

PROPOSAL FOR COMPREHENSIVE ZONING AND SUBDIVISION ORDINANCE UPDATE (RFP #25-2104CD)

New Kent County, VA



SUBMITTED BY BERKLEY GROUP, LLC
ON OCTOBER 13, 2025

TABLE OF CONTENTS

COVER LETTER	3
UNDERSTANDING OF PROJECT	4
PROJECT TEAM QUALIFICATIONS	5
FIRM EXPERIENCE & CAPABILITIES	13
REFERENCE PROJECTS	16
PROJECT MANAGEMENT APPROACH	20
PROJECT SCOPE & WORK PLAN	23
COST PROPOSAL	31
CERTIFICATES & FORMS	32



October 15, 2025

Joshua C. Airaghi
Community Development Director
12007 Courthouse Circle P.O. Box 150
New Kent, Virginia 23124

Re: Response to RFP #25-2104CD - Proposal for a Comprehensive Zoning & Subdivision Ordinance Update for New Kent County

Dear Mr. Airaghi:

Berkley Group is pleased to submit a proposal for a comprehensive update to New Kent County's Zoning and Subdivision Ordinances. As trusted partners to local governments across Virginia, our team contributes not only deep technical knowledge, but also a strong understanding of the practical challenges and opportunities facing communities like New Kent County. Our approach is grounded in real-world experience, collaboration, and a commitment to delivering results that are visionary, actionable, and legally sound.

We have worked with numerous rural localities facing growth challenges to create individually tailored Ordinances that result in vibrant, thriving communities. Berkley Group understands that no two communities are alike, and as such, we do not offer cookie-cutter solutions. Instead, we are committed to developing a unique set of land use regulations for the County that fully align the County's Zoning and Subdivision Ordinances with the recently adopted Comprehensive Plan. We understand that the ultimate goal of this project is not only to modernize the County's development regulations and achieve legal compliance, but to foster thoughtful growth while preserving community character and enhancing quality of life.

Public and stakeholder engagement is at the core of our approach. We will design and facilitate inclusive, transparent engagement activities that ensure the voices of residents, businesses, visitors, and other stakeholders are meaningfully heard. This collaborative process results in updated land use regulations that reflect the community's shared vision and are clear, consistent, and easy to administer.

Berkley Group, LLC (EIN 27-3021021; SCC ID# S1606971) is a SWaM certified business (#704335) focused on providing superior service to local governments. Darren Coffey and I are firm principals authorized to conduct negotiations and execute agreements. We are prepared to begin this assignment immediately upon a signed notice to proceed and are committed to the County's success. Please feel free to contact me directly with any questions or for additional information.

Best Regards,

Andrew D. Williams
Chief Executive Officer

UNDERSTANDING OF PROJECT

New Kent County has initiated a comprehensive update of the Zoning and Subdivision Ordinances to achieve compliance with the *Code of Virginia*, align land use regulations with the policies established in the newly adopted Comprehensive Plan, better align with the community's needs, and serve as an avenue to explore various residential growth opportunities.

KEY UNDERSTANDINGS

- The Zoning Ordinance was originally adopted in 1967; a major rewrite occurred in the early 2000s but amendments have been sporadically pieced together since. As such, many recent amendments to the Code of Virginia have not been fully integrated. Berkley Group will complete a diagnostic evaluation of both the Zoning and Subdivision Ordinances to assess their alignment with state code, and will integrate edits as needed for legal compliance.
- Due to the age of the Zoning Ordinance and the infrequency of comprehensive amendments, the County's zoning regulations not only have internal redundancies and conflicts, but conflicts with the Subdivision Ordinance. Berkley Group will closely review both Ordinances to eliminate redundancies and conflicts. We also propose merging the two ordinances into one Chapter of the County Code for ease of use and to streamline provisions where appropriate.
- As regulations are currently written, open-space cluster development is not attractive to developers. Berkley Group will review and revise open-space cluster rules, density calculations, and design standards to increase attractiveness while preserving rural character.
- New Kent County is the fastest growing locality in Virginia. This has led to competing interests of agricultural and rural preservation and supporting population and business growth. Berkley Group believes these interests can be complementary, not competing. As such, we will review and edit both primary zoning district standards and use permissions to preserve the County's historic character while facilitating appropriate, high-quality residential and commercial development.
- To effectively implement the updated Ordinance, the Community Development Department will need updated applications and forms that align with new regulations. Berkley Group will update all existing land use applications and forms – to include revised checklists and flowcharts, as needed – to support compliance, improve transparency, and update efficiency.
- Berkley Group recognizes that an Ordinance rewrite is not only a technical and legal exercise, but also a community-driven planning initiative. For a historically rural but rapidly growing locality such as New Kent County, Berkley Group understands that community engagement must be intentional, inclusive, and accessible to ensure broad support and buy-in.

Berkley Group understands that this project is more than a legal compliance task: it is a strategic opportunity to connect the past with the future. By aligning with broader planning efforts, fostering local partnerships, and applying rigorous preservation standards, we will help New Kent County position itself to support and sustain anticipated population and employment growth.

PROJECT TEAM QUALIFICATIONS

Berkley Group brings a **reputable and diverse team** of professionals to this project. We are committed to working with staff, stakeholders, and citizens to produce a practical, *Code of Virginia*-compliant, and comprehensive Zoning and Subdivision Ordinance update for New Kent County.

Ms. Caroline Vanterve, a senior planner with Berkley Group, will serve as the project manager. Caroline is an experienced project manager recognized for her attention to detail, zoning expertise, and ability to drive projects forward in a timely and focused manner. Caroline will provide day-to-day leadership and serve as the primary point of contact for the duration of the project. As a project team, Berkley Group's seasoned planners combine strategic thinking with hands-on experience – including past service as local government staff – allowing us to anticipate challenges, adapt quickly, and keep the update process on track. With a strong commitment to quality, responsiveness, and partnership, ***Berkley Group will deliver an efficient process that meets all project milestones and reflects a demonstrated commitment to the highest industry standards.***



REBECCA COBB, CZA | DEPUTY DIRECTOR OF PLANNING

PROJECT ROLE: QA/QC; TECHNICAL SUPPORT

OFFICE LOCATION: BUCKINGHAM COUNTY, VA

Rebecca Cobb 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 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.



CAROLINE VANTERVE, AICP | SENIOR PLANNER

PROJECT ROLE: PROJECT MANAGER; GRAPHICS + DESIGN

OFFICE LOCATION: HARRISONBURG, VA

Caroline Vanterve has over five years of planning experience. Prior to joining Berkley Group, she worked as an associate planner for Augusta County, VA, where she largely focused on writing zoning text amendments, leading staff review of rezoning applications, and leading special projects including utility-scale solar energy project review. During her tenure at Berkley Group, Caroline has led and supported numerous Zoning and Subdivision Ordinance updates for communities throughout Virginia, including Spotsylvania County, Frederick County, Pittsylvania County, the City of Petersburg, and the City of Hopewell. She is also experienced in geospatial analysis and graphics development. Caroline is a certified planner and holds a B.S. in Urban and Environmental Planning and a minor in Leadership and Public Policy from the University of Virginia.



STEPHANIE MATHENA, AICP, CZA | SENIOR PLANNER

PROJECT ROLE: TECHNICAL LEAD; GRAPHICS + DESIGN

OFFICE LOCATION: ROANOKE, VA

Stephanie Mathena 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, Stephanie has led and supported Zoning and Subdivision Ordinance updates for a range of Virginia localities, including the City of Emporia, King William County, King George County, Franklin County, and the Town of Abingdon. She brings a practical, detail-oriented approach to project management, ensuring milestones are met efficiently and collaboratively. Stephanie is also proficient in design software, which she leverages to create user-friendly, visually enhanced regulatory tools that improve understanding and implementation. Stephanie is a certified planner and zoning administrator and holds a Master's degree in Urban and Regional Planning from Virginia Tech.



TORI HAYNES | SENIOR PLANNER

PROJECT ROLE: TECHNICAL SUPPORT

OFFICE LOCATION: WILLIAMSBURG, VA

Tori Haynes 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 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 Mary Washington.



CECILE GAINES, AICP | SENIOR PLANNER

PROJECT ROLE: TECHNICAL SUPPORT

OFFICE LOCATION: ROANOKE, VA

Cecile Gaines has nearly 30 years of experience serving local governments. Before joining Berkley Group, Cecile was a Planner II in Roanoke County's Planning Department, after serving eight years as a Planning Commissioner and Town Council member in Blacksburg. Cecile was an integral member of the planning team that conducted extensive community engagement and wrote the Hollins Center Plan and the Oak Grove Center Plan for two prominent commercial and residential hubs in Roanoke County, VA. Cecile is passionate about honoring and preserving the history, natural resources, and culture of communities, while simultaneously providing for a thriving, safe, and affordable quality of life for all. With Berkley Group, Cecile has led and supported zoning and subdivision ordinance updates for the Town of Rocky Mount; the City of Hopewell; and Franklin, Gloucester, and Nelson Counties. Cecile is a certified planner and holds a Master of Urban and Regional Planning and a Certificate in Local Government Management from Virginia Tech.



