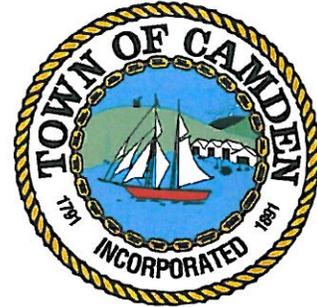


Project Title – Camden’s River to Harbor Walk

Town or region covered – Town of Camden

MCP Goal(s) addressed

- Ensuring Sustainable, Vibrant Coastal Communities
- Improving Coastal Public Access



Grant request amount - \$15,000

Match proposed and source of match - \$5,000 from Sidewalks and Pathways Reserve fund

Project Manager and contact information – Brian S. Hodges, Camden Development Director
bhodes@camdenmaine.gov 207-236-3353

Project partners

- Camden/Rockport Pathways Committee
- Coastal Mountains Land Trust
- Camden Conservation Commission
- Camden Downtown Business Group
- Camden’s Community & Economic Development Advisory Committee
- Camden Parks & Recreation

Project start and end dates – November 2012 – September 2013

Project summary statement (3-5 sentences) – Town of Camden proposes to have produced a conceptual design and engineering plan that identifies the feasibility of constructing approximately 2 ¼ miles of a multi-use, pedestrian pathway located along the Megunticook River. The pathway would commence at Shirttail Point Park and continue into the downtown area, ending at Camden Harbor’s Public Landing and existing boardwalk. This would leverage the natural assets of our river and harbor, and facilitate improved access from our residential areas to our coastline. It would also bolster the vibrancy and enhance the sustainability of our coastal community by offering an added attraction for visitors, employees, and businesses.

Project Summary

Please include relevant background information, including history, stakeholders, and partners.

The idea of a riverwalk has been considered by Camden for many years.

June 2002 – Camden has a citizen committee in partnership with the Town of Rockport called the Camden-Rockport Pathways Committee. This is an officially appointed town committee charged with making the communities more accessible to pedestrians and bicyclists. Results of a survey conducted by the Pathways Committee and presented to the Camden Select Board on 06/09/2002 yielded the following data:

- To the question, “Would you be supportive of a new pedestrian/bicycle pathway that provides safe connection between Megunticook Lake and Downtown Camden?” 63% of the Camden respondents answered “supportive” or “very supportive” whereas 11% responded “not supportive”.
- To the request, “Please rank the above routes in terms of their importance to you”, of the 7 routes listed, Camden residents ranked the “Megunticook to Camden” route, on average, as the most important.

June 2005 – The Camden Comprehensive Plan, approved by Camden voters on 06/14/2005, includes the following support for a riverside path:

- Chapter 21, Capital Improvements, p. 21-4: “a 5,600 foot gravel pathway along the Megunticook River is estimated to cost \$250,000. This is a priority 3 and would be funded through property taxes and State/Federal grants.” An addendum shows the approximate location of the trail along the river.
- Chapter 17, “Goals, Policies, and Implementation,” p. 17-12, #8, “Megunticook River Watershed”: “The Town should consider acquisitions, as opportunities arise, to enhance public access to the lake and river for non-motorized recreation, including sightseeing, walking, picnicking, and similar activities. Responsibility: Select Board, Conservation Commission; Timeframe: Ongoing”

June 2008 – Camden citizens voted on 06/11/2008, 71% in favor of reserving for public access a 25 foot strip at the Tannery site located at 116 Washington Street.

- Camden citizens voted on 11/04/2008, 70% in favor of reserving for public access the same 25 foot strip along the Megunticook River and placing the easement with Coastal Mountains Land Trust (Knox County Registry of Deeds, Book 4093, Page 81).

March 2010 – The Camden Downtown Tax Increment Financing (TIF) District and Development program includes the “construction of a riverwalk along the Megunticook River running between the Tannery site and the Downtown... This will further strengthen pedestrian networks throughout the downtown, supporting both the tourist industry as well as providing a unique resident amenity.” This TIF was approved by town vote on 02/23/2010 and by the Maine Department of Economic & Community Development on 03/20/2010.

May 2010 – The Town of Camden, recognizing the varied interests in the development of a Riverwalk, formed a special Coalition to undertake the actual development of the pathway. The Megunticook Riverwalk Coalition consists of members from:

- Camden Parks & Recreation Committee
- Camden Conservation Commission
- Camden/Rockport Pathways Committee
- Coastal Mountains Land Trust

- Citizens for the Megunticook Riverwalk

Directed by the Camden Select Board, this Coalition has successfully shepherded a 6 month process facilitating community input on the Riverwalk. To date, the Coalition has spent 100 volunteer hours clearing trash and invasives along the corridor and coordinated multiple public hearings on Riverwalk design and purpose.

May 2012 – The Camden Downtown Master Plan was unanimously accepted and approved by the Camden Select Board on 05/15/2012. Within this document, formed through significant community input, there are many references to the River to Harbor Walk. Highlights include:

- “...The river is an outstanding yet untapped asset near and in the Downtown”
- “...This roughly two mile circle will ultimately connect to the downtown boardwalk paths, the waterfall bridge, and the pathways that skirt the Knox Mill and the tannery sites. The intent of which is to further strengthen pedestrian networks throughout the downtown supporting both the tourist industry as well as providing an amenity for residents.”
- “Action Item – Implement the first phase of the River Walk project between the Tannery site and the downtown, as designed by others.”

July 2012 – the Town of Camden was selected by the Maine Development Foundation’s Maine Downtown Center program to be a Maine Downtown Network community. Camden was 1 of 4 selected through a competitive process. Receiving this designation is driven in part by Camden’s commitment to work towards the goals established by the Maine Downtown Center, including:

- 1 of the 13 specified Design goals of a Maine Downtown Network Community is “Sidewalks and Trails, easy to find and access connections to rail/river trails.”

Stakeholders

- YMCA – promoting use of their trail in their exercise programs. Though not expected to actively support the development of the Riverwalk, they have voiced their community support for the vision.
- Teen Center – want to add another safe route to their facility for youth. Though not expected to actively support the development of the Riverwalk, they have voiced their community support for the vision.
- Knox County Community Health Coalition – the Local Healthy Maine Partnership - promoting use of the trail to community members as an aide in chronic disease self-management. Though not expected to actively support the development of the Riverwalk, they have voiced their community support for the vision, and are providing ongoing input. KCCHC provides population based health information, education and opportunities that enable people to develop lifelong habits that are beneficial for themselves, and the community through the reduction of tobacco and other substance use, increased physical activity and the promotion of healthy eating.
- Friends of Pathways – 501(c)3 that supports Pathways in Camden area. A possible source for fund raising though no proven record. Not expected to actively support the development of the Riverwalk, they have voiced their community support for the vision.
- Camden Rockport Middle School/SAD 28 School Board – interested in additional safe routes to school grounds and for opportunities to access wetlands and riparian habitat for school field trips. Though not expected to actively support the development of the Riverwalk, they have voiced their community support for the vision.

- Camden-Rockport-Lincolntonville Chamber of Commerce - are interested in promoting the path for tourism and economic attraction. Though not expected to actively support the development of the Riverwalk, they have voiced their community support for the vision.

Concisely describe the problem or opportunity.

