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PROPOSAL

City of Avondale Estates

Zoning Ordinance Rewrite

March 22, 2019



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Ms. Keri Stevens, Assistant City Manager
City of Avondale Estates
21 North Avondale Plaza
Avondale Estates, GA 30002

RE: Request for Proposals (RFP): Zoning Ordinance Rewrite

Dear Ms. Stevens and the Selection Committee:

CPL (Clark Patterson Engineers, Surveyor and Architects, P.C. dba CPL) is pleased to submit our response for the referenced procurement. CPL has been successfully providing comparable services to numerous local municipalities for over 23 years. With the goal of delivering high quality services in a cost efficient manner, we have diligently studied ways to do more with less, as successfully demonstrated with the other local governments we have been serving. As such, we are excited to provide a response for the RFP, Zoning Ordinance Rewrite.

This contract is a great fit to CPL's experience, expertise and practice focus as illustrated in our statement of qualifications and highlights below:

- We are a Single-Source for all A/E needs with enhanced coordination of in-house disciplines working together daily.
- Our staff of highly trained architects, engineers and planners have the municipal expertise needed to do the job.
- CPL has been an industry leader in Georgia for over two decades. The reason for this success is our single-minded approach in placing quality and relationships above all else.

You may reach me using any of the following methods:
redinger@cplteam.com; 770.831.9000 ext. 3003 (office)
678.318.1062 (office direct) 770.337.2515 (mobile) 770.831.9243 (fax)

We have invited the Legal Firm Riley McLendon, LLC as a subconsultant for Legal Review.

We are confident in our ability to provide this service for the City of Avondale Estates. We appreciate the opportunity to present you with our credentials and look forward to serving the City on this important project.

Sincerely,

CPL

Richard J. Edinger, PE, CFM
Vice President | Principal-in-Charge

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1 Consultant Response Form

CONSULTANT RESPONSE FORM

Firm Name: Clark Patterson Engineers, Surveyor and Architects, P.C. dba CPL

Contact Person: Richard Edinger, PE, CFM, Vice President / Principal-in-Charge

Firm Address: 3011 Sutton Gate Drive, Suite 130, Suwanee, GA 30024

(CPL Regional Headquarters and the office to have management responsibility for the work to be carried out.)

Phone: 770.831.9000

Fax: 770.831.9243

Email: redinger@cplteam.com

Additional Sub-contractors.: Riley McLendon, LLC

Task A: \$35,000

Task B: \$75,000

Task C: \$20,000

Task D: \$10,000

Add Service Stakeholder Interview/Session: \$500

Add Service Public Meeting: \$500



Signature – Firm Representative

March 22, 2019

Date

2 Summary of Understanding and Approach

INTRODUCTION

CPL has been an industry leader in Georgia for over 23 years. We have managed major multi-disciplinary projects aggressively, and this has led to a reputation for meeting budget and schedule commitments. Our experience in providing professional municipal services to local governments such as those described in our relevant experience has been consistently positive, resulting in solid client references. We have demonstrated our ability to complete our assignments on time and on budget over and over again with minimal client oversight.

CPL has a thorough understanding and will comply with all of the service delivery objectives, work activities, and deliverables requested in the RFP Zoning Ordinance Rewrite for the City of Avondale Estates.

All of the CPL team members are dedicated to providing quality, cost-effective professional services that lead to practical and innovative solutions. We always provide these services in a prompt and responsible manner based on sound business and construction practices. Whether a project involves reviewing a commercial building, the plans of a new public facility, or the review of multi-family residential homes, we ensure the necessary services are completed accurately and in a timely manner.



CPL has served numerous local governments in the capacity of professional consultant, providing development, redevelopment, zoning ordinance interpretation, and building design and plan review services. Our staff is familiar with all phases of commercial and residential construction, land development and hydrology.

Even more relevant to this project, we have experience with rewriting and maintaining Zoning Ordinances in nearby cities. This hands-on experience, in both writing and implementing zoning regulations,

will ensure that the rewrite is consistent with the City's progressive vision and practical to implement at the staff level.

