
	C3	Public Adoption																
	C4	Post-Adoption Materials																

X = Anticipated In-person Attendance; V = Virtual Attendance

4 | COST

Berkley Group is committed to delivering **high-quality work efficiently, on schedule, and within budget**. We take a collaborative approach to project scoping and budgeting, working closely with Town staff to ensure that the scope of work is aligned with available resources and community priorities.

We are prepared to refine the proposed scope and deliverables to meet the Town of Warsaw's budget expectations without compromising the quality or integrity of the final product. Our goal is to provide maximum value while maintaining transparency and accountability throughout the process.

A preliminary itemized budget, inclusive of all travel, materials, and incidental costs, is provided below. A final fee will be confirmed in coordination with Town staff as the project scope and schedule are finalized.

Phase	Task	Task Description	Total Cost	Est. Hours
Investigation	A1	Project Management / Staff Input	\$ 4,175.00	56
	A2	Project Kickoff (Virtual)	\$ 910.00	12
	A3	Research / Diagnostic	\$ 9,520.00	136
	A4	Public Outreach Survey (Online & Paper)	\$ 3,405.00	49
	A5	Joint Work Session (up to 1)	\$ 3,650.00	52
Development	B1	Staff Review Sessions (up to 5)	\$ 3,300.00	45
	B2	Joint Work Sessions (up to 3)	\$ 10,950.00	156
	B3	Table of Contents	\$ 3,480.00	50
	B4	Definitions	\$ 4,800.00	68
	B5	General, Admin, Nonconformity	\$ 4,530.00	64
	B6	Permits & Application Provisions	\$ 6,350.00	90
	B7	Districts Standards	\$ 8,600.00	124
	B8	Overlay & Special Districts	\$ 4,600.00	64
	B9	Use Matrix	\$ 4,800.00	68
	B10	Use Performance Standards	\$ 4,800.00	68
	B11	Community Design Standards	\$ 8,700.00	124
	B12	Subdivision Article	\$ 7,300.00	104
	B13	Graphics/Formatting	\$ 2,360.00	34
	B14	Changes Summary	\$ 2,150.00	31
Adoption	C1	Public Draft Review	\$ 2,560.00	37
	C2	Incorporate Final Revisions	\$ 3,780.00	53
	C3	Joint Public Hearing/Adoption	\$ 4,025.00	57
	C4	Final Deliverable	\$ 1,990.00	28
Subtotal			\$ 110,735.00	1,570
Non-direct expenses including, but not limited to, travel, printing, supplies, etc. (4% of project cost)			\$ 4,429.40	
TOTAL			\$ 115,164.40	