We have the perfect opportunity and location to create something that is unavailable elsewhere in Camden: a pathway through a beautiful, natural, riverside area along the Megunticook River in central Camden leading to Camden Harbor that is accessible to a broad residential, commercial, and visiting population, and to people who are mobility-challenged. However, we do not have a well rounded and constructed plan to support the construction of such a project. There are variables needing to be addressed which include but are not limited to private property, location, length, engineering, design, costs, ongoing maintenance, economic impact, and items which we may not have thought of yet. Having a well developed Plan will address these items and provide a clear strategy to determine if and how to make this River to Harbor Walk a reality.

Is there a demonstrated need for this project?

As described earlier via the historical interests and efforts of such a River to Harbor Walk, there is clearly a demonstrated need. For years, the river was not held in high esteem due to being located behind our industrial Tannery building, adjacent to our woolen mill, and located mainly in the “mill section” of town. Due to the work of engaged citizens, town committees, and development efforts, a new view of this asset is being seen. In direct correlation is its feeding into Camden Harbor. The health of the river directly impacts the health of Camden Harbor. By examining the feasibility of a River to Harbor Walk and hopefully leading to its construction, the natural assets of not only the river and harbor but also the flora and fauna will be bolstered. All interconnect and produce a healthy and enlightened community.

In addition, the process undertaken when creating Camden’s Downtown Master Plan also uncovered the need of connecting outlying sections of the downtown to one another as well as to the hub. Businesses located in these peripheral areas do not experience the level of business as others, due to their location. The vision for this River to Harbor Walk will bring pedestrians and bicyclists along a pathway that will provide enhanced visibility to these businesses. The economic impact will be noticeable, with corresponding business start-ups and job growth.

Describe the approach proposed to address the problem or opportunity and proposed use of the grant award.

The approach will be to create a Request for Qualifications and Quote and receive bids from consulting firms experienced with guiding municipalities in the creation of similar pathway projects. A Selection Committee would select the most qualified bidder. This consultant would then work in partnership with the Town, project partners, and community to create a clear Plan addressing outcomes as specified in the RFQ and final work plan. The grant funds will be used towards the cost of soliciting and selecting the consultant, time and materials needed in creating the Plan, and final production of the recommendations to have this project come to fruition.

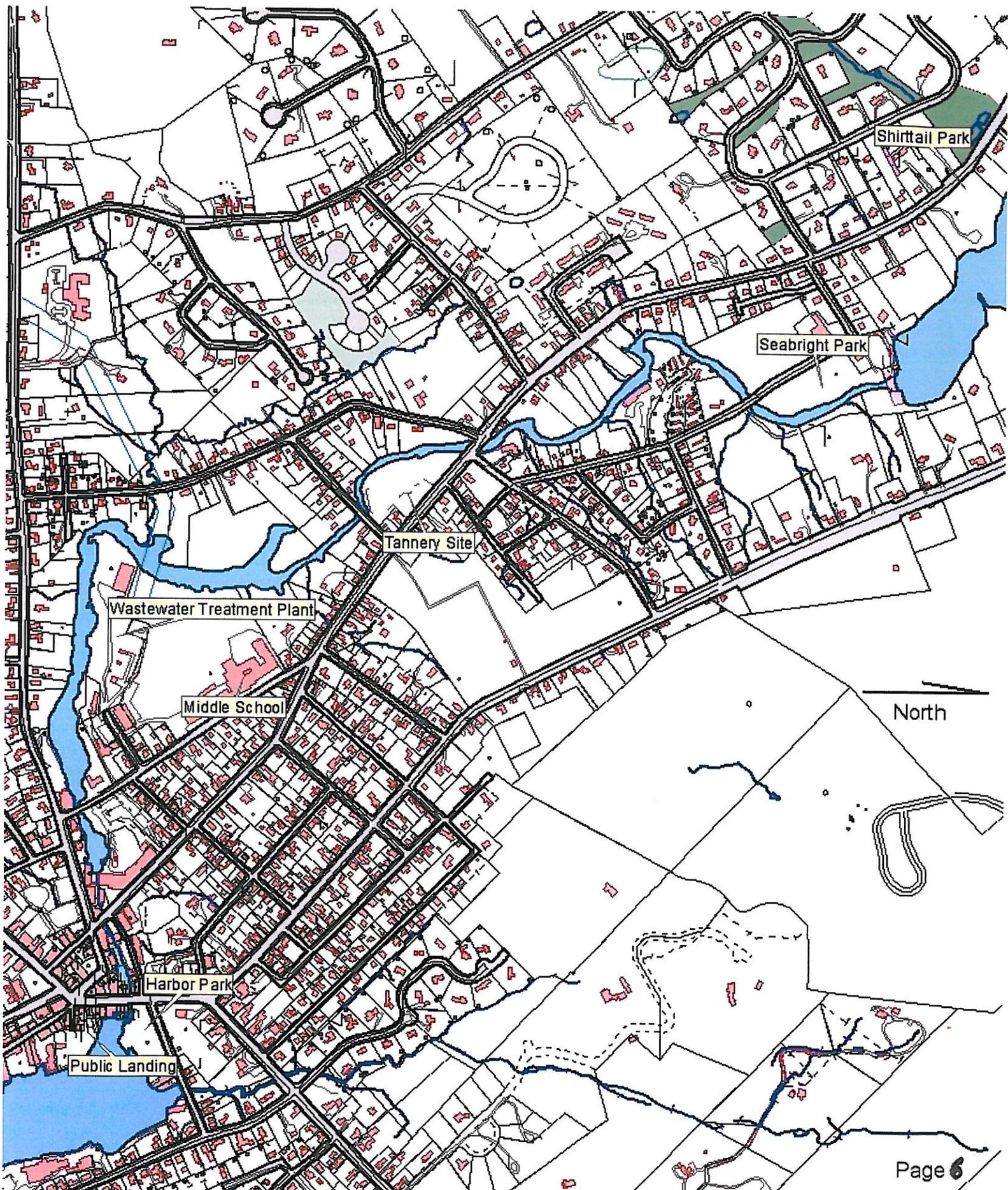
This project clearly aligns with areas identified by Maine’s Beginning with Habitat Program:

- Form a town Conservation Commission if one doesn't already exist. The Conservation Commission can play an active role in managing town-owned open space and creating and implementing an Open Space Plan.
- Consider creating trail corridors that serve wildlife and recreation needs.
- Evaluate opportunities to create greenways and corridors between parcels or add additional lands to create large blocks of protected, high value habitat.
- If a land trust does not already exist for your town, create one or ask a neighboring land trust to expand its service area.
- After adoption of the comprehensive plan by your town, form an implementation committee to make any necessary revisions to local regulations. Towns can consider making protection of riparian areas and the integrity of large blocks of habitat part of the design principles encouraged or required in subdivision, site plan review, and other local regulations through the use of buffers, habitat curtains around development, other means.
- If a property with high value habitat is on the market, and especially where the town has not adequately protected it (allowing reasonable use through very low density and open space zoning), the selectboard, planning board, conservation commission, and local conservation groups can work together to consider and potentially pursue acquisition of the property.
- Purchase development rights on large undeveloped blocks to manage the land as fish, plant, and wildlife habitat.
- Purchase conservation easements that stipulate no development and allow public access for recreation, if compatible with the land.
- Explore opportunities to protect habitat via conservation easement or fee ownership. Funds for acquisition can be raised through public appeal, appropriation of town funds, or application to private foundations or public funds.

Describe experience with similar work undertaken by the applicant and/or project partners.