We understand your need to secure the services of a quality firm to rewrite the Zoning Ordinance. CPL is fully committed to providing the City of Avondale Estates with the most qualified team that will continually respond to your needs, ensuring appropriate development of the code and guidelines. We understand your dedication to providing your community with top-level service.



2 Summary of Understanding and Approach (Continued)



UNDERSTANDING

CPL is uniquely situated to conduct the update of ordinances for the City of Avondale Estates. Not only do we have expertise in writing codes, but our project team members also work in development departments around Metro Atlanta and have firsthand experience developing, reading, and interpreting codes. We truly understand what it takes to administer and maintain a code of ordinances.

CPL is pleased to submit this proposal to provide services for the Zoning Ordinance Rewrite. We have assembled a team of professionals passionate about the use of code as a tool for implementation in building upon the City's planning efforts. The detailed Scope of Work based on the tasks outlined in the RFP is as follows:



2 Summary of Understanding and Approach *(Continued)*

TASK A:

A single-strategy zoning code is rarely effective at implementing a community's vision—the desire for specific development characteristics and implementation techniques are simply not homogenous throughout an entire City. CPL will develop a report outlining the options for the staff review team that includes the required elements from the RFP for the Central Business District, Mill District, and Central Business District Planned Development Zone. Often, zoning interpretations are clarified with a well-designed code with illustrative examples. CPL's design team will develop an illustration-rich document to augment the text of the zoning ordinance to simplify the code administration process. Without any preconceived notions of what the approach should be, CPL will conduct an input and analysis process to guide the final combination of strategies that would be most effective and appropriate for Avondale Estates.

TASK B:

While the three zoning districts described in Task A are highest priority, the rewrite of the full ordinance would provide a fresh tool for implementing the City's plans and visions without the previous hang-ups of the prior code. CPL would be able to seamlessly add the full zoning code and provide the additional reviews, graphics, and meetings pursuant to the RFP.

TASK C:

Sign ordinances are some of our favorite codes. CPL is experienced at drafting sign codes that break sign types into a couple of categories so that they are easy to understand and administer, as well as legally defensible.

TASK D:

Storm Water Management presents special challenges for older communities experiencing gentrification and resulting re-development of their original housing stock. CPL has experience addressing storm water management in re-developing areas. We will listen to your stakeholders and write some additional storm water ordinances to address the problems described.

Process Description:

Prior to any meetings, the CPL team will review the current ordinances to become familiar with the current format and content. We will collect existing documentation that may be available to provide a background for the update effort to expand upon the findings of the Zoning Code Audit conducted in 2017.

We will lead a kick-off meeting with City staff to discuss the project and any particular needs. Our goal is to meet and exceed our client's expectations, and this meeting will help establish a schedule and any other important information. The CPL team will review the current development and permitting process with staff. Additionally, it will be important to discuss any current issues with the ordinances observed by City staff and any ideas or preferences they may have with the form and content of the update. The highlights of this meeting and the decisions made will be documented in meeting minutes and distributed to the attendees.

Based on the feedback, we will evaluate the current documents and will prepare an initial findings report with general recommendations. The CPL team will coordinate with City staff to review the report and will move forward with those recommendations agreed upon by staff.

We will develop an outline with the proposed changes and will provide manageable, incremental amendments in draft form for periodic review by City staff. We will work hand-in-hand with Riley McLendon LLC, who will perform the legal review throughout the process. The compilation of the changes will be combined and provided to staff in advance of a full team meeting for final review and feedback. The highlights of the team meeting and the decisions made will be documented in meeting minutes and distributed to the attendees. We will address review comments from the City and revise the deliverable prior to releasing it to the public.

Public input throughout the process is further described in the Public Engagement section of this proposal. We will get feedback from the public early and often to ensure they are part of the code development process. Once drafts have been approved by staff and reviewed by the public, CPL will present the final versions to the Board of Mayor and Commissioners for adoption.



INFORMATIONAL INTERVIEWS

Conduct interviews of the Board of Mayor and Commissioners, and any other stakeholders identified by the staff project team to identify the major hallmarks and pitfalls of the project, as well as any guiding principles set forth by the policy makers.

