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Dunwoody, Georgia 30338
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To: Mayor and City Council
From: Richard McLeod, Director of Community Development
Date: April 14, 2025
Subject: TSW Additional Services Contract

ITEM DESCRIPTION

Update on the additional services for TSW contract for Comprehensive Plan and code rewrite.

BACKGROUND

When the city awarded the contract to TSW to do the Comprehensive Plan and the code rewrite back in May 2024 they also submitted a proposal for additional services. Staff recommended that we move forward with the Comprehensive Plan and the code rewrite at that time because that was all that was budgeted, which was \$499,990. Staff told the council that we would try to budget for the additional services in the upcoming budget for 2025.

The 2025 budget was passed with the required funding to complete the following additional services as stated in the contract.

Quality of Life Element for the Comprehensive Plan*	\$5,945
Small Area Concept Plan for Georgetown*	\$38,165
Code Testing	\$29,450
Technical Manual	\$28,000

Indicates items that should start now: *

ATTACHMENTS

Original contract with TSW
March 5, 2025 letter from TSW highlighting additional services with costs.

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

Catherine Lautenbacher City Council Post 1
Rob Price 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

Packet page:...

RFP NO: **24-02** / DUE: **MARCH 7, 2024****ORIGINAL**

City of Dunwoody

Comprehensive 10-Year Plan & Creation of a Unified Development Ordinance

**SUBMITTED BY:**

TSW

Primary Contact: Allison Stewart-Harris, Project Manager

1447 Peachtree Street NE, Suite 850

Atlanta, GA 30309

Main: 404.873.6730

Direct: 470.751.2474

Email: astewart-harris@tsw-design.comWeb: www.tsw-design.com



April 11, 2024

Richard McLeod, MPA
 Director of Community Development
City of Dunwoody
 4800 Ashford Dunwoody Road
 Dunwoody, GA 30338

Dear Mr McLeod:

Thank you for the opportunity to work with the City of Dunwoody in developing the Comprehensive Plan Update and UDO Update--we are thrilled to be your selected team!

Enclosed please find a modified proposal for your consideration. The modifications include:

- Clarification regarding a single Steering Committee's to guide both the Comprehensive Plan Update and creation of the UDO (page 3)
- Incorporation of a Sustainability Element (page 7)
- A future option for more detailed study as an additional service with cost estimates (page 10)
- Revision of the project schedule for targeted City Council approval of the Comprehensive Plan Update in June 2025 (pages 35-36)

It should be noted that none of the above changes affected the proposed project cost of \$499,990. We welcome further discussion and negotiation on any of these items.

Additionally, TSW requests adding the following language (page 9) that will apply to all deliverables:

"The City must designate one individual to share the City's comments about draft documents with the TSW Team. When City staff or departments disagree on a recommend direction, the City must either 1) come to consensus before sharing comments with the TSW Team, or 2) identify these areas of disagreement for further discussion between the City and the TSW Team."

We look forward to getting started.

Sincerely,

Caleb Racicot, Principal

Planners • Architects • Landscape Architects
 1447 Peachtree Street NE, Suite 850 • Atlanta, GA 30309

SECTION 1:

Project Approach

General Approach

Although this project will have two distinct, substantive deliverables—the Comprehensive Plan Update and the Unified Development Ordinance (UDO)—our proposed approach integrates the two into a single planning process. This will particularly be the case for engagement, in which almost all public meetings and events will be designed to ultimately inform both documents.

The development of both documents will begin at the same time, but much of the early engagement will focus on the Comprehensive Plan Update. The Comprehensive Plan Update is intended to be a 10-year update to the most recent plan, conducted in collaboration with the Atlanta Regional Commission in 2020. The 2020 plan was a light update, and much has changed in Dunwoody and the region since. As such, TSW anticipates that this 10-year plan will be substantial, and will require significant amounts of more detailed, new content—specifically around laying the foundation for the new UDO.

The new Unified Development Ordinance will be one of the City’s main tools for implementing the Comprehensive Plan Update. The UDO will revamp the city’s zoning, land development, and building regulations as needed, and combine them into a single, user-friendly document.



We see the Comprehensive Plan Update serving three primary functions:

1. Meeting the State of Georgia minimum requirements for Local Comprehensive Planning
2. Thoughtfully consolidating the City’s recent planning work—such as the Dunwoody Village Master Plan, the Edge City 2.0 LCI plan, the Georgetown-Shallowford Master Plan, the Comprehensive Transportation Plan, the Trail Master Plan—into a single, integrated planning document.
3. Providing a clear, streamlined policy direction that will guide the new Unified Development Ordinance (UDO).

We see the new UDO process as serving three primary functions:

1. Assessing existing codes from both technical and policy perspectives. As used here, “technical” refers to the overall layout, writing, and clarity of the codes, while “policy” refers to their actual standards.
2. Making technical code updates to create a modern, internally consistent, and user-friendly document that is easy to both develop under and administer.
3. Making policy code updates so that the standards fully support the vision emerging from the Comprehensive Plan Update.

SECTION 1: PROJECT APPROACH

Dunwoody has a wide variety of existing land use patterns



SECTION 1: PROJECT APPROACH

Detailed Approach

The following detailed approach refines and expands upon key sub-tasks of the TSW Teams' approach to updating the Comprehensive Plan and developing the UDO.

TASK 0: PROJECT MANAGEMENT

- 0.1 Project Management.** TSW will manage the project, including a monthly project check-in with the project management team and timely submission of invoices.
- 0.2 Project Kickoff Meeting.** Within two weeks of receiving a notice to proceed (NTP), TSW will facilitate a project kick-off meeting with City staff and key members of the consultant team. At this meeting, the team will review the project scope and schedule, discuss expectations, and present a draft community engagement plan for review. Following the meeting will be a tour of Dunwoody focused on areas of change in the last five years, as well as sites and areas that show how the existing codes are and are not working well.

Task 0 Deliverables:

- Project Management Meeting Minutes
- Project Kick-off Meeting Materials and Minutes

TASK 1: COMMUNITY PARTICIPATION

- 1.1 Community Participation Plan.** TSW will work with the City of Dunwoody to create and execute a community participation plan to best engage many different voices and perspectives, which will determine a vision and code for Dunwoody's future. Our program will emphasize meeting the community where they are, including tabling at community events, conducting outreach at popular gathering spaces, and using technology-enabled methods. The plan will clearly map out engagement for both the Comprehensive Plan and the UDO, with a focus on integrating them in a way that is accessible and easy to understand.
- 1.2 Project Website.** The TSW Team will develop, launch, and maintain a project website that will serve as the public's online portal to both the Comprehensive Plan Update and the UDO.
- 1.3 Public Hearing #1: City Council Public Kick-Off.** To kick off the project and satisfy State law regarding public hearings, TSW will present an introduction of the Comprehensive Planning process and new UDO to the City Council as part of a regularly scheduled public hearing.
- 1.4 Steering Committee Meetings.** *A single Steering Committee will guide both the Comprehensive Plan update and the UDO development process.* TSW will work with the City to identify specific individuals; at a minimum, the Committee will be comprised of members representing economic

Community participation approach – an integrated process for both efforts

Because the Comprehensive Plan and UDO are so closely related, TSW recommends starting some UDO policy discussion while the Comprehensive Plan Update is occurring, rather than waiting for the plan to be adopted. In our experience, public conversations about “codes” are most effective when framed as “planning” discussions. All of the engagement tasks are intended to serve the purposes of both the Comprehensive Plan and the UDO.

SECTION 1: PROJECT APPROACH

development, Dunwoody elected officials, City staff, residents, the development community, business owners, and other stakeholders. TSW will manage the invitation and scheduling process, and will facilitate all meetings. Up to nine (9) Steering Committee meetings are anticipated to address both the Comprehensive Plan Update and the UDO.

- 1.5 Stakeholder Interviews/Focus Groups.** After receiving input from the initial Steering Committee meeting, TSW will schedule up to 16 hours of virtual interviews and focus groups with various Dunwoody stakeholders. At minimum, the TSW Team will speak with the Planning Commission, Perimeter CIDs, neighboring jurisdictions, and elected officials. These interviews are intended to inform both the Comprehensive Plan Update and the UDO.
- 1.6 Online Survey.** The best way to meet community members where they are is through the use of online tools. TSW will design an online survey to capture preliminary input from the community on the future of the City, including the use of a visual preference survey. As a part of this survey, a demographic questionnaire will be collected to ensure that responses are representative of Dunwoody's diverse community, particularly underrepresented groups.
- 1.7 Public Workshop #1.** TSW will design this first workshop to be both informative and highly interactive. The team will share information about the Comprehensive Plan and new UDO processes, but will focus on needs, opportunities, and overarching goals for both.
- 1.8 Public Workshop #2.** The second public workshop will also serve both the Comprehensive Plan Update and the UDO. The anticipated focus is on future land use/character area policy, and key questions for the community that will impact how these policies are implemented via the UDO—but will be communicated in higher level planning ideas. This meeting will also be the forum for sharing draft strategies to respond to the key needs and opportunities, as well as finalizing preliminary direction for the UDO's structure.
- 1.9 Pop-Up Event.** Pop-Up events are a great method to solicit feedback from community members who otherwise would not participate in a Comprehensive Planning or UDO process, but whose voices are still critical in shaping Dunwoody's future. TSW will identify one event or festival like Dunwoody Art Festival, Food Truck Thursdays, and Pics in the Park and coordinate with event organizers to have TSW Team representatives there to promote the planning process and encourage engagement.
- 1.10 Open House #1 and Online Exercise.** The first open house will primarily be used to share key content from the fully drafted Comprehensive Plan Update. The open house format will allow community members to drop in, review the plan material, and chat with the TSW Team on their own schedule. This open house will also be an opportunity to ask any additional questions needed to inform direction for the UDO. For members of the public who are unable to attend the open house in person, an online exercise will be developed and advertised to lead people through the major aspects of the plan and provide another opportunity for input.
- 1.11 Open House #2.** Once the UDO has been drafted, TSW will present the draft code at an open house. This will allow community members to drop in, review the plan material, and chat with the TSW Team on their own schedule. It will also clearly tie components of the UDO to the Comprehensive Plan Update, demonstrating the critical link between the two.

[For Comprehensive Plan adoption hearings, please see Task 5; for UDO Adoption Hearings, please see Task 7]

SECTION 1: PROJECT APPROACH

Previous Community Engagement Efforts



SECTION 1: PROJECT APPROACH

Task 1 Deliverables:

- Community Participation Plan
- Public Hearing #1 Presentation
- Steering Committee Meeting (9) Materials and Minutes
- Stakeholder Interviews/Focus Groups Materials and Minutes
- Online Survey
- Public Workshop #1 Materials and Summary
- Public Workshop #2 Materials and Summary
- Pop-Up Event Materials and Summaries
- Open House #1 Materials and Summary
- Guided Online Exercise
- Open House #2 Materials and Summary

TASK 2: COMPREHENSIVE PLAN – COMMUNITY ASSESSMENT

- 2.1 Data Collection, Analysis, and Basemap Creation.** The City will provide existing and previous plans and GIS data to the TSW Team. TSW will create a project basemap based off these layers and other publicly accessible data.
- 2.2 Report of Accomplishments Review.** The TSW Team will document the tasks accomplished from the previous Comprehensive Plan in the required report of accomplishments. Items not completed will be carried over to the new community work program or noted as canceled.
- 2.3 City Snapshot.** TSW will summarize data and relevant plans into one concise “City Snapshot” that represents Dunwoody in this moment of time, including demographic changes, development trends, and other key features of the community.
- 2.4 Key Needs and Opportunities.** Combined with engagement completed in Task 1, TSW will leverage the data collection and analysis to inform a preliminary list of needs and opportunities. In concert with the Steering Committee and City staff, the team will identify the top three to five major needs and opportunities and do a “deep dive” into each, exploring them in greater detail.

Task 2 Deliverables:

- Project Basemap
- Report of Accomplishments
- City Snapshot (to be incorporated into the Draft Comprehensive Plan, Task 3.9)
- Key Needs and Opportunities Summary (to be incorporated into the Draft Comprehensive Plan, Task 3.9)

TASK 3: COMPREHENSIVE PLAN – COMMUNITY AGENDA

Note: In the City’s RFP this was shown as Task 4. However, we recommend that the Community Agenda, especially Tasks 3.1 and 3.2, is substantially developed prior to undergoing Task 4: Code Assessment.

- 3.1 Community Vision, Goals, and Policies.** Based on findings from the first phase of engagement and the community assessment, TSW will frame out the Comprehensive Plan with a community vision, goals, and policies with a particular focus on how to address the three to five major needs identified in 2.4, and how they interrelate with one another.
- 3.2 Land Use Element.** As the backbone of the Comprehensive Plan, the Land Use Element will shape Dunwoody’s future growth and provide policy direction for the UDO. This element will reference the previous plans’ character areas and future land use map with a focus on making these cohesive, more integrated, and easy to follow. Additionally, public input, technical analysis of growth patterns, and infrastructure investments will inform changes to the future land use plan.

SECTION 1: PROJECT APPROACH

- 3.3 Housing Element.** The Housing Element will provide additional context to housing-related needs and opportunities, and their inter-relationships with the Land Use Element. It will also combine GIS technical analysis with community desires to inform a high-level housing strategy.
- 3.4 Economic Development Element.** The Economic Development element will include a summary of existing economic conditions, highlighting Dunwoody's business environment and trends.
- 3.5 Transportation Element.** Dunwoody has recently completed two key transportation plans: the Dunwoody Road Safety Action Plan and Dunwoody Trail Master Plan. To avoid duplication, the transportation element will pull most information from these documents, summarizing existing conditions, highlighting key needs and opportunities from Task 2.4, and providing action items to implement needed transportation improvements.
- 3.6 Broadband Element.** The TSW Team will develop the required Broadband Element, with particular attention to where better broadband access will support future development.
- 3.7 Sustainability Element.** While not required, the Atlanta Regional Commission is encouraging communities to include a Sustainability and Resilience element in their Comprehensive Plans. This new element will reflect a goal in the current plan that stated an interest in maintaining and strengthening the City's commitment to sustainable practices.
- 3.8 Community Work Program.** The Community Work Program will summarize the action items from each of the plan elements into the five-year work program required by the state of Georgia, specifying the responsible party, time frame, and funding source.
- 3.9 Draft Comprehensive Plan Update.** The TSW Team will submit a complete draft of the Comprehensive Plan to the City of Dunwoody. The City will have a minimum of three weeks to review and provide one consolidated set of comments from all relevant city departments.

Task 3 Deliverables:

- Draft Comprehensive Plan Update (includes all elements listed in Task 3)

TASK 4: CODE ASSESSMENT

- 4.1 Technical Analysis.** Review the existing codes and identify issues and opportunities related to writing, formatting, consistency, clarity, and legal basis.
- 4.2 Policy Analysis.** Review the existing codes and identify how well the codes do or do not support the issues and community goals identified in Task 3.
- 4.3 Legal Analysis.** A summary of legal team observations, which may be included in the Technical and Policy Analysis or in a freestanding section.
- 4.4 Technical Approach.** Propose an approach to address any technical deficiencies identified in Task 4.1.
- 4.5 Policy Approach.** Propose alternatives to address the policy inconsistencies identified in Task 4.2. Identifying the community's preferred alternatives will be incorporated into the Comp Plan process.
- 4.6 Zoning Map Approach.** Propose approaches to updating the Official Zoning Map, if needed.
- 4.7 Policy Alternatives.** Identify potential alternatives to address the policy inconsistencies identified in 4.2. Identifying the community's preferred alternatives will be incorporated into the Comp Plan process.

SECTION 1: PROJECT APPROACH

Task 4 Deliverable:

- Code Assessment Document

TASK 5. COMPREHENSIVE PLAN – ADOPTION ASSISTANCE

Note: In the City's RFP this was shown as Tasks 5 and 6. We recommend combining them and updating them as shown below to align with ARC and DCA procedures.

- 5.1 Presentation of Draft Comprehensive Plan to Planning Commission.** To follow City policy, TSW will present the draft Comprehensive Plan Update to the Dunwoody Planning Commission ahead of its second Public Hearing with City Council.
- 5.2 Public Hearing #2.** Once the planning commission approves the draft plan, TSW will present the plan to City Council at a public hearing. At this meeting, TSW will request approval to transmit the Comprehensive Plan to ARC and DCA.
- 5.3 Transmittal to ARC and DCA.** After City Council approves the plan for transmittal, TSW will submit the plan and the required transmittal letter to ARC and DCA.
- 5.4 Final Comprehensive Plan.** The TSW Team will address any comments from ARC and DCA. Once comments are addressed, TSW will provide the final draft to City staff for final comments and approval. The City will provide a consolidated set of comments to TSW within three weeks of receipt.
- 5.5 City Council Presentation for Adoption.** TSW will present the final Comprehensive Plan for adoption at a City Council meeting.