REBECCA COBB, CZA

DEPUTY DIRECTOR | REBECCA.COBB@BGLLC.NET

EXPERIENCE

17+ Years

EDUCATION

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

CERTIFICATIONS

Certified Zoning Administrator
(2019)

Rebecca 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 Albemarle, Essex, King George, King William, and Pittsylvania and the Towns of Abingdon, Farmville and Mount Jackson. Her grass-roots experience allows her to understand all views at the table and brings them together cohesively for the betterment of the community. She has a biology degree with a minor in environmental science from Longwood University.

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, VA
Town of Crewe, VA
Town of Farmville, VA

ZONING ORDINANCE UPDATES, AMENDMENTS & DIAGNOSTICS

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

HOUSING STUDIES

Lunenburg County, VA
Northampton County, VA





CAROLINE VANTERVE, AICP

SENIOR PLANNER | CAROLINE.VANTERVE@BGLLC.NET

EXPERIENCE

5+ Years

EDUCATION

B.S. Urban & Environmental Planning
Minor: Leadership & Public Policy
University of Virginia
Charlottesville, VA

CERTIFICATIONS

American Institute of Certified
Planners (AICP)

AWARDS

Foxhound Award: Distinguished New
Professional 2024
Virginia Chapter - American Planning
Association
Outstanding Student Award
Virginia Chapter - American Planning
Association
Intermediate Honors Recipient &
Dean's List Recipient
UVA School of Architecture

Caroline has over five years of planning experience. Prior to joining Berkley Group, she worked as an associate planner for Augusta County, VA, where she worked on staff reviews of rezoning applications, zoning text amendments, and special projects including decennial redistricting and utility scale solar energy project review. Caroline has led and supported comprehensive plan updates for Dinwiddie County, Rockingham County, the City of Petersburg, and the City of Martinsville. Additionally, Caroline has led and supported Virginia Main Street Strategic Plan development and ordinance updates for Spotsylvania County, Frederick County, the City of Petersburg, and the City of Hopewell. She is also experienced in geospatial analysis and architectural fieldwork. Caroline is a certified planner with a B.S. in Urban and Environmental Planning and a minor in Leadership and Public Policy from the University of Virginia.

WORK HISTORY

Senior Planner (2024-Present)
Planner II (2022-2024)
Berkley Group, LLC

Associate Planner
Augusta County, VA (2020-2022)

Intern & Research + Writer Fellow
City78, Washington, D.C. (May 2020-August 2020; May 2019-August 2019)

Extern
City of Alexandria, VA (January 2020)

RELEVANT WORK EXPERIENCE

Zoning and Subdivision Ordinance Update, City of Hopewell, VA
Zoning and Subdivision Ordinance Update, City of Petersburg, VA
Zoning Ordinance Update, Frederick County, VA
Zoning Ordinance Update, Pittsylvania County, VA
Zoning Ordinance Update, Spotsylvania County, VA
Zoning Text Amendments, Town of Colonial Beach, VA
Zoning Text Amendments, Town of Woodstock, VA
Comprehensive Plan Update, City of Martinsville, VA
Comprehensive Plan Update, Dinwiddie County, VA
Comprehensive Plan Update, Rockingham County, VA
Comprehensive Plan Update, City of Lynchburg, VA
Comprehensive Plan Update, City of Petersburg, VA
Comprehensive Plan Update, Town of Tappahannock, VA





STEPHANIE MATHENA, AICP, CZA

SENIOR PLANNER | STEPHANIE.MATHENA@BGLLC.NET

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

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.

WORK HISTORY

Senior Planner (2025-Present)
Berkley Group, LLC

Principal Planner (2023-2025)
Franklin County, VA

Planner (2020-2023)
Berkley Group, LLC

RELEVANT WORK EXPERIENCE

Zoning Ordinance Update, Franklin County, VA
Zoning Ordinance Update, Frederick County, VA
Zoning and Subdivision Ordinance Update, Town of Rocky Mount, VA
Zoning and Subdivision Ordinance Update, City of Emporia, VA
Zoning and Subdivision Ordinance Update, King George County, VA
Zoning and Subdivision Ordinance Update, King William County, VA
Zoning Text Amendments, Town of Strasburg, VA
Mixed-Use Development Report, Town of Warrenton, VA
Historic District Guidelines, City of Manassas, VA
Comprehensive Plan Update, City of Martinsville, VA
Comprehensive Plan Update, Henry County, VA
Comprehensive Plan Update, Greensville County, VA
Comprehensive Plan Update, Northampton County, VA
Comprehensive Plan Update, Richmond County, VA
Comprehensive Plan Update, Franklin County, VA





TORI HAYNES

SENIOR PLANNER | TORI.HAYNES@BGLLC.NET

EXPERIENCE

10+ Years

EDUCATION

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

Tori 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 Mary Washington.

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

Zoning and Subdivision Ordinance Update, City of Emporia, VA

Zoning and Subdivision Ordinance Update, City of Petersburg, VA

Zoning and Subdivision Ordinance Update, King George County, VA

Zoning Ordinance Update, Spotsylvania County, VA

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





CECILE GAINES, AICP

SENIOR PLANNER | CECILE.GAINES@BGLLC.NET

EXPERIENCE

30 Years

EDUCATION

Master in Urban and Regional
Planning
Virginia Tech
Blacksburg, VA

B.A. in Public and Urban Affairs
Virginia Tech
Blacksburg, VA

CERTIFICATIONS

American Institute of Certified
Planners
(AICP)

Local Government Management
Virginia Polytechnic Institute and
State University

Cecile has nearly 30 years of experience serving local governments. Most recently Cecile was a Planner II in Roanoke County's Planning Department, after serving eight years as a Planning Commissioner and Town Council member in Blacksburg. Cecile was an integral member of the planning team that conducted extensive community engagement and wrote the Hollins Center Plan and the Oak Grove Center Plan for two prominent commercial and residential hubs in Roanoke County, VA. As a volunteer neighborhood coordinator and member, Cecile was Assistant to the Secretary of the Historic Gainsboro Preservation District in Roanoke, VA, and was a founding member of the Bennett-Hill Progress Neighborhood Group in Blacksburg, VA. Cecile is passionate about honoring the preservation of the history and culture of neighborhoods, while providing modern, safe, affordable, quality neighborhoods for all. Cecile is an AICP certified planner and holds a Master of Urban and Regional Planning, and a Certificate in Local Government Management from Virginia Tech.

PROFESSIONAL WORK EXPERIENCE

Senior Planner (2022-Present)
Berkley Group, LLC

Planner II (2017-2022)
Roanoke County, VA

Town Council Member (2010-2018)
Town of Blacksburg, VA

Planning Commissioner (2012-2018)
Town of Blacksburg, VA

Director of Home Performance (2006-2010)
Shelter Alternatives, Energy Check Division, VA

Principal and Owner (2001-2005)
Rest Assured Housing Management, VA

RELEVANT WORK EXPERIENCE

Housing Assessment, Franklin County, VA
Zoning Ordinance Update, Franklin County, VA
Zoning and Subdivision Ordinance Update, City of Hopewell, VA
Zoning and Subdivision Ordinance Update, Nelson County, VA
Zoning and Subdivision Ordinance Update, Town of Rocky Mount, VA
Comprehensive Plan Update, Berkeley County, WV
Comprehensive Plan Update, City of Martinsville, VA
Comprehensive Plan Update, City of Lynchburg, VA
Comprehensive Plan Update, Prince Edward County, VA
Comprehensive Plan Update, Prince George County, VA
Occoquan Riverwalk Vision Plan, Town of Occoquan, VA
Comprehensive Plan Update, Rockingham County, VA
Comprehensive Plan Update, Roanoke County, VA
Hollins Center Plan, Roanoke County, VA
Oak Grove Center Plan, Roanoke County, VA



PROJECT TEAM ORGANIZATION AND RESPONSIBILITIES

Rebecca Cobb, CZA

Technical Support; QA/QC

Project Responsibilities:

- Quality Assurance & Control
- Ordinance Drafting Support

Caroline Vanterve, AICP

Project Manager

Project Responsibilities:

- Quality Assurance & Control
- Coordination with County staff, Planning Commission, Board of Supervisors, & the Public
- Meeting Presentation & Facilitation
- Ordinance Drafting Support
- Graphics Development

Tori Haynes

Technical Support

Project Responsibilities:

- Ordinance Drafting Support
- Public Engagement Support

Stephanie Mathena, AICP, CZA

Technical Lead

Project Responsibilities:

- Ordinance Drafting Support
- Graphics Development
- Public Engagement Lead

Cecile Gaines, AICP

Technical Support

Project Responsibilities:

- Ordinance Drafting Support
- Public Engagement Support

FIRM EXPERIENCE & CAPABILITIES

Berkley Group, LLC is a local government consulting firm with over 70 employees and **remote offices throughout the Commonwealth of Virginia**, North Carolina, and Texas. Formed by Andrew Williams and Darren Coffey in 2010 in Bridgewater, Virginia, Berkley Group specializes in providing direct services such as land use and environmental planning, capital project management, communications, community engagement, and group facilitation. **While 100% of our work is dedicated to serving local governments, land use planning and ordinance development are our firm's primary strengths.** Based on revenue, planning services represent 40% of Berkley Group's work, while the Planning team's work consists entirely of long-range planning and Ordinance updates. Most Berkley Group employees and the entirety of the planning team reside in Virginia.