PUBLIC EVENTS

Zoning Code-specific meetings are often marked by low attendance and potentially dull content. We will attend at least two community events sponsored by the City so we can make use of the marketing and attendance of these events while also providing more interesting input opportunities — games and giveaways incite more meaningful participation.



The CPL team lead multiple types of public events for the City of Chamblee to identify the needs for the revitalization of Downtown Chamblee.

3 Qualifications of Key Personnel



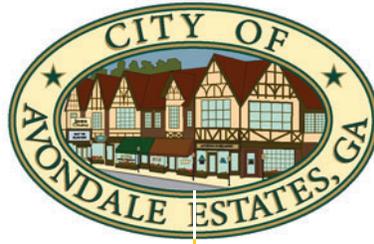
We understand that today's public officials are faced with meeting an increasing demand for public services with often limited resources. These same individuals are turning more and more to CPL for cost-effective yet environmentally-sound design solutions. With experts in municipal privatized services, planning, architectural design, site design and development, stormwater/flood control, water and wastewater systems, and highway and bridge design, we have the capacity to address all of your architectural and engineering needs. Today over 80 percent of our municipal clients use our services on an ongoing basis. CPL operates under the premise that the success of any consulting engagement is heavily dependent upon the skills and experience of the team chosen.

The CPL firm structure allows each of the firm's principals to direct their own practice under the umbrella of the firm's executive leadership and overall organization. This allows outstanding flexibility in assembling teams and developing the approach required to achieve success for individual project/client needs. Our corporate culture is conducive to collaboration which allows us the ability to easily integrate specialists, consultants and sometime even other firms into our delivery model as an extension of our existing methodology.

Please see the following pages for our proposed Organizational Chart to fulfill the Zoning Ordinance Rewrite and key staff resumes.



Organizational Chart



RFP for Zoning Ordinance Rewrite

Project Management

Principal-in-Charge
Rich Edinger, PE, CFM

Resource Principal
Kevin McOmber, PE

Project Manager
Rebecca Keefer, AICP

Planning Specialist
Matthew Dickison, AICP

Geographic Information Systems (GIS) Specialist
Justin Steinbach, AICP

Public Outreach
Jennifer Harper, PE

Code Writing
Rebecca Keefer, AICP
Matthew Dickison, AICP

Legal Consultant
Riley McLendon, LLC





Richard J. Edinger PE, CFM

VICE PRESIDENT | PRINCIPAL-IN-CHARGE

Mr. Edinger has over 28 years of public and private sector experience focusing on site development, transportation, hydrology, hydraulics and providing privatized services to local governments. This includes interacting with permitting agencies such as Georgia EPD, FEMA, US Army Corps of Engineers, and the Safe Dams Program on behalf of the clients he serves. He provides project management throughout the life of the contract to ensure continuity, meaningful collaboration and clear communication for all stakeholders and the community.

EDUCATION

- Master of Public Administration - University of Georgia; 2004
- B.S., Civil Engineering - Virginia Tech; 1990

PROFESSIONAL REGISTRATION

- Professional Engineer: GA, NC, VA, SC, NY
- Public Water Supply System Operator - Class 3: GA
- GSWCC Level II Erosion Control Certified Design Professional #2983
- Certified Flood Plain Manager

PROFESSIONAL AFFILIATIONS

- Southeast Stormwater Association
- American Council of Engineering Companies

COMMUNITY SERVICE

- District 2 Representative - Gwinnett County Planning Commission
- Vice Chair, Gwinnett County Stormwater Authority (2014 - 2018)

PROJECT EXPERIENCE

MUNICIPAL PRIVATIZED SERVICES

Municipal Privatized Services/Plan Review/Engineering Consulting Services

- City of Acworth
- City of Avondale Estates
- City of Berkeley Lake
- City of Brookhaven
- City of Chamblee
- City of Clarkston
- City of Doraville
- City of Duluth
- City of Dunwoody
- Flowery Branch
- City of Lawrenceville
- City of Marietta
- City of Norcross
- City of Snellville
- City of Stone Mountain
- City of Sugar Hill
- City of Suwanee
- City of Woodstock