A similar approach was used when creating the Camden Downtown Master Plan. The level of community involvement was significant and actually increased as word spread about the positive energy being produced through the process as well as via the efforts of the Town government and partnering organizations. Camden’s Development Director coordinated these activities on behalf of the Town. The Director of Camden’s Parks & Recreation Department oversees the Camden Snow Bowl and other activities located at the Ragged Mountain Recreation Area. He, too, is very familiar with the need and value of a well designed planning process as he is coordinating a \$7 million redevelopment project. Camden’s Pathways Committee has also created a master plan addressing their charge of enhanced bicycle and pedestrian opportunities.

As mentioned, this project has been a focus of the Camden community for a number of years. To that extent, renderings have been drawn by interested members of the committees independently working on this. The following graphic shows the vision of where this conceptual River to Harbor Walk would travel. (dashed, pink line beginning at Shirrtail Park and following the Megunticook River to Camden Harbor)



North

Project Description and Project Schedule

Present a concise explanation of what the project will do

The River to Harbor Walk will provide a welcoming respite for walkers in a quiet, natural area, as well as welcoming and healthful pathway for exercise: walking, jogging, skiing, snowshoeing, all depending on the season. It will serve as a connection between two of Camden's commercial districts, beckoning users to commute by non-vehicular means from one to another – without climbing hills and encouraging their access and enjoyment of the noteworthy harbor. Places to purchase refreshments provide appealing goals at establishments along the way. It will enhance our sense of community and our quality of life as we greet our neighbors and walk out pets in this relaxed setting. It will provide a safe route to school, away from roads, for middle school children walking or biking to school as the path crosses in close vicinity to the school. It will facilitate teachers to bring their students to the harbor and river to study the various ecosystems there. It will enhance property values, potentially increase property tax revenues, and further support the commercial interests located in and around the Harbor. Users will have greater visibility to the activities taking place in the Harbor and have a better understanding of the greater impact this asset provides to not only the Camden community but the broader region.

Who will do it

This project will be coordinated by Town staff, supported by the project partners, produced by the selected consulting team, and substantiated through extensive input from the Camden community.

- Coastal Mountains Land Trust – is the current holder of a public access easement and is offering to administer all future easements. CMLT has already partnered with the Town to secure one Riverwalk easement.
- Camden Parks and Recreation – the Director is currently chairing the Riverwalk Coalition. It is expected that Parks and Recreation will provide some oversight of the project and will likely be responsible for ongoing trail maintenance.
- Camden Conservation Commission – serve as a research, advisory, and advocacy group on environmental and conservation issues relating to the town. Committee has been involved with various aspects of this project for several years; to date have spent 100 volunteer hours clearing trash and invasives along the corridor, coordinated multiple public hearings on Riverwalk design and purpose.
- Camden/Rockport Bicycle and Pedestrian Pathways Committee – a two Town committee actively engaged in development of the Riverwalk path, part of the Committee's Master Plan.
- Camden Downtown Business Group – represents the interests of the business community and the benefits a Walk will provide
- Community & Economic Development Advisory Committee – ensures community and economic vitality throughout Camden. Will advocate for interests of citizens, businesses, property owners, and visitors.
- Town of Camden Economic Development Director – charged with supporting all aspects of community and economic development for the town. Therefore, this project pairs well with his efforts to build upon the assets within the town. He has already provided input, is coordinating this grant application and subsequent planning process if awarded, and will continue to assist with identifying opportunities/programs that support the project's construction.

How it will be implemented.

Upon completion, the Plan will be presented to the Camden Select Board for their final review and approval. This will then become the guidebook for Camden to implement the River to Harbor Walk. Once the Plan is completed, and actually prior to its completion, efforts will begin to identify funding sources to support the construction. These sources may include a mix of public, private, local, regional, State, and Federal. Part of the anticipated deliverables for the Plan will be how to fund such a River to Harbor Walk.

There are numerous abutters, some already expressing support for the Riverwalk

- Sewage Treatment Plant, owned by the Town, has contacted a number of agencies and sees no reason why the Riverwalk couldn't be constructed along their property.
- The SAD 28 School Board, owners of the CRMS Middle School property, discussed the concept during their Dec 17, 2008 meeting and "The Board agreed that they support the project in concept. Pat Hopkins, Superintendent, reported that Administrators have talked about this and they are conceptually supportive of the idea as well, and believe it would enhance the property and benefit students and the community."
- Two Businesses with abutting property have expressed their support and willingness to work with the town
- Three private individuals with land abutting the river have stated they are favorable to considering a public access easement for the purpose of constructing a Riverwalk.

The Town of Camden has successfully applied for, received, and administered grants from a variety of agencies and entities including but not limited to the National Endowment for the Humanities, Maine Department of Economic & Community Development, Maine Department of Conservation, Maine Department of Transportation, and State Planning Office. We have consistently provided status reports and all necessary documentation in a timely manner, and expeditiously clarified items when requested. Brian Hodges, Camden's Development Director, will be responsible for the administration of the grant award. Brian has been with the Town of Camden since March 2011, submitted and administered many grants, and also has 20 years of experience in state government. This background makes him very familiar with the detailed reporting requirements of such state and federal programs.

This section should include specific project tasks and expected outcomes and products.

This section should also include a project schedule covering project phases and tasks significant milestones and projected completion dates.

We will create a Request for Qualifications and Quote and receive bids from consulting firms with experience guiding municipalities in the creation of similar pathway projects. A Selection Committee would be formed with representation from the project partners to draft language for the RFQ. This same team would review, discuss, and score proposals. We would then open the separately, sealed bids to determine if the top scoring firm can meet the project's needs within budget. The process would require the selected firm to incorporate the previous work and activity done for this riverwalk so that the most efficient use of funds is obtained. The process to form the Plan would require significant community input, guided by the project partners and consultant. We envision this River to Harbor Walk to be utilized by all interested parties of Camden, including the surrounding region and visitors, so we want to ensure it is a true, community driven outcome.

Anticipating a successful award in mid-October, the proposed timeline would be as follows:

- Mid November 2012 – finalize RFQ language and advertise
- December 2012 – advertise RFQ
- January 2013 – review and score submissions; selection made
- February 2013 – kickoff meeting
- March 2013 – community meeting
- May 2013 – community meeting
- June 2013 – 1st draft presented
- August 2013 – final draft delivered
- September 2013 – presentation to Select Board

Work should commence within 60 days of grant award. If your timeline has your project starting later, you must explain the delay.

N/A – work will commence within 60 days, as shown in the proposed timeline.

The MCP recognizes that a project may be a piece of a larger project, or a phase in a multi-year effort. In such instances, the proposal should provide a description of the expected overall result, as well as what this project specifically will address.

This River to Harbor Walk Plan is merely the preceding, but critical and necessary, step to actually constructing the pathway as well as securing easements and providing for ongoing funding of maintaining the pathway. This project, funded through the MCP, will be to produce a Plan which will lead us to the point of creating Camden’s River to Harbor Walk. The Plan would be supported by the Select Board with confidence that the citizens and other interested parties are supportive due to their engagement and involvement. Other outcomes from the creation of the Plan will increased pedestrian and bicycle activity from residential areas to the harbor with a corresponding decrease in vehicular activity. Also, there will be increased economic opportunities for businesses located in, around, and that are a part of Camden Harbor.