What truly sets Berkley Group apart is our firsthand experience in local government. Our team includes former public-sector planners, managers, and administrators who bring a practitioner's insight to every engagement. We not only just understand local government – we have 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.

FIRM ORGANIZATION



KEY 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 & Other Ordinance Updates and Amendments

EXPERIENCE

Berkley Group has extensive experience providing zoning and subdivision-focused services to communities throughout the Commonwealth of Virginia. Please find a list of current and former 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
- Frederick County
- Gloucester County
- King George County
- King William County
- Nelson County
- Orange County
- Page County
- Pittsylvania County
- Rappahannock County
- Spotsylvania County
- Town of Abingdon
- Town of Colonial Beach
- Town of Farmville
- Town of Haymarket
- Town of Keysville
- Town of Middleburg
- Town of Mount Jackson
- Town of Rocky Mount
- Town of Strasburg
- Town of Warsaw

WHY BERKLEY GROUP?

SUCCESSFUL EXPERIENCE.

Our team has substantial experience writing and updating land use policies, plans and ordinances for localities. Our Principal-in-Charge, Darren Coffey, has over 25 years of local government experience spanning urban and rural localities. ***The team enhances this experience with more than a century of expertise in land use planning, development, and preservation.*** We will develop a framework for the County to meet current and anticipated needs. The final product will be clearly understood, easy to implement, and legally sound.

EFFICIENCY.

Our team is very streamlined. Caroline Vanterve will be the primary contact with the County and will have full support from Berkley Group's robust and experienced planning staff as needed. ***Our team can begin immediately and reach the projected milestones efficiently and effectively.***

COST-EFFECTIVENESS.

We bring resources based on real world experience and offer excellent value for the County's needs. ***This project does not need a "big name" - it needs experienced, dedicated professionals who understand land use, legal framework, local government and political context.***

EXCELLENT FACILITATION SKILLS.

Berkley Group brings ***proven consensus-building and effective planning practices*** to ensure the new Ordinances are inclusive, straightforward and understandable. There are few initiatives a local government can pursue that have the potential to be as controversial as updating zoning regulations.

NEUTRAL ARBITER.

As local government professionals, ***we have the point of view of an impartial third-party, but the insight of staff.*** This experienced, but neutral lens can be invaluable in helping to create an unbiased, legally defensible product.

LEGAL CONTEXT.

Berkley Group has overseen numerous plan, ordinance, and policy projects that require close coordination with legal counsel. ***We ensure that all legal requirements are satisfied throughout the project.***

MOTIVATION.

The professionals featured in this proposal are the individuals who will be working with you directly on this project. ***We are an extension of your staff until the project is complete*** – on time and on budget.

REFERENCE PROJECTS

ZONING ORDINANCE AND DESIGN STANDARDS MANUAL UPDATE (ONGOING)

Spotsylvania County, Virginia

Project Manager: Caroline Vanterve, AICP

Technical Lead: Tori Haynes

Locality Reference:

Kimberly Pomatto, AICP, Director of Planning and Zoning
9019 Old Battlefield Boulevard, Suite 100
Spotsylvania, VA 22553
Phone: 540.507.7429

Berkley Group is completing a thorough update to Spotsylvania County's Zoning Ordinance and portions of the Design Standards Manual, the former of which has not undergone major updates since its initial adoption in 1995. The outcome will be a single, streamlined Zoning Ordinance that helps effectively implement the County's Comprehensive Plan, provides a stronger balance between welcoming new development and rural preservation, and is compliant with applicable state code requirements. The Ordinance will be reorganized and streamlined for ease of administration and enforcement, as well as to create a more business-friendly process for the development community. Additionally, the Design Standards Manual will be folded into the updated Zoning Ordinance to eliminate conflicts and provide increased transparency and usability for developers.

The project began with a diagnostic of the County's Zoning Ordinance, which included an analysis of the relationship between the Ordinance and Comprehensive Plan, recommendations for corrective actions to achieve full compliance with Code of Virginia and Chesapeake Bay Preservation Act (CBPA), and recommendations for modernizing the document. A joint kick-off meeting with the Board of Supervisors and Planning Commission, along with focus group meetings with local and regional industry experts, also provided valuable perspective to guide the update process. The Ordinance is also undergoing a full review by Berkley Group's partner law firm, Spilman Thomas & Battle PLLC, to provide the County with full confidence that its regulations are legally sound.

Final adoption is anticipated for summer 2026.

The project includes:

- Diagnostic Analysis
- Public Engagement
- Meeting Facilitation
- Zoning Text Amendments
- Development of Landscaping Plates and Graphics
- Third-Party Legal Review

Original Project Cost: \$153,578.25

Expected Final Project Cost: \$153,578.25

ZONING AND SUBDIVISION ORDINANCE UPDATE

King George County, Virginia

Project Manager: Stephanie Mathena, AICP, CZA

Technical Lead: Rebecca Cobb, CZA

Technical Support: Tori Haynes

Locality Reference:

Lucie Tuthill, Planner

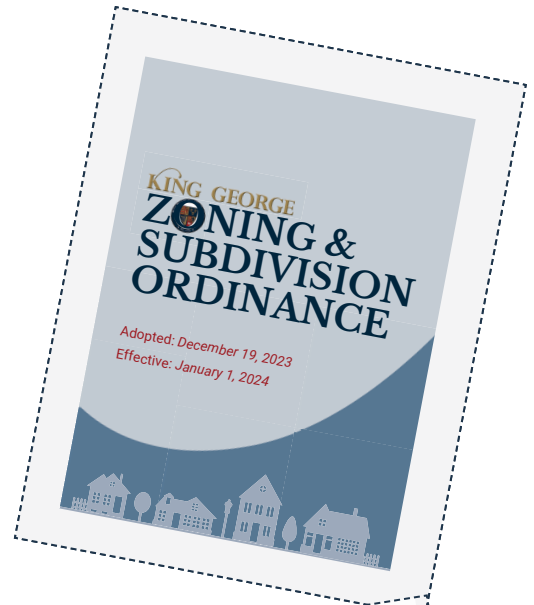
10459 Courthouse Drive, Suite 104

King George, VA 22485

Phone: 540-775-8550

Berkley Group performed an extensive update to King George County's Zoning and Subdivision Ordinances. The project outcome is a single, streamlined ordinance that implements the County's newly adopted Comprehensive Plan, answers the desires of the community, and is compliant with the Code of Virginia. This update is the first comprehensive revision to the ordinance since its initial adoption. The ordinance focuses on balancing growth; ensuring a competitive advantage with development regulations; and incorporating community priorities, such as preservation of rural character, inclusion of landscaping and screening provisions, and increased commercial growth.

The project began with a diagnostic of the County's Zoning and Subdivision ordinance and continued with robust public engagement, which included stakeholder meetings, two public workshops, and a public survey. The drafting of the ordinance occurred through bi-monthly meetings with Planning Commission to review draft articles, a public open house, joint refinement sessions with the Planning Commission and Board of Supervisors, and then public hearings for adoption. Adoption occurred in December 2023. Final deliverables included updating their application documents for ease of use and alignment with the new Ordinance and an Ordinance User Guide for public orientation and edification.



Original Project Cost: \$159,681

Final Project Cost: \$188,242

This project included a Board of Supervisors-requested change order for additional research, benchmarking, and recommendations related to four uses and one topic with additional work sessions for presentation and discussion.

ZONING AND SUBDIVISION ORDINANCE UPDATE

Town of Rocky Mount, Virginia

Project Manager: Cecile Gaines, AICP

Technical Lead: Rebecca Cobb, CZA

Locality Reference:

Jessica Angle, CZA, Planning & Zoning Administrator
345 Donald Avenue
Rocky Mount, VA 24151
Phone: 540-483-0907

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.