Task 5 Deliverables:

- Draft Comprehensive Plan Presentation
- Transmittal Letter
- Final Comprehensive Plan
- Final Comprehensive Plan Presentation

TASK 6: UDO – ORDINANCE DEVELOPMENT

- 6.1 Draft UDO Version 0 (V0) Discussion Draft.** Prepare the draft UDO for City staff review and comment. Once the code writing process begins, the TSW Team often identifies additional items that need confirmation from the City and the steering committee.
- 6.2 Draft UDO V0 Review.** After allowing adequate time to review the draft, team members will meet with City staff up to four times to discuss comments and revisions. After staff review, a Steering Committee meeting is recommended to review it.
- 6.3 Draft UDO V1.** The draft UDO will be updated in response to comments received in Task 6.2.
- 6.4 Draft UDO V1 Review.** After allowing adequate time for review, the TSW Team will meet virtually with City staff to discuss comments and recommended revisions. Following staff review, a public review draft of the code will be prepared.
- 6.5 Draft UDO V2 and Public Review.** After delivery of the Draft UDO V2, and after allowing adequate time for distribution and review, the team will facilitate an open house (Task 1.11) to present the draft Code V2 and solicit input. At least one Steering Committee meeting is recommended as part of this draft.
- 6.6 Draft UDO V3.** Revisions based on comments from the City and the public will be made. Draft UDO V3 (a public hearing draft, ready for the formal public hearing process) will be provided.

SECTION 1: **PROJECT APPROACH**

Task 6 Deliverables:

- Draft UDO V0, V1, V2, V3 and Support Materials

TASK 7: UDO – ADOPTION ASSISTANCE

- 7.1 Bi-weekly Check-ins.** Meet virtually with City staff every two weeks for the duration of Task 7.
- 7.2 Planning Commission.** Attend up to six Planning commission Hearings to review the UDO V3. Modify, as directed by City staff.
- 7.3. City Council.** Attend up to four City Council hearings
- 7.4. Final UDO.** After adoption, final revisions will be made, and a final copy of the UDO will be delivered, including all photos, images, and graphics in digital format.

Task 7 Deliverables:

- Bi-weekly Check-in Meeting Minutes
- Planning Commission Materials
- City Council Materials
- Final UDO

City Review Responsibilities

The City must designate one individual to share the City's comments about draft documents with the TSW Team. When City staff or departments disagree on a recommend direction, the City must either 1) come to consensus before sharing comments with the TSW Team, or 2) identify these areas of disagreement for further discussion between the City and the TSW Team.

Fee

The proposed fee for the above scope of work is \$499,990. lump sum.

SECTION 1: PROJECT APPROACH

Additional Services

The items listed below are additional services that the City of Dunwoody may wish to pursue as part of the Comprehensive Plan Update and UDO process. They are not included in the overall fee, but costed separately for the City's consideration.

COMPREHENSIVE PLAN

- A.1 Quality of Life Element for Comprehensive Plan.** Parks, schools, arts, and culture all contribute to a high quality of life. This element will outline how to advance goals and action items for these valuable community resources.
- A.2 Small Area Concept Plan.** Should Dunwoody wish to study a specific geography in greater detail, TSW will prepare a small area concept plan that looks at land use, transportation, and urban design, and will include an additional workshop and summary deliverable.

UDO

- A.3 Code Testing.** While testing the draft ordinance on real development sites is included under the base fee, this additional work would be conducted with staff and stakeholders such as developers, designers, and architects, to test the draft Zoning Ordinance, understand how well it functions, and determine if gaps/needs remain. The tests will utilize real sites to check the spatial and programmatic fit of typical and new buildings. It is extremely important to the success of this project to ensure that the standards are buildable and easy to understand.

This task will include a half-day code testing workshop where team members travel to Dunwoody to meet with staff and discuss the testing, developing up to two site plans and two digital massing models of up to 14 sites showing how they could be developed under current regulations and the proposed Preliminary Draft, and identification of recommended code changes based on site testing.

- A.4 Technical Manual.** Should Dunwoody wish to create a more detailed UDO, TSW will prepare a Technical Manual that includes construction details and other detailed guidance as identified in UDO tasks.

ADDITIONAL SERVICES	LABOR	DIRECT COST	TOTAL
A.1 QUALITY OF LIFE ELEMENT	\$5,845	\$100	\$5,945
A.2 SMALL AREA CONCEPT PLAN (EACH, TYPICAL)	\$26,450	\$2,500	\$28,950
A.3 CODE TESTING	\$27,750	\$1,700	\$29,450
A.4 TECHNICAL MANUAL	\$76,700	\$3,000	\$79,700

SECTION 2:

Team Qualifications

TSW Team Overview

TSW has brought together a skilled group of planners, code writers, engineers, legal experts, and outreach specialists to provide the City of Dunwoody with the range of knowledge that will be essential for this effort. The team will be managed by **TSW**, which will guide the comprehensive plan and UDO preparation and focus on land use and zoning, placemaking, and community engagement. Assisting TSW will be **Kimley-Horn** for transportation, economic development, and community engagement, **Code Studio** for UDO best practices and codification, and **Cooley Planning & Land Use Law** for legal review and recommendations.

TSW Overview

TSW is a full-service planning, architecture, and landscape architecture firm comprised of talented professionals who work collaboratively to provide our clients with extraordinary designs for communities, buildings, and greenspaces. We were founded in Atlanta, Georgia, as a corporation in 1990. With approximately 40 full-time employees in our Atlanta headquarters and satellite offices in Lexington (KY), Tulsa (OK), and Chattanooga (TN), our small office size allows our principals to be hands-on in every aspect of a project and enables more multidisciplinary collaboration.

For more than 30 years, we have been proud to create award-winning plans that embody the principles of livable communities: walkability, sense of place, compelling public spaces, human-scaled buildings, and connectivity. We are involved in all stages of community planning and design, including outreach, visioning, coding, site planning, architecture, and streetscape design, and are proud to see many of our projects move from concept to completion in a range of diverse locations throughout the Southeast.

As a multidisciplinary firm of designers, TSW offers our clients the cumulative experience of our diverse studios' knowledge and skillsets, which results in a unique, holistic approach to design. We believe in creating context-sensitive, livable, and sustainable communities, and incorporating our real-world knowledge of environmental issues, user experience, development and retail economics, and feasibility into every project design. Because we generate ideas through a fluid, multidisciplinary and collaborative process, our team is able to provide unique design solutions that go beyond the typical approach to conventional design methodologies. In addition, our commitment to creating meaningful public engagement allows us to incorporate the aspirations of community stakeholders and build on local and/or regional identity.

TSW's personnel includes approximately 40 full-time employees, several of whom work in multiple studios. Our staff members include:

- 21 planners (13 w/ AICP accreditation)
- 1 transportation planner/engineer
- 11 registered landscape architects
- 5 landscape designers
- 4 registered architects
- 6 architectural designers
- 2 administrative employees



IMPROVING LIVES AND STRENGTHENING COMMUNITIES
THROUGH **LIVABLE** AND **SUSTAINABLE** STRATEGIES.

SECTION 2: TEAM QUALIFICATIONS

Kimley-Horn Overview

Kimley-Horn is a national planning and design consulting firm that specializes in transportation and urban design. Founded in 1967 by transportation engineers in Raleigh, North Carolina, Kimley-Horn became well known for our expertise in transportation planning and traffic engineering. In the early 1970s, the firm built an impressive track record in regional and urban area transportation planning, traffic impact analysis, parking planning and design, traffic control system design, and statewide and local traffic operations and safety studies.

Today, Kimley-Horn has more than 7,500 employees that serve a wide range of clients across many disciplines from 115+ offices nationwide. Our multidisciplinary experience covers a wide range of services within transportation planning and engineering, landscape architecture and urban design, environmental planning and design, and public policy. Kimley-Horn's planners, urban designers, and engineers have a history of partnering with communities to develop progressive, context-sensitive, and actionable plans.

Kimley-Horn Contact Information

Eric Bosman, Vice President
1200 Peachtree Street NE, Suite 800
Atlanta, GA 30309
Main: 404.419.8700
Email: eric.bosman@kimley-horn.com
Web: www.kimley-horn.com

Code Studio Overview

Code Studio pursues planning and implementation work that yields vibrant, mixed use, walkable communities through creative urban infill, incremental redevelopment and transformational change. Founded in 2006, the firm is nationally renowned for its highly visual page layout, simple graphics and easily understood and enforced text. The firm works across the United States completing combined plan and code projects, as well as working on codes in places planned and designed by others.

Our approach focuses on translating planning and design concepts into regulatory language to create the physical "place" envisioned by a community. When we craft new regulations, we believe they must be fully understood by local citizens and property owners, be easily administered by local staff, produce a predictable end result, and above all, fit within the existing legal and regulatory framework.

Our codes address building mass, building placement, the form of existing streets, the creation of new streets and other public spaces, and height—all details that directly encourage (or discourage) pedestrian activity and mixed use. Our codes address the public spaces that private buildings shape. Rather than relying on a myriad of uses or arcane density prescriptions, our codes are proactive in specifically describing the form of the desired built environment.

Code Studio Contact Information

Christy Dodson, Associate Principal
887 W. Marietta Street NW, Suite M-201
Atlanta, GA 30318
Main: 512.478.2200
Email: cdodson@code-studio.com
Web: www.code-studio.com

SECTION 2: TEAM QUALIFICATIONS

Cooley Planning & Land Use Law Overview

The firm's practice is focused on land use, zoning and real estate law. Joseph Cooley brings experience as an experienced attorney, AICP certified planner, community development director, and registered landscape architect together to assist clients through the development process. We also provide legal review of new codes and updates to ensure that they meet the intent of the municipality or county, are easily understandable, and legally defensible. Examples include McDonough Unified Development Ordinance, Doraville Livable Community Code, Highlands N.C. Unified Development Code, Green County Landfill Ordinance, and Sandy Springs City Center Sign Ordinance. Our understanding of legal processes, constitutional issues, and community planning provides the basis to allow us to help develop easily understandable codes for communities that meet their goals and desires.

Cooley Planning & Land Use Law, LLC Contact Information

Joseph L. Cooley, Attorney and Counselor at Law
355 Knoll Woods Drive
Roswell, GA, 30075-3408
Mobile: 770.778.4776
Email: cooleylandlaw@gmail.com

SECTION 2: TEAM QUALIFICATIONS

TSW Team Organizational Chart

TSW TEAM PROJECT MANAGEMENT:

Principal-in-Charge: Caleb Racicot

Project Manager: Allison Stewart-Harris

Deputy Project Manager: Anna Baggett

COMMUNITY ENGAGEMENT

TSW

Anna Baggett – Lead
Allison Stewart-Harris
Caleb Racicot
Allison Sinyard
+ Support Staff

Kimley-Horn

Eric Bosman
Jonathan Tuley
Louis Taboada
+ Support Staff

Code Studio

Lee Einsweiler
Christy Dodson
Shanique Mason
+ Support Staff

COMPREHENSIVE PLAN

TSW

Allison Stewart-Harris – Lead
Caleb Racicot
Anna Baggett
Allison Sinyard
+ Support Staff

Kimley-Horn

Eric Bosman
Jonathan Tuley
Luis Taboada
Elena Oertel
Kurt Heischmidt

UNIFIED DEVELOPMENT ORDINANCE

TSW

Caleb Racicot – Lead
Allison Sinyard
+ Support Staff

Code Studio

Lee Einsweiler
Christy Dodson
Shanique Mason
Bertrand Bahizi

Kimley-Horn

Luis Taboada

Cooley Planning & Land Use Law

Joseph Cooley

TSW Team Dedication to the Project

TSW has a stringent policy about only pursuing work that we have available staff for, ensuring a detailed, implementation-based planning process that stays on time and on budget. The staff members who are included in this proposal will be assigned to the project, if awarded, and will remain on the project throughout its duration. If a staff member does need to be replaced because of unforeseen circumstances, the City will be notified immediately, and that staff person will be replaced by another staff member with equal or greater qualifications and experience.

SECTION 3: PERSONNEL



Caleb Racicot, AICP, LEED AP

Principal-in-Charge / Code Specialist / Community Planner

Caleb, a 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
- American Institute of Certified Planners
- CNU

Awards:

- 2021 GPA Outstanding Planning Process for City of Decatur's Destination 2030
- 2017 VeloCity Award for Bike-Friendly Policy: Atlanta Zoning Update
- 2012 GPA Outstanding Plan Implementation: Crabapple SmartCode and TDR Ordinance



Representative Projects

Dunwoody Village Master Plan Update & Dunwoody Village District Regulations (Dunwoody, GA) – Principal-in-Charge for update to the 2011 Dunwoody Village Master Plan to include proposed street improvements and new district regulations that included general regulations, building types, and open space types.

City of Atlanta Zoning Ordinance Rewrite (Atlanta, GA) – Principal-in-Charge/Project Manager to conduct a general assessment and rewrite 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.

City of Atlanta Comprehensive Development Plan (Atlanta, GA) – Principal-in-Charge for three phase planning process, in concert with the City's Zoning Ordinance Rewrite, for guidance on growth and development. The three phases include land use, core planning elements, and other planning and implementing elements.

City of Milton Unified Development Codes and Form-Based Codes (Milton, GA) – Principal-in-Charge for Unified Development Code effort and locally-calibrated SmartCode for the Crabapple and Deerfield (Highway 9 corridor) areas.

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

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

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

City of Hampton Zoning Update (Hampton, GA) – Principal-in-Charge for comprehensive update of this small city's zoning and subdivision codes, including community engagement, code writing, and coordinating with subconsultant experts.

Perimeter Community Improvement Districts Planning Services (Fulton and DeKalb Counties, GA) – Principal-in-Charge for various planning services, including an LCI update, code updates, and public place standards.

SECTION 2: TEAM QUALIFICATIONS



Allison Stewart-Harris, AICP

Project Manager / Senior Planner

Allison joined TSW in 2022 as a Senior Associate to lead the Planning Studio. She has a broad range of experience in developing livable, memorable places throughout the southeast, with a special focus on comprehensive planning, open space planning, and the connection between land use and transportation.

Representative Projects:

Education:

2006 MCRP, City and Regional Planning
University of Pennsylvania

2006 Historic Preservation
Certificate
University of Pennsylvania

2004 BA, History
Rice University

Professional Status:

- American Institute of Certified Planners

City of Norcross Comprehensive Plan and Unified Development Ordinance

(Norcross, GA) – Senior Planner on the City of Norcross' Comprehensive Plan and ongoing planning support contract, which included working directly with the City's citizen committees. The Comprehensive Plan was a full overhaul of the previous plan, focusing on embracing the diversity of Norcross and its evolution into a urbanizing place with a high quality of life.

Gwinnett County 2045 Unified Plan (Gwinnett County, GA) – Project Manager and Lead Planner for development of Gwinnett County's 2045 Unified Plan, which focuses on designing a typology of Gwinnett's "daily communities" and provides recommendations for strategic redevelopment that fits within the County's suburban and diverse community context.

City of Brookhaven Bound for 2044 Comprehensive Plan (Brookhaven, GA) – Project Manager and Lead Planner for TSW's role in updating the City of Brookhaven's comprehensive plan. TSW's role focused on future land use and character area policy, arts and culture priorities, and engagement. With strong character area foundations, the land use plan had a more nuanced approach, defining policies for specific sub-areas and integrating missing middle housing backed by technical analysis.

Henry County Comprehensive Plan Update (Henry County, GA) – Project Manager and Senior Planner for the County's update to the comprehensive plan. Provided project leadership and developed an innovative strategy to land use policy that balances flexibility with predictability.

Douglasville Zoning Administration Staff Augmentation (Douglasville, GA) – Served as one of the City's interim Zoning Administrators during a time of transition, working with applicants, interpreting the City's zoning code, managing the sign permit program, and supporting the City's Planning Commission.

Paulding County Comprehensive Plan (Paulding County, GA) – Project Manager for development of Paulding County's update to its comprehensive plan that was developed in coordination with the County's Comprehensive Transportation Plan. Building off the strong existing plan already place, the update focused on defining policies for community crossroads and special areas particularly around how to preserve rural character in the face of oncoming growth.

Douglas County Comprehensive Plan and Small Area Updates (Douglasville, GA) – Project Director for the update to Douglas County's Comprehensive Plan and small area studies for the Winston and Lithia Springs areas. The update takes a closer look at future land use, refining character areas, and providing more detailed guidance to areas that have suffered neglect and disinvestment over the past 20 years.