Letters of Support

See attached

Résumés of Key Participants

See attached

Brian Hodges – Camden Development Director, project coordinator

Jeff Kuller – Parks & Recreation Director

Steve Wilson – Camden Planner and Code Enforcement Officer

Geoff Scott – Camden/Rockport Pathways Committee Chair

Project Budget

Part 1, Estimated Personnel Expenses (Grantee staff only)

Position Name & Title	Hourly Rate	Number of Project Hours	Salary & Fringe	Total Grantee Personnel Expenses
1. Brian Hodges, Development Director	39.31	18 weeks X 4 hrs (10%) = 72		\$2,830
2. Steve Wilson, Planner	22.29	5% = 36		\$ 802
3. Jeff Kuller, Parks & Recreation Director	44.08	5% = 36		\$1,587
4. Patrician Finnigan, Town Manager	50.77	1% = 7		\$ 355
Totals		151		\$5,574

Part 2, Budget Estimates by Cost Category

Cost Category	MCP Grant	Non-Federal Match	Total Cost
Personnel		\$ 5,574	\$ 5,574
Fringe Benefits			
Travel			
Equipment			
Supplies			
Contractual	\$15,000	\$ 5,000	\$20,000
Other (specify)			
Indirect			
Totals	\$15,000	\$10,574	\$25,574

Note:

1. MCP will not accept proposals with less than 25% non-federal match. – **41% match**

Part 3, Sources and Types of Match

Source of Match	Cash	In-Kind	Total
1. MCP grant	\$15,000	\$ 0	\$15,000
2. Town of Camden	\$ 5,000	\$ 5,574	\$10,574
3.			
Total	\$20,000	\$ 5,574	\$25,574

Confirmation of cash match

See attached

Office of:
Town Manager
Tax Assessor
Tax Collector
Town Clerk
Treasurer
Code Officer
Finance Director
Harbor Clerk



Town Office
P.O. Box 1207
29 Elm Street
Camden, Maine 04843
Phone (207)236-3353
Fax (207)236-7956
<http://www.camdenmaine.gov>

September 14, 2012

Elizabeth Hertz
Maine Coastal Program
Maine Department of Conservation
22 State House Station
Augusta, ME 04333-0022

RE: Coastal Communities Grant Program

Dear Ms. Hertz:

Please accept this letter as confirmation that the Town of Camden has set aside funds for the required non-federal match towards our application for the "River to Harbor Walk" project through the Coastal Communities Grant Program. The Town of Camden commits \$5,000 from the town's sidewalks and pathways Reserve Fund account, conditional on a successful grant award by your office.

If you have any questions, feel free to contact me at pfinnigan@camdenmaine.gov or (207) 236-3353.

Sincerely,

Patricia A. Finnigan
Town Manager

PAF/sro

Office of:
Town Manager
Tax Assessor
Tax Collector
Town Clerk
Treasurer
Code Officer
Finance Director
Harbor Clerk



Town Office
P.O. Box 1207
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Camden, Maine 04843
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Fax (207)236-7956
<http://www.camdenmaine.gov>

Sept 12, 2012

To Whom It May Concern:

The Camden/Rockport Pathways Committee supports the vision of a Camden River to Harbor Walk and this application for grant funds to have a formal plan created. The Pathways Committee is a two-town cooperative committee, with members appointed by both the towns of Camden and Rockport. The Committee is charged with reviewing geographic areas, rights-of-way, and transportation infrastructure in the two towns in order to improve pedestrian and bicycle safety and to encourage non-motorized transportation. We also focus on projects specific to one town or the other.

As one of the projects in our Pathways Master Plan, our committee has been working for a number of years on various aspects of this riverwalk project. We welcome the energy being generated around the study and drafting of a conceptual design for the construction of a path along this route. We have a successful history of partnering with Town staff on various projects related to our mission. All parties have found this strong relationship generates a more efficient and effective end result.

Regards,

Geoffrey Scott
Chair, Camden/Rockport Pathways Committee



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www.coastalmountains.org

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Stewardship Project Manager

Joe Zipparo

September 14, 2012

Coastal Communities Grant Program
Elizabeth Hertz
Maine Coastal Program
Maine Department of Conservation
22 State House Station
Augusta, ME 04333-0022

To Whom It May Concern:

On behalf of Coastal Mountains Land Trust, I am writing to state our support for the Town of Camden's effort to further explore the possibility of creating a River to Harbor Walk along the Megunticook River. Coastal Mountains Land Trust has been a party to the discussions surrounding this concept for many years and holds a public access easement on the former tannery property now owned by the Town of Camden, a central property in this larger project. We are open to the possibility of serving as the holder for additional easements in the future on properties involved in the walk.

We strongly hope that the Coastal Communities Grant Program will consider supporting the Town of Camden in the effort.

Sincerely,

Ian Stewart
Stewardship Director



Office of:
Town Manager
Tax Assessor
Tax Collector
Town Clerk
Treasurer
Code Officer
Finance Director
Harbor Clerk



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Phone (207)236-3353
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<http://www.camdenmaine.gov>

September 14, 2012

To Whom It May Concern:

The Camden Conservation Commission supports the vision of a Camden River to Harbor Walk and the Town of Camden's application to pursue grant funds so that a full and comprehensive plan can be created.

The purpose of the Commission is to serve as a research, advisory, and advocacy group on environmental and conservation issues related to the town. As such we are committed to preserving and increasing opportunities for public access to shoreland—protected areas that provide safe, attractive, and welcoming places for people to enjoy, and which contribute to the social, environmental, and economic well being of the community, now and in the future. Therefore, we have a great interest in enhancing Camden's natural assets such as the Megunticook River and Camden Harbor, making them more accessible to Camden residents and visitors.

In 2005, the Commission selected the "protection of Megunticook River frontage whenever feasible" as on its top two issues, and adopting the following:

The Camden Conservation Commission considers protecting Megunticook River frontage a high priority because of the potential to:

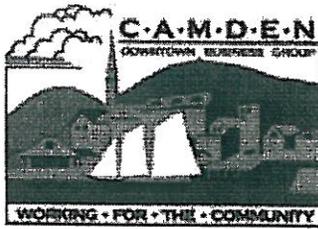
- 1) Protect ecologically vital vegetative buffers that reduce runoff and pollution from entering the river and the harbor.
- 2) Offer valuable educational resources for teaching the younger generation about the natural world and about Camden's rich historical and cultural heritage associated with the river.
- 3) Provide public access and passive recreational opportunities for residents and visitors.
- 4) Increase property values in areas within walking distance of green spaces.

In 2007 and 2008, the Commission was instrumental in protecting a portion of the riverfront known as the "Megunticook River walk" and advocating for its permanent preservation by conservation easement. Commission members have been actively involved since then in identifying and removing invasive trees and shrubs in the Megunticook Riverwalk easement area.

Our role in this planning study and in the project's eventual implementation, is completely in sync with the Commission's goals and work. I believe the time is ripe in our town for a town Camden River to Harbor Walk to be successful. Not only will the project itself be a tremendous asset by offering a myriad of conservation, and environmental gains, but a tangible synergy will be created between town government, staff, and volunteer committees as the details of this project are attended to. This team spirit will no doubt lead to other exciting endeavors to enhance our stature on coastal Maine as a sustainable and vibrant community.

Sincerely,

Douglas N. Johnson
Chair, Camden Conservation Commission



September 14, 2012

Dear Members of the Coastal Communities Grant Program Review Committee:

This letter is in support of Camden's River to Harbor Walk planning grant application.