Original Project Cost: \$133,723.20

Final Project Cost: \$133,723.20



ZONING AND SUBDIVISION ORDINANCE UPDATE (ONGOING)

Nelson County, Virginia

Project Manager: Cecile Gaines, AICP

Technical Lead: Rebecca Cobb, CZA

Locality Reference:

Dylan Bishop, Director of Planning and Zoning
80 Front Street, P.O. Box 558, Lovingson, VA 22949
Phone: (434) 263-7090

Berkley Group is completing a thorough update to the Nelson County Zoning and Subdivision Ordinances as an implementation strategy of the Nelson 2042 Comprehensive Plan. This Ordinance will have profound impacts on the way land in the County is used, developed, and divided. The update is informed by the Comprehensive Plan, public engagement, County staff input, and Planning Commission and Board of Supervisors' input. The outcome will be a single, cohesive Zoning and Subdivision Ordinance to effectively implement the newly adopted Comprehensive Plan, address community land use priorities – including data centers, short-term rentals, and housing – and comply with applicable state code requirements.

The project began with a diagnostic of the County's existing Zoning and Subdivision Ordinances. Berkley Group also conducted several public engagement events to better understand the issues most important to the community, including facilitated focus groups with local stakeholders and workshops with the general public. Findings from the diagnostic report and public engagement were presented to the Planning Commission and Board of Supervisors at a joint kick-off meeting. A regularly maintained and visually appealing project website has served as the "one stop shop" for updates and community information throughout the process.

Berkley Group is facilitating bi-monthly joint work sessions with the Planning Commission and Board of Supervisors to discuss draft language and receive feedback. The full draft Ordinance is anticipated to be completed in December 2025. Adoption is anticipated for spring of 2026.

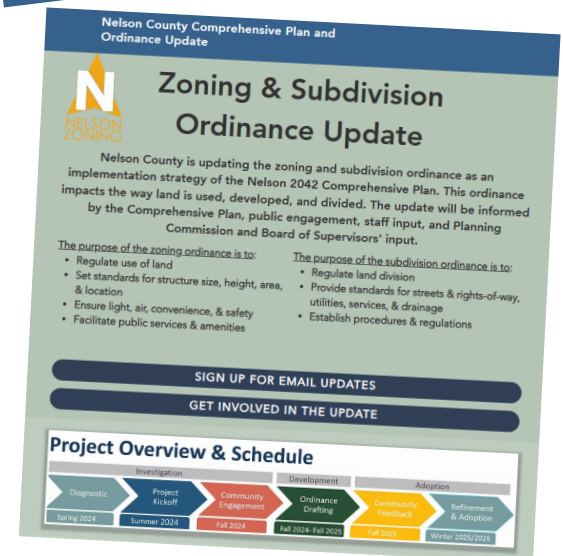
The project includes:

- Diagnostic Analysis
- Meeting Facilitation
- Public Engagement
- Text and Graphic Amendments

Original Project Cost: \$143,556.00

Expected Final Project Cost: \$148,529.00

This project included three Board of Supervisors-requested change orders: one for additional public engagement, one for additional short-term rental research (to be delivered as a separate memo for early adoption), and one for an additional corridor overlay district that was not originally scoped.



PROJECT MANAGEMENT APPROACH

Berkley Group offers a team-based approach that combines our knowledge as Virginia land use experts with the local knowledge of County staff, community leaders, and the public. Our team offers a fresh, independent perspective grounded in planning principles and best practices from Virginia and around the country. ***The County's citizens, stakeholders, representatives, and employees are the key local experts that bring a unique perspective to the final development of this project.*** New Kent County's Zoning and Subdivision Ordinance update will accurately reflect the community's vision and goals as stated in the 2045 Comprehensive Plan, rather than those of the consultant or any one interest group. The final product will be tailor-made to meet the County's needs.

Berkley Group's desire is to preserve existing elements that are working and modify those that are not. We understand that the wholesale replacement of ordinances challenges staff to relearn how to administer this fundamental land use tool. We will work closely with staff to ensure that the new ordinances are understandable and streamlined, as well as to provide an accessible, user-friendly set of updated applications and procedures. Our collaborative approach and comprehensive scope ***enable our team to direct the project as an extension of the County's staff.***

Our approach to project management emphasizes ***accountability, communication, and quality control.*** Our project structure is also designed to ensure that all tasks are completed ***on schedule, within budget, in full compliance with the Code of Virginia, and representative of the community's vision*** as established in the Comprehensive Plan and through subsequent public engagement.



PROJECT LEADERSHIP

A Project Manager will serve as the primary point of contact for staff, the Planning Commission, the Board of Supervisors, and the public. This individual will coordinate day-to-day activities, track progress against the schedule, and facilitate clear and timely communication among all project partners. The Project Manager will be supported by a team of planners who will each contribute their individual expertise.

COMMUNICATION AND COORDINATION

- **Kickoff Meeting:** Initiate the project with County staff to confirm goals, establish communication protocols, and begin the investigation and community engagement phases of the project.
- **Ongoing Coordination:** Berkley Group will facilitate monthly check-ins with County staff to review project progress and address issues.
- **Community Engagement:** Public meetings will be held prior to beginning Ordinance drafting and upon completion of the full draft to provide transparency and collect input.
- **Joint Worksessions:** Regular worksessions with Planning Commission and the Board of Supervisors will ensure the group remains updated on project progress, is given the opportunity to ask questions and provide feedback on draft materials, and is comfortable with draft Ordinance content prior to advertisement for public hearings.
- **Progress Reports:** Written updates and summary memos will be provided with each deliverable.

QUALITY ASSURANCE / QUALITY CONTROL (QA/QC)

Berkley Group employs a two-step QA/QC process:

- **Internal Review:** All draft Ordinance documents undergo at least two rounds of internal team review to confirm accuracy, Code of Virginia compliance, and adherence to staff and community priorities.
- **Staff Review:** Draft deliverables are shared with locality staff early in the process to incorporate feedback before review and consideration by the Planning Commission and Board of Supervisors through the joint worksession process.

DOCUMENTATION, TRACKING, AND REPORTING

- **Project Documentation:** Berkley Group employs standardized documentation formats and deliverables across all projects. All draft and final documents are provided in both Word and PDF formats via email and SharePoint to ensure easy editing, review, and archival.

We prioritize careful documentation of comments and systematic incorporation of edits. The Konveio Document Engagement Platform can be used internally to manage review of draft ordinance documents by County staff and our project team. This platform allows comments to be placed directly on the exact location in the document, supports version control and comment resolution, and consolidates all feedback into searchable and exportable formats. Should the County choose, the same review interface can be opened to the public or stakeholder groups to gather context-rich input, improving transparency and reducing duplicative email/comment tracking.

Additionally, each ordinance update includes an ordinance crosswalk or change matrix that documents how existing provisions are reorganized, relocated, or revised in the new draft. This provides a defensible record of edits and supports transparent review by staff, officials, and the public.

- **Project Tracking:** Berkley Group employs a clear, milestone-based tracking process comprised of three project phases: Investigation, Development, and Adoption. We employ several project tracking methods across these three phases. Project phases are represented in project timelines, Gantt charts, or other visual tools for tracking progress and deadlines. Each phase includes deliverable milestones such as draft submission, review meetings, revisions, and adoption hearings. Drafts are updated iteratively and labeled by date and phase, ensuring that reviewers and staff are always working from the latest version. Milestones are also posted on project webpages for public transparency and awareness.
- **Project Reporting:** Berkley Group recognizes the importance of consistent, clear, and timely communication with County staff as a key component of project success. We commit to maintaining regular contact and reporting protocols to ensure transparency and alignment with the County's expectations. Each effort begins with a detailed kickoff meeting to confirm project roles, schedules, and expectations, followed by regular progress updates provided through monthly staff meetings. Formal reporting occurs at key milestones, including staff check-ins and joint work sessions, where Berkley Group presents draft materials, documents feedback, and outlines next steps. Each deliverable — whether a diagnostic report, draft Ordinance article, or final compiled Ordinance — is accompanied by a concise summary memo highlighting major changes and decisions made during the review process. For projects involving public engagement, Berkley Group prepares engagement summaries that document community feedback and the consultant's responses, providing a clear record of how input informed the final product. A regularly updated project website serves as a method of transparent reporting to the community. These reporting practices ensure that staff, officials, and the public remain informed and that project communication remains clear and consistent from initiation through adoption.

CHANGE ORDERS

Berkley Group schedules initial scoping calls between award of contract and formal initiation of the project to fine-tune the project scope, schedule, and answer any questions from locality staff. Because of our proactive approach and emphasis on clear communication, change orders are rare; if they do occur, it is a result of the client electing to include optional services or expand the scope of work.

As an example, Berkley Group is currently working with the City of Petersburg, Virginia to rewrite their Zoning and Subdivision Ordinances. A change order was requested by City staff based on desires from City Council to develop a new highway corridor overlay district that was not originally scoped. Berkley Group incorporated the new overlay district with a minimal increase to budget and no delay in schedule. This example underscores Berkley Group's adaptability and commitment to delivering high-quality outcomes that align with client objectives. When project scopes evolve, our team works in close coordination with locality staff to evaluate adjustments, maintain schedule integrity, and ensure that all deliverables continue to meet project goals. Through proactive communication, Berkley Group consistently provides responsive, solutions-oriented service that upholds both the intent of the project and the expectations of our clients.