SECTION 2: TEAM QUALIFICATIONS



Anna Baggett, AICP

Deputy Project Manager / Community Planner

Anna joined TSW in 2022 as a community planner in the Planning Studio. With a strong background in land use policy, transportation, and climate resiliency, Anna manages and supports planning studies that manage growth with a focus on enhanced mobility and connectivity, sustainability, and community engagement. She also supports planning efforts with mapping and graphic skills, including proficiency in ArcGIS Pro, ArcMap, Adobe Illustrator, and InDesign.

Anna previously worked at VHB as a community planner and the Atlanta Regional Commission as a Senior Planner.

Representative Projects:

City of Brookhaven Bound for 2044 Comprehensive Plan (Brookhaven, GA) – Deputy Project Manager for TSW’s role in updating the City of Brookhaven’s comprehensive plan. TSW’s role focused on future land use and character area policy, arts and culture priorities, and engagement. With strong character area foundations, the land use plan had a more nuanced approach, defining policies for specific sub-areas and integrating missing middle housing backed by technical analysis.

Douglas County Comprehensive Plan Update and Special Area Studies (Douglas County, GA) – Deputy Project Manager for the development of Douglas County’s update to its comprehensive plan. The update focused on adding character areas that worked together with the County’s parcel-specific future land use plan. Small area plans tested out these new policies.

Paulding County Comprehensive Plan* (Paulding County, GA) – Planner for development of Paulding County’s update to its comprehensive plan that was developed in coordination with the County’s Comprehensive Transportation Plan. Building off the strong existing plan already in place, the update focused on defining policies for community crossroads and special areas particularly around how to preserve rural character in the face of oncoming growth.

City of Brookhaven Windsor–Osborne Special Area Plan* (Brookhaven, GA) – Planner for development plan that is part of the city’s Comprehensive Master Plan. The Special Area Plan focuses on neighborhood-level commercial for the corner of Windsor Parkway and Osborne Road and will help guide rezoning and redevelopment applications.

City of College Park Comprehensive Plan Update* (College Park, GA) – Project Manager and Planner to guide future growth and development while maintaining College Park’s unique character and diverse population.

City of Pine Lake Comprehensive Plan Update* (Pine Lake, GA) – planner on updating the comprehensive plan for the smallest city in DeKalb County. The update emphasized placemaking that builds upon the city’s existing arts community and establishing land use policy to facilitate walkable commercial and mixed use development along the City’s only commercial corridor.

** projects completed at other firms/organizations*

Education:

2019 Master of City & Regional Planning
Georgia Institute of Technology

2016 BBA Economics,
Public Policy Emphasis,
Minor in Geography
University of Georgia

Professional Status:

- American Institute of Certified Planners

Awards:

- 2021 ARC Regional Excellence Award – Visionary Planning: East Point City Agriculture Plan



SECTION 3: **PERSONNEL**

Allison Sinyard, AICP

Community Planner

Allison joined TSW's Planning Studio in 2016. She specializes in the development of comprehensive plans, design guidelines, and corridor studies. Allison has extensive experience working in the nonprofit, public, and private sectors, which leads to her complex understanding of how each sector works together to achieve a common goal. She is passionate about equitable planning and design principles and finding innovative solutions for complex and difficult problems.

Education:

2015 Master of City and Regional Planning
Georgia Institute of Technology

2013 Bachelor of Arts in Architecture; Minor in Psychology
Clemson University

Professional Affiliations:

- American Planning Association
- American Institute of Certified Planners

Awards:

- 2021 GPA Outstanding Public Involvement: Downtown Dallas LCI Study
- 2020 GPA Outstanding Planning Process: One Chamblee Comprehensive Plan
- 2019 American Planning Association Small Town and Rural Planning Division Vernon Deines Award: Downtown Kingsport Master Plan



Representative Projects

Gwinnett United Plan (Gwinnett County, GA) – Project Planner for TSW's role for land use, housing, and outreach for Gwinnett's county-wide comprehensive plan.

City of Atlanta Comprehensive Development Plan (Atlanta, GA) – Project Manager for three phase planning process, in concert with the City's Zoning Ordinance Rewrite, for guidance on growth and development. The three phases include land use, core planning elements, and other planning and implementing elements.

One Chamblee Comprehensive Plan (Chamblee, GA) – Assistant Project Manager and Planner for major update to Chamblee's Comprehensive Plan that built on the efforts of eight other recent planning studies, including a city-wide Mobility Plan, Parks and Recreation Master Plan, and Self-Driving Shuttle Feasibility Study.

Perimeter Community Improvement Districts Planning Services (Fulton and DeKalb Counties, GA) – Project Planner for various planning services, including an LCI update, code updates, and public place standards.

Clairmont Road Corridor Study (Brookhaven, GA) – Project Manager for a corridor study that looked at development on both sides of Clairmont Road. The study recommended streetscape improvements, redevelopment concepts bound by the City's zoning ordinance, rezonings for 44 parcels to support the plan's vision, and \$9.2 million of projects to implement the vision.

Winder Zoning Update (Winder, GA) – Project Planner for comprehensive update of zoning code, including community engagement, code writing, and necessary zoning map updates.

City of Snellville Unified Development Ordinance (Snellville, GA) – Project Planner for overhaul of Snellville's development regulations to work in partnership with the City's Comprehensive Plan.

City of Newnan Design Guidelines (Newnan, GA) – Project Manager for an update to the City of Newnan's existing downtown design guidelines that condensed a large number of codes, refined recommendations, and expanded the guidelines city-wide.

Envision Glynn Zoning Update (Glynn County, GA) – Project Planner for comprehensive update of zoning and other development related codes in this coastal community. The effort is currently underway and includes substantial community engagement.

SECTION 2: TEAM QUALIFICATIONS

Eric Bosman, AICP

Senior Advisor/Leadership Engagement

Introduction

Eric is an experienced project manager, facilitator, community engagement specialist, planner, and urban designer. Over the last two decades, he has assisted communities and community improvement districts (CIDs) in developing coordinated land use, transportation, economic development, and community investment master plans. Eric has served as a Principal or Project Manager for the Fulton County Transit Master Plan, I-285 Top End Transit Feasibility Study, rebranding of Cobb County's transit system, land use planning for Cobb County's Northwest Corridor, seven CID Master Plans in DeKalb, Fulton, and Cobb Counties, and numerous Livable Centers Initiative Plans. Eric's expertise working with community leaders and citizens, his broad knowledge of planning and implementation processes, and his experience crafting and implementing public improvements make him the ideal stakeholder engagement and coordination lead for this complex effort.



Professional Credentials

- Master of Architecture, University of Illinois, Urbana-Champaign, Architecture
- Master of Urban Planning, University of Illinois, Urbana-Champaign, Urban Planning
- Bachelor of Arts, Clemson University, Architecture

Professional Organizations

- American Institute of Certified Planners (AICP), Member
- Georgia Planning Association (GPA), Past President
- American Planning Association (APA), Member

Relevant Experience

- **Georgetown-North Shallowford Small Area Plan, Dunwoody, GA — Project Manager**
- **Project Renaissance Redevelopment Design Services, Dunwoody, GA — Deputy Project Manager**
- **Project Renaissance Redevelopment Public Involvement, Dunwoody, GA — Project Manager**
- **Comprehensive Plan Update (2020), Dunwoody, GA— Project Manager**
- **Perimeter Community Improvement District Public Space Design Standards, Dunwoody, GA — Project Manager**
- **Jett Ferry Streetscape Dunwoody, GA — Project Planner**
- **Bridge Enhancements - Major Mobility Investment Program, Dunwoody, GA — Project Planner**
- **Master Planning Services for the Perimeter Park @ MARTA Dunwoody Station, Dunwoody, GA — Project Planner**
- **I-285 Top End Transit Feasibility Study, DeKalb County, GA — Project Manager**
- **DeKalb 2050 Unified Plan, DeKalb County, GA, DeKalb County, GA — Deputy Project Manager**
- **Town Center LCI 10-Year Update, Chamblee, GA — Principal-in-Charge**
- **Comprehensive Plan, Chamblee, GA — Senior Advisor**
- **Comprehensive Plan Update Facilitation Services, Alpharetta, GA — Senior Advisor**
- **Downtown Master Plan, Alpharetta, GA — Project Manager**

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SECTION 2: TEAM QUALIFICATIONS

Jonathan Tuley, AICP

Community Development/ Strategic Planning

Introduction

Jon has 18 years of urban planning and community development experience. Since joining Kimley-Horn in 2019, his focus has included small area plans, comprehensive plans, transit and Transit-oriented developments (TODs), corridor studies, and community engagement. He has extensive planning experience in both local and regional planning, having partnered with many local governments while working at the Atlanta Regional Commission (ARC). While at ARC, Jon focused on Livable Centers Initiative (LCI) studies, economic and community development, housing related initiatives, and community and stakeholder outreach. Additionally, he led several key regional economic and community development initiatives including the Aerotropolis Atlanta Alliance, CATLYST (the regional economic development strategy, and the creation of the Metro Atlanta Housing Strategy.



Professional Credentials

- Master of City and Regional Planning, Georgia Institute of Technology
- Bachelor of Science, Lipscomb University, Marketing
- Bachelor of Science, Lipscomb University, Management
- American Institute of Certified Planners #024739

Professional Organizations

- American Institute of Certified Planners (AICP)
- Urban Land Institute, Member
- American Planning Association (APA), Member

Relevant Experience

- 2050 Unified Plan, DeKalb County, GA — Project Planner
- Comprehensive Plan 2023 Update, Peachtree Corners GA — Project Planner
- Satellite Boulevard to Jimmy Carter Boulevard Bus Rapid Transit (BRT) Study, Gwinnett County, GA — Deputy Project Manager
- Willingham Corridor Study, East Point, GA — Project Manager
- Lilburn Community Improvement Districts (CID), LCI Update, Lilburn, GA — Project Manager
- Old National Highway LCI Update, South Fulton, GA — Project Manager
- Campbellton Road Corridor Transit and Land Use Master Plan, Atlanta, GA — Project Planner
- Briarcliff-Clairmont Small Area Plan, DeKalb County, GA — Project Manager
- North Druid Hills-Briarcliff Small Area Plan, DeKalb, GA — Project Planner
- Comprehensive Plan Update, Clayton County, GA — Kimley-Horn Project Manager
- Stonecrest Comprehensive Plan Update, Stonecrest, GA — Kimley-Horn Project Manager
- Comprehensive Plan 2018 Update, Peachtree Corners, GA — A RC Project Manager*
- LCI Study, Gwinnett County, Peachtree Corners, GA — A RC Project Planner*
- Fairburn Downtown LCI Update, Fairburn, GA — Task Manager/Project Planner

*Jon worked on this project prior to joining Kimley-Horn in 2020.

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SECTION 2: TEAM QUALIFICATIONS

Luis M. Taboada, P.E.

Transportation Planning

Introduction

Luis is experienced in transportation planning and traffic engineering with an emphasis in transportation safety, transit, and GIS services. His specialty is merging complex data analytics and evaluation techniques to identify transportation solutions that also consider community sentiment. Luis is proficient in ArcGIS, Highway Safety Manual Applications (HMS), Synchro, and RITIS. He also has a familiarity and knowledge of implementation with safety. Luis understands metro Atlanta, and has most recently served as a deputy project manager for the DeKalb County Comprehensive Transportation Plan (CTP) and the Forsyth County CTP.



Professional Credentials

- Master of Science, University of Tennessee (Knoxville), Civil Engineering
- Bachelor of Science, Tennessee Technological University (Cookeville, TN), Civil Engineering
- Professional Engineer in Georgia #PE047754
- Professional Engineer in Florida #87775

Professional Organizations

- Institute of Transportation Engineers (ITE)

Relevant Experience

- DeKalb 2050 Unified Plan, DeKalb County, GA — Transportation Team Lead
- 2023 SPLOST Support, Gwinnett County, GA — Project Manager
- Traffic Calming, Gwinnett County, GA — Project Manager
- 2024 CTP Update, Forsyth County, GA — Deputy Project Manager
- Transportation Plan 2022, Gwinnett County, GA — Project Engineer
- GDOT, I-85 Corridor PEL Study, Duluth, GA — Project Engineer
- CTP, Walton County, GA — Project Engineer
- GDOT, Regional Safety Design Services, Districts 1 and 4, GA — Project Engineer
- Trails Program Implementation, Gwinnett County, GA — Project Engineer
- Comprehensive Transportation Plan 2018 (CobbForward), Marietta, GA — Project Engineer
- Comprehensive Transportation Plan Update, Milton, GA — Project Engineer
- Powers Ferry Multimodal Circulation Study, Sandy Springs, GA — Project Engineer
- SR 316/University Parkway at SR 120/Duluth Highway Concept Interchange Improvements, Gwinnett County, GA — Project Engineer
- Traffic Operations and Safety Program Support, GDOT — Project Engineer

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SECTION 2: TEAM QUALIFICATIONS

Elena Oertel, AICP, LEED GA

Market and Demographic Analysis

Introduction

Elena is an emerging urban planner who applies analytical thinking throughout the planning process to support sustainable design projects, create grant applications, and implement successful community outreach programs. As a problem solver, Elena conducts economic, demographic, financial, and market analyses to provide clients with data-driven insights to support decision making. She also provides expertise in facilitating and managing public outreach initiatives, campaigns, stakeholder engagement, interviews, and survey development. Her creative public engagement approach yields data-driven insights that empower informed decision-making in planning and development projects for clients.



Professional Credentials

- Master of City and Regional Planning, Land Use Planning, Georgia Institute of Technology
- Bachelor of Science, Sustainability Science, Furman University Associate Project Management in PMP #2695833
- American Institute of Certified Planners
- LEED Green Associate

Relevant Experience

- 2050 Unified Plan, DeKalb County, GA — Project Planner
- Old National Highway LCI Study, South Fulton, GA — Project Planner
- Countywide Trails Master Plan, Public Outreach and Events, Gwinnett County, GA — Project Planner
- McFarland LCI Study, Forsyth County, GA — Project Planner
- Trails Program Implementation, Gwinnett County, GA — Project Planner
- 2030 Strategic Plan Update, Decatur, GA* — Project Planner
- LCI Study, Austell, GA* — Project Planner
- 2030 Comprehensive Plan, Economic Development, Braselton, GA* — Project Planner

*Elena worked on this project prior to joining Kimley-Horn in 2022.

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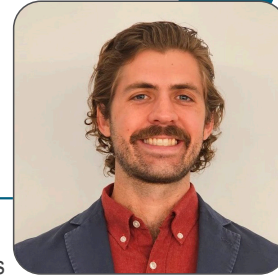
SECTION 2: TEAM QUALIFICATIONS

Kurt Heischmidt

Bicycle and Pedestrian Planning

Introduction

Kurt is experienced in planning, GIS, and data analytics through his work in multi-modal transportation planning. He is experienced in spatial analysis through his work on multiple CTPs across the Atlanta metro area and through Forsyth County's Long-Range Safety Plan. Kurt evaluates data tied to environmental justice, social vulnerability, and vulnerable road users to support more equitable plans and outcomes. His previous work centered on facilitating health-oriented community development.



Professional Credentials

- Master of Science, Georgia Institute of Technology, Geographic Information Science & Technology
- Master of Science, University of South Carolina, Public Health
- Bachelor of Science, University of Missouri, Nutritional Science
- Bachelor of Science, University of Missouri, Health Science

Relevant Experience

- **McMinnville Safe Streets to School Bicycle and Pedestrian Plan, McMinnville, TN — Steering Committee Member (Tennessee Department of Health)**
- **Comprehensive Transportation Plan, Forsyth County, GA — Planning Analyst**
- **Long-Range Safety Plan, Forsyth County, GA — Planning Analyst**
- **GDOT, I-85 PEL Study, Gwinnett County, GA— Planning Analyst**
- **Comprehensive Transportation Plan Update, Milton, PA — Planning Analyst**
- **Trails Plan Implementation Support, Gwinnett County, GA — Planning Analyst**
- **Major Corridors Study 2024, Paulding County, GA — Planning Analyst**
- **Mobility Resource Plan, Chattanooga, TN — Planning & GIS Co-op (KCI Technologies)**
- **Comprehensive Plan, Forsyth County, TN — Planner (Tennessee Department of Health)**

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SECTION 2: TEAM QUALIFICATIONS

CODE STUDIO

LEE EINSWEILER



EDUCATION

Master of Regional Planning
University of North Carolina
at Chapel Hill

Bachelor of Science
Environmental Planning/
Regional Analysis
University of Wisconsin at Green Bay

PRINCIPAL-IN-CHARGE

Lee has been involved in planning, zoning and plan implementation in a variety of settings over the past 30 years. His emphasis has been on redevelopment activity in urban areas, beginning in south Florida in the 80's and 90's, and continuing with his recent work in Charlottesville, Cleveland and the Concord NH. Lee has been personally responsible for over 50 code projects. His combination of conventional zoning know-how with modern code approaches and his ability to facilitate the consideration and adoption of new zoning serves his clients well.