On behalf of the Camden Downtown Business Group, an active association for nearly 25 years of 70+ Camden-based business owners representing retail, restaurants, hospitality, banks, insurance companies, marine-related operations, etc., I write with the members' full endorsement of this proposal. We consider this study to be a critical element in our efforts to sustain the economic viability of the downtown.

To date, Camden has overlooked the potential to the wider community of creating such a walk that would tie together its commercial and harbor sectors with its residential areas, including the school district. While the residents and visitors to Camden would benefit from such a natural amenity, the business community would benefit greatly by gaining wider access to its less prominent addresses while at the same time preparing for the 21st century consumer.

Anyone familiar with the Camden Harbor and the downtown businesses dotted along its architecturally attractive main and side streets recognizes the draw they offer residents and visitors. Along with the Harbor Park and Library Amphitheatre, this compact area provides an ideal opportunity for strolling, shopping, eating and drinking. Looking to future, merchants and restaurateurs want to plan for that time -- and not in that distant future -- when people will not be inclined to actually "shop" as they will take greater advantage of 24/7 shopping on the Internet. By creating added value to the downtown by developing a River to Harbor Walk, an environmentally-appropriate way finding, it is believed that Camden will be better positioned to keep pace with the desires of the future, and most likely more casual, consumer -- whether resident or visitor.

The Camden Downtown Business Group, which has as its mission to create and maintain an economically viable and vibrant downtown year-round, has been integral in the doings of Camden for nearly 25 years. CDBG, along with other business-related groups, lobbied successfully for the full-time economic development position now occupied by Brian Hodges and has been an active participant in the development of the recent Camden Downtown Master Plan.

I ask that you decide favorably on behalf of Camden's application for a study of a River to Harbor Walk, along the Megunticook River to Camden Harbor. Should the study be funded, I can assure you that it will not sit on the shelf.

Sincerely,

Oscar Verest
Chair, Camden Downtown Business Group

Office of:

Town Manager
Tax Assessor
Tax Collector
Town Clerk
Treasurer
Code Officer
Finance Director
Harbor Clerk



Town Office

P.O. Box 1207
29 Elm Street
Camden, Maine 04843
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Fax (207)236-7956
<http://www.camdenmaine.gov>

September 14, 2012

Dear Members of the Coastal Communities Grant Program Review Committee:

This letter is in support of Camden's River to Harbor Walk planning grant application and is from CEDAC (Community & Economic Development Advisory Committee). The committee was created by the Camden Select Board in January, 2009 *"To identify and recommend to the Select Board strategies, policies and projects that will provide sound economic development and a stronger sense of community"*.

The creation of a walkway connecting Camden's harbor with the downtown and the residential areas along the Megunticook River has been a long term goal of the Town. It has been a part of our State-approved Comprehensive Plan for well over a decade. The proposed river walk will greatly enhance our community by providing an alternative path between harbor, downtown, and the rest of the community, one that is much better suited for use by pedestrians and cyclists than our busy streets.

This project will greatly improve pedestrian access and safety as well as encourage activity day and night year-round in our downtown area, as a pedestrian-friendly place on the harbor. Receiving these funds will go a long way in helping us achieve our goal of improving Camden's economic AND community vibrancy

CEDAC consists of five regular members and two alternates appointed by the Select Board, drawn from a wide spectrum of Camden residents. For the reasons described above, CEDAC strongly supports the objectives of this grant application and hopes you will give it serious consideration.

Sincerely,

Peter T. Gross, AIA
Chair, CEDAC

WATERSHED SCHOOL



September 12, 2012

To Whom It May Concern:

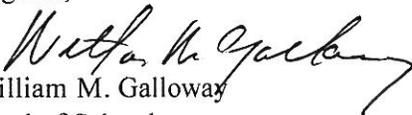
Please consider this a letter of support for the Camden Riverwalk. Our small, private high school just moved into a building abutting the river along which this Riverwalk would be constructed. Although we're new to the area, we can see that this path would be a wonderful benefit to the school and community.

A riverside path would provide an alternate route for students to walk and ride bikes safely to our building. It would provide access to a riparian habitat and to the seaside which teachers and students could walk to during the school day, enhancing academic studies.

We can also see that a riverside walking path would improve the quality of life in this community. It would encourage everyone, including our students and staff to get out; to walk, ride and socialize. A Riverwalk would help connect our town.

We look forward to working with the Town moving this vision forward.

Regards,


William M. Galloway
Head of School

AHP Camden LLC
5 Milk Street 3rd Floor
Portland, Maine 04101

Sept 12, 2012

To Whom It May Concern:

Please consider this a letter of support for the Camden Riverwalk. I am the owner The Knox Mill, a renovated mill building adjacent to several hundred feet of the Megunticook River in downtown Camden. The Knox Mill complex is home to a dozen or so businesses including a restaurant, a school and several retail stores on the ground level.

A path along the river would help connect this property to the vibrant downtown retail space on Route. Even though we're only 100 yards from downtown many tourists never discover the beautiful river just steps from Main Street. The path would also connect the downtown retail corridor with our neighborhood and the parking we provide to the town and local businesses.

In addition, a riverside walking path would provide another reason for visitors to stay longer in town (the connection to Camden's natural environment is often given as a reason for visiting by tourists) and help generate more economic activity in Camden. The path would have the added benefit of providing a wonderful setting for people to get out and walk, adding another draw for tenants to locate their businesses in my building.

I look forward to working with the Town on this vision.

Regards,



Matt Orne
Owner

September 13, 2012

To Whom It May Concern:

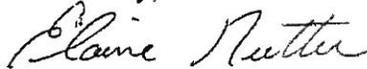
This letter is written to affirm the vote of concept approval that the MSAD # 28 School Board of Directors gave at their meeting on December 17, 2008 to support the idea of working with the Pathways Committee on the Camden Riverwalk Project. The MSAD # 28 School Board received an update on the Riverwalk Initiative on July, 2010, and indicated support for moving forward with any easement agreement. Subsequently to those meetings, the Superintendent of MSAD # 28 for the 2011-2012 school year, William Shuttleworth sent an electronic letter dated January 5, 2012 giving a "resounding vote in support of the concept of the project."

On September 12, 2012, I met with Geoff Scott from the Pathways Committee and further iterated the intention to work cooperatively with the Pathways Committee to support this project. I envision next steps as including meeting with the Facilities Committee of the MSAD # 28 Board of Directors and having a presentation and update of the project at a full board meeting in the near future. We have already completed a survey of the school owned property where the Camden Rockport Middle School is located.

This project is an excellent cooperative venture that will result in benefit for the communities of Camden and Rockport, and particularly be of benefit to students at Camden Rockport Middle School. Not the least of the benefits is to provide students with a safe natural environment to utilize for learning and physical activities, including walking to and from school.

I look forward to working with the Pathways Committee to bring this vision to the design phase in order to eventually have the Pathways project come to fruition.

Sincerely,



Elaine Nutter, Superintendent of Schools, MSAD # 28

Cc: Tori Manzi, Chair MSAD # 28
Bill Hibbard, Chair MSAD # 28 Facilities Committee

Brian S. Hodges

174 Bog Hill Rd
West Gardiner, ME 04345-3334
Phone: (207) 582-7237
Email: No6Rd@aol.com LinkedIn: [Brian Hodges](#)



OBJECTIVE

Continued growth in senior level positions leading to an executive level position. Leadership in a dynamic organization that incorporates new technologies, sound ethics, and progressive policy.