PROJECT SCOPE & WORK PLAN

PROJECT INITIATION AND ORIENTATION

Kick-off Meeting (Virtual)

Berkley Group will conduct a kick-off meeting with County staff to review the scope, expectations, and deliverables of the project. This kick-off meeting will occur within 30 days of contract execution and should include key employees from the Community Development Department, County Attorney's office, and any others deemed necessary so that their roles, responsibilities, and procedures in the Zoning and Subdivision Ordinance update process can be discussed and clarified. Berkley Group will also develop and share a detailed schedule and project milestones leading to adoption. Milestones will be tied directly to a proposed table of contents.

Review of Existing Land Use Tools and Related Documents

Berkley Group will perform a diagnostic of the Zoning and Subdivision Ordinances to identify organization improvements, state code compliance, and best practice recommendations. The diagnostic will be based on legal requirements for zoning and subdivisions contained in Code of Virginia Title 15.2, Chapter 22, staff input, previous County assessments, and our professional recommendations. This diagnostic, along with strategies identified in the Comprehensive Plan, will serve as the foundation for the Ordinance update.

Organization

Berkley Group typically recommends the following structure for zoning ordinances:

1. In General
2. Administration
3. Permits and Applications
4. Primary Zoning Districts
5. Overlay Zoning Districts
6. Use Matrix
7. Use Standards
8. Community Design Standards
9. Nonconformities
10. Definitions

The County's Subdivision Ordinance can also be added as an article to promote cohesiveness and transparency, if desired.

Organization

The Zoning Ordinance has not been wholly updated since 1990, instead being amended as needed through the years. This has led to ambiguity and conflicting provisions, making administration and interpretation burdensome. The Ordinance should be reorganized and streamlined for clarity, with conflicting or redundant provisions removed. A restructuring may also be necessary to ensure "like" provisions are included in the appropriate Article or Division.

The current Ordinance tends to utilize lengthy paragraphs, making it difficult to follow more complex requirements. Future updates should seek to streamline text, avoiding the use of jargon if possible and using concise multi-level lists to replace overly lengthy text. In some instances, tables could be used to entirely replace bodies of text; this would improve readability and expedite the process of making future text amendments.



Example page from a zoning ordinance diagnostic report.

STAKEHOLDER AND COMMUNITY ENGAGEMENT STRATEGY

Stakeholder and community outreach and participation is paramount to ensure that the updated Ordinance implements the shared vision of the community. **Berkley Group utilizes a robust community outreach strategy to collect input and ensure popular support of the project.** Our goal is to provide a wide-reaching, inclusive, and informative community engagement strategy that empowers the public, engages people in the process, seeks out feedback and input, and maintains continued public participation. Our proposed scope includes popup events, a survey, an in-person and virtual public workshop, focus groups with local and regional stakeholders, one-page instructional materials, and joint work sessions with Planning Commission and Board of Supervisors. All outreach will be synthesized in a summary document and utilized throughout the drafting process. Please note that we will adapt our approach to meet New Kent County's particular needs and expectations.

Website, Branding, and Promotions

At the onset of the process, we will work with County staff to establish a project logo and brand identity for the Ordinance update, developed to complement the County's colors and seals and in line with any branding guides for the County. The purpose of developing a project logo and brand identity is to build public familiarity with and recognition of the project. We will also establish a web-based presence. The Ordinance update website will be built using ArcGIS StoryMaps to have a user-friendly design, straightforward language, and visually appealing graphics. **The website will also provide information on meeting dates, times, and locations; progress reports on the Ordinance update; and the adoption schedule.** Additionally, Berkley Group will develop up to three short informational videos related to the Ordinance update for sharing on social media and inclusion on the project website for the duration of the Ordinance update process. Once the Ordinance is drafted, the website will also be leveraged to advertise public open house and communicate changes in a visual and user-friendly manner.



Example of a project website, developed and maintained by Berkley Group.

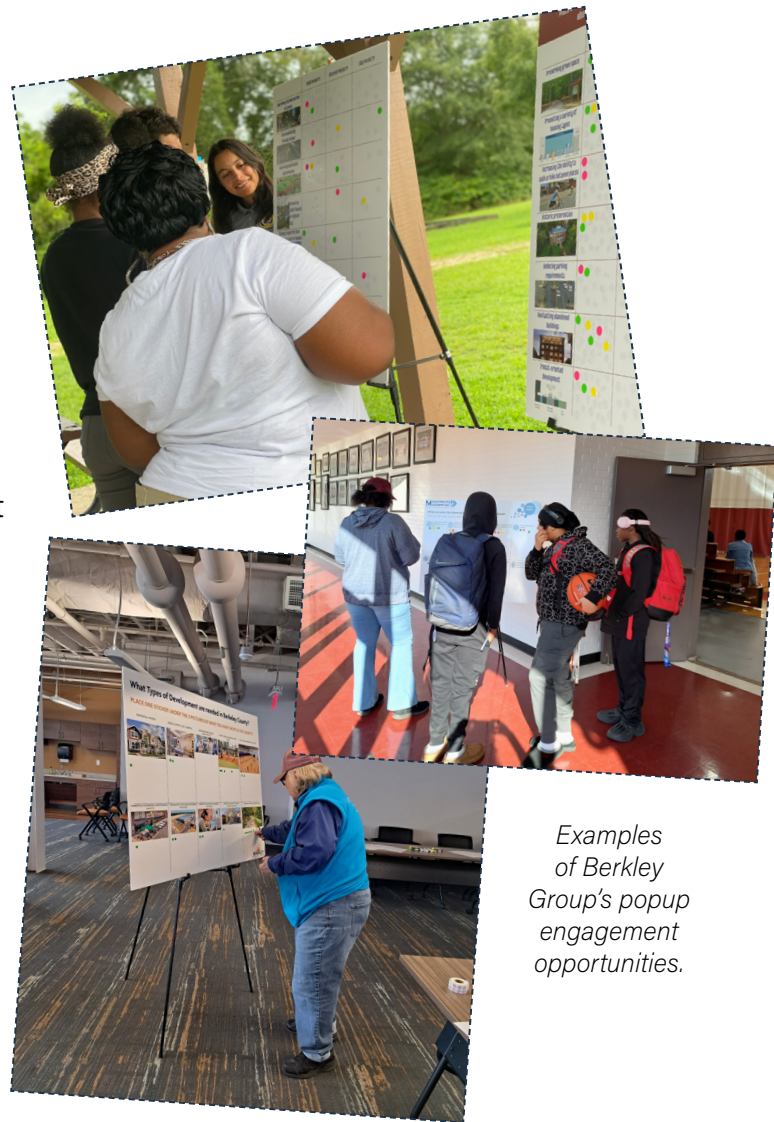


Berkley Group's simple, visual guides help provide community education on zoning concepts.

We also encourage localities to promote and advertise meetings on their respective social media platforms. Berkley Group will provide the County with branded flyers, social media content, a press release, and other assorted informational materials for distribution to garner strong public interest and participation. Through the website, social media posts, and promotional materials, the New Kent County community will be aware, informed, and engaged throughout the process. The website will be transferred to New Kent County at the conclusion of the project for continued hosting of information.

Pop-Up Events

Berkley Group will conduct up to three pop-up events to bring awareness, education, and excitement to the Ordinance update project. At each popup, we will provide eye-catching, interactive boards to draw public attention and increase knowledge of Zoning and Subdivision Ordinance regulations. In addition, handouts will be provided, which will include a QR code to access the project survey among other engagement information. County staff will select the location and time of the pop-up events; Berkley Group staff will prepare materials and attend the pop-ups to facilitate discussion and answer questions from the community. Berkley Group recommends utilizing major community events – such as festivals, parades, or farmers' markets – to garner the greatest impact.



Examples of Berkley Group's popup engagement opportunities.

Community Survey

Berkley Group will develop, administer, and manage a community-wide survey for the County. The survey will be **designed to gather the opinions of residents, landowners, business owners, and other community members**. Berkley Group will draft the survey instrument, which will be prefaced with an introduction explaining the purpose of the Ordinance rewrite process. The draft survey will be available for review and comment during a joint kick-off work session with the Planning Commission and Board of Supervisors. Following this review, Berkley Group will refine and finalize the survey for administration.