Lee has served as an adjunct faculty member in the Department of Community & Regional Planning at the University of Texas. He is a former board member of the Central Texas chapter of the Congress for the New Urbanism (CNU). Lee is a frequent speaker at state and national conferences on zoning and form-based codes.

RECENT EXPERIENCE

Sandy Springs Development Code. Lee worked with the City to update their Development Code to account for changes in the community since the adoption of their first Development Code. He previously helped the City replace their former County zoning with new concepts tailored to match their adopted Next Ten Comprehensive Plan.

Decatur

CHRISTY DODSON, AICP



EDUCATION

Master of Architecture
Master of City and Regional Planning
Georgia Institute of Technology

Bachelor of Science in Architecture
Georgia Institute of Technology

ASSOCIATE PRINCIPAL

Christy comes to Code Studio with a background in architecture and urban design with experience managing adaptive reuse and urban infill projects. Her experience delivering projects on challenging sites with complicated development codes gives Christy unique insight into the relationship between community goals, development codes, and the built environment. Her work focuses on implementing creative zoning strategies that reduce development barriers for small-scale, community-driven projects with an emphasis on affordable housing and equitable development.

RECENT EXPERIENCE

Greenville Development Code Rewrite. Christy is currently working on the citywide development code rewrite for Greenville, South Carolina where she is focused on crafting zoning and subdivision regulations that implement the policy goals of the recently adopted Comprehensive Plan, GVL2040.

Atlanta Zoning Ordinance Rewrite and Update. Christy is currently working on a citywide zoning ordinance rewrite and update for Atlanta, Georgia. The project includes analyzing the existing ordinance to understand the unique context of the City and proposing a new ordinance that aligns with the Atlanta City Design goals and vision.

SECTION 2: TEAM QUALIFICATIONS

CODE STUDIO

SHANIQUE MASON



EDUCATION

Master of Architecture
Florida International University

Bachelor of Science in Architecture
Wentworth Institute of Technology

ASSOCIATE

Christy comes to Code Studio with a background in architecture and urban design with experience managing adaptive reuse and urban infill projects. Her experience delivering projects on challenging sites with complicated development codes gives Christy unique insight into the relationship between community goals, development codes, and the built environment. Her work focuses on implementing creative zoning strategies that reduce development barriers for small-scale, community-driven projects with an emphasis on affordable housing and equitable development.

RECENT EXPERIENCE

Atlanta Zoning Ordinance Rewrite and Update. Shanique is currently assisting on the citywide zoning ordinance rewrite and update for Atlanta, Georgia. The project includes analyzing the existing ordinance to understand the unique context of the City and proposing a new ordinance that aligns with the Atlanta City Design goals and vision.

Greenville Development Code Rewrite. Christy is currently working on the citywide development code rewrite for Greenville, South Carolina where she is focused on crafting zoning and subdivision regulations that implement the policy goals of the recently adopted Comprehensive Plan, GVL2040.

BERTRAND BAHIZI



EDUCATION

Master of Urban Planning
Harvard Graduate School of Design

Bachelor of Arts-International Affairs
George Washington University

ASSOCIATE

Bertrand is an interdisciplinary professional with experience working with stakeholders in the public and private sectors to generate positive environmental, social, and governance outcomes in diverse communities. His passion for community development has remained a constant theme in his career, spanning urban planning and design, international development, and social entrepreneurship. Bertrand spent the first 5 years of his career as a project manager and business strategist at a global consulting firm, supporting multidisciplinary teams to develop and implement government-funded projects focused on urban development, municipal governance, and public sector reform.

Bertrand believes in integrated urban planning, social urbanism, and human-centered design approaches to investing in people and places. He is committed to working through critical, creative, and strategic processes to enable just, inclusive, and sustainable urban development.

RECENT EXPERIENCE

Atlanta Zoning Ordinance Rewrite and Update. Bertrand has begun assisting the firm on the citywide zoning ordinance rewrite and update for Atlanta.

SECTION 2: TEAM QUALIFICATIONS



JOSEPH L. COOLEY

*Land Use and Zoning Attorney,
AICP Certified Planner, and
Landscape Architect*

PROFESSIONAL EXPERIENCE:

Joseph L. Cooley is a land use and zoning attorney, AICP certified planner and registered landscape architect. His legal practice involves representing municipal and private clients in a broad range of land use issues including: zoning and development code preparation, code review for constitutional muster, review of proposed projects for conformity to municipal codes and development regulations, growth management, impact fees, zoning and development agreement negotiations, variance and special use permit applications and land use litigation. He has served as the Director of Community Development for the City of Doraville and Director of Planning and Development for Highlands, North Carolina, and Zoning Manager for the City of Sandy Springs.

Mr. Cooley is a certified zoning official in the State of North Carolina. He was the principal partner in an environmental and land use planning firm for many years in Sarasota, Florida. He has presented many times at land use law seminars, often focusing on growth management topics.

EDUCATION

*Juris Doctor
Georgia State University
College of Law
2005*

*Master of City and Regional
Planning
Georgia Institute of
Technology
2005*

*Bachelor of Landscape
Architecture
University of Florida
1979*

YEARS OF EXPERIENCE

31

AFFILIATIONS

- State Bar of Georgia
- AICP, American Planning Association
- Urban Land Institute
- Congress for the New Urbanism
- North Carolina Association of Zoning Officials

SECTION 3:

Project Experience

TSW has completed dozens of comprehensive plan and coding efforts, several for the same municipality that include coordinated efforts (underlined projects in the list below) so that the comprehensive planning process informs the code recommendations, which will ultimately support the vision of the comprehensive plan. TSW has worked on a variety of coding efforts, including zoning and unified development codes, city-wide/county-wide regulations, and district regulations that include mixed-use codes, neighborhood codes, downtown district codes, and SmartCodes. Below is a list of TSW's recent comprehensive planning and code and zoning efforts (project location is in Georgia unless otherwise noted).

TSW Comprehensive Plans

- Atlanta Comprehensive Development Plan
- Barrow County Comprehensive Plan Update
- Braselton Comprehensive Plan Update
- Brookhaven Comprehensive Plan Update*
- Buford Comprehensive Plan
- Chamblee Comprehensive Plan
- Cherokee County (NC) Comprehensive Plan
- Claremore (OK) Comprehensive Plan and Special District Plans
- Clarkston Comprehensive Plan
- Collinsville (OK) Comprehensive Plan
- Decatur Strategic Plan, Livable Centers Initiative & Comprehensive Plan
- Douglas County Comprehensive Plan Update & Small Area Studies*
- Fair Oaks (OK) Comprehensive Plan Update
- Gainesville Comprehensive Plan Update
- Goose Creek (SC) Comprehensive Plan
- Graham County (NC) Comprehensive Plan
- Gwinnett Unified Plan Update
- Hall County Comprehensive Plan Update
- Henry County Comprehensive Plan
- Johns Creek Comprehensive Plan
- Milton Comprehensive Plan
- Pawhuska (OK) Comprehensive Plan
- Powder Springs Comprehensive Plan
- Red Bank (TN) Comprehensive Plan
- Rome-Floyd Comprehensive Plan
- Roswell Comprehensive Plan*

* Subconsultant role

TSW Coding Efforts

- Alpharetta Downtown Code
- Alpharetta North Point Code
- Argenta (North Little Rock, AR) District SmartCode
- Atlanta Upper Westside Zoning Updates
- Atlanta Zoning Ordinance Rewrite
- Augusta Sustainable District
- Barrow County Zoning Updates
- Blythewood (SC) Town Center District
- Braselton Unified Development Code
- Brookhaven Peachtree-Brookhaven Overlay
- Chattahoochee Hills Unified Development Code
- Decatur Unified Development Ordinance
- Dunwoody Village Zoning Update
- Dunwoody Sign Ordinance
- Forsyth County Residential Design Standards
- Gainesville Unified Land Development Code
- Garden City Mixed-use District
- Glynn County Zoning Update
- Goose Creek (SC) Code Updates and Central Creek District Design Standards
- Hall County Unified Development Code
- Hampton Zoning Update
- Hapeville Urban Design Standards
- Milton Crabapple SmartCode
- Milton Deerfield SmartCode
- Milton Historic Preservation Design Guidelines
- Milton Unified Development Code
- McDonough Unified Development Ordinance
- Newton County Diagnostic Report & Code
- Poncey-Highland Historic District
- Roswell Unified Development Code*
- Sapulpa (OK) Code and Design Guidelines
- Statesboro Zoning Update and Unified Development Code
- Snellville Towne Center Code and Unified Development Ordinance

SECTION 3: PROJECT EXPERIENCE

City of Atlanta Zoning Ordinance Rewrite and Comprehensive Development Plan

Atlanta, GA



CODE STUDIO

Client Information:

City of Atlanta
Department of City Planning
Keyetta Holmes, Director, Office of Zoning and Development
Phone: 404.330.6145

TSW was retained by the **City of Atlanta** to first conduct a **Zoning Diagnostic** to review the ability of the Zoning Ordinance to implement City policies, public perceptions of, and experiences with the Zoning Ordinance, usability and clarity to administer and use, and best practices in zoning nationwide. Following the Diagnostic, TSW completed Zoning Amendments that included quick fixes (updates that were relatively easy to prepare, met a critical need, and had broad public support) and future code changes (updates that should be undertaken as part of the full **Zoning Ordinance Rewrite**). TSW is now in the final phase of drafting the new Zoning Ordinance that will be more user-friendly, support the Comprehensive Development Plan, and update code across many zoning districts that is outdated and inconsistent.

While working on the Zoning effort, TSW was retained by the City of Atlanta to lead the City's **Comprehensive Development Plan (CDP)**, Atlanta's guide for growth and development. The CDP shows relationships among land use, transportation, housing, economic and community development, nature, urban design, historic preservation, and other aspects to city building.

In October 2021, the City adopted Plan A as Atlanta's Comprehensive Development Plan. Atlanta's City Charter Sections 3-602, 3-603, and 3-604 and the Georgia Planning Act of 1989 require the City to prepare, adopt, maintain, and implement a comprehensive development plan at least every 5 years. Plan A is the first 5-year CDP update since City Council adopted Atlanta City Design to Atlanta's City Charter in 2017. Atlanta's City Charter establishes Atlanta City Design as

the principal design concept for Atlanta and the framework for comprehensive planning. Atlanta City Design is premised on two ideas: 1) Atlanta is going to change, and 2) almost always, more people are better than fewer, and that growth can include everyone if properly designed. Understanding growth over the next 20 years is paramount to translating and implementing Atlanta City Design.

To build on Plan A in concert with the City's Zoning Ordinance Rewrite (also led by TSW), the TSW Team approached the planning process with three phases:

Phase 1: Land Use Approach is a technical and legal effort to align the City's existing Land Use approach with the future Zoning Ordinance. Today's land use structure includes Future Land Use designations, Character Areas, and Atlanta City Design Areas.

Phase 2: Core Planning Elements marks the beginning of the public outreach effort and focuses on improving the Land Use approach and the CDP Elements that most closely relate to the key land use topics identified and fully discussed in policy briefs during Phase 1. In addition to the Land Use Planning element, these elements will be Housing and Community Development Planning and Transportation Planning.

Phase 3: Other Planning and Implementing Element addresses other updates to the City's comprehensive development plan but are less urgent and include neighborhood planning, historic preservation, local economic development, broadband internet, public safety facilities, nature and resiliency, and urban design.

The community engagement portion of the planning process includes consistent and routine engagement and outreach with NPU's, neighborhoods, and the public, and City Council and stakeholder briefings.

SECTION 3: PROJECT EXPERIENCE

City of Atlanta Zoning Ordinance Rewrite and Comprehensive Development Plan

Atlanta, GA



CODE STUDIO

RECOMMENDATION BIG IDEAS



» OVERVIEW

Hybrid Code

- Provide a balance of use-based and regulations and form-based regulations.
- Provide more design regulations in some areas, less in others.
- Create regulations that are more easily understood and administered than a pure form-based code.

Unified Zoning and Subdivision Ordinances

- Consolidate Parts 15 (Subdivision Ordinance) and 16 (Zoning Ordinance) today, which are too closely related to remain separate.
- Make necessary amendments to other City Codes.

User-Friendly Code

- Write in Plain English, not "legalese."
- Use illustrative graphics to make requirements easier to visualize.
- Make use of tables for allowed uses and other requirements.
- Improve definitions so they are clear and leave no room for interpretation.
- Supplement code updates with website enhancements.

Place-Based Zoning

- Document existing development patterns to identify place types.
- Establish place-based zoning that can be tailored to neighborhoods, corridors, and districts.
- Recognize that some place types may be more walkable/urban and some more drivable/suburban.
- Tie place types to the updated Comprehensive Development Plan (CDP).

- Consider creating "Legacy Districts" (that remain on the zoning map but not available for rezoning) in order to reduce non-conformities and preserve existing entitlements.

Staffing

- Consider the staffing implications of every potential new regulation.
- Provide sufficient staff resources to properly administer new regulations.
- Invest in updated technology and application processing procedures.

Fewer Districts

- Remove districts that exist in the code but are not on the zoning map.
- Consolidate Special Public Interest Districts (SPIs).
- Reconsider whether each current districts is necessary.

IMPROVING URBAN DESIGN



» FUTURE CODE CHANGES

Open Space

- Eliminate the Land Use Intensity Table.
- Combine public space and usable open space requirements into a single new requirement.
- Decrease the amount of public or open space required, but improve the quality of that space by ensuring that it is usable in terms of size, amenities, and relationship to adjacent buildings.
- Eliminate total open space requirements.
- Do not allow transitional yards to count towards new open space requirements.
- Exempt any buildings constructed before the adoption of the updated Zoning Ordinance from open space requirements if the use of those buildings changes but the site is not redeveloped.

- Require master planned developments that include more than one property to consolidate required open space into parks, plazas, squares, and similar spaces available for public use, rather than providing scattered, small areas of unusable open space.
- Allow creative stormwater facilities to count toward open space requirements.
- Explore creating zoning district for City parks.

Natural Systems

- Leverage the Atlanta City Design Project to envision ways to better preserve Atlanta's natural systems.

Outdoor Dining

- Establish criteria for outdoor dining in the public right-of-way.
- Determine if parking requirements should exist for outdoor dining areas within the public right-of-way.

Place-Based Zoning

- Document existing development patterns to identify place types.
- Establish place-based zoning that can be tailored to neighborhoods, corridors, and districts.
- Establish additional standards that apply on certain street types. Examples may include mandatory shopfronts and sidewalk requirements.

SECTION 3: PROJECT EXPERIENCE

Hall County Comprehensive Plan and Unified Development Code

Hall County, GA



Client Information:

Hall County
Randi Doveton, Director of Planning and Development
Phone: 770.297.5544

TSW was first retained by **Hall County** to complete **minor updates** to their Comprehensive Plan. Following the minor updates, TSW worked with the County to develop **Hall County Forward**, a complete Comprehensive Plan update.

Recognizing that Hall County will continue to grow in population at a steady pace, Hall County Forward is intended to balance opportunities for economic growth with the desire to maintain rural character, greenspace, and natural resources. The plan also addresses the need to coordinate new development with infrastructure capacity. Key components of the plan include the process used to develop recommendations, the recommendations themselves, and how the plan will be implemented.

