



4800 Ashford Dunwoody Road  
 Dunwoody, Georgia 30338  
 dunwoodyga.gov | 678.382.6700

## MEMORANDUM

**To:** Mayor and City Council

**From:** Richard McLeod, Director of Community Development

**Date:** May 11, 2020

**Subject:** Award of RFP 20-01 Rewrite of Dunwoody Municipal Code Chapter 20 –Signs

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### ITEM DESCRIPTION

Discussion of RFP-20-01 Rewrite of Dunwoody Municipal Code Chapter 20 - Signs.

### BACKGROUND

The City of Dunwoody solicited a firm or team of firms to help with updating and rewriting Chapter 20, Signs, of the Dunwoody Municipal Code at Councils request.

### PROJECT SCOPE

The scope of work shall include an update and rewrite of the sign code including signage within overlay districts. It is expected to take anywhere from 9 months to a year to get the project complete with the sign code update and rewrite.

### EVALUATION

An invitation to bid was issued in December of 2019 and received in January 2020. The City of Dunwoody received one bid from Calfree Strategic Solution d/h/a Calfree Zoning, with TSW, for the graphics development and public engagement consultant. Calfree Zoning is a competent firm and has completed sign code updates and rewrites throughout the country.

Lynn Deutsch Mayor  
 Eric Linton, ICMA-CM City Manager  
 Sharon Lowery, CMC City Clerk

Pam Tallmadge City Council Post 1  
 Jim Riticher City Council Post 2  
 Tom Lambert City Council Post 3

Stacey Harris City Council Post 4  
 Joe Seconder City Council Post 5  
 John Heneghan City Council Post 6

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The bids were reviewed by Richard McLeod, John Olson, and Richard Hathcock. Calfree Zoning was chosen to be awarded the bid for \$80,000.

## **RECOMMENDATION**

Staff recommends that Calfree Zoning/TSW be awarded the bid for RFP 20-01 for the rewrite of the Dunwoody Municipal Code for Chapter 20 Signs for \$80,000.

**Lynn Deutsch** Mayor  
**Eric Linton, ICMA-CM** City Manager  
**Sharon Lowery, CMC** City Clerk

**Pam Tallmadge** City Council Post 1  
**Jim Riticher** City Council Post 2  
**Tom Lambert** City Council Post 3

**Stacey Harris** City Council Post 4  
**Joe Seconder** City Council Post 5  
**John Heneghan** City Council Post 6

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**DUNWOODY, GA**  
**RFP #20-01**  
**Rewrite Of Dunwoody**  
**Municipal Code**  
**Ch. 20 – Signs**

January 24, 2020



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# 1 | Introduction Letter

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The team of Calfee Zoning and TSW is excited about the opportunity to provide consulting services to re-write the Dunwoody sign code. Both of our firms have drafted sign ordinances, and we hope to utilize our joint experience to create a concise and visual sign ordinance that meets the needs of the community. Calfee Zoning has developed and audited zoning codes throughout the midwest and Eastern United States, in addition to drafting several sign ordinances.

Further to our team's joint experience with sign ordinances, TSW was contracted to develop the Dunwoody Village Overlay zoning regulations in 2018. They are very familiar with the Dunwoody context and they will be a tremendous asset to this project. They will assist with this project through graphics development, public engagement, quality control, and direct, local experience.

Calfee Zoning has also provided peer-review of draft zoning codes prior to the adoption stage for clients. We have particular skill in translating a community's vision into regulations that are clear, concise, usable, and defensible. Within the current sign ordinance, we see multiple avenues to improve readability and provide more clarity, while revising permitted sign types.

We look forward to an opportunity to work with you on this important project and look forward to hearing from you.

Sincerely,



Sean S. Suder, Esq., LEED AP  
Lead Principal/Founder  
Calfee Zoning

**\*Important Notice**

Although some of our professionals are also attorneys who may be separately engaged to provide legal representation in states where we are licensed to practice law, we are not a law firm and Calfee Zoning does not provide legal representation or services and is not engaged in the practice of law in any jurisdiction. Engaging Calfee Zoning does not form an attorney-client relationship and, as such, the protections of the attorney-client relationship do not apply. If you wish to create an attorney-client relationship, you are encouraged to contact counsel of your choosing.



## 2 | Signed Addenda Acknowledgement

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Acknowledgement is hereby made of the following Addendum(s) received since issuance of the Solicitation Documents (identified by number)

Addendum No.	Date	Addendum No.	Date	Addendum No.	Date
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

\* We emailed the purchasing manager and were informed there are no addendums

It shall be the responsibility of each Proposer to visit the City Purchasing Department's website to determine if addendum(s) were issued and, if so, to obtain such addendum(s). Failure to acknowledge an addendum above shall not relieve the Proposer from its obligation to comply with the provisions of the addendum(s) not acknowledged above.

Company Name: Calfee Strategic Solutions d/b/a Calfee Zoning

Work is to commence on or about March 1, 2020.

The City of Dunwoody requires pricing to remain firm for the duration of the initial term of the contract. Failure to hold firm pricing for the initial term of the contract will be sufficient cause for the City to declare bid non-responsive.

Termination for Cause: The City may terminate this agreement for cause upon ten days prior written notice to the Consultant of the Consultant's default in the performance of any term of this agreement. Such termination shall be without prejudice to any of the City's rights or remedies by law.

Termination for Convenience: The City may terminate this agreement for its convenience at any time upon 30 days written notice to the Consultant. In the event of the City's termination of this agreement for convenience, the Consultant will be paid for those services actually performed. Partially completed performance of the agreement will be compensated based upon a signed statement of completion to be submitted by the Consultant, which shall itemize each element of performance.

Termination for fund appropriation: The City may unilaterally terminate this Agreement due to a lack of funding at any time by written notice to the Consultant. In the event of the City's termination of this Agreement for fund appropriation, the Consultant will be paid for those services actually performed. Partially completed performance of the Agreement will be compensated based upon a signed statement of completion to be submitted by the Service Provider which shall itemize each element of performance.

The Proposer agrees to provide all work described in this document.

Legal Business Name Calfee Strategic Solutions d/b/a Calfee Zoning.

Federal Tax ID 31-1750742

Address 2800 First Financial Center, 255 E.

Fifth Street, Cincinnati OH, 45202

Does your company currently have a location within the City of Dunwoody? Yes \_\_\_ No

Representative Signature  \_\_\_\_\_

Printed Name Sean Suder

Telephone Number 513-693-4883

Fax Number 513-842-7028

Email Address SSuder@calfeezoning.com

# 3 | Scope of Work



Calfee Zoning has re-written zoning codes throughout the Eastern United States and the Midwest, which have all included sign code development. Signage is an important part of any code given that the contained regulations can have a profound effect on the aesthetics of the public realm, and the ability to provide information about the community to residents and visitors.

Calfee Zoning has refined a process for code drafting that flows within three intuitive modules, which are **Diagnose; Calibrate; and Codify.**

## MODULE 1

**Diagnose.** In the initial module of this project, we will create a report that compiles all of the strengths and weaknesses within the City's sign regulations. We will start this analysis with conversations and dialogue with staff. It is assumed that desired changes will be specific, and staff will provide valuable knowledge. We will annotate the current sign code and related provisions, and denote the practical and administrative challenges, and where we find that the current standards fail to advance the City's vision. We will summarize the notes into a final inventory of priorities and changes.



### Additional Activities during this Module:

- Kick-off Meeting to Finalize Project Goals, Approach, and Public Engagement Strategy
- Review Missing Definitions
- Review Residential Signage Issues
- Review and Distill the Goals for the Perimeter Center Overlay District vis-a-vis signage, and how to best implement those goals
- Review Non-Commercial Signage Goals

## MODULE 2

**Calibrate.** Before any drafting begins, we will provide an extensive proposed sign inventory of permitted signage, permitted temporary signage, permitted



## 3 | Scope of Work

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off-site signage, etc. and all associated dimensions and standards. TSW will provide valuable input and feedback during this stage so that we can leverage our joint experience with sign regulations and implement best practices to produce a state of the art sign code. We will work with staff to calibrate and revise this inventory. TSW will create draft graphics as the inventory is finalized. TSW will lead a public engagement session to review the proposed changes to the sign code with stakeholders.

### Deliverables & Meetings:

- Draft Tables of Calibrated Signage
- Draft Inventory of Changes to Administration
- Draft Inventory of Changes to Related Provisions (lighting, placement, etc.)
- Draft Graphics
- Preparation and Execution of Public Engagement Session



### MODULE 3

**Codify.** During the codify module, we will take the approved sign inventory and draft the new text of the updated sign code. TSW will finalize the graphics, review the document and provide feedback to the team. We will provide a draft document, and implement all changes before providing a final sign chapter that implements the goals and objectives of the community.

### Deliverables & Meetings:

- Draft of Chapter 20
- Final, Adopted Chapter 20
- Presentation of Final Chapter to Planning Commission
- Presentation of Final Chapter to City Council



# 4 | Firm Information



## OUR CORE BELIEFS

Zoning Should Respect Existing and Reflect Desired Development Patterns

Zoning Should Regulate Only What Actually Needs to Be Regulated and Focus on Desired Outcomes

Zoning Should Be the Implementation of a Plan, not a Barrier to Achieving the Vision



Zoning Codes and Ordinance Modernization

**Calfee Zoning** is a zoning code consulting firm based in the Midwest. Our professionals have all held public positions, and we understand the complexities of administering a zoning code. Public sector experience has also enabled us to effectively facilitate and foster public engagement. Our work has spanned the Eastern United States, and we are passionate about being part of positive change in the communities we serve.



Zoning Diagnostics and Audits

We believe that zoning should facilitate a community's desired outcomes, not serve as a barrier to development and placemaking.



Historic Preservation Ordinances and Guidelines

Calfee Zoning has developed a unique method of code development called Development Pattern Districting (DPD) that is outcome-focused, and brings together elements of character-based, form-based, and Euclidean zoning. DPD is flexible and adaptable, and ensures that communities have all the tools at their disposal to realize their vision. Calfee Zoning professionals are thought leaders, and have presented on zoning, planning and economic development issues at national and regional conferences.



Staff and Board Training

Learn more about us at: [www.calfeezoning.com](http://www.calfeezoning.com)





# CALFEE ZONING'S DEPTH OF CLIENT SERVICE

Calfee Zoning is a multi-disciplinary firm with expertise in a variety of areas.

Our parent firm, Calfee, Halter & Griswold is a world-class law firm that provides a range of services to municipal, state, and federal governments, including drafting and reviewing laws, policy, and government regulations.



## Speaking and White Papers

Our team speaks all over the country and regularly publishes - we aim to be thought leaders

## Board Training and Government Relations

Calfee Zoning is frequently hired to train Boards and Commissions, and our parent firm has a highly respected government relations division.

## Economic Development and Public Finance Consulting

We have direct experience with public Economic Development policy, and Public Finance services are a core offering.

## Long Range Planning and Plan Updates

We have experience drafting plans, with a particular strength in identifying land use goals in a way that can be effectively implemented.