QUALIFICATIONS

I have worked in increasingly responsible positions with the primary focus being personnel supervision, project management, and policy development. My 20+ years in the public sector has exposed me to a wide variety of programs, business practices, and climates. Employees, as well as administrators, supervisors, and peers have commented positively on my strong leadership skills, adaptability to varying work environments, technical savvy and supervisory style.

EDUCATION

1991 Business Administration, University of Maine, Orono, ME, concentration in Management
2010 Masters of Business Administration, Thomas College, Waterville, ME

EMPLOYMENT

2011 → Economic & Community Development Director, Town of Camden, ME
Professional services work directing and overseeing the economic initiatives and development activities of the Town of Camden. Essential functions include: Proactively directs and pursues economic and community development initiatives, maintains close liaisons with existing businesses to retain operations and assist in proposed expansions, represents town's interests before other organizations and agencies involved in business development throughout the region and state, represents the Town on a variety of boards and commissions concerning development activities, primary staff support for the Community Economic and Development Advisory Committee (CEDAC), coordinates development with other local, regional, and state-wide organizations, serve as town's point of contact to receive and respond to communications regarding municipal government issues impacting business operations, develops and directs marketing programs, including the development of public relations and web site materials promoting Camden, actively recruits businesses to locate in Camden consistent with strategic planning efforts, works closely with Planning and Code Enforcement on development issues relating to the Town's Zoning Ordinance, and assists in the identification of areas that could be suitable for rezoning as commercial and industrial use, prepares program budget in order to ensure goals and objectives are met in an effective and efficient manner. *Significant accomplishments include the successful completion of a high quality Downtown Master Plan in 8 months with minimal funds, grant awards supporting a variety of economic and community development initiatives, adoption of social media marketing into the promotion efforts of area businesses, first ever advertising campaign to attract business to Camden, attraction and direct assistance with many new businesses, creating methodology and process to accurately determine and track TIF funds from 2 existing TIF Districts*

2010-2011 Deputy Commissioner, Maine Dept of Economic & Community Development (DECD)
Executive position reporting to the commissioner of DECD and primarily responsible for personnel, financial, and operational aspects of a state government, cabinet level agency. Additional duties included managing legislative activities and responding to media inquiries, special projects assigned by commissioner, and representing commissioner in his absence. *Significant accomplishments include successful planning and implementation of first ever Governor's Jobs Summit, agency-wide redesign of website resulting in multiple divisions residing under one umbrella concept thus saving financial and personnel resources, oversight and coordination of agency budget planning totaling \$12.5 million.*

Brian S. Hodges

2008-2010 Public Service Manager II, Maine Dept of Economic & Community Development (DECD)

Senior-level position reporting to the Commissioner of DECD and primarily responsible for directing, operating, monitoring, and evaluating the Pine Tree Development Zone (PTDZ) program, Municipal Tax Increment Financing, and Employment Tax Increment Financing programs. Several additional responsibilities including database design/management, Small Business Advocate, and delegate for boards, commissions, and task forces. *Significant accomplishments include developing new legislative language for broadening of the PTDZ program to a statewide basis and developing a methodology to determine fiscal impact; analyzing agency costs as they relate to information technology and recommending areas for cost savings; designing, developing and overseeing the contract and functionality of a new, comprehensive economic development database.*

2006-2008 Policy Development Specialist, Maine Dept of Economic & Community Development

Senior-level staff position representing the State of Maine as a liaison between top management of corporations, state government, and private/public economic development entities. Fostered business start up, growth, expansion, and retention in Maine for both in-state and out of state clients; facilitated meetings with service providers and client representatives; provided resources, technical assistance, and financial tools necessary to attract investment; identified regional trends affecting businesses and the economy; recommended initiatives that address these trends.

2000-2006 Management Analyst II, Maine Revenue Services, Dept of Admin & Financial Services

Supervised and developed staff of 8; coordinated implementation of paper and electronic tax filing programs for annual processing; represented division at meetings and conferences; conducted public presentations of agency's available technologies; acted as media contact to advertise and promote taxpayer programs; reviewed work requests to analyze/determine scope, feasibility, and cost benefit factors; managed systems projects with contract staff.

1998-2000 Management Analyst I, Maine Revenue Services, Dept of Admin & Financial Services

Involved in the design, development, and testing of systems projects including new or revised work processes within existing tax systems and projects that support customers of the division's automated processing systems; acted as interface between system users and computer programming staff; project coordinator for Internet filing of Sales tax returns, Internet filing of Individual Income tax returns, and Electronic filing of Individual Income Tax returns.

1994-1998 Claims Adjudicator, Unemployment Compensation, Dept of Labor

Administrative work determining the eligibility of claimants for unemployment insurance/programs and investigating fraudulent claims. Responsibilities included analyzing relevant information; interviewing claimants, employers, and witnesses; writing clear and concise decisions in adherence to unemployment law; explaining laws, regulations, Commission rules and department policies to claimants, employers, and the general public; acting in the capacity of manager as needed; staff supervision; system/training administrator for transition to larger, centralized location of Unemployment Call Center.

HONORS and AFFILIATIONS

Mid Coast Economic Development District, Board of Directors, 2011 – present
Lewiston Auburn Community Little Theater, Board of Directors – Finance chair, 2008 – 2010
Class speaker, Thomas College, Class of 2010
Mid Maine United Way, Board of Directors, 2007 – 2009
Manager of the Year, State of Maine, 2009
Ambassador to Venezuela – Rotary International, 2008
Employee of the Year, State of Maine, 1994
Northeastern Economic Developers Association

Jeffrey D. Kuller
53 Legrand Drive
Camden, Maine 04843
207-230-2452 Home 978-578-1738 Cellular

Objective

To utilize my abilities and passions in outdoor recreation management to help a community-based organization develop and translate its vision into reality.

Areas of Effectiveness

Community Recreation Program Leadership

Currently leading a municipal recreation department which manages over 300 acres of property including an alpine ski area, fresh and salt water beaches, recreation fields, multi-use woods trail networks, cemeteries, and boat launches. Deeply engaged in a \$6.5 million project to redevelop a 275 acre ski and recreation area. Working closely with a variety of community groups, consultants and architects on this project which will be funded through a combination of private, municipal and grant funding.

Developed a small non-profit community-based recreation center into a comprehensive non-profit organization serving the Greater Boston Area. Doubled youth and adult program enrollment, added new after-school and youth leadership development components, and increased volunteer involvement 400%. Collaborated on the development of model youth programming curriculum that is unique in the country. Increased fundraising 1000% over 6 years through grant writing, special events, annual giving and boat donation program. Built successful collaborations with a wide variety of community organizations.

Adventure Program Management

Developed and supervised adventure-based courses for college students varying in length from 64 to 90 days. These courses traveled in various environments from Maine to Florida, and involved learning technical skills including coastal sailing, sea kayaking, canoeing, backpacking, winter mountaineering and rock climbing, as well as interpersonal skills including: teamwork, self-reliance, compassion, community service, and environmental awareness. Supervised 16 courses involving more than 300 students in the semester program. Also supervised more than 15 short term (5 to 14 days) sea kayak courses in Maine and Florida involving 150 students.