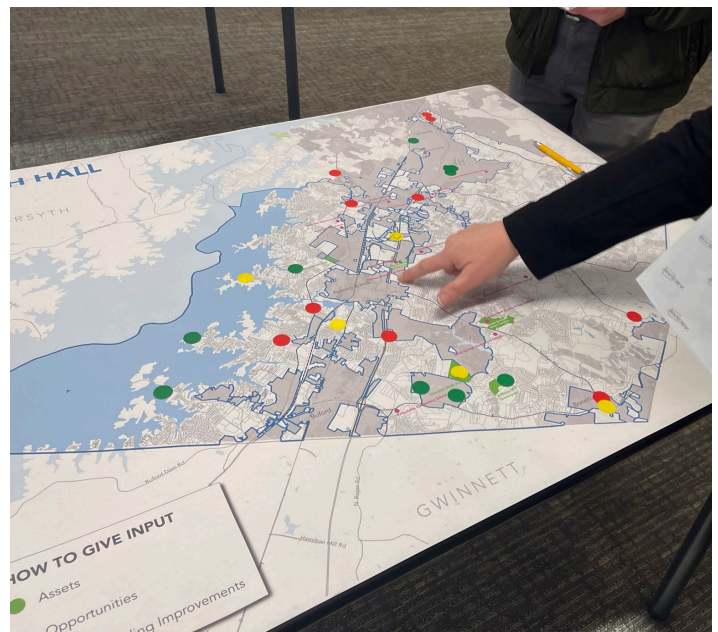
An extensive community input process was vital to ensuring that Hall County Forward truly represents the community's interests. To maximize community input, Hall County provided multiple options for public input, occurring in almost every month of the planning process. Community engagement strategies and activities included a dedicated project website, social media, steering committee, three advisory committees, six public meetings, numerous surveys (county-wide input survey and smaller surveys to complement the in-person meetings), and a "meeting-in-a-box" toolkit that allowed resident and stakeholder groups to host meetings with their community on their own schedule without needing a member of the project team to facilitate the meeting.

Hall County Forward is based on nine goals shaped by community input into topics that include growth management, attainable housing, infrastructure maintenance and expansion, parks and recreation, greenspace, natural resource conservation, multi-

modal transportation, safety and security, and economic development. Each goal is accompanied by a set of strategies and action items that provide steps to achieve the community's vision.

Concurrent with the development of Hall County Forward, the county's zoning ordinance, subdivision regulations, and stormwater regulations were updated by TSW and consolidated into a **Unified Development Code (UDC)**. The UDC focuses on promoting economic growth and avoiding unnecessarily strict regulations, making regulations easier to understand, incorporating technical best practices, creating flexible mixed residential and mixed use districts, and ensuring high quality development. The process to update the UDC involved auditing and improving the existing regulations to:

- Make the code easier to understand.
- Update outdated terms and references.
- Consolidate uses into a single table.
- Add graphics and diagrams for clarity.
- Update and consolidate definitions.
- Reorganize regulations.
- Update legal provisions.
- City Council and stakeholder briefings.



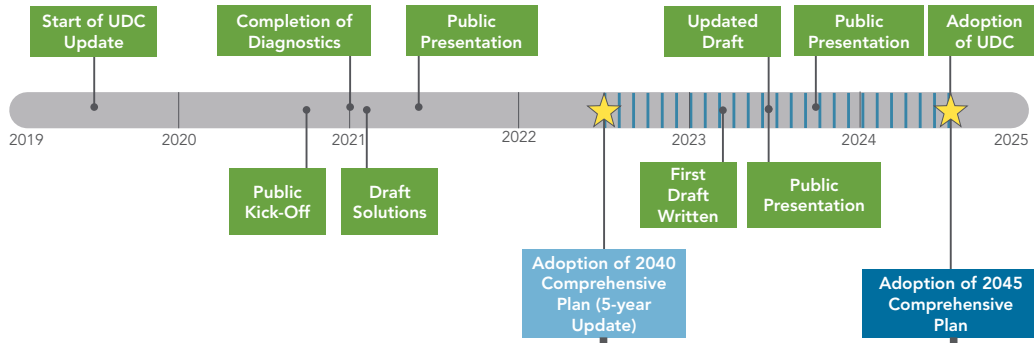
SECTION 3: PROJECT EXPERIENCE

Hall County Comprehensive Plan and Unified Development Code

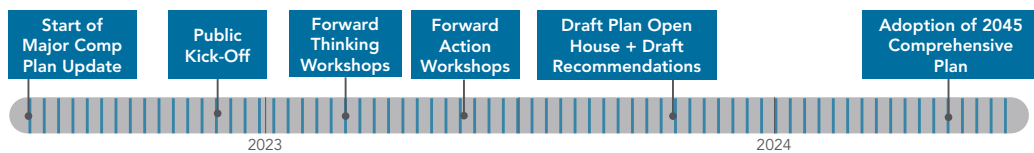
Hall County, GA



UDC and Comprehensive Plan Processes



2045 Comprehensive Plan Process



Goals



Growth Management. Efficiently plan to accommodate new developments and prioritize connections to existing or planned infrastructure while retaining the character of each area of the county.



Attainable Housing. Provide a variety of housing options across size, type, tenure, price, location, and other factors that ensure access to transportation and amenities while minimizing the number of cost-burdened households.



Infrastructure Maintenance & Expansion. Improve infrastructure for growing areas, prioritize land use and infrastructure alignment, and expand broadband, road networks, water access, and sewer systems.



Parks & Recreation. Enhance and expand parks and recreation facilities to maximize quality of life.



Greenspace. Preserve and protect existing greenspace while seeking out new opportunities for inventory expansion.



Natural Resource Conservation. Preserve and protect natural resources like Lake Lanier, rivers and streams, and undeveloped forestry to safeguard community identity.



Multi-Modal Transportation. Expand alternative transportation options by increasing pedestrian infrastructure, developing complete streets, and enhancing public transit.



Safety & Security. Ensure a safe environment for all by improving existing safety and security measures and proactively addressing crime concerns as Hall County continues to grow.



Economic Development. Continue to encourage and support an atmosphere for economic growth and development to create opportunities for all.

8.6.9. Canopy Signs



A. Definition

A sign affixed to, superimposed upon, or painted on any roof or roof-like structure which is extended over a sidewalk, walkway, or vehicle access area.

B. General Provisions

1. Signs cannot extend outside the overall length or width of the canopy. However, a canopy sign may extend above or below the canopy.
2. Signs may not extend above the height of the building, including any parapet wall.
3. Signs may not be located on a roof.
4. Signs must be located at least 8 feet above any sidewalk or walkway and 13 feet 6 inches above any vehicular access area.

C. Number of signs.

One awning sign, or one canopy sign, or one wall sign, or one projecting sign is allowed per establishment along the side of the establishment that includes its public entrance, unless specified in Sec. 8.6.14 or Sec. 8.6.15.



D. Sign area

1. The maximum area is 64 square feet per building, or one square foot per linear foot of storefront, whichever is greater.
2. A tenant with less than 16 linear feet of storefront is allowed one sign not exceeding 16 square feet in area.

E. Sign dimensions

- Ⓐ Sign width: max. canopy width
Ⓑ Sign height: max. 2 ft.

SECTION 3: PROJECT EXPERIENCE

City of Milton Comprehensive Plan and Unified Development Code

Milton, GA



Client Information:

City of Milton
Michele McIntosh-Ross (formerly with the City of Milton and now with the City of Sandy Springs)
Phone: 770.730.5600

TSW led a multidisciplinary team to prepare a conventional **Unified Development Code (UDC)** for the **City of Milton**. The process began with a Diagnostic Report that found that current regulations did a good job at supporting the Comprehensive Plan and small area plans and protecting rural character and neighborhoods. Opportunities for improvement included making the UDC more user-friendly in terms of language, format, graphics, and usability; strategic content changes would be minimal overall.

Focusing on document usability, TSW changed ordinance language from legal terminology to plain language where possible, added graphics and tables for users to better understand regulation requirements, and cleaned up text for consistency.

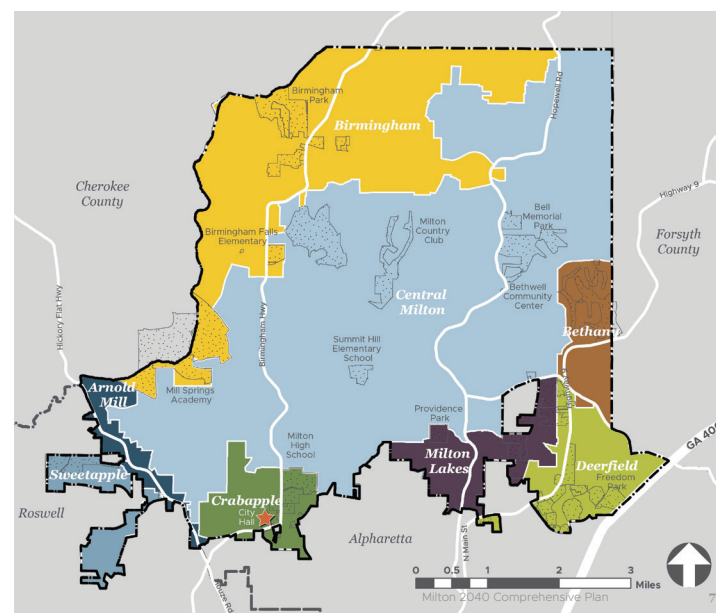
Overall the UDC changes and new regulations focus on:

- Creating regulations that incorporate best practices;
- Reviewing work initiatives as contained in the City's Comprehensive Plan 2030 Updated;
- Removing or amending outdated standards;
- Removing redundancies and conflicts;
- Consolidating uses or use groups;
- Creating clear definitions and terminology;
- Providing graphics and illustrations to supplement written regulations; and,
- Crafting regulations that provide for effective administrative enforcement.

As part of the UDC, TSW conducted a public participation process that engaged community leaders, key stakeholders, business owners, economic development partners, and interested citizens with public meetings, interviews, stakeholder meetings, and City Council presentations.

Following the UDC process, TSW was retained to update the City's **2040 Comprehensive Plan**. The planning process followed a traditional comprehensive planning update beginning with research and analysis, base mapping, and a market study for a check-up on previous comprehensive plan policy and recommendations and a look to the future. The public outreach process included meetings, online workshops, pop-ups, community education sessions, and advertising and projects updates via a project website, social media, email, electronic signage, and newspapers.

Building on the vision from the previous comprehensive plan, which included maintaining and improving quality of life, protecting rural heritage, and supporting economic development. The outreach process feedback and research identified common tools that other cities use to preserve, promote, and capitalize on their rural heritage and equestrian lifestyles. Research and policy recommendations focus on similar case study city's placemaking tools, trail systems and agri-tourism efforts and how they apply to land use, housing, sustainability, economic development, transportation, and placemaking and branding.



SECTION 3: PROJECT EXPERIENCE

City of Milton Comprehensive Plan and Unified Development Code

Milton, GA



Land use & Ordinances

- Zoning that supports rural lifestyles
- Growth / service boundaries
- Equestrian committee

Parks, Trails, Greenspace

- Miles of connected trail networks
- Greenspaces and parks using existing natural features
- Signage and wayfinding between places (digitally and in the community)

Commercial Nodes

- Local businesses with support from the community and City
- Designated areas for commercial development

Agri-tourism

- Organized agri-tourism
- Advertised with parks, trails, etc.
- Events
- Visitors' Bureau
- Branding and marketing

Partnerships & Funding

- Endowment or conservancy dedicated to specific parks
- Non-profits
- Economic Development Commissions
- Educational institutions
- Take advantage of grants & tax credits

5.2.4. Building Placement



Principal Building Setbacks

- A Front Yard: Per zoning conditions
- B Side Yard (interior) Per zoning conditions
- C Side Yard (street) Per zoning conditions
- D Rear Yard: Per zoning conditions

Accessory Structure Setbacks

Single-Family Dwelling, Duplex, Townhouses: Accessory structures may be located in rear yard or side yards only but must not be located within a minimum yard. Additional standards may apply to specific accessory uses in Sec. 8.8.

Multifamily: Accessory structures must not be located in the minimum front yard.

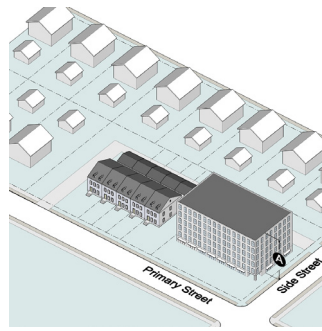
Internal Buffering and Landscaping

Per zoning conditions.

Interior Building Separation

All building separations must be as specified by the City's building code.

5.2.5. Bulk and Mass



Building Height

- A All Buildings: 60 ft. max. [1, 2]

Heated Floor Area

All uses: Per zoning conditions

Table notes:

- [1] See Sec. 6.3 (Rural Milton Overlay) and Sec. 6.2.8.N (State Route 9 Overlay) for additional height limits.
- [2] Greater building heights may be approved through the use permit procedures of Sec. 12.5.2.

5.2.6. Pedestrian Connectivity

All components must be interconnected with pedestrian paths constructed of either colored/textured materials or conventional sidewalk materials and clearly identified.

5.2.7. Overlay Compliance

Additional or alternative standards may apply within overlay districts.

A. State Route 9 Overlay
See Sec. 6.2.

B. Rural Milton Overlay
See Sec. 6.3.

C. Birmingham Crossroads Overlay
See Sec. 6.4.

12.1. Summary of Review Authority

12.1.1. Summary of Review Authority

Table 12.1.1 summarizes the review, approval, and appeal authority of the various review bodies and officials that implement and administer this UDC. The table is not all-inclusive. If there are conflicts between Table 12.1.1 and the text of this UDC, then the text governs.

Table 12.1.1. Summary of Review Authority

Key:		Approval Authority						
R = Review & Recommendation								
D = Final Decision								
A = Appeal								
PH = Public Hearing								
C = Confirmation								
Approval Process		Cross Reference	Design Review Board	Comm. Dev. Director	HPC	Board of Zoning Appeals	Planning Commission	City Council
Legislative Review								
UDC Text Amendment (Zoning)	Sec. 12.3			R			R-PH	D-PH
UDC Text Amendment (Not Zoning)	Sec. 12.3			R				D-PH
Zoning Map Amendment (Rezoning)	Sec. 12.3		R	R			R-PH	D-PH
Regulating Plans, Infill Regulating Plans (Form-Based Codes)	Article 7		R	R			R-PH	D-PH
Use Permit	Sec. 12.5.2		R	R			R-PH	D-PH
Subdivision Review								
Preliminary Plat	Sec. 12.6.3			D			R-PH	A-PH
Final Plat	Sec. 12.6.4			R				D-PH
Minor Plat	Sec. 12.6.5			D		A-PH		
Form-Based Code Review								
Code Compliance Certificate	Article 7			D		A-PH		
Permit Review								
Administrative Permit	Sec. 12.5.1			D		A-PH		
Land Disturbance Permit	Sec. 12.8.2		R[1]	D		A-PH		
Certificate of Endorsement	Sec. 12.8.1		R	D		A-PH		
Certificate of Appropriateness	Sec. 12.7.4				D			A
Building Permit	Sec. 12.2.3		R[1]	D		A-PH		
Demolition Permit	Sec. 12.8.6		D			A-PH		
Tree Removal Permit	Sec. 11.1			D		A-PH		
Relief								
Administrative Variance, Administrative Minor Variance, Minor Variance	Sec. 12.4.2.A			D		A-PH		
Administrative Modification	Sec. 12.4.2.B			D[2]				C
Warrant (Form-Based Codes)	Article 7			D				
Primary Variance	Sec. 12.4.2.A		R			D-PH[3]		
Secondary Variance	Sec. 12.4.2.A					D-PH		
Concurrent Variance	Sec. 12.4.2.A		R	R			R-PH	D-PH
Zoning modification	Sec. 12.4.2.B			R				D-PH

Tables notes:

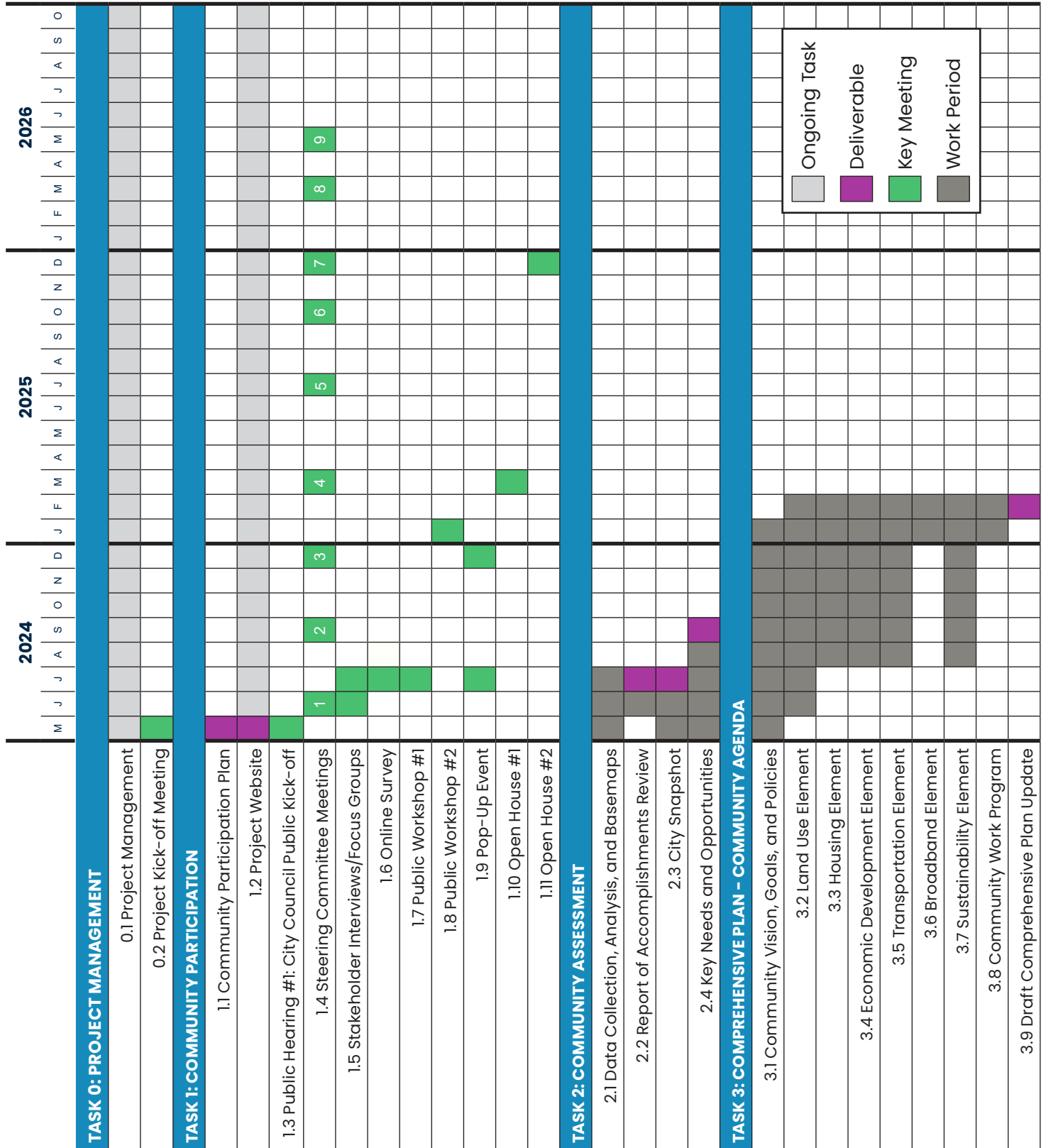
[1] Review is limited. See Sec. 12.2.3

[2] Appeals are processed as a Zoning Modification.