1447 Peachtree Street, NE  
Suite 850  
Atlanta, GA 30309

Phone: 404.873.6730  
www.tsw-design.com

## FIRM PROFILE

### History: Celebrating Over 30 Years of Enhancing Communities

Tunnell-Spangler & Associates, Inc. was founded in 1990 by partners William T. Tunnell and Jerry W. Spangler in Atlanta, Georgia. TSW builds upon the foundation of two predecessor firms whose founders worked with Charles Fraser and the Sea Pines Company. The firm's name was changed to Tunnell-Spangler-Walsh & Associates in September of 2002 when principal Thomas H. Walsh became a partner in the firm and shortened to TSW in 2013.

### Company Structure and Staff:

Currently, our personnel includes: 4 registered architects, 8 project architect designers, 4 registered landscape architects, 8 landscape designers, 13 planners (10 with AICP accreditation), 11 LEED Accredited Professionals, and 2 administrative employees. TSW is recognized as a Small Business Enterprise (SBE) by the City of Atlanta's Small Business Administration Program (Certification # 2014-167).

#### TSW Company Employees and Officers:

- *Founding Principals:* William Tunnell, Jerry Spangler, Thomas Walsh
- *Senior Principals:* Caleb Racicot, Adam Williamson, Bryan Bays
- *Principal:* Heather Hubble
- *Senior Associates:* David Lintott, Rebekah Calvert, Woody Giles, Lionel Johnson
- *Associates:* Sarah McColley, Alex Fite-Wassilak, Laura Richter, Kristin L'Esperance
- *Staff:* Betsy Walsh, Ryan Snodgrass, John Hand, Peyton Peterson, Kaitlin Vaughn, Julia Brodsky, David Argo, Allison Bustin, Jared Christensen, Ross Vogel, Robert Huber, Lauren Buss, Erlend Andvik, Natascha Lo, Eloisa De Leon, Xiaoya Wu, Chris Morphis



### Capabilities and Services:

TSW is a full service planning, architecture, and landscape architecture firm with approximately 30 full-time employees. Maintaining a small office size allows our principals to be hands-on in every aspect of a project and allows for more multidisciplinary collaboration. TSW works throughout the Southeast and in the Caribbean on projects, including downtown master plans, corridor studies, coding and guidelines, mixed-use developments, multifamily, civic buildings, park and recreation facilities, and streetscapes. TSW's design philosophy is guided by a commitment to developing sustainable places for future generations. We design tailored solutions for each project and focus on an approach grounded in collaboration, relationships, and trust between TSW, our clients, and area stakeholders.

### Planning Studio Overview:

TSW's Planning Studio engages with communities and developers in metro Atlanta and across the Southeast to prepare relevant and innovative plans that reflect local needs. Our broad expertise covers master plans for downtowns and urban neighborhoods, comprehensive plans, development codes, site designs for private development, and higher education planning.

Meaningful community involvement is at the heart of all our planning efforts. We listen and cater our engagement strategy to the unique needs of each community and each client, and use creative tools to educate, build consensus, gather input, and have fun along the way.

As thought leaders in the Southeast, we understand that effective planning must address sustainability, historic context, walkability, and economic realities in order to identify the right strategies to create truly vibrant and unique places. TSW always keeps implementation in mind, so our interdisciplinary designers often have the pleasure of making our plans become reality!



## AWARDS

TSW has been the recipient of numerous awards, including local, regional, national, and international honors. See below for a list of awards in recent years.

- 2003 **Congress for the New Urbanism** - Charter Award (Neighborhood, District and Corridor) for Glenwood Park
- 2004 **Atlanta Urban Design Commission** - Award of Excellence for Park Design for Clara Meer Bridge
- 2005 **Georgia Planning Association** - Outstanding Planning Project for Ponce/Moreland Avenue Corridors Study
- 2005 **Atlanta Regional Commission** - Development of Excellence for Glenwood Park
- 2006 **Georgia Planning Association** - Outstanding Planning Project for City of Hapeville LCI Study
- 2006 **Urban Land Institute (Atlanta Chapter)** - Development of Excellence for Vickery
- 2006 **Urban Land Institute (Atlanta Chapter)** - Project of the Year for Glenwood Park
- 2006 **Atlanta Regional Commission** - Development of Excellence for Woodstock Downtown
- 2006 **Greater Atlanta Home Builders Association** - OBIE Award – Amenity Package for Vickery
- 2006 **Greater Atlanta Home Builders Association** - OBIE Award – Community of the Year for Vickery
- 2006 **Florida Planning and Zoning Association** - Master Planning Award (Private) for Rivertown
- 2007 **Georgia Planning Association** - Outstanding Planning Document for Bells Ferry LCI Design Guidelines
- 2007 **American Society of Landscape Architects, GA Chapter** - Merit Award for Piedmont Park Active Oval
- 2008 **Congress for the New Urbanism** - Charter Award (Neighborhood, District and Corridor) for Woodstock Downtown
- 2008 **Georgia Planning Association** - Outstanding Planning Document for Monroe Town Center LCI
- 2008 **Georgia Planning Association** - Small Community Outstanding Initiative for Garden City Mixed-use District SmartCode
- 2009 **Atlanta Regional Commission** - LCI Achievement Award for Cornerstone on the Square
- 2010 **Atlanta Urban Design Commission** - Development of Excellence for Greystone (Piedmont Park's Bathhouse and Pool)
- 2010 **Urban Land Institute (Atlanta Chapter)** - Development of Excellence for Greystone
- 2010 **Urban Land Institute (Atlanta Chapter)** - Development of Excellence for White Provision
- 2010 **American Planning Association (Arkansas Chapter)** - Achievement in Comprehensive Plan Award for Argenta District
- 2010 **American Planning Association (South Carolina Chapter)** - Outstanding Planning Project for Town of Blythewood
- 2011 **Georgia Planning Association** - Outstanding Planning Document for Doraville Downtown Master Plan LCI
- 2011 **Solomon Award** - Best New Church Design, Up to 800 Seats for Woodstock Community Church
- 2011 **Greater Atlanta Home Builders Association** - OBIE Award for Single Family Builder (Dupont Commons' Longwood home)
- 2012 **Georgia Planning Assoc.** - Outstanding Plan Implementation for Crabapple Form Based Code and TDR Ordinance
- 2013 **American Planning Association** - Excellence in Economic Development Planning Award for Nathan Benderson Park
- 2013 **APA County Planning Division and the National Assoc. of County Planners** - Award of Merit for Nathan Benderson Park
- 2013 **American Planning Association (Florida Chapter)** - Planning Project Award of Excellence for Nathan Benderson Park
- 2013 **Georgia Planning Association** - Outstanding Planning Document for Augusta Sustainable Dev. Implementation Program
- 2013 **Georgia Planning Association** - Outstanding Planning Process for Alpharetta's Envision Main Street
- 2015 **Georgia Commute Options** - Best Commuting Program for Small/Medium Business
- 2015 **Georgia Planning Association** - Outstanding Planning Process for South Downtown Transit Station Enhancement Plan
- 2015 **Georgia Planning Assoc.** - Outstanding Planning Document - Large Community for Alpharetta's Downtown Master Plan
- 2015 **Georgia Planning Association** - Outstanding Planning Document - Small Community for Clarkston LCI Update
- 2016 **The Council for Quality Growth and Partnership Gwinnett** - Neighborhood Redevelopment Award for Parsons Alley
- 2016 **National Home Builders Association** - City Lights project
- 2017 **Congress for the New Urbanism** - Charter Award (Block, Street and Building) for Duluth's Parsons Alley
- 2017 **Urban Land Institute (Atlanta Chapter)** - Development of Excellence for Duluth's Parsons Alley
- 2017 **Georgia Planning Association** - Outstanding Planning Document - Large Community for Buckhead REDEFINED
- 2017 **VeloCity Award for Bike-Friendly Policy** - Atlanta Zoning Update (for bike rack requirements)
- 2018 **Urban Land Institute (Atlanta Chapter)** - Excellence in Housing Development Award for Olmsted Chamblee
- 2019 **American Planning Association's Small Town and Rural Planning Division** - Vernon Deines Award for an Outstanding Small Town or Rural Plan for Downtown Kingsport Master Plan

## 5 | Team Members

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Sean Suder  
Project Lead

Donnie Warner  
Senior Consultant

Caleb Racicot  
Senior Principal /  
Project Advisor  
(TSW)

Jocelyn Gibson  
Senior Consultant

Julia Brodsky  
Project Planner / User  
Experience Designer  
(TSW)

Kaitlin Vaughn  
Landscape & Graphic  
Designer  
(TSW)



## SEAN SUDER, LEED® AP, PROJECT LEAD

### **Calfee Zoning**

#### **Lead Principal and Founder (2016 - Present) (Prior: Graydon Land Use Strategies, LLC, 2014-2016)**

Sean consults with communities of all sizes on crafting zoning regulations that are consistent, clear, usable and defensible. As an experienced private sector land use lawyer with extensive local government experience, Sean brings a unique perspective and experience to zoning codes.

### **City of Cincinnati**

#### **Chief Counsel, Land Use and Planning (2010-2014)**

As Chief Counsel for Land Use and Planning for the City of Cincinnati, Sean worked with a team of city staff, consultants, elected officials, and citizens to develop legally defensible zoning and land use regulations that reduced regulatory risk to property owners, increased certainty for the community, and reduced litigation risk and expense for the city. Sean served as lead counsel for Cincinnati's Historic Preservation Code (Winner of the 2012 Cincinnati Preservation Award), Cincinnati Land Development Code, which includes the City's first stream corridor protection overlay district, and Cincinnati Form-Based Code (Winner of CNU 22 Award), all of which was funded by a 2010 HUD Sustainable Communities Challenge Grant.

### **Adjunct Professor/Speaker/Author**

Sean has served as an Adjunct Professor of Land Use Law at the University of Cincinnati College of Law and a guest lecturer in land use law and historic preservation at the University of Cincinnati College of Design, Art, Architecture and Planning. Sean is a frequent speaker on zoning topics at planning and historic preservation conferences across the country, including at the 2017 APA National Conference in New York City and numerous APA state and regional conferences. He is also a frequent contributor to planning and zoning periodicals, blogs and newspapers.

### **ABOUT**

As a city planner and lawyer who has worked in both the private and public sectors, Sean combines his technical and practical knowledge and experience with innovative zoning methodologies. In his role as the City of Cincinnati's chief land use counsel, Sean served as lead counsel for the award-winning Cincinnati form-based code and historic preservation ordinances. He is a national authority on innovative zoning methods and practices, including Development Pattern Districting (DPD), our widely-acclaimed intuitive zoning approach.

### **EDUCATION**

- Bachelor of Urban and Environmental Planning (BUEP), University of Virginia School of Architecture, with honors
- Juris Doctor, University of Virginia School of Law

### **LICENSES AND CERTIFICATIONS**

- Leadership in Energy and Environmental Design Accredited Professional (LEED®AP)
- Admitted to practice law in OH, KY, IN, and D.C.