Land Development Plan Review Services

- City of Avondale Estates, GA
- City of Chamblee, GA
- DeKalb County, GA
- City of Doraville, GA
- City of Dunwoody, GA
- City of Flowery Branch, GA
- City of Lilburn, GA
- City of Norcross, GA
- Gwinnett County Schools, GA
- City of Snellville, GA
- City of Sugar Hill, GA

Stormwater/Drainage

- City of Avondale Estates, GA
- City of Berkeley Lake, GA
- City of Clarkston, GA
- City of Doraville, GA
- City of Duluth, GA
- City of Snellville, GA

- City of Stone Mountain, GA
- City of Sugar Hill, GA
- City of Suwanee, GA

Code Enforcement Services

- City of Chamblee, GA
- City of Clarkston, GA
- City of Doraville, GA
- City of Dunwoody, GA
- City of Lawrenceville, GA

Albany/Dougherty County, GA

General Consulting Services

City of Pinelake, GA

General Consulting Services

STREETSCAPES

City of Gainesville, GA

Bradford, Green, Spring and Washington Streets Streetscaping Improvements in Downtown Gainesville

City of Jefferson, GA

Streetscaping Improvements

City of Lilburn Streetscaping, Lilburn, GA

Civil Engineer for the downtown streetscaping along Main Street

City of Ringgold, GA

Streetscaping Improvements

City of Snellville, GA

Oak Road & US 78 Sidewalk Improvements

City of Suwanee, GA

Town Center Park

City of Woodstock, GA

Downtown Park Streetscaping, Expansion & Amphitheater, & Pedestrian Bridge





Kevin J. McOmber PE

SENIOR VICE PRESIDENT | RESOURCE PRINCIPAL

Mr. McOmber has been involved in the design and supervision of a wide variety of construction projects with a passion for community service. His 31 years of experience (29 years with CPL) include interaction with state and local agencies for permitting and approval processes as well as extensive client interaction during project planning and execution. His specialties focus on the quality control and coordination of complex multi-disciplined projects. In particular, he has managed the design and construction administration of many significant public works projects.

EDUCATION

- B.S., Civil Engineering - Rochester Institute of Technology; 1997
- A.A.S., Construction Engineering Technology - State University of New York at Alfred; 1987
- A.A.S., Architectural Engineering Technology - State University of New York at Alfred; 1986

PROFESSIONAL REGISTRATION

- Professional Engineer: GA, NC
- Level II Erosion Control Certified Design Professional #33913

PROFESSIONAL AFFILIATIONS

- American Society of Civil Engineers
- American Council of Engineering Companies
- American Society of Highway Engineers
- American Planning Association
- Georgia Planning Association

PROJECT EXPERIENCE - MUNICIPAL

Municipal Privatized Services/Plan Review/Engineering Consulting Services

- City of Acworth
- City of Avondale Estates
- City of Berkeley Lake
- City of Brookhaven
- City of Chamblee
- City of Clarkston
- City of Doraville
- City of Duluth
- City of Dunwoody
- Flowery Branch
- City of Lawrenceville
- City of Lilburn
- City of Marietta
- City of Norcross
- City of Snellville
- City of Stone Mountain
- City of Sugar Hill
- City of Suwanee
- City of Woodstock

City of Augusta, GA

Sheriff's Administration Facility

City of Berkeley Lake, GA - Dam Repairs

City of Braselton, GA - New 6,100 sf Library

City of Centerville, GA

Town Center Master Plan & Program Mgmt.

City of Duluth, GA

Living Center Initiative (LCI) Project

City of Greenville, SC

Haywood Rd. Master Plan

City of Holly Springs, GA

- New Town Center Charette
- City Hall Program and Schematic Design

City of Johns Creek, GA

- Commercial Office Building Re-Task for City Municipal Complex Renovation
- Linear Park

City of Locust Grove, GA

Public Safety Complex | Master Plan

Newton County Judicial Center -

Covington, GA - CPL provided the design of all mechanical, electrical and plumbing system for the new 60,000 sf, three-story facility. Accommodates juvenile court facilities, superior court judges, county court-related administrative services, law library and records storage areas. \$7.2 million. Role: Principal-In-Charge