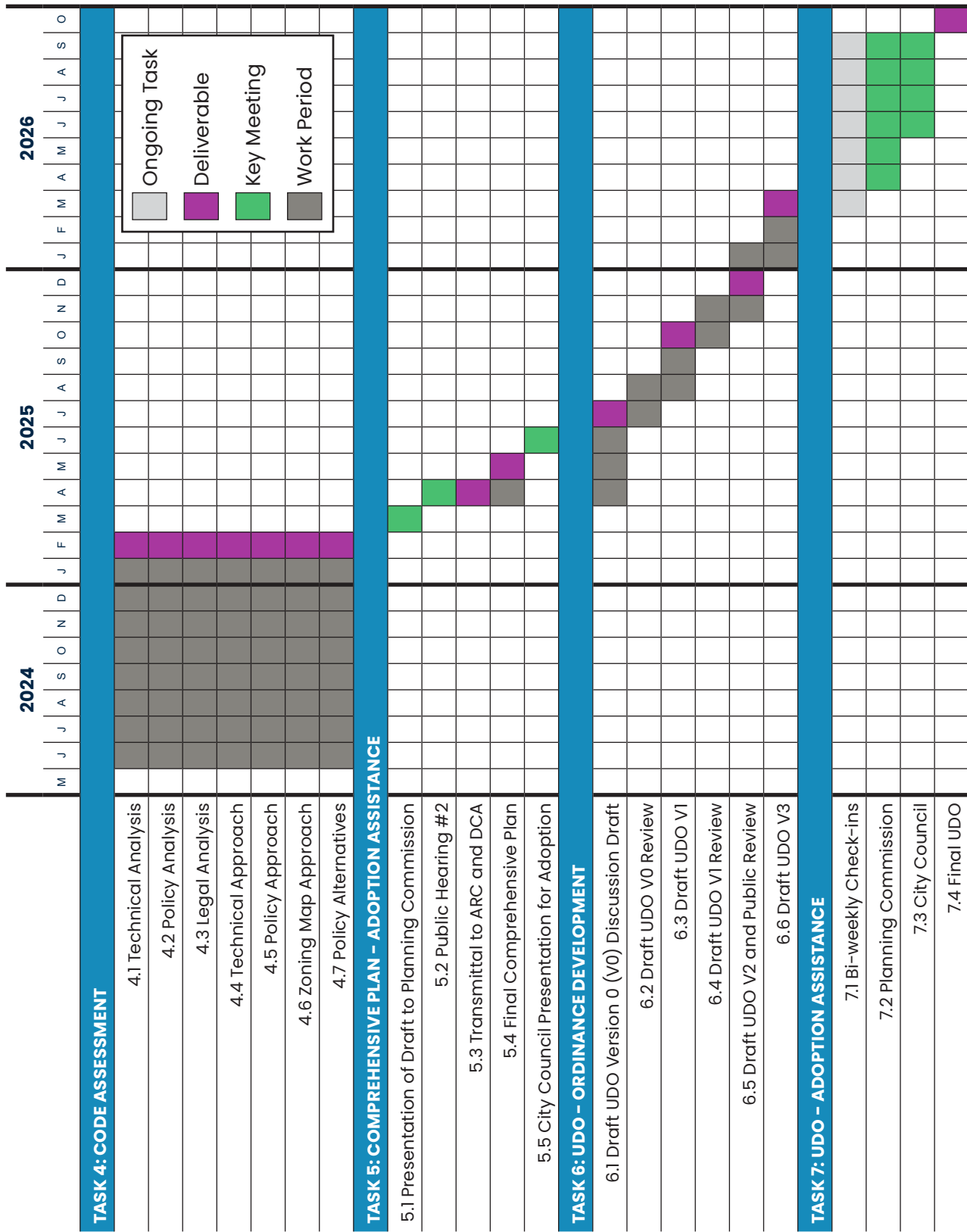
[3] Includes stream buffer variances that are not concurrent with rezoning, use permit, or zoning modification.

SECTION 4:

Project Schedule



SECTION 4: PROJECT SCHEDULE



SECTION 5:

Additional Materials

STATEMENT OF QUALIFICATIONS FORM

RFP 24-02

DEVELOP COMPREHENSIVE TEN-YEAR PLAN AND CREATION OF A UNIFIED DEVELOPMENT ORDINANCE (UDO)

The undersigned, as Proposer, hereby declares that this Proposal is in all respects fair and submitted in good faith without collusion or fraud. Proposer represents and warrants to the City that: (i) except as may be disclosed in writing to the City with its Proposal, no officer, employee or agent of the City has any interest, either directly or indirectly, in the business of the Proposer, and that no such person shall have any such interest at any time during the term of the Contract should it be awarded the Contract; and (ii) no gift, gratuity, promise, favor or anything else of value has been given or will be given to any employee or official of the City in connection with the submission of this Proposal or the City's evaluation or consideration thereof.

The Proposer further represents that it has examined or investigated the site conditions if necessary, and informed itself fully in regard to all conditions pertaining to the place where the work is to be done; that it has examined the Contract Documents (available at <http://dunwoodyga.gov>) and has read all Addendum(s) furnished by the City prior to the opening of the Proposals, as acknowledged below, and that it has otherwise fully informed itself regarding the nature, extent, scope and details of the services to be furnished under the Contract.

The Proposer agrees, if this Proposal is accepted, to enter into the written Contract with the City in the form of Contract attached (properly completed in accordance with said Proposal Documents), and the Contract Documents for RFP 24-02 Develop Comprehensive Ten-Year Plan and Creation of a Unified Development Ordinance (UDO), at the City of Dunwoody, and to furnish the prescribed evidence of a valid business license, insurance, and all other documents required by these Contract Documents. The Proposer further agrees to commence work and to perform the work specified herein within the time limits set forth in the Contract Documents, which time limits Proposer acknowledges are reasonable.

The undersigned further agrees that, in the case of failure or refusal on its part to execute the said contract, provide evidence of specified insurance, a copy of a valid business or occupational license and all other documents required by these Contract Documents within ten (10) business days after being provided with Notice of Intent to Award the contract (or such earlier time as may be stated elsewhere in these Proposal Documents), the Proposal award may be offered by the City to the next ranked Proposer, or the city may re-advertise for Proposals, and in either case the City shall have the right to recover from the Proposer the City's costs and damages including, without limitation, attorney's fees, to the same extent that the City could recover its costs and expenses from the Proposer under section 10 of the Instructions to Proposers if the Proposer withdrew or attempted to withdraw its Proposal.

The Proposer further agrees, if it fails to complete the work according to the Specification within the scheduled time or any authorized extension thereof, we can terminate for cause.

SECTION 5: ADDITIONAL MATERIALS

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
1	2-21-24	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

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

TSW

Name:

Work is to commence on or about May 1, 2024. This contract shall be for two years with a one-year City option for extension.

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 **Tunnell, Spangler & Associates, Inc. d/b/a TSW**

SECTION 5: ADDITIONAL MATERIALSFederal Tax ID **58-1873676**Address **1447 Peachtree Street NE, Suite 850****Atlanta, GA 30309**Does your company currently have a location within the City of Dunwoody? Yes ☐ No ☒

Representative Signature _____

Printed Name **Caleb P. Racicot**Telephone Number **404.873.6730**Fax Number **N/A**Email Address **cracicot@tsw-design.com**

SECTION 5: ADDITIONAL MATERIALS



TUNN&00-01

CBOURDON

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
9/5/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Weymouth, Swayze, and Corroon Ins 5710 Kennett Pike, PO Box 3939 Wilmington, DE 19807		CONTACT Carol Bourdon NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS: cbourdon@wscins.com	
INSURED Tunnell-Spangler & Associates, Inc. 1447 Peachtree St., NE Suite 850 Atlanta, GA 30309		INSURER(S) AFFORDING COVERAGE INSURER A : CONTINENTAL INSURANCE NAIC # 35289 INSURER B : CONTINENTAL CASUALTY 20443 INSURER C : HARTFORD INSURANCE COMPANY INSURER D : INSURER E : INSURER F :	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:			6020707119	9/5/2023	9/5/2024	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 EMPL PRACTICES \$ 10,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			6020707119	9/5/2023	9/5/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			6020707167	9/5/2023	9/5/2024	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	44WECAT5YS8	9/5/2023	9/5/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional Liabil			AEH254029695	9/5/2023	9/5/2024	Per Occurrence 2,000,000
B	Ded. \$2,500			AEH254029695	9/5/2023	9/5/2024	Aggregate 4,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Additional named insured:

Tunnell-Spangler & Associates, Inc. d/b/a Tunnell-Spangler-Walsh & Associates, Inc. and TSW

UMBRELLA LIABILITY IS NOT EXCESS OVER PROFESSIONAL LIABILITY

CERTIFICATE HOLDER

CANCELLATION

FOR EVIDENCE ONLY	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

ACORD 25 (2016/03)

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SECTION 5: **ADDITIONAL MATERIALS**

City of Dunwoody, Master Plan for Georgetown/ North Shallowford Community Area

Kimley-Horn played a major role in the development and implementation of revitalization plans for the City of Dunwoody's historic village center and Georgetown community area. Kimley-Horn professionals led the development of the initial multidisciplinary master plan for the two districts, which included significant public involvement to develop a market-based land use and transportation vision for the community. Each plan resulted in a 20-year action plan for community improvements and redevelopment. Public involvement efforts included a combination of stakeholder interviews, focus groups, website tools, and community workshops.

Following the master plan development, Kimley-Horn was selected by the City to develop the design and construction documents for Dunwoody Village Parkway. The project will modify a four-lane boulevard street into a two-lane Main Street. Kimley-Horn also is designing a series of parks and a multi-use trail as part of the City's Project Renaissance in the Georgetown area. The parks will be the focal point of a 70-unit, village-style single-family development. Project Renaissance also includes a planned 3-acre commercial development as part of the public-private partnership on a formerly foreclosed, failed multifamily residential site.



CLIENT

City of Dunwoody, GA

LOCATION

**Dunwoody,
Georgia**

REFERENCE

Michael Starling
678.382.6700
Michael.Starling@
dunwoodyga.gov

SERVICES

**Master Planning,
Design, Public
Involvement**

Kimley»Horn

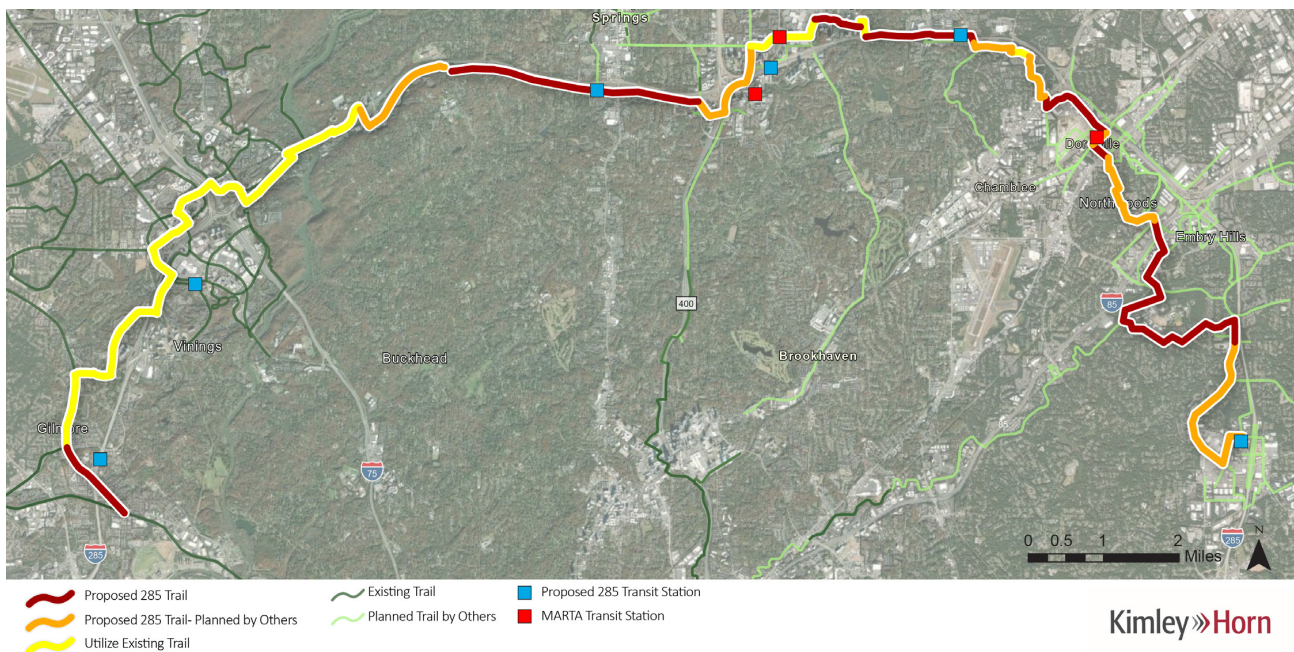
SECTION 5: ADDITIONAL MATERIALS

I-285 Top End Transit and Trails DeKalb, Fulton, and Cobb Counties

In the summer of 2018, a transit feasibility study along the “Top End” of I-285 from the City of Tucker in DeKalb County to the City of Smyrna in Cobb County was conducted by Kimley-Horn and Atlas. The study concluded that using a rubber-wheeled transit mode that utilizes the Georgia Department of Transportation’s (GDOT) planned I-285 Express Lanes is the most feasible option for creating a Top End Rapid Transit system. Based on local land use and economic development plans, the feasibility study identified potential station locations, evaluated the potential transit markets at these locations, and estimated the capital and operational costs of constructing a system of rubber-wheeled transit vehicles operating in the Express Lanes. Additionally, the

feasibility study evaluated potential funding sources for the Top End Rapid Transit system including different sales tax and special district value-capture options.

In 2019, a second phase, the I-285 Top End Rapid Transit Pre-Project Development Study, built on the initial feasibility study to create an updated service plan based on updated station assumptions, a more detailed cost-estimation for necessary capital improvements and system operations, an analysis of the projected travel time for the system compared to current drive travel times, and a ridership forecast for the system. Recommendations on methods for maximizing the benefit of the Top End Rapid Transit system were also developed.