### **PROFESSIONAL AFFILIATIONS**

- Congress for New Urbanism (CNU) (Member)
- American Planning Association (APA) (Member & Amicus Committee)
- National Trust for Historic Preservation (Member)
- Over-the-Rhine Foundation (Trustee & Preservation)
- Urban Land Institute (ULI) (Member/Regional Leader)



## DONALD WARNER

### SENIOR CONSULTANT

#### **Calfee Zoning, Senior Assistant Project Manager (2017-Present)**

Donnie brings his perspective on the intersection between land use and economic development to the Calfee Zoning team. When working with communities to identify barriers to achieving their desired development outcomes, Donnie takes a holistic approach that incorporates his experience helping to foster a burgeoning downtown district through leveraging its historic assets. Understanding and recognizing the common areas within land use regulations that can leave a City vulnerable to contentious and time-consuming challenges, Donnie looks forward to assisting communities with reconstructing their regulations to promote a more seamless development process.

#### **City of Covington, Development Manager/Assistant City Solicitor (2014-2017)**

In his role with the City of Covington, Donnie served as lead counsel for the City for the 20 million-dollar Duveneck Square multi-family development from the inducement of City-issued industrial revenue bonds through final review of all bond closing documents, including trust indenture, lease agreement, home office payment agreement, and related documents.

He also served as project lead and general counsel for the City for the 30 million-dollar 501 Main mixed use development, including providing guidance and advisement with regards to all phases of development from the execution of agreements through the issuance of permits.

In his role, Donnie served as general counsel to the Zoning and Planning Specialist and the Historic Preservation Specialist with regards to all land use and planning issues, including interpretation of the Covington Zoning Code, KRS 100, and the Covington Historic Design Guidelines.

#### **ABOUT**

Donnie focuses on the interaction between zoning and economic development. He works with clients to reduce barriers to develop clear, consistent, usable and defensible regulations to promote and advocate their placemaking vision. As the former Development Director for Covington, Kentucky, Donnie was instrumental in several key developments that helped increase the vibrancy and maintain the unique character of this historic Kentucky city.

#### **EDUCATION**

- Bachelor of Arts in English, DePaul University
- Master of Arts in English, University of Cincinnati
- Juris Doctor, University of Cincinnati College of Law, cum laude

#### **PROFESSIONAL AFFILIATIONS**

- Congress for New Urbanism (CNU)
- Urban Land Institute (ULI)

#### **PROJECT ROLES**

- Donnie will support this project as a Senior Consultant



## JOCELYN GIBSON SENIOR CONSULTANT

### **Calfee Zoning, Senior Consultant and Planner (2018-Present)**

Jocelyn brings both private and public sector experience in the areas of urban planning and corporate real estate. Jocelyn is a perfect fit with Calfee Zoning due to her passion for zoning as a way to bring long-range planning visions into reality. Her cross-section of urban planning with real estate experience ensures that she is attentive to the needs of both the community, its people and their quality of life, and also the needs of businesses and institutions.

### **CBRE Group Senior Client Strategy & Consulting Analyst (2015-2018)**

In her role with CBRE, Jocelyn evaluated the real estate portfolios of large corporate clients in an effort to optimize their real estate expenditure across the globe. She helped clients visualize portfolios, expenditure and potential savings in unique and accessible ways. Jocelyn has worked with industrial, commercial and office real estate portfolios. She utilized mapping and analytics tools to evaluate locations, consolidations, and workspace planning. Her clients included several Fortune 500 companies.

### **City of Cincinnati City Planner (2013-2015)**

Jocelyn served as a City Planner with the City of Cincinnati during the final stages of completion of the award-winning Comprehensive Plan, the creation of the City's award-winning Form-Based Code, and the creation of the City's Land Development Code. Jocelyn participated in all of these efforts, in addition to regular recommendations and presentations to the City Planning Commission and City Council. Jocelyn also gave zoning recommendations to the City's Zoning Hearing Examiner.

### **ABOUT**

Jocelyn has always been passionate about zoning as a vehicle for bringing about change in the built environment. As a City Planner in the public sector, she took special interest in Zoning Hearings and the every day development decisions that lead to profound change over time. She has both public and private sector code writing and planning experience, supplemented by private sector real estate experience.

### **EDUCATION**

- Bachelor of Arts in International Affairs, University of Cincinnati
- Master of Community Planning, DAAP, University of Cincinnati

### **PROFESSIONAL AFFILIATIONS**

- Congress for New Urbanism (CNU) (Current Chair & Co-Founder of Midwest Chapter)
- President of the North College Hill Board of Zoning Appeals
- Urban Land Institute (ULI)

### **PROJECT ROLES**

- Jocelyn will support this project as a Senior Consultant



## CALEB P. RACICOT, AICP, LEED AP

Senior Principal / Project Advisor

Caleb, a Senior Principal at TSW, is a community planner specializing in urban design, smart growth codes, community retail strategies, and the use of corridor studies as catalysts for community building. Caleb has worked in both the public and private sectors and led numerous community workshops. Caleb frequently speaks on coding implementation to municipalities, professional organizations, and neighborhood groups.

### Education:

2001 Master of City Planning  
Georgia Institute of Technology

1997 Bachelor of Science in  
Environmental Design  
University of Massachusetts at  
Amherst

### Professional Affiliations:

- American Planning Association
- Georgia Planning Association (GPA)
- Congress for the New Urbanism

### Awards:

- 2015 GPA Outstanding Planning Document (Large Community): Alpharetta Downtown Master Plan
- 2012 GPA Outstanding Plan Implementation: Crabapple SmartCode and TDR Ordinance
- 2011 GPA Outstanding Planning Document: Doraville Downtown Master Plan LCI
- 2010 APA Arkansas Chapter, Achievement in Comprehensive Plan: Argenta District
- 2010 APA South Carolina Chapter, Outstanding Planning Project: Town of Blythewood
- 2007 GPA Outstanding Planning Document: Bells Ferry LCI Design Guidelines

### Work Experience:

Prior to 2001, Caleb practiced planning in Atlanta with the City of Atlanta Bureau of Planning. While with the City, Caleb worked on a variety of projects including urban design studies, zoning initiatives, land use plans, community facilitation, and Geographic Information Systems.

### Representative Projects:

**Dunwoody Village Master Plan and Zoning** (*Dunwoody, GA*) - Principal-in-Charge for master plan and zoning updates to help transform the Dunwoody Village from a cluster of auto-oriented shopping centers into a vibrant center.

**City of Tucker Sign Ordinance** (*Tucker, GA*) - Principal-in-Charge for review and update of existing sign regulations for legality, design, and usability.

**City of Snellville Towne Center Districts** (*Snellville, GA*) - Principal-in-Charge Towne Center Districts regulations to support the vision of the 2003 LCI, 2030 Comprehensive Plan, and Towne Center Master Plan.

**City of Lawrenceville Downtown District Code Update** (*Lawrenceville, GA*) - Principal-in-Charge for preparation of text changes and maps for the Downtown District zoning code.

**Decatur Unified Development Ordinance** (*Decatur, GA*) - Principal-in-Charge/Project Manager for developing a unified development code that support the 2010 Decatur Strategic Plan.

**City of McDonough Unified Development Ordinance** (*McDonough, GA*) - Principal-in-Charge for developing a unified development code.

**City of Atlanta Zoning Ordinance Rewrite Assessment** (*Atlanta, GA*) - Principal-in-Charge/Project Manager to conduct a general assessment of the existing Zoning Ordinance, focusing on policy strengths and weaknesses and identification of other municipal zoning ordinance models/typologies that may be appropriate for the City and will work under State Zoning Statutes.

**Town of Blythewood Master Plan, Town Center District Code, & Design Guidelines** (*Blythewood, SC*) - Project Manager for comprehensive master plan for a suburb facing development pressure. Includes a new town center concept, rural land preservation techniques, implementation strategy, and town center district code that focuses on commercial corridors and their downtown.

**City of Milton Form-Based Codes** (*Milton, GA*) - Principal-in-Charge for locally-calibrated SmartCode for the Crabapple and Deerfield (Highway 9 corridor) areas. Both codes included an extensive public participation process.

**Unified Development Code** (*Roswell, GA*) - Project Planner for developing a unified development code to help implement their 2030 Comprehensive Plan.

**Newton County Code** (*Newton, GA*) - Principal-in-Charge/Project Manager for county-wide code to implement the Newton County 2050 Plan focused on historic preservation, protection of existing neighborhoods, quality new development, environmental best practices, and quality new public spaces.



www.tsw-design.com



## JULIA BRODSKY, LEED GA

Project Planner/User Experience Designer/Outreach Coordinator

Julia is a community planner and user experience designer specializing in meaningful and innovative community engagement, placemaking, and the revitalization of downtowns, corridors, and neighborhoods. Having worked in the public sector as a land use planner and in the private sector developing designs and construction budgets, Julia brings a variety of experience to ensure that plans are community-focused and realistic.

### Education:

2018 Certificate of User Experience Design, General Assembly Atlanta (GA)

2014 Master of Community Planning, College of Design, Architecture, Art and Planning (DAAP)  
University of Cincinnati

2010 Bachelor of Interior Design  
Louisiana State University

### Professional Affiliations:

- American Planning Association
- LEED Green Associate

### Work Experience:

Prior to joining TSW in 2015, Julia worked in both the public and private sectors for the University of Cincinnati Planning + Design + Construction, Colerain Township Planning & Zoning, Live Well Collaborative, and Harvey Smith Construction.

### Representative Projects:

**City of Snellville Unified Development Ordinance** (*Snellville, GA*) - Project Planner and Outreach Coordinator for the creation of a Unified Development Ordinance to improve the mechanics of current regulations and recommendations for new/updated regulations to address a variety of development and redevelopment.

**Southeast Forsyth Residential Design Standards and Placemaking Menu** (*Forsyth County, GA*) - Project Planner for developing a new set of binding design standards as part of the zoning code for residential properties in the southeast portion of the County, as well as the creation of a placemaking guide for citizens, developers, and the County.

**Downtown Milton / Crabapple Placemaking Plan** (*Milton, GA*) - Project Planner and Outreach Coordinator for a plan focusing on Crabapple as the downtown for Milton. The plan provides recommendations on future development, street and pedestrian connections, parks and open spaces, parking, and historic preservation. The City has begun implementing recommendations from this plan. The public engagement process included a 3-day Charrette, multiple public open houses (one was held at a local restaurant), stakeholder interviews, and additional meetings as requested by the public.

**Make East Lake MARTA Yours (East Lake MARTA TOD LCI Plan)** (*Decatur and Atlanta, GA*) - Project Planner and Outreach Coordinator for a transit-oriented development within 1/2-mile of the East Lake MARTA station that focuses on affordable and workforce housing, mixed-use development, improved connectivity to the station, and open space that reaches MARTA's density requirements while blending with the neighborhood context. The LCI study included an involved public input program, with two online surveys, 6,000 post cards, a design workshop, walking audit, intercept at the MARTA station, posters and yard signs, social media updates, a project website, and multiple public open houses.

**City of Buford LCI Update** (*Buford, GA*) - Project Manager and Outreach Coordinator for LCI study update focusing on assessing the original LCI's effectiveness, inventorying and assessing current conditions, working with area stakeholders to identify current needs, and developing an updated, implementation-based plan that acknowledges today's market forces and development trends.