City of Newnan, GA

Public Safety Complex

City of Norcross, GA

Lillian Webb Park | Police Department Renovations | Municipal Court Renovations Cultural Arts Center

City of Snellville, GA

Downtown Master Plan | Small Area Plans

City of Sugar Hill, GA

- Program management for new \$41 million 150,000sf EpiCenter which includes a performing arts theatre, indoor gym, and mixed use office/restaurant space.
- Master Plan for new town center
- 3rd Party Land Development Plan Review

City of Suwanee, GA

- Town Center & Amphitheater
- Town Center on Main
- Crossroads Municipal Center
- Water System Rehabilitation
- Richard Trice Trail
- Facility Assessments

City of Valdosta, GA Auditorium Renovations

City of Woodstock, GA Downtown Park Expansion & Amphitheater | Downtown Streetscaping





Rebecca Keefer AICP

PROJECT MANAGER

Ms. Keefer, a planner with CPL, has 10 years of experience in the areas of community planning, design development, zoning administration, and public outreach. She has a passion for working with the community to gain consensus and establish a shared vision for planning and design projects. She has extensive experience from visioning to implementation of master plans—from developing master plans, drafting and administering zoning and land development codes, and working with CPL designers on the built environment — she plays a role in each step for many communities.

Rebecca, a graduate of the Georgia Institute of Technology, received her Master's Degree in City and Regional Planning, as well as a Bachelor's in Architecture.

EDUCATION

- Masters in City and Regional Planning, Georgia Institute of Technology, 2013
- B.S., Architecture, Georgia Institute of Technology, 2008

PROFESSIONAL REGISTRATION

- Certified Planner

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Georgia Planning Association
- APA Sustainable Communities Division Sustainable Champion
- American Institute of Certified Planners
- Emerging Planners of Georgia (EPG) Board Member
- WTS Member
- ARC Green Community Technical Advisory Group

PROJECT EXPERIENCE

City of Chamblee, GA

- Served as Development Deputy Director which included staff management, workflow processes, code interpretations, large-scale development project plan review and permitting oversight, Development Task Force management for master plan implementation and capital improvements, land development process management, comprehensive transportation plan, management of bond and agreement submittals, and site inspections for CO or project closeout.
- Planner to develop the Peachtree Road Streetscape design to determine the best solutions for the roadway, sidewalk, and amenities along the Peachtree Road Corridor in the heart of downtown Chamblee
- Planner for the Rail-Trail Extension, a plan to re-inhabit the City's abandoned railroad right-of-way for a multi-use path
- Planner in charge of the Mid-City Stroll, a street festival event-style public involvement opportunity that allowed people to experience the corridor and provide input on proposed changes

City of Doraville, GA

- Zoning and land development plan reviews
- Code consultation and comparative analysis

City of Dunwoody, GA

As City Planner, Rebecca researched, evaluated, and analyzed land use amendment and variances cases; drafted ordinances and policies for City Council consideration; managed the City's planning and zoning boards; coordinated and reviewed all development plans; and authored grants and awards on behalf of the City. As chair of the economic development task force, Rebecca assembled a team of innovative leaders at City Hall to implement long-range planning goals. She served as project manager to the zoning/land development code rewrite updates and the development of the Perimeter Center Zoning Code.

City of Flowery Branch, GA

- Personal Transportation Vehicle Plan (PTV)

City of Johns Creek, GA

- On-Call Community Development Services including development plan review

MASTER PLANNING

City of Centerville, GA

Town Center Master Plan

Douglas County, GA

Lee Road Small Area and Corridor Plan



Matthew J. Dickison AICP

PLANNING SPECIALIST

Matt is a Certified Planner with over 12 years of Community Development Department experience, both as a consultant and as City staff. He is a capable leader with proven success in effectively guiding individuals, teams and major projects. Matt was instrumental in completing a major overhaul of the permitting, land development and code enforcement functions of the city of Chamblee Planning & Development Department. This overhaul included updating processes, intergovernmental coordination and major updates to the City's zoning and development regulations. As a project manager, Matt excels in creating cutting-edge community involvement programs such as the Chamblee Mid-City Stroll which was the 2018 Georgia Planning Association award winner for Public Outreach.