Human Resource Development

Developed and implemented an in-house corporate training program focused on promoting development of a unique corporate culture and values system. Designed and implemented business literacy training using principles of open book management. Designed and led annual all-corporation offsite trainings for 200+ people utilizing action learning methodologies.

Human Resource Management

Redesigned Performance Review Process. Increased quality and timeliness of reviews from 75% to 95%. Implemented Self-Insured Managed Care Health Plan, saving \$100,000 annually while increasing employee satisfaction. Redesigned and updated employee handbook while clarifying and adding several new progressive policies and benefits.

Hiring and Staffing

Managed hiring function which added over 100 employees (45% growth rate) in 30 months. Interviewed job candidates to determine corporate culture fit and alignment with corporate values. Assigned over 100 employees and contract staff to facilitate a variety of corporate culture change programs with over 10,000 clients annually.

Electrical Energy Conservation

Sold and supervised the installation of electrical energy conservation systems which are saving businesses between 6% and 15% of their electric power bills, and which will pay for themselves in under three years.

 Work Experience

Director of Parks and Recreation*Oct. 2004 - present*

Town of Camden, Maine

Oversee all aspects of a municipal parks and recreation department with a staff that varies from 10 to 90 seasonally and a budget of \$917,000. This position includes being General Manager of an alpine ski and winter recreation area with approximately 30,000 visitor days.

Executive Director*Jan. 1998 – Sep. 2004*

Piers Park Sailing Center, Inc.

Boston, Massachusetts

PPSC is a community sailing facility providing free sailing for 500 children in after-school and summer vacation programs, lessons and memberships for adults, and adaptive sailing for people with disabilities.

Owner*Sep. 1996 – Jan. 1998*

The Energy Efficiency Group

Beverly, Massachusetts

Provided electrical energy conservation consulting and installation service for small to medium sized businesses.

Action Learning Consultant and Facilitator*Mar. 1996 – Sep. 2004*

Various Locations and Clients

Worked with clients including: Harvard Business School, Ford Motors, and Shell Oil using Action Learning methodologies to facilitate team development and leadership skills in multi-cultural workforces.

Vice President, Human Resources and Development*Feb. 1993 - Jan. 1996*

Grand Circle Travel, Inc.

Boston, Massachusetts

GCT was a rapidly growing \$120 million Direct Marketing Travel Company serving Americans over age 50. At the time more than 200 employees worked in the Boston office, with an additional 100 contract staff around the world.

Staffing Director*Mar. 1990 - Feb. 1993*

Pecos River Learning Centers

Santa Fe, New Mexico

PRLC was a \$20 million company specializing in corporate culture change training and organizational development for Fortune 500 companies utilizing consulting and action learning methodologies.

Semester Program Director*May 1985 - Mar. 1990***Sea Kayak Program Director***Mar. 1988 - Mar. 1990***Course Director and Instructor***Feb. 1978 - May. 1985*

Hurricane Island Outward Bound School

Rockland, Maine

HIOBS offered adventure-based personal development courses for students from 14 to 60+ years old. Participants included High School Students, College Students seeking academic credit, Youth At Risk, Adults in Transition, Corporate Groups and Special Affiliate Groups. Program Directors are responsible for all aspects of the operation of programs including hiring, training, supervising and evaluating staff, budgeting, and safety standards.

Outdoor Programs Specialist*Sep. 1977- Nov. 1982*

University of Vermont

Burlington, Vermont

This position oversaw the operation of the Outing Club, Sailing Club, Wilderness Experience Program, and Freshman Orientation Trek.

Jeff Kuller

Resumé

Adjunct Professor

University of Vermont
Burlington, Vermont

Sept. 1979 - May 1982

Taught accredited courses in the Theory and Practice of Adventure-Based Learning.

Ski Instructor

University of Vermont Athletic Department
Afton Alps Ski Area, Afton Minnesota

*1974 - 1975
1973*

Education

BA Psychology

University of Vermont
Burlington, Vermont

1977

Certifications

Basic Keelboat Instructor

United States Sailing Association

1998-2004

Outdoor Emergency Care

National Ski Patrol

2005 - present

Wilderness Emergency Medical Technician

Maine EMT training specializing in medical response for wilderness situations.

1982 (now expired)

Personal

Married with two children.

Personal Interests: Fitness, Adventure Sports, Skiing of All Varieties, Paddle Sports, Sailing

References

(Available Upon Request)

Stephen A. Wilson

Town of Camden

48 Lee St. Bucksport, ME 04416

Code Enforcement Officer / Planner

SUMMARY

- Expanded interdepartmental cooperation and communication.
- Obtained Maine CEO and LPI certifications within 5 months, MUBEC certification 8 months.
- Extensive knowledge of Microsoft Word, Excel, and Vision, Arc GIS, Trio software.
- Experience in planning and economic development, business attraction.
- Adept at conflict resolution involving various parties and issues.
- Ability to establish excellent working relationships with residents, developers, and businesses.
- Excellent customer service skills, 100% customer satisfaction has always been my priority.
- Extensive knowledge of construction products and building design.
- Assistant to the Town Manager of Southwest Harbor.
- Alternate for Maine Legislative Policy Committee for 2 years.
- Elected President of Midcoast Code Enforcement Officers Association.
- Proposed new and expanded uses for Town Properties,
- Helped develop new partnerships between the Town and The Camden Downtown Business Group

PROFESSIONAL EXPERIENCE

Planner, CEO, LPI, Building Official,

Town of Camden, 29 Elm St. Camden, ME Aug. 16, 2010 to Present.

- Answer questions and provide information to contractors, property owners, and real estate agents.
- Work with Maine DEP, FEMA, DHHS, and other agencies to stay up on new laws and requirements.
- Aided in fostering and encouraging the sale and development of former MBNA properties in downtown Camden and helped attract businesses.
- Worked with the owner of a large in town parking lot and town officials to arrange a partnership to provide free shared parking to downtown businesses and the public.
- Schedule and perform inspections as required.
- Use Microsoft Excel to create custom spreadsheets for tracking Department projects.
- Use Microsoft Word to create detailed written documents, reports, and violation notices.
- Worked with the Planning Board, business owners, and the public to improve way finding and propose sign ordinance changes to maintain character of the town while improving business visibility.
- Work with the Economic Development Director, members of the public, Camden's Economic Advisory Committee, and the business community in the development of Camden's Downtown Master Plan.
- Report to various boards and speak at public hearings to educate and inform the public on projects.
- Work with Town Attorney on various municipal legal issues and resolution of violations.

Estimator, Job Supervisor,

John W. Goodwin, Jr. Construction, Southwest Harbor, ME Oct. 11, 2006 to June 1, 2010.

- Answer questions from contractors and subcontractors.
- Coordinate work with Maine DEP, Code Officials, and utility representatives.
- Work with fellow estimators to develop complex bids.
- Obtain the best cost pricing on required materials.
- Coordinate with contractors and subcontractors to facilitate the construction process.
- Coordinate inspections as required.

Stephen A. Wilson

- Visit prospective job sites to observe and identify project constraints and limitations.
- Quantify project components, costs, machine, and labor costs in preparation of bids and proposals.
- Create, review and present change orders to project owner / architect.
- Monitor project schedule to track progress to achieve on time completion.