**Gwinnett Place CID Connected: McDaniel Farm Park to Gwinnett Place** (*Gwinnett County, GA*) - Project Planner and Outreach Coordinator for feasibility and scoping study for enhancing connectivity in the Gwinnett CID via a multi-use trail from McDaniel Farm Park to the Gwinnett Place Mall area. Community engagement played a significant role in the development of the preferred trail alignment and included intercept surveys at three different locations, an on-line survey, and outreach communication in English, Spanish, Korean, and Mandarin.





## J. KAITLIN VAUGHN, AIGA, ASLA

### Landscape & Graphic Designer

Kaitlin joined TSW in 2015 as a landscape designer. Kaitlin brings a unique, mixed skill-set with her professional background of Landscape Architecture, Graphic Design, and Marketing. During her previous employment, Kaitlin worked on a variety of multifamily residential developments, mixed-use developments, college campus master plans, and parks. She has been involved in many diverse production efforts throughout her career ranging from large scale master planning to site-specific detailing and graphic design. Kaitlin is proficient with the Adobe Creative Suite, AutoCAD, and graphic presentation.

#### Education:

2011 Bachelor of Arts in Landscape Architecture, Cum Laude  
Ball State University

#### Professional Affiliations:

- American Institute of Graphic Arts
- American Society of Landscape Architects

#### Awards:

- 2013: Stellar Communities Grant; Richmond, Indiana

#### Work Experience:

Prior to joining TSW in 2015, Kaitlin worked in the Planning, Architecture, and Engineering Department at Miami University in Oxford, Ohio, specializing in universal/accessible design. Kaitlin also worked at Hodgson Douglas in Nashville, Tennessee where she specialized in multifamily, mixed-used developments, and urban parks.

#### Representative Projects:

**Dunwoody Wayfinding and Gateway Signage** (*Dunwoody, GA*) - Project Manager and lead Graphic Designer for developing design and specifications of all types of wayfinding and gateway signage and identifying signage types and locations. TSW was tasked to make recommendations for updates and revisions; to make recommendations for the location, terminology, and types of signs needed; to prepare schematic design options for each of the various sign types to be implemented; to develop a statement of probable cost for fabrication, installation, and maintenance for each of the schematic design options; and to lead an intensive stakeholder input process to guide the entirety of the project. The design process and input sessions led us to the core concept of context-sensitive design: a series of sign families that use material change to ground each sign to its own unique place, but still be recognizable to the overall wayfinding system. The project is currently underway.

**Perimeter CID Public Space & Streetscape Standards** (*PCID, GA*) - Project Manager and document designer for a comprehensive Public Space Standards document for the The Perimeter Community Improvement Districts (PCIDs). This document shows typical layouts of sidewalks, trails, landscape, and placement of lighting, signage, and furniture in the public zones. The document also identifies standards for typical streetscape products to include: lighting, benches, trash cans, bollards, specialty pavements, and signage that are directly grounded in contextual place: a very specific aesthetic the PCID area has established to differentiate itself.

**Gulf Shores, Alabama Design Guide for Public Outdoor Spaces** (*Gulf Shores, AL*) - Document Creator and Landscape Designer for standards for typical streetscape elements including lighting, benches, trash cans, bollards, specialty pavements, planting materials, and wayfinding/signage by district. Each district's placemaking aesthetic varies slightly from district to district in order to visually denote the different areas, but still work together to establish a cohesive family of signage.

**City of Douglasville Gateway Signs** (*Douglasville, GA*) - Project Manager. TSW was retained by the City of Douglasville to create concept plans for two Gateway Parks. The welcome signs, located at two areas in Douglasville along HWY 92, welcome visitors and residents alike into the city of Douglasville. Recently expanded and redesigned, HWY 92 acts as the major connector and thoroughfare into and out of the city. Brick, wood, and steel were used to speak to the character of Douglasville's historic downtown.

**City of Doraville Gateway Sign** (*Doraville, GA*) - Project Manager. TSW was hired to produce a concept design and cost estimate for a gateway sign for the City of Doraville across the 2-lane Oakcliff Road. The sign was designed to be constructed of steel and span across the roadway. The sign is currently installed, lighted, and has a minimum clearance of 14' from the roadway surface. We worked with a signage fabricator to produce a fabrication drawing and associated cost. The construction cost was \$67,000.



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## 6 | Relevant Experience

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# MARYSVILLE, OHIO ZONING CODE MODERNIZATION



1121

## 1121 Districts and Overlays

**1121.01 INTENT**  
The following zoning districts and overlays are hereby established for the City of Marysville, Ohio. For the interpretation of this Zoning Ordinance, the zoning districts and overlays have been formalized to realize the general purpose as set forth in the preamble of original Ordinance 1005-77 and the Comprehensive, as may be amended from time to time. The specific purpose of each zoning district or overlay shall serve as guidance for regulating existing and future development within each zoning district or overlay.

- To provide for greater height or bulk;
- To accommodate or house a greater number of families;
- To occupy a greater percentage of lot area;
- To have narrower or smaller rear yards, front yards, side yards or other open spaces;

than herein required, or in any other manner be contrary to the provisions of this Zoning Ordinance.

(c) No yard or lot existing at the time of passage of this Zoning Ordinance shall be reduced in dimension or area below the minimum requirements set forth herein. Yards or lots created after the effective date of this Zoning Ordinance shall meet at least the minimum requirements set forth herein.

(d) Notwithstanding anything to the contrary contained herein, any single lot of record existing on October 1, 2018, shall comply with the yard dimension requirements in effect at the time such lot was platted and/or created.

**1121.02 COMPLIANCE WITH REGULATIONS.**  
The regulations for each district set forth by this Zoning Ordinance shall be minimum regulations and shall apply uniformly to each class or kind of structure or land, except as hereinafter provided or as otherwise granted by the Board of Zoning Appeals.

(a) No building, structure or land shall be used or occupied and no building or structure or part thereof shall be erected, constructed, reconstructed, moved or structurally altered except in conformity with all of the regulations herein specified for the district to which it is located.

(b) No building or other structure shall be erected or altered.

**1121.03 OFFICIAL SCHEDULE OF DISTRICT REGULATIONS ADOPTED.**  
(a) District regulations shall be as set forth in the Official Schedule of District Regulations hereby adopted and declared to be a part of this Zoning Ordinance, and in Chapter 1121, "Supplementary District Regulations". Regulations for mobile home

The team of Calfee Zoning and OHM Advisors was selected to update the City of Marysville, Ohio's Zoning Ordinance to advance the 2018 Comprehensive Plan.

Calfee Zoning is working to craft custom districts that promote and reflect the City's desired development patterns and reduce unnecessary or burdensome regulations. The uses and development regulations have been carefully crafted and revised to ensure that the goals of the Comprehensive Plans are met, while still respecting the existing urban fabric.

Due to the proximity of the Plan update and the Code development, joint public engagement sessions for visioning took place, with additional sessions to allow the public to walk through how the new regulations affect their built environment.

The final product will be an intuitive and user-friendly set of character-based land use regulations that promote the City's development vision.

### MUNICIPAL PROJECT MANAGER REFERENCE

Ron Todd, Zoning Administrator  
209 South Main Street  
Marysville, Ohio 43040  
(937) 645-7359 (office)  
rtodd@marysvilleohio.org

# AVONDALE ESTATES, GEORGIA

## ZONING CODE AUDIT



In 2017, Calfee Zoning was selected to produce a Zoning Code Audit for the City of Avondale Estates Georgia. The project is centered upon evaluating whether the zoning code and supplementary land use regulations advance the City's recently adopted Downtown Master Plan and Comprehensive Plan. Calfee Zoning has designed a public engagement module to foster input from key internal and external stakeholders. The final product will be a report that highlights policy solutions and best practices for the City to consider and implement in order to advance its development goals.

### MUNICIPAL PROJECT MANAGER REFERENCE

Keri Stevens, City Planner & Community Development Officer  
21 North Avondale Plaza,  
Avondale Estates, Ga. 30002  
(404) 294-5400  
kstevens@avondaleestates.org

# FLORENCE, KENTUCKY

## ZONING CODE AUDIT



In 2019, Calfee Zoning completed a zoning diagnostic to assess the zoning regulations governing the Main Street District in the City of Florence, Kentucky. It had been nearly thirty years since the Main Street District regulations had been adopted. Utilizing the planning vision of the City's steering committee and core planning documents, Calfee Zoning reviewed each regulation governing the City's Main Street District to determine whether the provision (i) advanced the planning vision; (ii) had a neutral impact on the planning vision; or (iii) served as a barrier to the planning vision.

The final diagnostic report incorporated summary conclusions and recommendations for overhauling the Main Street District regulations to ensure that the district develops as a vibrant, pedestrian-oriented destination in Northern Kentucky. The findings in the diagnostic report will serve as a foundation for codifying new zoning regulations that will govern the Florence Main Street District moving forward.

### MUNICIPAL PROJECT MANAGER REFERENCE

Patricia Wingo  
Main Street and Revitalization Program Manager  
8100 Ewing Boulevard, Florence, KY 41042  
(859) 647-8177  
[patricia.wingo@florence-ky.gov](mailto:patricia.wingo@florence-ky.gov)

# GREENWOOD, INDIANA ZONING CODE RE-WRITE



**ARTICLE 2**

## Districts and Zones

**I. Intent**  
The following zones, districts, and overlays are hereby established for the City of Greenwood, Indiana. The specific purpose of each zone, district or overlay shall serve as guidance for regulating existing and future development.

**II. Compliance with Regulations**  
The regulations for each zone and district set forth by this UDO shall be minimum regulations and shall apply uniformly to each class or kind of structure or land, except as hereinafter provided or as otherwise granted by the applicable review authority set forth herein.

**III. District Regulations**

- No building, structure or land shall be used or occupied, and no building or structure or part thereof shall be erected, constructed, reconstructed, moved or structurally altered except in conformity with all of the regulations herein specified for the district or zone in which it is located.
- No building or other structure shall be erected or altered:
  - To provide for greater height or bulk;
  - To accommodate or house a greater number of dwelling units or households;
  - To occupy a greater percentage of lot area;
  - To have narrower or smaller yards or other open spaces than herein required, or in any other manner be contrary to the provisions of this UDO.
- No yard or lot existing at the time of passage of this UDO shall be reduced in dimension or area below the minimum or above the maximum requirements set forth herein. Yards or lots created after the effective date of this UDO shall meet at least the minimum requirements and shall not exceed the maximum requirements set forth herein.

Notwithstanding anything to the contrary contained herein, any single lot of record existing before the effective date of this UDO shall comply with the yard dimension requirements in effect at the time such lot was platted and/or created.

1. The base use regulations and development standards applicable to each district and zone shall be as set forth in this Article. Regulations for mobile home parks shall be those specified in Article XX.

2. Permitted uses (P) and Special Exception (S) supplemental regulations applicable to certain uses or standards in a district or zone shall be set forth in Article 3 "Generally Applicable Standards". Permitted Accessory Uses (PA) are listed separately within each use table. Special exceptions require the grant of a Special Exception permit by the Plan Commission.