EDUCATION

- Master of Public Administration; University of Illinois at Springfield, 2011
- Master of Urban Planning, University of Louisville, 2007
- B.S., Geography, University of Louisville, 2003

PROFESSIONAL REGISTRATION

- Certified Planner

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Georgia Planning Association
- American Institute of Certified Planners

PROJECT EXPERIENCE

City of Johns Creek, GA

Deputy Director of Community Development which encompassed managing the day-to-day operations and staff within the Community Development Department, including Planning and Zoning, Permits and Inspections, Code Enforcement and Land Development. Streamlined the Department's procedures and improved turnaround time for land development and planning and zoning related applications

- Continuously updated the City's Zoning Ordinance and Comprehensive Plan including recent amendments related to definitions; senior housing; sign regulations; zoning procedures, landscape strips and buffers, permitted land uses, etc.
- Served as Project Manager for a major update to the City's Comprehensive Plan, including drafting the Request for Proposals (RFP), consultant selection, public involvement and ongoing contract management responsibilities
- Facilitated the transition of all public involvement, including notification, public notice signs and neighborhood meeting management, from the applicant's responsibility to the Department in order to eliminate potential errors and expedite the development process
- Staffed the City's Planning Commission, Zoning Board of Appeals and Public Arts Board. Attended, and presented when necessary, all City Council Work Sessions and City Council Meetings
- Completed detailed study and recommendations related to the

Department's fee schedule to ensure the City was competitive with neighboring jurisdictions and simplify the fee structure for certain application types.

City of Suwanee, GA

Planning Division Director for award-winning local municipality for numerous years. He led the Planning Division staff and managed the division's budget and resources, including day-to-day operations, performance monitoring, major project identification and enhancing internal/external procedures. He continuously identified and harnessed new innovative technologies including the implementation of server-based Geographic Information Systems (GIS) software, ViewWise paperless document management software and BaseCamp project management system. Also presented policy recommendations to City Council, planning boards and the public, including: quarterly economic indicators report, ordinance revisions and various white papers on transportation, land use, historic preservation, housing, economic development and environmental issues.

City of Atlanta, GA

Senior Urban Planner, Beltline

City of Dunwoody, GA

Deputy Director of Community Development

City of Chamblee, GA

Director of Community Development

Oldham County, KY

Senior Community Planner





Justin W. Steinbach AICP

GEOGRAPHIC INFORMATION SYSTEMS (GIS) SPECIALIST

Justin is a versatile planner with a wide range of skills in planning, architecture, and engineering. With over a decade worth of experience, he has worked on various planning projects including urban design, rural and small town planning, zoning revisions, corridor studies, and conceptual development planning. His ability to prepare user friendly and easy-to-understand planning documents that provide clear and concise direction is a valuable asset to the planning group. Justin also utilizes his skills and knowledge in GIS to provide clients with digital and hard copy mapping, as well as data creation, editing, and advanced spatial analysis.

EDUCATION

- B.A., Environmental Design, State University of New York at Buffalo; 2003

PROFESSIONAL REGISTRATION

- American Institute of Certified Planners
- American Planning Association
- Upstate New York Chapter of American Planning Association

PROJECT EXPERIENCE

On-Demand GIS Analysis and Mapping Services - Provided GIS for numerous municipal clients including the following:

- City of Avondale Estates
- City of Doraville
- City of Duluth
- City of Flowery Branch
- City of Lawrenceville
- City of Pine Lake
- City of Snellville
- City of Stone Mountain
- City of Suwanee

City of Dunwoody, Engineering Services, GA

GIS Specialist/Coordinator for the City of Dunwoody providing various on-demand services and needs since 2008, including land use and real property analysis, digitization of spatial data, geodatabase and shapefile creation and maintenance, address geolocation/georeferencing, zoning analysis and other spatial services. Justin was instrumental in working with City staff in digitizing and assembling various data to help the City build up their local information database. He also provided interim GIS administration duties including ArcServer maintenance, database management and updates, user support, and managing the City web mapping system in addition to on-demand mapping needs for City staff.