Code Enforcement Officer, Deputy LPI, Department Head,

Town of Southwest Harbor Southwest Harbor, ME, June 2002 to October 6, 2006

- Answered questions from the public regarding the Land Use Ordinance (LUO).
- Informed applicants of relevant state and federal permitting requirements.
- Attended meetings of the Planning, Appeals, and Select Boards.
- Provided monthly reports of permitting and board actions.
- Attended necessary training sessions and relevant conferences.
- Served in the absence of and on behalf of the Town Manager to facilitate and execute the performance of the duties and functions of the Town Manager's office.
- Served as the Town Office manager including: purchasing of computer systems, performance evaluation of department members, scheduling, ensuring training needs, supervision, coaching and counseling for future development goals.
- Assisted in the development of the Town's Capital Improvement Plan.
- Served as the Town's Americans with Disabilities Act (ADA) coordinator.
- Prepared and maintained the budget for the Town office, Code Enforcement Office / Assessing Depts.
- Provided research assistance to Town staff and the general public.

Contractor Road Sales,

EBS Building Supplies, Orland, ME September 2001 to June 2002

Senior Designer, CAD Systems Administrator,

Northeastern Log Homes Inc., Kenduskeag, ME December 1985 to September 2001

Owner Computer Sales and Service Business,

Downeast Computer Consulting, Bangor, ME, January 1995 to January 2000

Area Manager,

Grossmans Inc. Bangor, Maine 1980 to 1985

Education

Participate in ongoing professional Workshops and Seminars.

Electronics Technology, Eastern Maine Technical College, Bangor, Maine.

(Credit hours earned toward degree.)

High School Diploma, Houlton High School, 7 Bird St., Houlton, Maine

Professional Associations

American Planning Association (APA)

Midcoast Code Enforcement Officers Association (MCEOA)

Code Officials of America Group

International Code Council Group

Maine Development Foundation (MDF)

GEOFFREY M. SCOTT
21 Ames Terrace
Camden, ME 04843
HO: (207) 236-9878 geoff@scottsnets.com
WK: (720) 497-2465 gscott@outwardbound.org

- Experience** **OUTWARD BOUND** **CAMDEN, MAINE**
- 7/05-present **National Director, Group Programs.** Managed sales department responsible for sales of custom tailored outdoor experiential learning programs for groups from schools, community programs, and from government agencies including the military. Tightened staff and departmental budget from \$550K to \$250K while growing revenues from \$1.5M to \$2.5M. Secured, developed, and grew several multi-year programs including a multi-million dollar program for OEF/OIF veterans.
- 4/02-6/05 **MAINE GARDEN PRODUCTS** **CAMDEN, MAINE**
- General Manager.** Managed and directed all aspects of a start-up company focused on developing and selling unique garden accessories. Developed and implemented systems and strategies for the company: outreach, financial, sales, public relations and marketing for both retail and wholesale markets. Increased revenues from \$10K to \$250K in two years; brought three new products to market; and positioned company to grow by another \$100K the following year when company was sold.
- 4/00-11/01 **REACHING BEYOND BORDERS** **CAMDEN, MAINE**
- President.** Founded non-profit educational 501(c)3 with mission to offer non-traditional educational opportunities targeted at students ages 6-12 years. Initiated and completed two inaugural educational projects: real-time interactive reporting from Africa featured on our partner's educational website; and a Sister School program, matching 50 classrooms in the United States with African classrooms affecting 2,400 students. This site had upwards of 400,000 hits per month.
- 2/93-6/00 **HURRICANE ISLAND OUTWARD BOUND SCHOOL** **ROCKLAND, MAINE**
- Director of Marketing and Admissions.** Managed student admissions, outreach, public relations, and medical screening. Worked directly with the Board and Marketing Committee. Prepared annual marketing plan. Managed all student marketing and admissions materials including annual catalog and website. Reviewed and refined admissions policies and systems including implementing a contact management system. Coordinated with Development on joint marketing and fund raising opportunities. Worked closely with field staff maintaining product quality and the Board of Trustees on strategic directions. Responsible for annual revenues of \$3.5M and a department budget of \$750K. Managed department of from 10 to 19 staff with 5 direct reports.
- 10/89-1/93
1983-1984 **PRECISION VISUALS, INCORPORATED** **BOULDER, COLORADO**
- Account Representative and Senior Account Representative.** Hired and managed the southeast regional sales and technical team of three. Responsible for sales and marketing of full software product line within territory. Conducted product demonstrations and seminars, prepared marketing literature, implemented regional direct mail campaigns, and organized regional user group meetings. Developed and managed the most successful value added reseller channel. Received awards for exemplary work including Most Valuable Player Sales, Top Sales, 1992. Win/Win Award, 1991.

GEOFFREY M. SCOTT

- 10/88-10/89 **Marketing and Sales Manager, Professional Services Group.** Managed a suite of field developed products including all aspects of sales, marketing, distribution, and maintenance. Developed collateral and promotional plans for this business unit. Coordinated billing, forecasting, and planning. Represented the group for customized service opportunities within North America. Received awards for exemplary work including Most Valuable Player Professional Services, 1990.
- 1984-1986 **Senior Product Manager.** Prepared annual marketing plans coordinating information on product enhancement, pricing, functional and documentation specifications, forecasts and competitive studies. Created special pricing programs to motivate sales people and customers. Regularly published PR articles and feature length stories in the trade press, both domestically and internationally. Coordinated personal speaking engagements at major trade shows as well as guest speeches at other functions. Closely supervised the development of advertising, sales collateral and promotional material. Designed, delivered, and implemented product roll-out programs and tools for field sales organizations. Established and monitored a customer service system for fast response to product problems. Guided the development of customer training programs. Coordinated timely product releases and updates. Managed a demo team for all products. Managed market research.
- 1981-1983 **Technical Sales Support, National.** Traveled the U.S. supporting sales. Mastered a technical product line well enough to answer 90-95% of questions posed by prospects. Presented half-day promotional computer graphics seminars across the nation. Established an account status reporting system. Received awards for exemplary work.
- 1979-1980 **FOUR SEASONS SPORTS** **LOS ANGELES, CALIFORNIA**
Assistant Manager. Involved with all aspects of retail sporting goods business. Was responsible for developing, coordinating, and buying for the outdoor departments. Implemented a computerized inventory system. Certified ski technician.
- 1977-1979 **UPWARD BOUND** **CALIFORNIA**
Wilderness Instructor. Responsible for up to 20 underprivileged, sometimes delinquent, high school aged students in a wilderness situation. Taught all aspects of the outdoors, such as climbing, backpacking, canoeing, and survival. Objectives of the program are to build self-confidence, self esteem, and improve scholastic abilities.
- Education** DISC Profile 2007 (profile available). Interactive Associates, Facilitative Leadership, 1994. Dale Carnegie Sales Training, 1990. Creative People Management Training, 1989. Wharton Business School, Executive Courses in Finance and Marketing Strategy, 1985. Xerox Sales Training, 1983. Professional Ski Patrol Course, 1980. B.A. in Mathematics/Statistics, University of California, Irvine, 1978. Proficient with Word, Excel, QuickBooks, Powerpoint, and Act. Comfortable with Photoshop and Quark.
- Personal** Married, 2 children, health is excellent. Board member and Committee Chairperson, Tanglewood 4-H Camp, 7 years. Camden/Rockport Bike and Pathways Committee Chairperson, 8 years. Outside interests include competitive cycling, running, triathlons, in-line skating, skiing, gardening, fishing, canoeing, backpacking, birding. Travel in Nepal, India, Africa, Europe, Australia, USA, and Canada.