3. Any use not specifically listed in any district or zone, shall only be allowed:
 

- Upon amendment of this UDO and/or the Zoning Map as provided herein;
- Upon a finding by the Planning Director that the use is substantially similar to a permitted use in the zone or district; or

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Greenwood, Indiana selected Calfee Zoning to re-write their zoning code in 2018. The re-write process is now at the codification stage, after delivering a Diagnostic Report, draft districts, and a full Calibration Table to the client. Greenwood would like to maintain and expand the traditional development patterns found in their Old Towne District, and Calfee Zoning is proposing a mix of form-based and character-based zoning solutions to maintain the massing, building placement, and architectural integrity of the District.

Greenwood has also been a destination for companies drawn to the Indianapolis area, and the growth seen across the region. Calfee Zoning is working with Greenwood to develop districts focused on innovation and employment, as well as sustainable development patterns.

### MUNICIPAL PROJECT MANAGER REFERENCE

Dale Davis, Planning Director  
300 S. Madison Avenue  
Greenwood, IN 46142  
(317) 881-8698  
david@greenwood.in.gov

# WESTERVILLE, OHIO

## ZONING CODE RE-WRITE & SIGN ORDINANCE



Westerville, Ohio is currently embarking on an update of their Zoning Code, which was launched after the completion of the City's Comprehensive Plan, called the Westerville Community Plan. The previous Zoning Code adoption was in 1973.

Calfee's Sean Suder has been engaged to provide special legal and administrative counsel to the project. Calfee Zoning also serves as lead local consultant to the City and has undertaken a diagnostic of the existing Code, and is leading the final stages of codification at the request of the City. Calfee Zoning's engagement on this

Westerville is hoping to implement a code that will both reflect the community's goals for growth, as well as streamline the approvals process. Calfee Zoning is drawing on its extensive experience in the creation and implementation of public zoning documents.

Stakeholder meetings were held with developers and the business community, the Chamber of Commerce, Westerville Schools, Otterbein University, and community groups to ensure that the Code reflects all members of the Community. Instead of asking for stakeholder commentary upon completion of the Code, local practitioners and experts in zoning, land use, environmental conservation, urban design, historic preservation, transportation, lighting, parks, recreation, and economic development were invited to:

1. Identify issues pertaining to the current Code,
2. Review options for solving the most pressing issues; and
3. Recommend alternative solutions.

### [MUNICIPAL PROJECT MANAGER REFERENCE](#)

Kimberly Sharp, AICP, Deputy Director  
21 South State Street  
Westerville, Ohio 43081  
614.901.6400  
[Kimberly.Sharp@Westerville.org](mailto:Kimberly.Sharp@Westerville.org)

# REYNOLDSBURG, OHIO

## ZONING CODE RE-WRITE

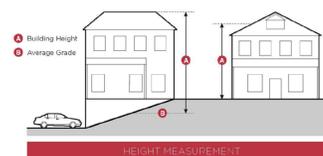


### INTRODUCTION AND HOW TO USE THIS CODE

#### SECTION 1101.13 RULES OF MEASUREMENT AND CALCULATION

##### A. Height Measurement

- i. Building height is measured as the distance between a horizontal line at the average existing pre-development grade of the lot directly beside the structure, and the highest point of the coping of a flat roof, the top of a mansard roof, the midpoint of any pitched gable, hip or the upper portion of a gambrel roof, or measured between the top floor ceiling and the peak of the roof on an "X" framed structure. Chimneys, elevators, poles, spires, towers, and other projections not used for human occupancy are not included in calculating height and may extend above the height limit.



##### B. Measuring Distance

- i. When measuring a required distance, such as the minimum distance between a structure and a lot line, the measurement is made at the closest or shortest distance between the two objects.

##### C. Measuring Setbacks

- i. The front street setback is measured at a right angle from the right-of-way line.
- ii. Where a lot extends through the block from street to street, the required front yard must be provided along each street.
- iii. The side street setback is measured at a right angle from the side street right-of-way line.
- iv. The rear setback is measured at a right angle from the rear lot line or the rear right-of-way or easement line where there is an alley. The rear lot line is the lot line opposite to the front street lot line. Where there is more than one front street, the Zoning Administrator will determine the rear lot line.
- v. All lot lines which do not front a street, side street or rear lot lines are considered side interior lot

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DRAFT

In 2018, Reynoldsburg, Ohio retained Calfee Zoning and OHM Advisors to re-write the City's Planning and Zoning Code. Prior to this, OHM Advisors completed an update of the Comprehensive Plan which sets new goals for the City for the next 10 to 20 years. The land use goals of the plan relate strongly to the East Main Street Corridor, strengthening Olde Reynoldsburg, and promoting economic diversity and economic development.

The diagnostic and calibration modules of the project are complete and we have produced a first draft of the code. In the Diagnostic module, Calfee Zoning compared the individual lines of the Planning and Zoning Code against the specific objectives and land use goals from the Comprehensive Plan. The calibration of the code's regulations are a thoughtful and exhaustive evaluation of the desired development patterns in Olde Reynoldsburg.

### MUNICIPAL PROJECT MANAGER REFERENCE

Andrew Bowsher, Development Director  
 7232 East Main Street  
 Reynoldsburg, OH 43068  
 (614) 322-6831  
 ABowsher@ci.reynoldsburg.oh.us

# GERMANTOWN, TENNESSEE

## ZONING CODE AUDIT



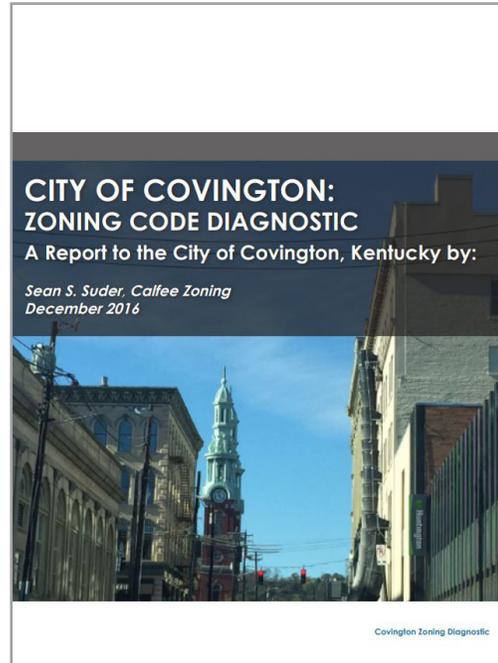
In 2015, Sean Suder (then of Graydon Land Use Strategies, LLC) was hired as part of a team to provide zoning consulting services to suburban Germantown, Tennessee (Memphis area). Sean provided a review of the current zoning resolution to determine how it may be promoting the city's desired development outcomes and in what instances it may be serving as a barrier to achieving its land use goals and objectives.

### MUNICIPAL PROJECT MANAGER REFERENCE

Sheila Pounder  
Planning Manager  
1930 South Germantown Road  
Germantown, TN 38138  
(901) 757-7281  
spounder@germantown-tn.gov

# COVINGTON, KENTUCKY

## ZONING CODE AUDIT



In 2016, Calfee Zoning produced a Zoning Code Diagnostic Report for the City of Covington, a historic river city located in Northern Kentucky. Working with key stakeholders, Calfee evaluated how each provision of the Covington Zoning Code had a positive impact, a negative impact, or a neutral impact on advancing the development goals set forth in Covington's Center City Action Plan.

The City's development goals included promoting mixed-use development, promoting the adaptive reuse of historic buildings, and allowing for more flexibility through streamlined processes.

The final diagnostic report incorporated recommendations for potential amendments to the text of the Zoning Code as well as for the structural reorganization of key sections to achieve the City's goals.

### MUNICIPAL PROJECT MANAGER REFERENCE

Alex Koenig  
 Zoning & Development Specialist  
 City of Covington, KY  
 (859) 292-2135  
[akoenig@covingtonky.gov](mailto:akoenig@covingtonky.gov)



**Client:**  
Various

**Project Status:**  
Various

**Project Overview:**

- Summary list of TSW Sign Ordinance experience
- Guidance and standards on developing a coherent, consistent, and straight-forward set of sign regulations

# SIGN ORDINANCE EXPERIENCE

Various Municipalities and CIDs

## Overview:

Sign ordinances give municipalities and other entities control over the type, location, and size of signage in their communities. Developing sign regulations provides procedures and policies to ensure that signage throughout the municipality is more consistent with the vision for the community. Signage regulations can help businesses create a sense of place for a commercial area and allow patrons to find their businesses more easily. Having signage criteria can also help a municipality reflect or enhance their civic identity. Regulations about the number of signs, sign height, and sign size, as well as location can help avoid visual clutter (with many large on-premise signs) and prevent businesses from competing for attention of pedestrians and motorists.

## Representative Projects:

**Stone Mountain CID Signage Update** (*DeKalb County, GA*) - Update to the existing Mountain Industrial corridor overlay to control signage.

**Downtown Woodstock Sign Ordinance** (*Woodstock, GA*) - Development of a sign ordinance for the downtown district as part of the City of Woodstock Downtown Master Plan and Code. Concise ordinance that includes definitions, sign type general requirements, sign lighting and materials general requirements, projecting signs, wall signs, and size limits.

**Decatur Unified Development Ordinance** (*Decatur, GA*) - Development of Permitted Signs section as part of Article 7. Site Development that focuses on single-family dwellings, multifamily dwellings, boarding-houses, home occupations, churches, public buildings, parks, schools, cemeteries, higher education institutions, office, vehicular business, shopping centers, temporary signs, and political signs.

**Roswell Unified Development Code** (*Roswell, GA*) - Development of Section 10.3 Signs as part of the Unified Development Code that focuses on permit process, nonconforming signs, prohibited signs, temporary signs, and a variety of sign types, uses, and measurements.

**Jonesboro LCI** (*Jonesboro, GA*) - Guidebook for the community explaining the sign ordinance in historic districts, including an initial audit.

**Town of Blythewood Architectural Review Standards** (*Blythewood, SC*) - As part of the update to the Town of Blythewood Architectural Review Standards, reviewed signage that fell under the review of the Board of Architectural Review, including signage built into site architectural features, signage for historic properties, and other signs in the architectural overlay district.

**Town of Blythewood Design Guidelines** (*Blythewood, SC*) - Signage is addressed in the Design Guidelines as supplemental guidelines to the Blythewood Code, regulating clear, directional signage for entrances and parking, consistency with surrounding architectural character, and wayfinding.



Total Sign Area Allocation	
1 SF of sign area per linear foot of store frontage or 32 SF if the store frontage is less than 32 feet wide. This allocation includes area allocated for awning signs, canopy signs and projecting signs. Area allocation may be divided between all allowable wall signs.	
Dimensions	
Ⓐ Sign area (max)	
DS-	9 SF
RX-, DR-, DX-, DH-, REC	32 SF
NX-, OR-, OP-	50 SF
PV-	96 SF
All other districts	128 SF
Ⓑ Projection - measured from building facade (max)	12"
Ⓒ Raceway (max % of letter height)	--
Number of Signs	
Maximum of one wall sign per individual establishment per public street frontage. A second wall sign is allowed on a side or rear wall if an individual establishment has a second public entrance (not including a service entrance) on a side or rear wall.	