City of Berkeley Lake, Engineering Services, Berkeley Lake, GA

Project Planner for the City of Berkeley Lake to provide engineering support to City staff and departments. As part of this endeavor, Justin has provided GIS services

for the City, including analysis, data creation and maintenance. Recent projects include an analysis of adjacent properties as part of the 2012 annexation process and the development of a city-wide street map.

Town of York, Zoning Code Revision, York, NY Following the completion of York's Comprehensive Plan, the Town initiated an update of their Zoning Code. Working closely with the Town's steering committee, CPL developed an updated code that incorporated many recommendations of the Comprehensive Plan as well as integrated various local laws and amendments.

GIS Needs Assessment, Arcade, NY Project Planner for a GIS needs assessment for the Village of Arcade, in cooperation with the Town, to determine the effectiveness of a municipal-wide GIS system to improve administrative operations and efficiency and update record keeping standards.

Rochester District Heating Cooperative System Wide GIS Mapping, Rochester, NY Project Planner for digitizing existing paper strip maps for convenient electronic reference. A new GIS database was created and overlaid with other relevant City GIS-based data such as buildings footprints, curb lines sidewalk locations, and tax map property lines.

Town of Gorham, Zoning/Subdivision Update, Gorham, NY CPL is working to revise the zoning and subdivision regulations to develop design guidelines for addressing the critical issues expressed by community leaders and residents.





Jennifer Harper, PE

PUBLIC OUTREACH

Jennifer has 20 years of experience in transportation delivering projects through to construction following all required state and federal processes. This experience coupled with her passion for a community driven design process sets her apart from most project managers. Jennifer has earned a reputation as a successful facilitator for public involvement, conflict resolution and consensus building. She approaches each project with the knowledge that there is not a single approach to public participation for individual communities or project types. As the Chief Program Officer for the Perimeter Community Improvement District (PCID), Jennifer demonstrated daily how to effectively communicate with citizens, elected officials, agencies and local government staff involved with her transportation projects. Jennifer's strength in building solid relationships at all levels of local governments, the private sector, and other state and federal agencies brings unique experience and perspective to each project undertaken and helps build consensus around good design.

EDUCATION

- Auburn University B.S. Civil Engineering 1997

PROFESSIONAL REGISTRATION / CERTIFICATION

- Professional Engineer: GA
- 2018 Engineering Georgia Magazine 100 Influential Women to Know
- 2009 WTS Atlanta Member of the Year
- 2002 Parsons Brinckerhoff Atlantic District Engineer of the Year
- Silver Recipient 2003 WTS Atlanta Mentor/Protégé Program
- Protégé 2003 WTS National Leadership Class
- 2009 WTS Atlanta Member of the Year

PROFESSIONAL AFFILIATIONS

- Perimeter Transportation and Sustainability Coalition | Atlanta, Georgia | Board of Directors
- Women's Transportation Seminar | Atlanta, Georgia | Former Board of Directors (12 Years)
- American Society of Highway Engineers | Atlanta, Georgia | Member
- Atlanta Regional Commission Bicycle Task Force | Atlanta, Georgia | Member
- Atlanta Regional Commission Pedestrian Task Force | Atlanta, Georgia | Member

PROJECT EXPERIENCE

Project Management and Public Outreach, Ashford Dunwoody at I-285 Diverging Diamond Interchange (DDI), Atlanta, GA
The PCIDs and the Georgia Department of Transportation (GDOT) redesigned the busy I-285 and Ashford Dunwoody Road Interchange near Perimeter Mall to improve traffic flow and safety. As the CID Program Director, Jennifer managed the final design and construction phases of the project on behalf of the business community. The PCIDs embarked on an extensive outreach and educational campaign for over a year prior to construction. Golf carts and match box cars were used for demonstrations as innovative techniques to promote the project, educate the public about the benefits and calm any fears of this new interchange. As the technical expert, she was responsible for Project communication to local politicians, property managers, developers, commuters and the Board of Directors on an ongoing basis. She was also responsible for attending all GDOT and contractor meetings during the construction phase as the PCIDs advocate ensuring the construction phase impact was managed resulting in minimal disruption to the business district commuters.

Project Management and Public Outreach, Memorial Park Extension/Skelton Road & Connector – SR 369 to Shallowford Road.