CLIENT

City of Brookhaven, GA

LOCATION

DeKalb, Fulton, and
Cobb Counties
Georgia

REFERENCE

Patricia Hansen, GPC
770.853.4720
patty.hansen@
brookhavenGA.gov

SERVICES:

Transit Feasibility Study

Kimley»Horn

SECTION 5: ADDITIONAL MATERIALS

Perimeter Community Improvement Districts (PCIDs) Consolidated Master Plan

For two decades, the PCIDs have led efforts to accelerate transportation and infrastructure improvements at the crossroads of I-285 and GA 400 to create one of the South's most livable centers. In that time the PCIDs, with their partners at state and local levels, have invested in public improvements that continue to transform the once suburban, auto-centric commercial district into one of the fastest growing and most dynamic mixed-use, transit-oriented activity centers in the Southeast United States.

In 2018, the PCIDs began its next generation of leadership and commenced a process to sustain the area's quality, competitiveness, and accessibility in light of continued market growth and regional transportation investments.

The result is the Perimeter CIDs Consolidated Plan built upon:

- Review, analysis, and consolidation of previous planning efforts, studies, and proposed projects into a single, cohesive, strategic plan.
- Engagement of PCIDs staff and board members in a constructive conversation regarding the vision, goals, and direction of the district for the next 5-10 years.
- Development of a clear action plan and short-term work program to guide the organization's continued investments, programmatic activities, and staff resources.

The completed plan consolidated over 65 previous plans and initiatives in and surrounding the district into a single action plan focused on improving access into and out of the district, including expanding transit services; enhancing multi-modal mobility within the district; and creating value through placemaking and quality of life enhancements. In addition to a 3-tier, prioritized project list and action plan, the master plan effort included the development of project fact sheets for all short-term projects that can be maintained and regularly updated by CID staff and creation of a 10-year cash flow model to anticipate and monitor project expenditures against available resources.



CLIENT

Perimeter Community Improvement District

LOCATION

Dunwoody, Brookhaven, and Sandy Springs, Georgia

REFERENCE

Ann Hanlon
770.390.1781
ahanlon@perimetercid.org

SERVICES:

Transit Feasibility Study

Kimley»Horn

SECTION 5: ADDITIONAL MATERIALS

City of Dunwoody, Project Renaissance Redevelopment Design Services

Kimley-Horn has played a major role in the development and implementation of revitalization plans for the City of Dunwoody's historic village center and Georgetown community area. Kimley-Horn professionals led the development of the initial 2010 multidisciplinary master plans for the two districts, which included significant public involvement to develop a market-based land use and transportation vision for the community. Each plan resulted in a 20-year action plan for community improvements and redevelopment. Public involvement efforts included a combination of stakeholder interviews, focus groups, website tools, and community workshops.

Kimley-Horn then provided complete design and construction documents for three new City of Dunwoody parks and a multipurpose trail that links the parks together. The three parks (Georgetown, Dunwoody Green, and Pernoshal Park) were developed as part of the City's Project Renaissance, a new mixed-use residential infill project. The parks will be the focal point of a 70-unit, village-style single-family development. Each park is strategically located throughout the proposed mixed-use residential area and is easily accessed via a multipurpose community trail. These three parks provide valuable recreation and gathering space for residents while acting as important gateway elements to Project Renaissance.

Key Staff: Eric Bosman, project manager



CLIENT

City of Dunwoody, GA

LOCATION

**Dunwoody,
Georgia**

REFERENCE

**Brent Walker (Former
Parks Director)
770.730.5600
bwalker@sandyspringsga.gov**

SERVICES:

**Master Planning, Public
Involvement, Visioning,
Park and Trail Design**

Kimley»Horn

SECTION 5: ADDITIONAL MATERIALS

RECENT CODE STUDIO PROJECTS

FORM-BASED CODES

- Asheville Haywood Road Form-Based Code
- Asheville River Arts District Form-Based Code
- Binghamton Main St/Court St Form-Based Code
- Broken Arrow New Orleans Square Form-Based Code
- Chapel Hill Ephesus/Fordham Form-Based Code
- Charlottesville Main Street Form-Based Code
- Chattanooga Downtown Form-Based Code
- Cleveland Pilot Area Form-Based Codes
- Fort Worth Stockyards Form-Based Code and Historic District Guidelines
- Hattiesburg Midtown Form-Based Code
- Heart of Peoria Development Code
- Ithaca Collegetown Form-Based Code
- Knoxville Cumberland Avenue Form-Based Code
- Knoxville South Waterfront Form-Based Code
- Malta Downtown Form-Based Code
- Milwaukee Equitable Growth through TOD Study
- Newport North End Urban Plan
- Portales Downtown Master Plan and Code
- Simsbury Center Form-Based Code
- TCU/Berry Street Form-Based Code
- Tuscaloosa Recovery Area Zoning
- Virginia Beach Oceanfront Form-Based Code

AREA CODES

- Arvada Downtown Design Guideline Implementation
- Charleston Calhoun Street East/Cooper River Plan and Zoning Recommendations
- Dallas Mixed Use & TOD Districts
- Jackson District 1 Zoning
- Jackson District 2 Zoning
- Jackson Districts 3-6 Zoning
- Missoula Design Excellence Project
- Nashville Downtown Sign Code
- Prince George's County Mixed Use & TOD Districts
- Sandy Springs North End Districts
- Savannah Zoning Consultation
- San Antonio VIA Metropolitan Transit TOD Districts
- Sun Valley Comprehensive Plan Implementation

DEVELOPMENT/ZONING CODES

- Atlanta Zoning Code
- Buffalo Unified Development Code
- Chapel Hill Land Use Management Ordinance Diagnostic Review
- Charlotte Urban Street Design Guidelines - Subdivision Code Revisions
- Charlottesville Zoning Ordinance
- Cincinnati Land Development Code
- Concord Zoning Code Update
- Decatur Unified Development Code
- Denver Zoning Code Update
- Detroit Zoning Ordinance Update
- Driggs Land Development Code
- Encinitas Housing Plan Zoning Implementation
- Fort Myers Growth Management Code
- Grand Junction Zoning and Development Code
- Greenville Development Code
- Jackson/Teton County Land Development Regulations
- Jubail Industrial City Development Code
- Honolulu Land Use Ordinance
- Los Angeles Zoning Code
- Memphis/Shelby County Unified Development Code
- Montrose Land Use Code Critique
- Newton Zoning Code
- Pflugerville Development Code Diagnostic
- Piqua Land Use and Development Code/Thoroughfare Plan Update
- Pittsburgh DesignPGH + ArtPGH
- Pomona Development Code
- Raleigh Unified Development Ordinance
- Roswell Unified Development Code
- Sammamish Development Code
- San Marcos Development Code
- Sandy Springs Development Code
- Spotsylvania County Urban Development Area Code
- Stafford County Urban Development Area Code
- Victor Land Development Code
- West Feliciana Parish Toolkit Implementation
- West Palm Beach Historic District Mass and Scale

SECTION 5: **ADDITIONAL MATERIALS****FEATURED PROJECT: CITYWIDE CODE**

CHARLOTTESVILLE, VIRGINIA

ZONING ORDINANCE UPDATE**2021 - Present**

Contact: James Freas
 Director, Neighborhood Development Services
freasj@charlottesville.gov
 (434) 970-3182

Rhodeside & Harwell (Lead)

Code Studio
 HR&A Advisors
 Brick & Story

In 2021, the City of Charlottesville adopted a pivotal Comprehensive Plan update, focused on equity and affordability. Immediately following this two-year effort, Code Studio was tasked with updating Charlottesville's existing Zoning Ordinance to implement the new vision and goals of the plan. Currently, Code Studio is working with the project team to produce a robust zoning diagnostic and approach report to serve as a road map for the drafting of the new ordinance.

Charlottesville's new zoning code will balance critical community goals including: increasing housing options and affordability, protecting legacy residents from displacement, and preserving historic and cultural resources. Code Studio is modeling infill scenarios on real sites to illustrate how new development standards can produce outcomes that offer more housing options while respecting the existing context of Charlottesville's neighborhoods. Working closely with HR&A Advisors, Code Studio will implement policies to require and incentivize affordable housing in small-scale and large-scale development projects.

Website: cvilleplanstogether.com

PLAN IMPLEMENTATION & DIAGNOSTIC REPORT

Code Studio is modeling representative infill sites to facilitate conversations with neighborhoods about how the goals of the plans will be implemented throughout the City.

« *The Comprehensive Plan
 as adopted by Council.*

*The adopted Affordable
 Housing Plan*

CVILLE PLANS
 TOGETHER

COMPREHENSIVE PLAN

City of Charlottesville, Virginia
 Adopted November 15, 2021

**CHARLOTTESVILLE AFFORDABLE HOUSING PLAN**

March 2021

HRA
 Housing Research
 Advisors



SECTION 5: ADDITIONAL MATERIALS

INCREASED HOUSING OPTIONS & AFFORDABILITY

Code Studio is working on zoning strategies to provide a greater variety of housing types, particularly on infill site in existing neighborhoods.



⌘ *Primarily single-family neighborhoods like Barracks Rugby will allow more housing options with the new zoning code*

ANTI-DISPLACEMENT ZONING TOOLS

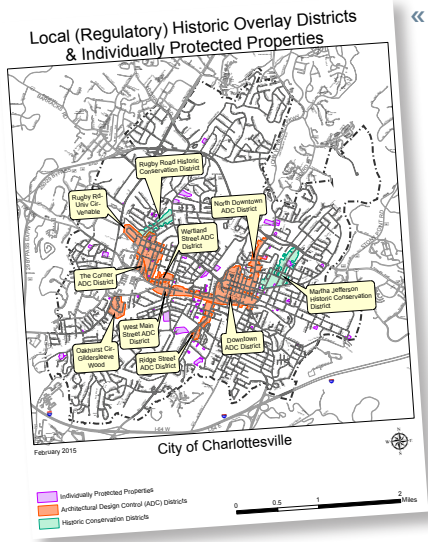
In “Sensitive Areas” identified in the Comprehensive Plan, Code Studio is working on zoning strategies to provide stability and wealth-building opportunities to legacy residents.



⌘ *“Sensitive Areas” like Fifeville will focus on allowing more housing options while prioritizing retention of legacy residents*

HISTORIC CHARACTER & INFILL COMPATIBILITY

With many areas of unique historic significance, Code Studio is drafting development standards that maintain high-quality design and neighborhood compatibility, while allowing for more flexible and affordable housing types by-right.



⌘ *Existing Historic Districts & Protected Properties*



⌘ *Zoning updates in the Historic Downtown Mall Historic District will focus on streamlining processes for development projects*



⌘ *Zoning updates in the North Downtown Neighborhood Historic District will focus on context-sensitive housing options*

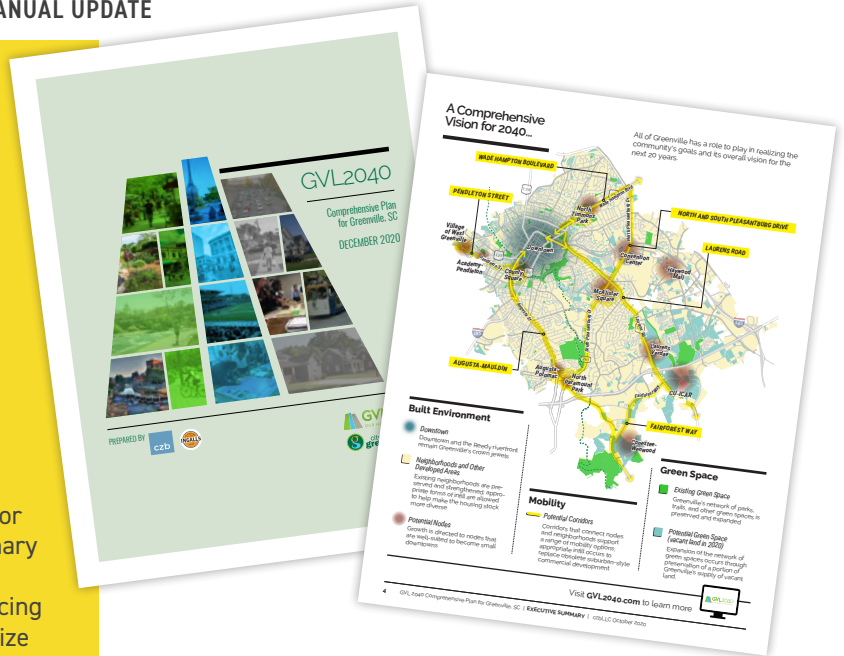
SECTION 5: **ADDITIONAL MATERIALS****FEATURED PROJECT: CITYWIDE CODE****GREENVILLE, SOUTH CAROLINA****ZONING ORDINANCE & ENGINEERING DESIGN MANUAL UPDATE****2021 - Present**

Contact: Shannon Lavrin
City Manager
slavrin@greenvillesc.gov
(864) 467-3816

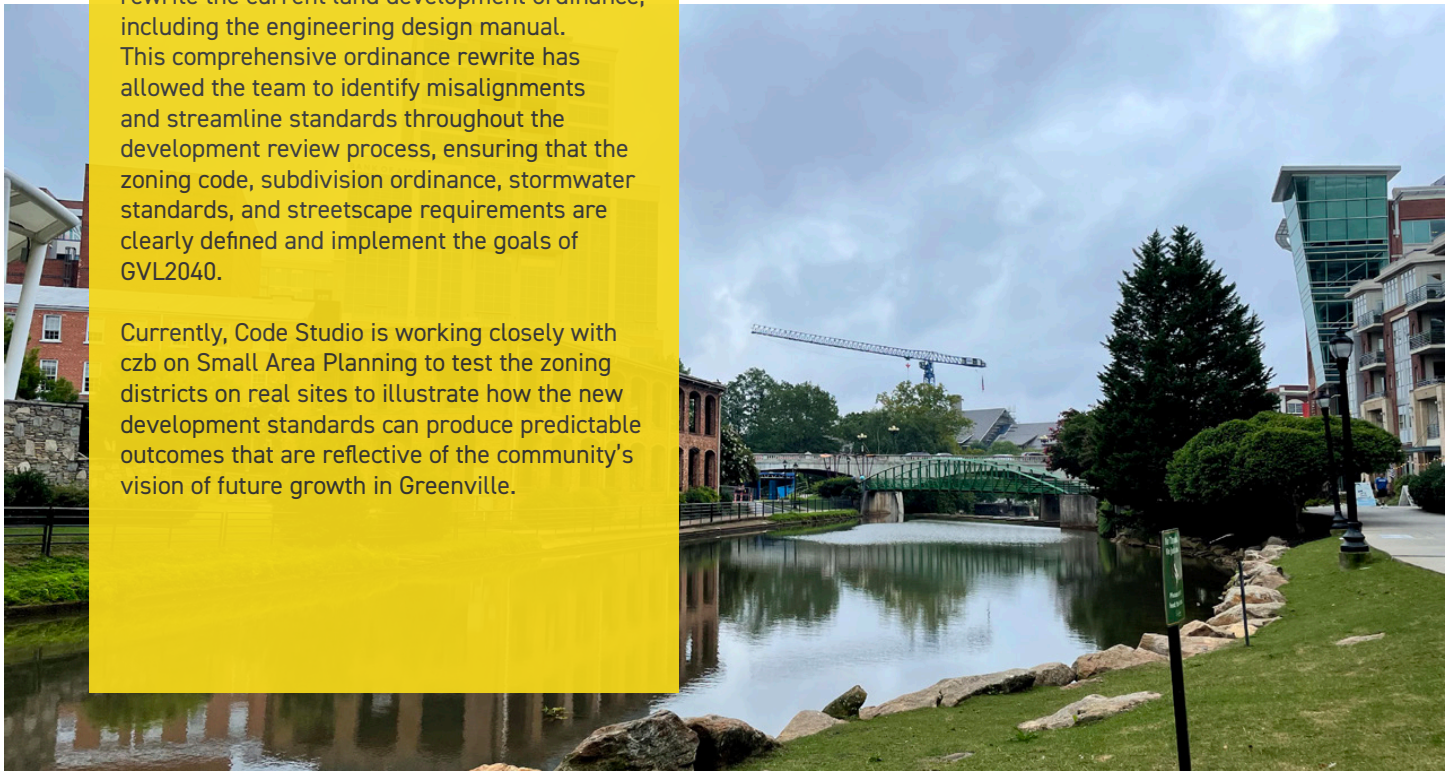
czb (Lead)
Code Studio
Ingalls Planning & Design
MRB Group
Weston Consluting

At the end of 2020, the City of Greenville adopted GVL2040—a comprehensive plan for the next 20 years committing to three primary goals: preservation of land for open space, support for affordable housing, and embracing expanded mobility options. In order to realize these goals, Greenville tasked the team to rewrite the current land development ordinance, including the engineering design manual. This comprehensive ordinance rewrite has allowed the team to identify misalignments and streamline standards throughout the development review process, ensuring that the zoning code, subdivision ordinance, stormwater standards, and streetscape requirements are clearly defined and implement the goals of GVL2040.