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# CITY OF TUCKER SIGN ORDINANCE

## Tucker, Georgia

When the city of Tucker was incorporated in 2015, it adopted the previous sign ordinance and zoning regulations from DeKalb County. Despite being functional, these regulations reflected neither the historic nature of the city nor its growing sense of identity. As a result, TSW was retained by the City to facilitate a public process to review and update existing sign regulations for legality, design, and usability.

**Client:**  
City of Tucker

**Project Status:**  
Approved in May 2019

- Project Overview:**
- Review and update of existing sign regulations for legality, design, and usability
  - Robust public involvement process

The sign ordinance update included the creation of a steering committee to guide the process, along with a robust series of public meetings to review various potential requirements. This also included a review of which DeKalb County regulations were still applicable to the city and which were not.

The result of the process was a completely updated sign ordinance that provided customized regulation and design standards, significantly improved usability, and the use of graphics and tables. The regulations included both citywide standards, and customized design requirements for the downtown in major redevelopment sites.



**C. Sign area allocation.**  
See Sec. 21-16.

**D. Dimensions.**

- Area of individual sign:
- DT-1, DT-3, NL-4: max. 32 sf.
  - Developments under 30 acres in all other districts: max. 150 sf.
  - Developments 30 acres or larger in all other districts: max. 500 sf.
- Ⓐ Sign width (% of canopy width): max. 80%
- Ⓑ Clear height above sidewalks or other non-vehicular areas: min. 8 ft.
- Ⓒ Clear height above parking, driveways, or other vehicle access: min. 14 ft.
- Projection from building façade: max. 6 ft.

**E. Number of signs.**

- One awning sign, or one building canopy sign, or one wall sign is allowed along per establishment along its primary facade.
- One awning sign, or one building canopy, or one wall sign is allowed per establishment along its secondary facade.
- One canopy sign is allowed per street frontage on canopies covering vehicle fueling areas. Signs must be within the limits of the canopy covering the pump and may not exceed 6 square feet.

*Please note:* The following pages show key regulatory changes. Please refer to the full text of the draft ordinance for further details. All recommendations are draft and will be revised based on public comments.

**21-14. Non-residential districts.**

21-14.1. Districts. The table below is an update to the table below showing revised DT districts and their associated regulations. The table below is an update to the table below showing revised DT districts and their associated regulations.

District	Signage	Signage	Signage	Signage	Signage
DT-1	100%	100%	100%	100%	100%
DT-2	100%	100%	100%	100%	100%
DT-3	100%	100%	100%	100%	100%
DT-4	100%	100%	100%	100%	100%
DT-5	100%	100%	100%	100%	100%
DT-6	100%	100%	100%	100%	100%
DT-7	100%	100%	100%	100%	100%
DT-8	100%	100%	100%	100%	100%
DT-9	100%	100%	100%	100%	100%
DT-10	100%	100%	100%	100%	100%
DT-11	100%	100%	100%	100%	100%
DT-12	100%	100%	100%	100%	100%
DT-13	100%	100%	100%	100%	100%
DT-14	100%	100%	100%	100%	100%
DT-15	100%	100%	100%	100%	100%
DT-16	100%	100%	100%	100%	100%
DT-17	100%	100%	100%	100%	100%
DT-18	100%	100%	100%	100%	100%
DT-19	100%	100%	100%	100%	100%
DT-20	100%	100%	100%	100%	100%
DT-21	100%	100%	100%	100%	100%
DT-22	100%	100%	100%	100%	100%
DT-23	100%	100%	100%	100%	100%
DT-24	100%	100%	100%	100%	100%
DT-25	100%	100%	100%	100%	100%
DT-26	100%	100%	100%	100%	100%
DT-27	100%	100%	100%	100%	100%
DT-28	100%	100%	100%	100%	100%
DT-29	100%	100%	100%	100%	100%
DT-30	100%	100%	100%	100%	100%
DT-31	100%	100%	100%	100%	100%
DT-32	100%	100%	100%	100%	100%
DT-33	100%	100%	100%	100%	100%
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DT-35	100%	100%	100%	100%	100%
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DT-39	100%	100%	100%	100%	100%
DT-40	100%	100%	100%	100%	100%
DT-41	100%	100%	100%	100%	100%
DT-42	100%	100%	100%	100%	100%
DT-43	100%	100%	100%	100%	100%
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DT-45	100%	100%	100%	100%	100%
DT-46	100%	100%	100%	100%	100%
DT-47	100%	100%	100%	100%	100%
DT-48	100%	100%	100%	100%	100%
DT-49	100%	100%	100%	100%	100%
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DT-51	100%	100%	100%	100%	100%
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DT-53	100%	100%	100%	100%	100%
DT-54	100%	100%	100%	100%	100%
DT-55	100%	100%	100%	100%	100%
DT-56	100%	100%	100%	100%	100%
DT-57	100%	100%	100%	100%	100%
DT-58	100%	100%	100%	100%	100%
DT-59	100%	100%	100%	100%	100%
DT-60	100%	100%	100%	100%	100%
DT-61	100%	100%	100%	100%	100%
DT-62	100%	100%	100%	100%	100%
DT-63	100%	100%	100%	100%	100%
DT-64	100%	100%	100%	100%	100%
DT-65	100%	100%	100%	100%	100%
DT-66	100%	100%	100%	100%	100%
DT-67	100%	100%	100%	100%	100%
DT-68	100%	100%	100%	100%	100%
DT-69	100%	100%	100%	100%	100%
DT-70	100%	100%	100%	100%	100%
DT-71	100%	100%	100%	100%	100%
DT-72	100%	100%	100%	100%	100%
DT-73	100%	100%	100%	100%	100%
DT-74	100%	100%	100%	100%	100%
DT-75	100%	100%	100%	100%	100%
DT-76	100%	100%	100%	100%	100%
DT-77	100%	100%	100%	100%	100%
DT-78	100%	100%	100%	100%	100%
DT-79	100%	100%	100%	100%	100%
DT-80	100%	100%	100%	100%	100%
DT-81	100%	100%	100%	100%	100%
DT-82	100%	100%	100%	100%	100%
DT-83	100%	100%	100%	100%	100%
DT-84	100%	100%	100%	100%	100%
DT-85	100%	100%	100%	100%	100%
DT-86	100%	100%	100%	100%	100%
DT-87	100%	100%	100%	100%	100%
DT-88	100%	100%	100%	100%	100%
DT-89	100%	100%	100%	100%	100%
DT-90	100%	100%	100%	100%	100%
DT-91	100%	100%	100%	100%	100%
DT-92	100%	100%	100%	100%	100%
DT-93	100%	100%	100%	100%	100%
DT-94	100%	100%	100%	100%	100%
DT-95	100%	100%	100%	100%	100%
DT-96	100%	100%	100%	100%	100%
DT-97	100%	100%	100%	100%	100%
DT-98	100%	100%	100%	100%	100%
DT-99	100%	100%	100%	100%	100%
DT-100	100%	100%	100%	100%	100%

**21-14. Wall Signs**

**21-14. Projecting Signs**

**21-14. Street Signs**

**21-14. Canopy Signs**

**21-14. Awning Signs**

**21-14. Sandwich Board Signs**

**21-14. Non-residential districts.**

21-14.1. Districts. The table below is an update to the table below showing revised DT districts and their associated regulations. The table below is an update to the table below showing revised DT districts and their associated regulations.

District	Signage	Signage	Signage	Signage	Signage
DT-1	100%	100%	100%	100%	100%
DT-2	100%	100%	100%	100%	100%
DT-3	100%	100%	100%	100%	100%
DT-4	100%	100%	100%	100%	100%
DT-5	100%	100%	100%	100%	100%
DT-6	100%	100%	100%	100%	100%
DT-7	100%	100%	100%	100%	100%
DT-8	100%	100%	100%	100%	100%
DT-9	100%	100%	100%	100%	100%
DT-10	100%	100%	100%	100%	100%
DT-11	100%	100%	100%	100%	100%
DT-12	100%	100%	100%	100%	100%
DT-13	100%	100%	100%	100%	100%
DT-14	100%	100%	100%	100%	100%
DT-15	100%	100%	100%	100%	100%
DT-16	100%	100%	100%	100%	100%
DT-17	100%	100%	100%	100%	100%
DT-18	100%	100%	100%	100%	100%
DT-19	100%	100%	100%	100%	100%
DT-20	100%	100%	100%	100%	100%
DT-21	100%	100%	100%	100%	100%
DT-22	100%	100%	100%	100%	100%
DT-23	100%	100%	100%	100%	100%
DT-24	100%	100%	100%	100%	100%
DT-25	100%	100%	100%	100%	100%
DT-26	100%	100%	100%	100%	100%
DT-27	100%	100%	100%	100%	100%
DT-28	100%	100%	100%	100%	100%
DT-29	100%	100%	100%	100%	100%
DT-30	100%	100%	100%	100%	100%
DT-31	100%	100%	100%	100%	100%
DT-32	100%	100%	100%	100%	100%
DT-33	100%	100%	100%	100%	100%
DT-34	100%	100%	100%	100%	100%
DT-35	100%	100%	100%	100%	100%
DT-36	100%	100%	100%	100%	100%
DT-37	100%	100%	100%	100%	100%
DT-38	100%	100%	100%	100%	100%
DT-39	100%	100%	100%	100%	100%
DT-40	100%	100%	100%	100%	100%
DT-41	100%	100%	100%	100%	100%
DT-42	100%	100%	100%	100%	100%
DT-43	100%	100%	100%	100%	100%
DT-44	100%	100%	100%	100%	100%
DT-45	100%	100%	100%	100%	100%
DT-46	100%	100%	100%	100%	100%
DT-47	100%	100%	100%	100%	100%
DT-48	100%	100%	100%	100%	100%
DT-49	100%	100%	100%	100%	100%
DT-50	100%	100%	100%	100%	100%
DT-51	100%	100%	100%	100%	100%
DT-52	100%	100%	100%	100%	100%
DT-53	100%	100%	100%	100%	100%
DT-54	100%	100%	100%	100%	100%
DT-55	100%	100%	100%	100%	100%
DT-56	100%	100%	100%	100%	100%
DT-57	100%	100%	100%	100%	100%
DT-58	100%	100%	100%	100%	100%
DT-59	100%	100%	100%	100%	100%
DT-60	100%	100%	100%	100%	100%
DT-61	100%	100%	100%	100%	100%
DT-62	100%	100%	100%	100%	100%
DT-63	100%	100%	100%	100%	100%
DT-64	100%	100%	100%	100%	100%
DT-65	100%	100%	100%	100%	100%
DT-66	100%	100%	100%	100%	100%
DT-67	100%	100%	100%	100%	100%
DT-68	100%	100%	100%	100%	100%
DT-69	100%	100%	100%		



# CITY OF DECATUR UNIFIED DEVELOPMENT ORDINANCE

Decatur, Georgia

**Client:**  
City of Decatur

**Project Status:**  
Adopted in November 2014 and was made effective February 2015

**Project Overview:**

- Unified Development Code to support the vision of the 2010 Strategic Plan
- Issues & Analysis Memo examined and analyzes existing plans and ordinances and determined inconsistencies and potential policy changes
- Drafting process to include extensive community outreach

In 2010 Decatur completed a 10-year update to its Strategic Plan (led by TSW), which defined a community-based vision for its future and provided steps for the City to take to achieve it. During the planning process, discussion often focused on growth and development in context of a desire for the community to be environmentally, socially, and economically sustainability. As the City and its consultants looked at how to promote these ideas, it became clear that the regulations that guided growth in the City were often at odds with the Plan. For the Plan to be truly realized, it was determined that the City's development regulations must change. To align their regulations with the Strategic Plan in a progressive, user-friendly format, the City retained a team led by TSW to prepare a Unified Development Ordinance (UDO) combining zoning, subdivision, environmental, and other regulations into a legally sound and enforceable document.