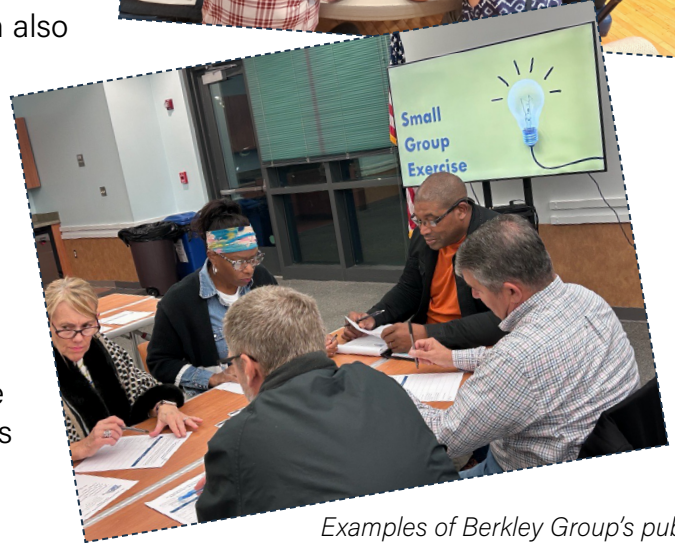
Berkley Group proposes to conduct one community-wide survey via two survey collection methods: 1) an open link online survey instrument; and 2) a hard-copy survey. Hard copies of the survey will be provided to the County as a PDF, which the County can mail to residents, make available at community facilities, or distribute to partner organizations such as religious institutions and civic groups. The survey will be active for 45-60 days to ensure individuals have adequate time to complete the survey. Once the survey is closed, data will be collected and analyzed. Berkley Group will provide an aggregated summary of responses with charts and graphs to visually depict the results, as well as an export of all responses to Microsoft Excel format.

If desired, Berkley Group can develop additional surveys tailored to specific groups, such as business owners or developers. Berkley Group also offers Spanish translation of surveys.

Public Workshops

Berkley Group recommends one in-person and one virtual public workshop for this project, but will add more as desired by the County and necessitated by geography. The public workshops will occur at the start of the project prior to Ordinance drafting, and will introduce project goals, provide educational material, and collect citizen feedback. ***Our tested small-group facilitation process ensures that all ideas are heard, and no single voice dominates.*** The format and content of the virtual public workshop will be the same as the in-person public workshop; a recording of the virtual workshop can also be taken and posted to the project webpage for transparency if desired by the County.

Following the drafting phase, two additional in-person public workshops will be conducted in an open house forum to share progress and highlight key changes. These opportunities for informal public review maximize the public's opportunity to ask questions and provide feedback. This format also allows for the dissemination of the draft ordinance to the public and key stakeholders for their input.



Examples of Berkley Group's public workshops.

Focus Groups

Berkley Group will conduct up to four focus groups with key stakeholder groups identified by County staff. These stakeholder groups will include representatives of the development and real estate community; business owners; large landholders; historic preservation groups; agricultural agencies and farmers; and tourism agencies, among others. ***Berkley Group will meet with stakeholders to discuss the existing Zoning and Subdivision Ordinances,*** receive their feedback on Ordinance effectiveness, and what elements and methods they would like to see in the revised Ordinance, including the development review and approval process. If desired by the County, additional focus groups may be added and scheduled at critical points in the update process to solicit feedback on key revisions, such as districts, uses, and design standards.

Engagement Summary

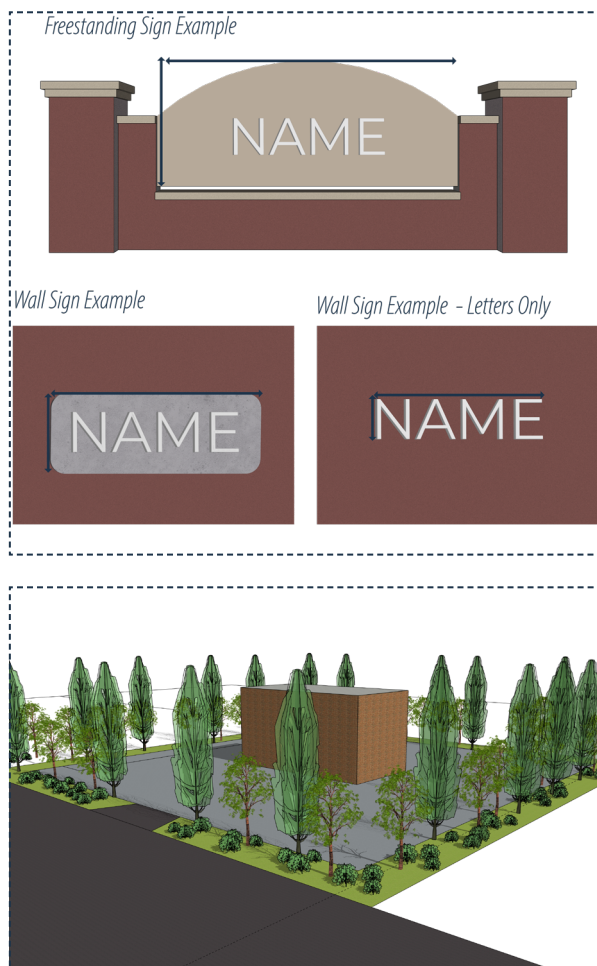
Berkley Group will draft a visually appealing and comprehensive engagement summary based on the input received across the various forms of community engagement. The summary will highlight aggregated key themes, identify major discussion topics and takeaways by event, and make recommendations for how to translate community input into a regulatory framework. The summary will be provided to the County and used to inform work sessions and drafting.

Joint Work Sessions

One presentation to the Planning Commission and Board of Supervisors will occur prior to the beginning of the drafting phase. Berkley Group will attend and facilitate the presentation, which will provide an overview of the project purpose and schedule, a summary of diagnostic findings, and an overview of the community engagement results and proposed solutions. Additional work sessions will be scheduled during Ordinance drafting and prior to public hearings and adoption. The Planning Commission and Board of Supervisors will have the opportunity to review and provide feedback for each ordinance article prior to public review. To ensure project efficiency and continuity throughout the process, Berkley Group has proposed holding joint work sessions between the Planning Commission and Board of Supervisors but can adjust this to hold work sessions solely with the Planning Commission if desired by the County.

DRAFT ORDINANCES

Berkley Group will clarify, simplify, reorganize, and update the Zoning and Subdivision Ordinances utilizing the diagnostic, public involvement results, staff input, and the recently adopted Comprehensive Plan. ***The updated Zoning and Subdivision Ordinances will be combined into one Chapter of the County's Land Development Code that will be logically organized and simply stated, with illustrations where appropriate.***



Examples of graphics developed for locality Zoning Ordinances.

The updated Ordinance will be written to ***reinforce the vision, goals, and objectives of the 2045 Comprehensive Plan***. Ordinance drafting will be divided into phases based on the content and structure agreed upon by County staff and information collected during the public outreach process. During each drafting phase, County staff will review drafted content and discuss with Berkley Group project staff during monthly virtual calls. After incorporation of edits directed by County staff, joint work sessions with the Planning Commission and Board of Supervisors will provide final policy direction.

Berkley Group will apply our extensive experience with the Code of Virginia to ensure that the updated zoning and subdivision regulations ***fully comply with all state code provisions***. The Ordinances will have a clear purpose statement derived from the vision, goals, and objectives of the County's Comprehensive Plan, along with the purposes of zoning regulations as set forth in Section 15.2-2283 of the Code of Virginia. Additionally, Berkley Group will recommend enforcement and penalty structures, as well as application requirements and processes grounded in state code, with an emphasis on compliance, fairness, and clarity.

To promote consistency, predictability, and ease of use, the draft Development Ordinance will feature ***clear, concise definitions*** and ***improved organization of permitted uses*** to reduce ambiguity and simplify administration.

Berkley Group will prepare tables and illustrative diagrams for district standards and frequently misinterpreted concepts — such as lot coverage, width, and building height — along with community design elements like buffering, lighting, signage, and open-space clustering. Specific illustration types and their level of detail will be agreed upon with County staff early in the drafting process.

The Ordinance revisions will include modernized use and design standards to broaden housing variety, support strategic growth, and improve site design and review efficiency. Key facets will include, but not be limited, to building placement and access management; parking; signage; landscaping; conservation of open space; and overlay district opportunities. Off-street parking standards will be reevaluated to align capacity with actual demand while avoiding excessive impervious cover. Recognizing the importance of making cluster subdivisions a more viable and attractive option, Berkley Group proposes to revise density and yield formulas and development incentives so that clustering is financially competitive and appealing to developers.

Our approach to Ordinance drafting will produce ***user-friendly, modern regulations*** that balance development opportunities with protection of rural and agricultural character, promote compatibility with existing and planned land uses, and align with the 2025 Comprehensive Plan and related County initiatives.

ORDINANCE REVIEW AND REFINEMENT

Once the proposed Ordinance draft is complete, copies of the draft Ordinance, a summary memo detailing the proposed major changes, and a change matrix demonstrating the new location of existing text will be delivered to the County for review and comment. The proposed Ordinance draft will be made available for the public to review and provide comments and suggestions.