Currently, Code Studio is working closely with czb on Small Area Planning to test the zoning districts on real sites to illustrate how the new development standards can produce predictable outcomes that are reflective of the community's vision of future growth in Greenville.



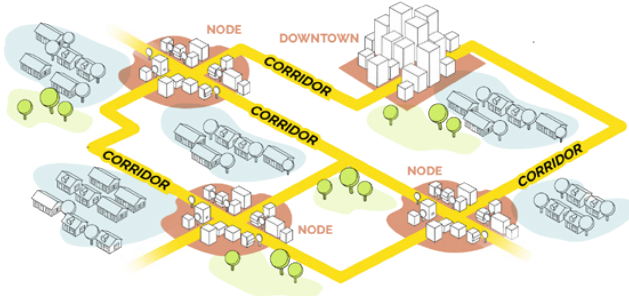
⌘ Adopted Comprehensive Plan: GVL2040



SECTION 5: ADDITIONAL MATERIALS

NODE & CORRIDOR FRAMEWORK

The new code and engineering manual will reflect the new framework of GVL2040, organizing growth into a series of nodes and corridors distributed through the city.



HISTORIC CHARACTER & INFILL COMPATIBILITY

With development pressures rapidly changing the character of many Greenville neighborhoods, Code Studio is drafting development standards that maintain high-quality design and neighborhood compatibility, while allowing for more flexible and affordable housing types by-right.

Swamp Rabbit Trail
along Unity Park



Village of West
Greenville

SMALL AREA TESTING

Code Studio is working with the project team to engage with stakeholders for 5 small areas representative of development patterns found in Greenville to test development standards.



SECTION 5: **ADDITIONAL MATERIALS****FEATURED PROJECT: CITYWIDE CODE****SANDY SPRINGS, GEORGIA****UNIFIED DEVELOPMENT CODE****2017 - Present**

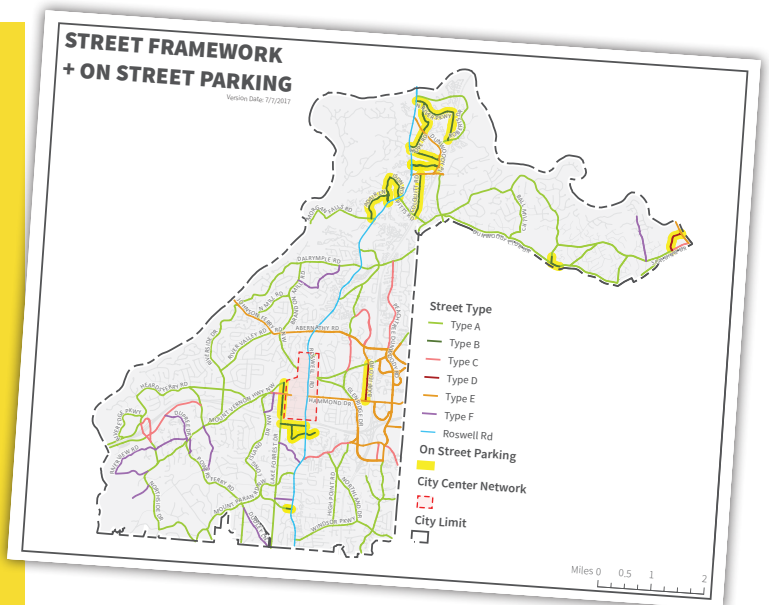
Contact: Jim Tolbert, Assistant City Manager
jtolbert@sandyspringsga.gov
(770) 206-1418

Code Studio (Lead)

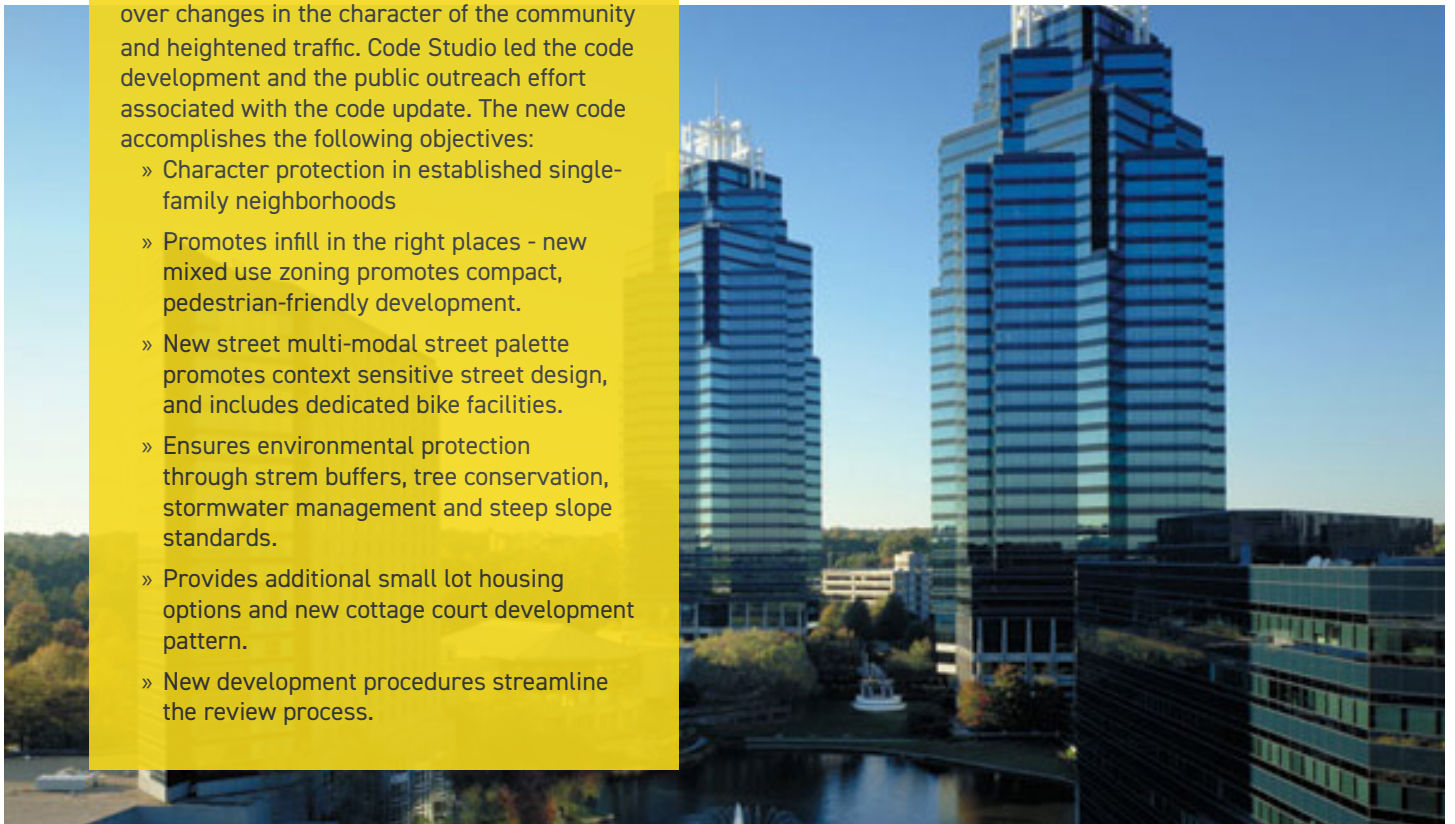
Rhodeside & Harwell
Nelson/Nygaard
RCLCO

Code Studio, along with Rhodeside & Harwell, is assisting the City of Sandy Springs to update their Comprehensive Plan and prepare a new Unified Development Code. Growth near and within Sandy Springs has been spurred by the relocation of the Mercedes-Benz headquarters and the nearby development of a new Atlanta Braves stadium. This growth raises concerns over changes in the character of the community and heightened traffic. Code Studio led the code development and the public outreach effort associated with the code update. The new code accomplishes the following objectives:

- » Character protection in established single-family neighborhoods
- » Promotes infill in the right places - new mixed use zoning promotes compact, pedestrian-friendly development.
- » New street multi-modal street palette promotes context sensitive street design, and includes dedicated bike facilities.
- » Ensures environmental protection through stream buffers, tree conservation, stormwater management and steep slope standards.
- » Provides additional small lot housing options and new cottage court development pattern.
- » New development procedures streamline the review process.



Citywide street and off-street parking framework



SECTION 5: ADDITIONAL MATERIALS

SMALL LOT HOUSING OPTIONS

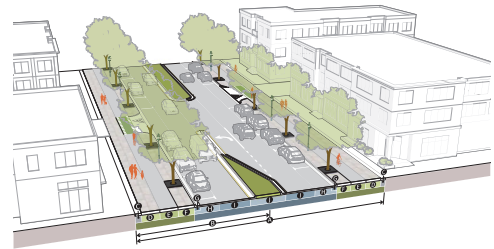
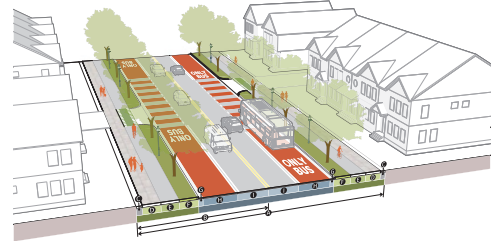
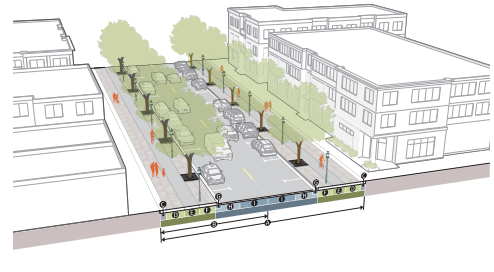
- » New single-family and multi-family zones allow a variety of multi-unit lot configurations.
- » Lot types establish a common vocabulary and advise users to available options.



» Cottage Court development standards

MULTI-MODAL STREET PALETTE

- » New streets options allowing a variety of alternatives for transportation.
- » Context sensitive street design allow a holistic approach to placemaking.

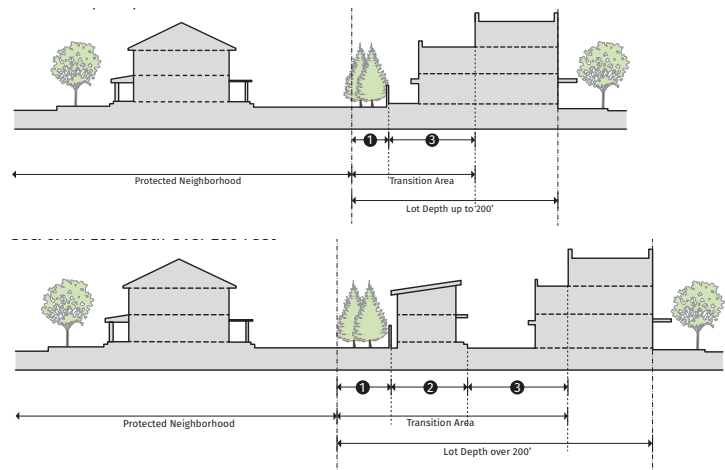


» Walkable street typologies

PROTECT NEIGHBORHOOD TRANSITIONS

- » Establishing neighborhood transitions to preserve the character of established single-family neighborhoods.
- » Moderating the height of development to decrease the impact of new multi-story structures.

Neighborhood transition zones »







March 5, 2025

Mr. Richard McLeod
 Director of Community Development
 4800 Ashford Dunwoody Rd
 Dunwoody, GA 30338

Subject: TSW Additional Services for Comprehensive Plan Update and Unified Development Ordinance

Dear Director McLeod:

Thank you for the opportunity to continue partnering with the City of Dunwoody. Per your direction, we are pleased to provide the following details and cost estimates for Additional Services regarding the Comprehensive Plan Update and Unified Development Ordinance:

Additional Service 1: Quality of Life Element for the Comprehensive Plan.

Parks, schools, arts, and culture all contribute to a high quality of life. However, there is no required Comprehensive Plan element to address these critical components; TSW will create a Quality of Life element that will inventory these resources, identify needs and opportunities, and establish goals and actions for their improvement.

Labor Cost: \$5,845

Direct Cost: \$100

Total: \$5,945

Schedule:

April 25	May 25	Jun 25	July 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25

Additional Service 2: Georgetown Small Area Plan

The purpose of the Georgetown Small Area plan is to create a more detailed vision for redevelopment. Ultimately this vision will be implemented from a policy

perspective both by components of the Comprehensive Plan Update and the code update. Following are the recommended tasks to complete the plan:

Small Area Kick-Off and Tour. The TSW team will meet with City staff to confirm the small area boundary; discuss the goals of the study, as well as share information on pipeline projects; and identify people to be invited for interviews/focus groups. Following this meeting, City staff will take the team on a brief tour of the area. Interviews/Focus Groups. TSW will reach out to identified stakeholders and conduct up to six hours of interviews/focus groups to discuss specific challenges and opportunities in Georgetown.

Land Use Evaluation. TSW will analyze the existing land uses, future land uses, and zoning in Georgetown. The purpose of this analysis will be to identify areas where these characteristics are in conflict, as well as identify areas of opportunity for redevelopment.

Transportation Evaluation. TSW will analyze the existing transportation infrastructure, looking at the system from a multi-modal perspective. This analysis will consider proposed transportation projects and identify gaps in networks (roads, sidewalks, trails, and transit) and opportunities for improving connectivity.

Draft Land Use/Transportation Framework. Based off feedback from interviews/focus groups and technical findings from the land use and transportation evaluations, TSW will create a draft land use and transportation framework for Georgetown. At a minimum, this will include land uses (including any subareas); building heights; building character; streetscapes; buffers/transitions; open spaces; and circulation. This framework will be submitted to the City to review, and revised once per City comments.

Redevelopment Site Concepts. TSW will develop site concepts for up to two (2) key redevelopment sites in Georgetown. These concepts will be submitted to the City for review and revised once per City comments.

Open House. Once the draft land use/transportation concept and the site concepts are approved by the City, TSW will host an open house to gain feedback from the community.

Final Concepts. Based off community feedback, TSW will create a final land use/transportation framework for Georgetown, as well as finalized design concepts for key redevelopment sites.

Implementation Strategy. TSW will create an implementation strategy that identifies key policies for inclusion in the Comprehensive Plan Update; updates needed for the code; recommended transportation projects; recommendations for urban design; and guidance for ways to leverage the private development process to meet the vision for Georgetown.

Georgetown Small Area Document. TSW will create a concise, graphically engaging document that summarizes the process and outcomes from tasks 1.1 through 1.9. These recommendations will include explicit direction for the code update, other land use policy, and needed transportation improvements. Special consideration will be given to development/redevelopment site opportunities and how land use and transportation goals can be better accomplished through the private development process.

Labor Cost: \$37,365

Direct Cost: \$800

Total: \$38,165

Schedule:

April 25	May 25	Jun 25	July 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25

Additional Service 3: Code Testing

While testing the draft ordinance on real development sites is included under the base fee, this additional work would be conducted with staff and stakeholders such as developers, designers, and architects, to test the draft Zoning Ordinance, understand how well it functions, and determine if gaps/needs remain. The tests will utilize real sites to check the spatial and programmatic fit of typical and new buildings. It is extremely important to the success of this project to ensure that the standards are buildable and easy to understand.

This task will include a half-day code testing workshop where team members travel to Dunwoody to meet with staff and discuss the testing, developing up to two site plans and two digital massing models of up to 14 sites showing how they could be

developed under current regulations and the proposed Preliminary Draft, and identification of recommended code changes based on site testing.

Labor Cost: \$27,750

Direct Cost: \$1,700

Total: \$29,450

Schedule:

April 25	May 25	Jun 25	July 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25

Jan 26	Feb 26

Additional Service 4: Technical Manual.

TSW will prepare a Technical Manual that includes construction details and other detailed guidance as identified in UDO tasks. Existing construction details will be integrated in the manual and augmented by new details identified during the UDO process.

Labor Cost: \$27,500

Direct Cost: \$500

Total: \$28,000

Schedule:

April 25	May 25	Jun 25	July 25	Aug 25	Sep 25	Oct 25	Nov 25	Dec 25