The first step in preparing the UDO was to understand which regulations needed to be updated and how to do so. The TSW Team first reviewed existing regulations for clarity, consistency, and content - particularly how well they supported the Strategic Plan - and developed a strategy for the UDO. Based on the direction provided by TSW and supported by public feedback, it was determined that 95% of the UDO would be a technical effort to reformat and clean up existing regulations, but would be 5% content changes requiring a public conversation in the following areas:

- Options for creating new zoning districts and amending existing ones to align with the Plan's housing and mixed-use goals;
- Options for significant revisions to post-development stormwater regulations;
- Options for how to preserve community character, including discussion on historic districts, expanded design standards, and demolition delay; and
- Options for integrating sustainability into all aspects of the UDO.

The team also developed an outline of the new UDO showing where the revised content would go, and how existing and new text would be seamlessly combined into a single user-friendly document. The UDO was adopted in November 2014 and was made effective February 2015.



**ARTICLE 2. RULES OF INTERPRETATION | Sec. 2.2. Building Types**  
2.2.1. Rules Specific to Building Types

**K. General Building**

A building type designed to accommodate commercial, office or industrial activity. Not intended for retail sales or personal service uses.

**L. Civic Building**

A building type designed to accommodate civic, institutional or public uses.

<b>Lot</b>	Street-facing facade length 200' max
<b>Height</b>	Ground story height (floor to ceiling) 11' min
	Ground floor elevation 0' min / 2' max
<b>Transparency</b>	Ground story, primary/side street 40% / 20% min
	Upper story 20% min
	Blank wall area, primary/side street 40' / 60' max
<b>Pedestrian Access</b>	Entrance facing primary street Required every 125'
<b>Parking Location</b>	No on-site parking is allowed between the building and the street.

<b>Lot</b>	Dwelling units per building n/a
<b>Pedestrian Access</b>	Entrance facing primary street Required
<b>Use</b>	Only the following uses are allowed in a civic building type (see Sec. 2.2.2): 1. College, university, seminary; 2. Library, museum, public organization; 3. Office, governmental, civic or charitable organization; 4. Place of worship; 5. Police, fire or EMS station; 6. Post office; and 7. School, private or private (K-12).

2-18 Unified Development Ordinance | Decatur, Georgia Effective February 1, 2015

Sec. 2.2. Building Types | **ARTICLE 2. RULES OF INTERPRETATION**  
2.2.2. Building Types Allowed by District

Residential Buildings	Districts											
	B-85	B-60	B-30	RS-17	RM-18	RM-24	RM-4	LD	NMA	C-1	C-2	MO
Detached House	■	■	■	■	■	■	■	■	■	■	■	■
Carriage House	■	■	■	■	■	■	■	■	■	■	■	■
Cottage Court	■	■	■	■	■	■	■	■	■	■	■	■
Duplex	■	■	■	■	■	■	■	■	■	■	■	■
Attached House	■	■	■	■	■	■	■	■	■	■	■	■
Townhouse	■	■	■	■	■	■	■	■	■	■	■	■
Walk Up Flat (3-6 units)	■	■	■	■	■	■	■	■	■	■	■	■
Stacked Flat (7+ units)	■	■	■	■	■	■	■	■	■	■	■	■

Key ■ = Building type allowed — = Building type not allowed

Effective February 1, 2015 Unified Development Ordinance | Decatur, Georgia 2-11



**Client:**  
City of Brookhaven

**Project Status:**  
Completed in 2018

- Project Overview:**
- Independent process to review the current Overlay and develop a new code that ensures high quality development to account for the transition of development that has and will take place
  - Guidance and standards on developing a coherent, consistent, and straight-forward set of regulations

# BROOKHAVEN-PEACHTREE OVERLAY DISTRICT

## Brookhaven, Georgia

The Brookhaven-Peachtree Overlay district was created in 2007 to implement the community’s vision for growth and development around the Brookhaven MARTA Station. For ten years, this code supported walkable, mixed-use development patterns, but was not without its shortcomings, including a cumbersome overlay format that often conflicts with the underlying zoning, unclear regulations, and lack of form-based regulations.

In 2017, following several controversial zoning cases and the imposition of a 180-day zoning moratorium, TSW was retained to lead a multidisciplinary team to update the overlay for greater usability and conformance with recent planning efforts. The process began with a technical review of the study area, existing regulations and policies, best practices, and community goals. As part of this, susceptibility to change and build-out analyses were conducted to understand the impacts of the existing code and future changes. Digital models were also created to show what was permitted under current zoning and future scenarios.

For four months, the TSW Team worked closely with Brookhaven stakeholders to explore existing regulations, options for updates, and their potential trade-offs. This was guided along the way by sounding board meetings, stakeholder interviews, public meetings, web-based outreach, and pop-up events that sought to engage folks who don’t usually attend “zoning meetings.”

The outcome of the process was a strategy that updated the existing Overlay to only regulate streetscapes and public infrastructure, hand-in-hand with a new Peachtree-Brookhaven Zoning Districts that replaced the base zoning with a highly graphic, user-friendly form-based code. Key regulatory changes included the use of building types to regulate design, detailed open space standards, enhanced neighborhood protections and transitions, density bonuses, reduced parking requirements, and several site-specific design requirements. The updated regulations became law in January 2018.



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# PCIDS PUBLIC SPACE STANDARDS

Fulton and DeKalb Counties, Georgia



**Client:**  
Perimeter Community Improvement Districts

**Project Status:**  
Completed in 2017

- Project Overview:**
- Standards for implementing public space plans and policies
  - Graphic layout to communicate design policies

The Perimeter Community Improvement Districts (PCIDs), representing both the Central (DeKalb) and Fulton Perimeter CIDs, are self-taxing districts that use additional property taxes to fund transportation, park, and other infrastructure improvement projects. The PCIDs are leading the charge to implement vital transportation enhancements that will enhance mobility and improve access to the Perimeter activity center.

TSW was retained by the PCIDs to develop Public Space Standards for the commercial district and surrounding development. The standards provide a framework for implementing public space plans and policies in the PCIDs and information for public and private entities making enhancements in rights-of-way and other public or semi-public spaces.

These standards recognize the importance of the relationship between private property and the public realm. They help to keep the PCIDs' public realm accessible, attractive, functional, easy to maintain, and consistent. They provide the tools to execute a successful streetscape and offer the standard elements that make up a streetscape. The standards will continue to develop and change as more streetscapes are implemented and as the PCIDs continues to mature.

The Standards include:

- Street layout guidelines, include varying street types and intersections
- Pedestrian and bicycle guidelines
- Lighting layout guidelines
- Landscape guidelines
- General notes
- Product appendix for transit pavilions, paving, street and bicycle furniture, lighting, etc.

CHAPTER 03: BICYCLE FACILITY GUIDELINES

**NOTE:** All site furniture quantities at trailheads to correlate with "Employee-Commuter Market Hotspot" map (right).

All corner treatments to be site specific based on the below stipulations and to be coordinated with the City Engineer on a project-by-project basis. Each corner and associated bicycle infrastructure to be designed to AASHTO and NACTO standards by engineer for specific space and to be approved by the city's permitting process.

**WITHIN RED HOTSPOT:**  
Benches: 3  
Bicycle Parking: 6 bicycles  
Trash Receptacles: 2 (to be placed away from benches)

**WITHIN 5 MIN WALK OF RED HOTSPOT:**  
Benches: 2  
Bicycle Parking: 4 bicycles  
Trash Receptacles: 1 (to be placed away from benches)

**OUTSIDE 5 MIN WALK OF RED HOTSPOT:**  
Bicycle Parking: 3 bicycles  
Trash Receptacles: 1

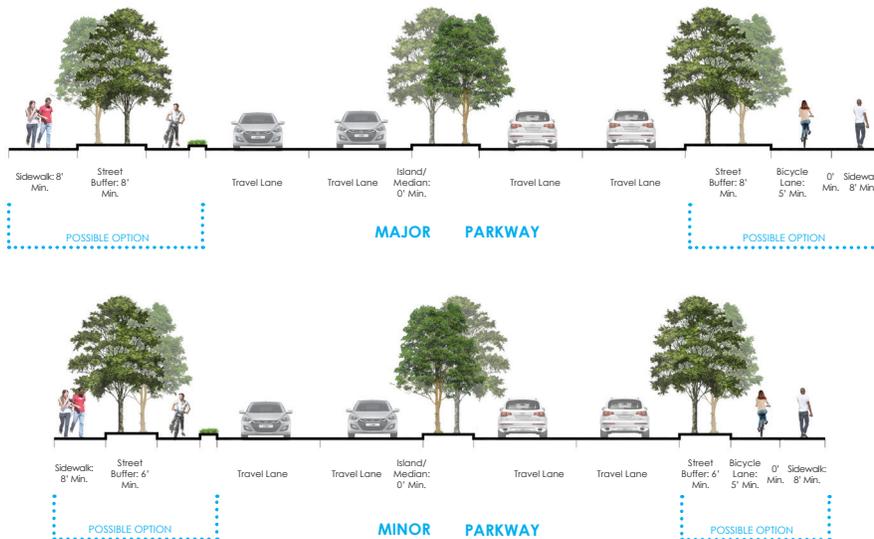
*Ref. Map on Right*

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CHAPTER 02: STREET TYPE GUIDELINES

**NOTE:** The widths shown below are minimum PCIDs guidelines. Local governments may require greater widths in conformance with an adopted plan or regulation, as determined by the City manager or their designee. Each applicable jurisdiction is responsible for final approval of conformance with these standards.

All streets with Marta Rail or Marta Bus should have ample sidewalk width (8' minimum).



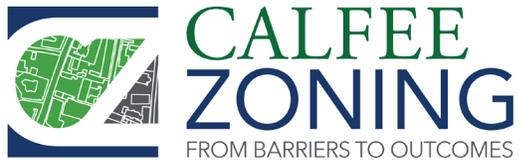
P-16

CHAPTER 02: STREET TYPE GUIDELINES

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IN SERVICE TO YOUR **COMMUNITY.**

**Cincinnati | 255 E. Fifth Street, 28th Floor | Cincinnati, Ohio 45202 | 513.693.4883**

**Sean S. Suder | Lead Principal | [ssuder@calfeezoning.com](mailto:ssuder@calfeezoning.com)**

## **PROFESSIONAL SERVICES AGREEMENT**

THIS PROFESSIONAL SERVICES AGREEMENT ("Agreement") is made and entered into as of March \_\_\_\_, 2020 ("Effective Date"), by and between the CITY OF DUNWOODY, GEORGIA, with an address of 4800 Ashford Dunwoody Road, Dunwoody, Georgia 30338, Attn: Richard McLeod, Community Development Director (the "City"), and CALFEE STRATEGIC SOLUTIONS, LLC, an Ohio limited liability company D/B/A CALFEE ZONING, with an address of 2800 First Financial Center, 255 E. Fifth Street, Cincinnati, Ohio 45202, Attn: Sean S. Suder (the "Consultant"), on the following terms and conditions:

### **RECITALS**

A. The City is seeking professional consulting services for the rewrite of Chapter 20 "Signs" of the Code of the City of Dunwoody, Georgia (the "Project").