As previously mentioned, Berkley Group will lead two in-person public open house meetings to share the draft Ordinance and collect community feedback on the changes. Following public review, Berkley Group will facilitate a final joint work session with the Planning Commission and Board of Supervisors, where the proposed Ordinance revisions and public comments will be presented and discussed. The work session will focus on substantive changes, offering a final opportunity for comment and revision on the consolidated Ordinance prior to public hearing. After the work session has been held, and all feedback and comments have been received from County staff, the public, the Planning Commission, and Board of Supervisors, Berkley Group will address comments and make final revisions to the proposed ordinance.



Examples of Berkley Group's different public open house formats.

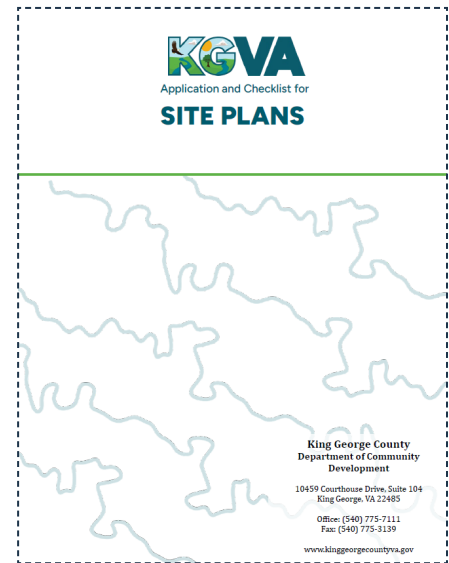
ORDINANCE PUBLIC HEARING AND ADOPTION

Once all final revisions have been completed, Berkley Group will lead the Ordinances through the public hearing process. Public hearings are legally required and should reflect the public input efforts throughout the Ordinance development. ***While it is typical for there to be differing views, the value of the inclusive participation process should be evident at these hearings.*** Berkley Group will work with the County Attorney and Community Development staff to ensure Ordinance changes are properly advertised and provide an executive summary of changes through a formal presentation during the public hearings.

POST ADOPTION DELIVERABLES

The Ordinance update process will conclude with Berkley Group providing digital files of the adopted Ordinance, with the date of adoption prominently displayed on the front cover and throughout the document. The Ordinance will be provided in Microsoft Word, Adobe PDF, and Internet-ready formats compatible with Municode. These files will also include all charts, graphs, tables, and illustrations. Berkley Group will also provide printed, bound copies of the complete Ordinance to the County in a quantity specified by staff.

Additionally, Berkley Group will create a new set of Standard Operating Procedures, checklists for relevant applications, and redesigned applications – to include flowcharts and other appropriate visual aids – for brevity, ease of use, and full alignment with the updated Ordinance. These materials will be provided to staff in Microsoft Word and Adobe PDF. If desired by the County, Berkley Group staff can also provide a virtual or in-person training to Community Development staff on using the updated Ordinance and understanding and administering the updated application documents.



Updated application packet to align with King George County's updated Zoning & Subdivision Regulations.

OPTIONAL SERVICES

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

- Additional Focus Group Meeting
- Additional Public Workshop/Open House
- Additional Public Survey
- Additional Work Session / Meeting
- Development Guidance Manual
- External Legal Review
- Zoning Map Evaluation
- Zoning Map Amendments

Berkley Group does not propose including subconsultants for this project; however, we do have a variety of trusted partners who are ready and available to meet the County's needs if desired.

PROPOSED PROJECT TIMELINE

Berkley Group proposes the following project timeline based on the identified project scope and the County's availability. ***The 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.

Phase	#	Task Description	2025		2026												2027											
			November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
Investigation	A1	Investigation Management / Staff Input																										
	A2	Project Kickoff with Staff (Virtual)	V																									
	A3	Document Review / Diagnostic																										
	A4	County Tour; Joint Kickoff with PC & BOS					X																					
	A5	Public Pop-Ups (up to 3)			X	X-2																						
	A6	Focus Groups (up to 4)			X																							
	A7	Public Workshops (up to 1 in-person and 1 virtual)			X	V																						
	A8	Community Survey (online and hard copy)																										
	A9	Project Branding and Website Development																										
	A10	Engagement Summary																										
Ordinance Development	B1	Development Management/Staff Review Sessions					V	V	V	V	V	V	V	V	V	V	V											
	B2	Table of Contents/Ordinance Crosswalk																										
	B3-B12	Ordinance Drafting																										
	B13	Review & Refinement																										
	B14	Joint Work Sessions (up to 6)											X	X	X		X	X	X									
Adoption	C1	Adoption Management/Staff Input																										
	C2	Public Open House (up to 2)																	X-2									
	C3	Final Review Joint Worksession (up to 1)																		X								
	C4	Final Review & Revisions																										
	C5	Public Hearings (PC 1 & BOS 1)																					X	X				
	C6	Post-Adoption Deliverables																										

X = In-Person Attendance V = Virtual Attendance

COST PROPOSAL

Berkley Group completes projects ***efficiently, on time, and within budget.*** Through proactive communication during the scoping phase, we can adjust the proposed scope and project approach to meet the County's budget expectations. It is anticipated that a final fee will be determined in partnership with County staff to align the project scope with available funding. Once a work order is approved, costs do not increase unless additional services are requested. **Please see our itemized budget, including all travel and incidental costs, on the following page.**

Phase	#	Task Description	Total Cost
Investigation	A1	Investigation Management / Staff Input	\$3,125
	A2	Project Kickoff with Staff (Virtual)	\$700
	A3	Document Review / Diagnostic	\$7,800
	A4	County Tour; Joint Kickoff with BOS & PC	\$3,750
	A5	Public Pop-Ups (up to 3)	\$9,975
	A6	Focus Groups (up to 4)	\$4,900
	A7	Public Workshops (up to 1 in-person and 1 virtual)	\$5,475
	A8	Community Survey (online and hard copy)	\$3,300
	A9	Engagement Summary	\$3,100
	A10	Project Branding and Website Development	\$14,100
Development	B1	Development Management/Staff Review Sessions	\$5,450
	B2	Table of Contents / Crosswalk	\$4,900
	B3	Definitions	\$6,800
	B4	General, Administrative, Nonconformity	\$8,875
	B5	Permit & Application Provisions	\$10,375
	B6	District Standards	\$12,250
	B7	Overlay & Special Districts	\$6,625
	B8	Use Matrix	\$7,900
	B9	Use Performance Standards	\$10,175
	B10	Community Design Standards	\$9,625
	B11	Subdivision	\$10,550
	B12	Basic Graphics	\$10,375
	B13	Review & Refinement	\$11,750
	B14	Joint Work Sessions (up to 6)	\$21,450
Adoption	C1	Adoption Management / Staff Input	\$3,500
	C2	Public Open House (up to 2)	\$6,400
	C3	Final Review Joint Worksession (up to 1)	\$4,350
	C4	Final Review & Revisions	\$7,500
	C5	Public Hearings (PC 1 & BOS 1)	\$5,300
	C6	Post-Adoption Deliverables	\$11,000
Subtotal			\$231,375
Non-direct expenses (5% of project cost)			\$11,568.75
TOTAL			\$242,943.75

The following supplemental services may be employed for an additional fee:

Options	E1	Additional Focus Group Meeting	\$1,500/meeting
	E2	Additional Public Workshop or Open House	\$3,000/meeting
	E3	Additional Public Survey (online & paper)	\$3,000
	E4	Additional Work Session / Meeting	\$3,000/meeting
	E5	Development Guidance Manual	TBD
	E6	External Legal Review	TBD
	E7	Zoning Map Evaluation	\$4,500
	E8	Zoning Map Amendments	TBD

CERTIFICATES AND FORMS

All required forms are provided on the subsequent pages.

Commonwealth of Virginia



State Corporation Commission

CERTIFICATE OF FACT

I Certify the Following from the Records of the Commission:

That Berkley Group, LLC is duly organized as a Limited Liability Company under the law of the Commonwealth of Virginia;

That the Limited Liability Company was formed on July 26, 2005; and

That the Limited Liability Company is in existence in the Commonwealth of Virginia as of the date set forth below.

Nothing more is hereby certified.



Signed and Sealed at Richmond on this Date:

June 14, 2024

A handwritten signature in black ink, appearing to read "Bernard J. Logan".

Bernard J. Logan, Clerk of the Commission

Request for Taxpayer Identification Number and Certification

Give Form to the
requester. Do not
send to the IRS.

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Berkley Group, LLC

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC

☐ C Corporation

☐ S Corporation

☐ Partnership

☐ Trust/estate

☒ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ► **S**

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ►

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) _____

Exemption from FATCA reporting code (if any) _____

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

P.O. Box 181

6 City, state, and ZIP code

Bridgewater, VA 22812

7 List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

____ - ____ - ____

or

Employer identification number

2 7 - 3 0 2 1 0 2 1

Part II Certification

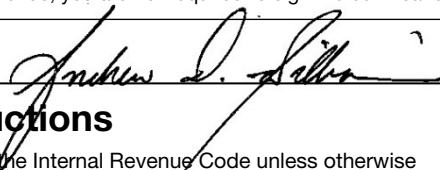
Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign
Here

Signature of
U.S. person ►



Date ► 07/01/2025

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting*, later, for further information.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

In the cases below, the following person must give Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the entity;
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the trust; and
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person, do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester,
2. You do not certify your TIN when required (see the instructions for Part II for details),
3. The IRS tells the requester that you furnished an incorrect TIN,
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or
5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

Also see *Special rules for partnerships*, earlier.