B. Consultant provides zoning consulting services to local governments, including specifically related to local sign ordinances, and has demonstrated the qualifications necessary and desired to complete the Project, and the City finds that it is in its best interests to retain Consultant for these specialized professional services.

C. The City desires to retain Consultant to provide professional consulting services, and Consultant desires to render such professional consulting services to the City, on the terms and conditions set forth herein.

NOW, THEREFORE, the parties intending to be legally bound hereby agree as follows:

### **AGREEMENT**

1. Consulting Period; Termination. Consultant will commence work on the Services (defined below) on the earlier of (a) Consultant's receipt of written notice to proceed from the City, or (b) March 13, 2020 ("Project Commencement"), and this Agreement shall be in effect for a term commencing on the Effective Date hereof and ending on the date of final completion of the Services, currently estimated to be December 31, 2020 (the "Consulting Period"). The Consulting Period may be extended upon the mutual written agreement of the City and Consultant. Notwithstanding anything contained herein to the contrary, this Agreement may be terminated upon thirty (30) days' advance written notice of either the City or Consultant. If this Agreement is terminated by the City, Consultant shall be paid for services it has performed to the date of termination. The City shall not be entitled to the recovery of any damages arising out of or related to the termination of this Agreement.

2. Consulting Services. During the Consulting Period, Consultant agrees to provide the scope of consulting services set forth on Exhibit A attached hereto and made a part hereof (the "Services"). In providing the Services, the Consultant will endeavor to perform in a manner consistent with that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar

circumstances. Consultant's Lead Principal Sean S. Suder will serve as the project manager for Consultant. Community Development Director Richard McLeod will serve as project manager for the City. A party may rely on the representations, approvals, and other actions of the project manager of the other party. Consultant may rely upon the accuracy and completeness of information provided to it in writing by the City. Consultant shall have the right to contract with sub-consultants to perform aspects of the Project with the City's prior consent. The City acknowledges and agrees that Consultant will contract with TSW Design, with an address of 1447 Peachtree Street, NE, Suite 850, Atlanta, Georgia, to perform certain portions of the Services, currently contemplated to be graphics production and public engagement. The City further acknowledges and agrees that Consultant intends to engage the law firm of Nelson Mullins Riley & Scarborough LLP, with an address of 201 17<sup>th</sup> Street NW, Suite 1700, Atlanta, Georgia 30363, for purposes of providing review and advice to Consultant on matters of Georgia law. If for any reason either of the aforementioned sub-consultants cannot or do not perform under any contract or engagement with Consultant, then Consultant and the City shall agree on a mutually agreeable replacement provider.

3. Consulting Fee. During the Consulting Period, the City shall pay Consultant a total consulting fee of Eighty Thousand and 00/100 Dollars (\$80,000.00) (the "Consulting Fee"), payable to Consultant upon the Completion of each Task within each Phase of the Scope of Services set forth on Exhibit A, attached hereto and made a part hereof. The City shall pay Consultant the Consulting Fee not later than fifteen (15) days following the date of Consultant's written invoice therefor. The Consulting Fee shall include all of Consultant's expenses, including, but not limited to, Consultant's travel expenses, and Consultant shall not receive reimbursement for any business or travel expenses unless separately pre-approved by the City in writing.

4. Work Product. All documents and materials prepared pursuant to this Agreement are the property of the City, although Consultant may retain physical possession of them for the convenience of the City. The City shall have the unrestricted authority to publish, disclose, distribute, and otherwise use, in whole or in part, any reports, data, or other materials prepared under this Agreement. Unless otherwise specified in writing by the City, Consultant may presume that any paper, electronic, or other document delivered to the City is a public document.

5. Understanding of Relationship. Consultant acknowledges and agrees that its status at all times shall be that of an independent contractor, and that it may not, at any time, act as a representative for or on behalf of the City, for any purpose or transaction, and may not bind or otherwise obligate the City in any manner whatsoever without first obtaining the written approval of the City. In recognition of its status as an independent contractor, Consultant hereby waives any rights as an employee or deemed employee of the City. Consultant shall pay directly all taxes associated with the compensation it receives under this Agreement. Further, although consultant is affiliated with the law firm of Calfee, Halter & Griswold LLP, its principal place of business being located at 1405 East Sixth Street, Cleveland, Ohio 44114, and although some of Consultant's employees and principals are attorneys who may be separately engaged to provide legal representation in a state where they are licensed to practice law,

Consultant is not a law firm and does not provide legal representation or legal services. The City understands, acknowledges and agrees that engaging or otherwise contracting with Consultant or its principals or employees does not form an attorney-client relationship and, as such, the protections of the attorney-client relationship do not apply to the provision of the services or any communication related thereto. If City desires to create an attorney-client relationship, it is encouraged to contact an attorney of its choosing.

6. Insurance. During the performance of any and all Services under this Agreement, Consultant shall maintain the following insurance in full force and effect:

- (a) Commercial General Liability Insurance with a minimum combined single limit of \$1,000,000 for each occurrence and \$1,000,000 in the aggregate.
- (b) Automobile Liability Insurance, including non-owned auto coverage, with a minimum combined single limit of \$1,000,000 for each person and \$1,000,000 for each accident.
- (c) Professional Liability Insurance ("Errors and Omissions Insurance") with a minimum limit of \$1,000,000 annual aggregate.
- (d) Worker's Compensation Insurance in accordance with the statutory requirements of the Ohio Revised Code.

7. Compliance with Laws. Consultant shall comply with all relevant federal, state, and local laws and regulations, including without limitation, those governing non-discrimination in employment and the protection of the environment. Where such statutes, ordinances, plans, or regulations of any public authority having any jurisdiction over the project are in conflict, Consultant shall proceed using its best judgment only after attempting to resolve any such conflict between the authorities and shall notify the City in a timely manner of the conflict, the nature of the attempted resolution, and a planned course of action.

8. Miscellaneous. This Agreement shall be governed by the laws of the State of Georgia. This Agreement contains the parties' entire understanding and supersedes all prior negotiations, proposals, or agreements concerning the services described herein. This Agreement may only be modified by written instrument duly executed by both parties. The rights and interests under this Agreement shall not be assigned without the prior written consent of the other party. To the extent that any provision of this Agreement is finally adjudged invalid by a court of competent jurisdiction, that provision shall be deleted or modified, as necessary, to make it enforceable, and the remaining provisions of the Agreement shall remain in full force and effect and be binding upon the parties hereto. All communications required by this Agreement may be personally delivered or mailed to the other party at the address set forth above. The address and party may be changed by written notice given as provided in this paragraph. This Agreement shall be binding on each party's successors and assigns.

9. Additional Provisions. This Agreement contains, and the parties hereby agree to, the additional scope assumptions attached hereto as Exhibit B and made a part hereof.

*[Signature Page Follows.]*

IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed as of the last date below.

CONSULTANT:

CALFEE STRATEGIC SOLUTIONS, LLC,  
an Ohio limited liability company,  
D/B/A CALFEE ZONING

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

CITY:

CITY OF DUNWOODY, GEORGIA

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

CERTIFICATION OF FUNDING AVAILABILITY:

Certified Date: \_\_\_\_\_  
Fund/Code: \_\_\_\_\_  
Amount: \_\_\_\_\_  
By: \_\_\_\_\_  
City of Dunwoody Finance Director

EXHIBIT ASCOPE OF SERVICES AND FEE SCHEDULE

<b>Module I - Diagnose</b>	
1.1 Project Kick-Off Meetings (Teleconference: City, CZ and TSW)	\$ 1,000
1.2 Evaluation of Existing Code and Summary Report of Priorities, Changes and Goals (CZ)	\$ 8,500
1.3 Conduct Public Engagement Session #1 (TSW)	\$ 2,500
<b>Module I Subtotal: Tasks 1.0 - 1.3</b>	<b>\$ 12,000</b>
<b>Module II - Calibrate</b>	
2.0 Draft Sign Menu (CZ)	\$ 7,500
2.1 Draft Sign Administration (CZ)	\$ 4,000
2.2 Draft Graphics (TSW)	\$ 5,500
2.3 Calibrate Sign Menu to Existing Zoning Districts/Zones (CZ)	\$ 6,500
2.4 Conduct Public Engagement Session #2 (TSW)	\$ 7,500
<b>Module II Subtotal: Tasks 2.0 – 2.4</b>	<b>\$ 31,000</b>
<b>Module III – Codify</b>	
3.1 Draft #1 New Chapter 20 (CZ)	\$ 8,500
3.2 Revise Draft #1 Per City's Comments and Deliver Draft #2 (CZ)	\$ 2,500
3.3 Prepare Public Draft Chapter 20 (CZ)	\$ 3,500
3.4 Present Public Draft to Planning Commission (One-Day Trip #2) (CZ and TSW)	\$ 8,750
3.5 Revise Public Draft Per Planning Commission's Comments and Deliver Adoption Draft (CZ and TSW)	\$ 3,500
3.6 Present Adoption Draft to City Council (One-Day Trip #3) (CZ)	\$ 6,750
3.7 Deliver Final Draft for Adoption (CZ and TSW)	\$ 3,500
<b>Module III Subtotal: Tasks 3.1-3.7</b>	<b>\$ 37,000</b>
<b>TOTAL FEE*</b>	<b>\$ 80,000</b>

\*All travel expenses and costs are included in the above fee. The amounts assigned to each specific task are estimates only and subject to change; provided, however, that the total fee for the Project shall not exceed the amount of the Total Fee set forth above.

## EXHIBIT B

### ADDITIONAL SCOPE ASSUMPTIONS AND UNDERSTANDING

- (a) The City will be responsible for identifying individual members of any and all stakeholder and working groups and committees related to the Project.
- (b) The City will be responsible for coordination of all public meetings/stakeholder group meetings, including meeting times, locations, invitations, provision of audio/visual equipment, and all costs associated with those meetings.
- (c) The City is responsible for all mailings, fees associated with mailings, and all contact with the media regarding this project and the posting of all project information to the City-controlled social media accounts.
- (d) All base information including but not limited to aerial photographs, base mapping and existing development conditions, if not already in the possession of Consultant, is to be made available by the City.
- (e) Local approval of the deliverables will be carried out by the City, with assistance from Consultant as described in the Scope of Services. The City will generate all formal documentation necessary for the adoption of the regulations.
- (f) Any additional meetings not anticipated in the Scope of Services will be performed on an hourly basis or by separate agreement between Consultant and the City.