What is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all United States account holders that are specified United States persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you no longer are tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account; for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

a. **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note: ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040/1040A/1040EZ you filed with your application.

b. **Sole proprietor or single-member LLC.** Enter your individual name as shown on your 1040/1040A/1040EZ on line 1. You may enter your business, trade, or "doing business as" (DBA) name on line 2.

c. **Partnership, LLC that is not a single-member LLC, C corporation, or S corporation.** Enter the entity's name as shown on the entity's tax return on line 1 and any business, trade, or DBA name on line 2.

d. **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on line 2.

e. **Disregarded entity.** For U.S. federal tax purposes, an entity that is disregarded as an entity separate from its owner is treated as a "disregarded entity." See Regulations section 301.7701-2(c)(2)(iii). Enter the owner's name on line 1. The name of the entity entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner's name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on line 2, "Business name/disregarded entity name." If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, you may enter it on line 2.

Line 3

Check the appropriate box on line 3 for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3.

IF the entity/person on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation
• Individual • Sole proprietorship, or • Single-member limited liability company (LLC) owned by an individual and disregarded for U.S. federal tax purposes.	Individual/sole proprietor or single-member LLC
• LLC treated as a partnership for U.S. federal tax purposes, • LLC that has filed Form 8832 or 2553 to be taxed as a corporation, or • LLC that is disregarded as an entity separate from its owner but the owner is another LLC that is not disregarded for U.S. federal tax purposes.	Limited liability company and enter the appropriate tax classification. (P= Partnership; C= C corporation; or S= S corporation)
• Partnership	Partnership
• Trust/estate	Trust/estate

Line 4, Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys' fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space in line 4.

- 1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2)
- 2—The United States or any of its agencies or instrumentalities
- 3—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities
- 4—A foreign government or any of its political subdivisions, agencies, or instrumentalities
- 5—A corporation
- 6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or possession
- 7—A futures commission merchant registered with the Commodity Futures Trading Commission
- 8—A real estate investment trust
- 9—An entity registered at all times during the tax year under the Investment Company Act of 1940
- 10—A common trust fund operated by a bank under section 584(a)
- 11—A financial institution
- 12—A middleman known in the investment community as a nominee or custodian
- 13—A trust exempt from tax under section 664 or described in section 4947

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt payees except for 7
Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
Barter exchange transactions and patronage dividends	Exempt payees 1 through 4
Payments over \$600 required to be reported and direct sales over \$5,000 ¹	Generally, exempt payees 1 through 5 ²
Payments made in settlement of payment card or third party network transactions	Exempt payees 1 through 4

¹ See Form 1099-MISC, Miscellaneous Income, and its instructions.

² However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) written or printed on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37)

B—The United States or any of its agencies or instrumentalities

C—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i)

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i)

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state

G—A real estate investment trust

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940

I—A common trust fund as defined in section 584(a)

J—A bank as defined in section 581

K—A broker

L—A trust exempt from tax under section 664 or described in section 4947(a)(1)

M—A tax exempt trust under a section 403(b) plan or section 457(g) plan

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, write NEW at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at www.SSA.gov. You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at www.irs.gov/Businesses and clicking on Employer Identification Number (EIN) under Starting a Business. Go to www.irs.gov/Forms to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to www.irs.gov/OrderForms to place an order and have Form W-7 and/or SS-4 mailed to you within 10 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account ¹
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor ²
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee ¹
b. So-called trust account that is not a legal or valid trust under state law	The actual owner ¹
6. Sole proprietorship or disregarded entity owned by an individual	The owner ³
7. Grantor trust filing under Optional Form 1099 Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))	The grantor*
For this type of account:	Give name and EIN of:
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity ⁴
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee

For this type of account:	Give name and EIN of:
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing under the Form 1041 Filing Method or the Optional Form 1099 Filing Method 2 (see Regulations section 1.671-4(b)(2)(i)(B))	The trust

¹ List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

² Circle the minor's name and furnish the minor's SSN.

³ You must show your individual name and you may also enter your business or DBA name on the "Business name/disregarded entity" name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

⁴ List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships*, earlier.

***Note:** The grantor also must provide a Form W-9 to trustee of trust.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information such as your name, SSN, or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity or credit report, contact the IRS Identity Theft Hotline at 1-800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

Protect yourself from suspicious emails or phishing schemes.

Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to phishing@irs.gov. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 1-800-366-4484. You can forward suspicious emails to the Federal Trade Commission at spam@uce.gov or report them at www.ftc.gov/complaint. You can contact the FTC at www.ftc.gov/idtheft or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see www.IdentityTheft.gov and Pub. 5027.

Visit www.irs.gov/IdentityTheft to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

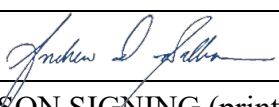
Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their laws. The information also may be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payers must generally withhold a percentage of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to the payer. Certain penalties may also apply for providing false or fraudulent information.

ATTACHMENT C
PROPOSAL SIGNATURE SHEET

My signature certifies that the proposal as submitted complies with all requirements specified in this Request for Proposal ("RFP").

My signature also certifies that by submitting a proposal in response to this RFP, the Offeror represents that in the preparation and submission of this proposal, the Offeror did not, either directly or indirectly, enter into any combination or arrangement with any person or business entity, or enter into any agreement, participate in any collusion, or otherwise take any action in the restraining of free, competitive bidding in violation of the Sherman Act (15 U.S.C. Section 1) or Sections 59.1-9.1 through 59.1-9.17 or Sections 59.1-68.6 through 59.1-68.8 of the Code of Virginia.

I hereby certify that I am authorized to sign as a legal representative for the business entity submitting this proposal.

LEGAL NAME OF OFFEROR (DO <u>NOT</u> USE TRADE NAME):
Andrew D. Williams
ADDRESS:
P.O. Box 181, Bridgewater, Virginia
SIGNATURE: 
NAME OF PERSON SIGNING (print): Andrew D. Williams
TITLE: Chief Executive Officer
TELEPHONE: 540-208-5188
FAX:
E-MAIL ADDRESS: drew@bgllc.net
DATE: 10/13/2025

ATTACHMENT D

PROPRIETARY/CONFIDENTIAL INFORMATION IDENTIFICATION

NAME OF FIRM/OFFEROR: Berkley Group, LLC

Trade secrets or proprietary information submitted by an Offeror will not be subject to public disclosure under the Virginia Freedom of Information Act; however, the Offeror must invoke the protections of Va. Code § 2.2-4342.F in writing, either before or at the time the data or other material is submitted. The written notice must specifically identify the data or materials to be protected including the section of the proposal in which it is contained and the page numbers, and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. In addition, a summary of proprietary information submitted must be submitted on this form. The classification of an entire proposal document, line item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable. If, after being given reasonable time, the Offeror refuses to withdraw such a classification designation, the proposal will be rejected.

SECTION/TITLE	PAGE NUMBER(S)	REASON(S) FOR WITHHOLDING FROM DISCLOSURE
N/A	N/A	N/A

ATTACHMENT E

VIRGINIA STATE CORPORATION COMMISSION (SCC)

REGISTRATION INFORMATION

The Bidder or Offeror:

- ☒ is a corporation or other business entity with the following SCC identification number:
S1606971 **-OR-**
- ☐ is not a corporation, limited liability company, limited partnership, registered limited liability partnership, or business trust **-OR-**
- ☐ is an out-of-state business entity that does not regularly and continuously maintain as part of its ordinary and customary business any employees, agents, offices, facilities, or inventories in Virginia (not counting any employees or agents in Virginia who merely solicit orders that require acceptance outside Virginia before they become contracts, and not counting any incidental presence of the Bidder/Offeror in Virginia that is needed in order to assemble, maintain, and repair goods in accordance with the contracts by which such goods were sold and shipped into Virginia from offeror's out-of-state location) **-OR-**
- ☐ is an out-of-state business entity that is including with this bid/proposal an opinion of legal counsel which accurately and completely discloses the undersigned Bidder's/Offeror's current contacts with Virginia and describes why those contacts do not constitute the transaction of business in Virginia within the meaning of § 13.1-757 or other similar provisions in Titles 13.1 or 50 of the Code of Virginia.

Please check the following box if you have not checked any of the foregoing options but currently have pending before the SCC an application for authority to transact business in the Commonwealth of Virginia and wish to be considered for a waiver to allow you to submit the SCC identification number after the due date for bids/proposals: ☐