As the project manager, Jennifer managed a multi-disciplinary design team in developing roadway plans for a four-lane roadway along existing alignment and a portion of new location roadway. This project had many challenges that included several

historic houses along existing Skelton Road, environmental justice issues, public outreach to a heavily Hispanic population, stream and wetland impacts, and 40 potential displacements. The public involvement strategy included intensive efforts to include the lower income and primarily Hispanic population that would be most impacted by the project through the use of advertisements, posted signs, local radio in different languages, and distributed project information at targeted locations throughout the community. The public outreach plan was successfully implemented, and community data accurately reflected their opinions and values with regards to the proposed roadway improvements.

GDOT PI: 0010327-CS 2097/N McDonough Rd from SR 10 to CS 2094/W Trinity Place, Decatur, GA. Jennifer served as the project manager during the concept phase for this roadway upgrade. She managed a multi-disciplinary design team and held a Public Information Open House. The community was very engaged in this project. She created the public involvement strategy for the project, anticipating very active and vocal citizens, bicycle and pedestrian advocacy groups, business owners, city staff, CSX railroad, GDOT and DeKalb County. Jennifer oversaw the preparation of the meeting advertisement, feedback form, and presentation materials for all public engagement efforts, as well as the logistics for meeting format and location. Feedback from the community was received by written comments, electronic comments and verbal comments.



RILEY M^CLENDON, LLC

A T T O R N E Y S A T L A W

Riley McLendon LLC was founded in 2006 in Marietta, GA by William Riley and Cecil McLendon, Attorneys at Law. Mr. McLendon's practice has focused on representing municipalities since its inception. In 2005 when the Georgia Legislature authorized the formation of new municipalities, Mr. McLendon and his law partner were instrumental in the startup of Sandy Springs, Johns Creek, Milton, Chattahoochee Hills, Dunwoody, Peachtree Corners and Brookhaven. He continues to represent the cities of Dunwoody, Peachtree Corners and Doraville.

Over the entirety of the last 13 years, Mr. McLendon has represented multiple cities working closely with the various city councils and city management teams on a wide range of issues. As a result, he has developed a broad base of knowledge and experience. Current clients and past clients with relevant work to ordinances include:

City of Doraville, Georgia - City Attorney

(May 2011 to present)

Drafted and implemented Apartment Inspection Ordinance and Blight Ordinance. Researched, evaluated, and participated in implementation of Public Accommodation Ordinance. Worked in tandem with outside counsel to draft and implement a Sexually-Oriented-Business Ordinance; incorporated language addressing all state and federal legal decisions and was tailored to withstand First Amendment challenges.

City of Dunwoody, Georgia - City Attorney

(February 2014 to present)

(Assistant City Attorney - December 2008 to January 2014)

City of Peachtree Corners, Georgia - Assistant City Attorney

(July 2012 to present)

City of Sandy Springs, Georgia - Assistant City Attorney

(May 2006 to December 2018)

Provided legal support for the rewrite of new Zoning Ordinance in 2016-17. Issues included structure of new ordinance, and adoption and transition between ordinances. Provided legal support for draft of original ordinances and subsequent revisions.

City of Johns Creek, Georgia - Assistant City Attorney

(November 2006 - April 2014)

Ethics Ordinance: combined data from various government and business platforms, and drafted, implemented, and then educated City staff. Massage Parlor Ordinance: researched similar ordinances, drafted within existing state law, and supported implementation with present, qualifying businesses.

City of Brookhaven, Georgia - Assistant City Attorney

(December 2012 - October 2013)

City of Chattahoochee Hills, Georgia - Assistant City Attorney

(December 2007 - May 2008)

City of Milton, Georgia

(December 2006 - February 2007)



4 References / List of Government Clients Performing Similar Work

Dates	Client	Contact	Services Rendered
2016 - Current	City of Chamblee 5468 Peachtree Rd. Chamblee, GA 30341 chambleega.com	Jon Walker, City Manager 470.395.2310 jwalker@chambleega.gov	Extensive Unified Development Ordinance (UDO) overhaul and continued maintenance, Planning & Zoning, Building Plan Review, Site Plan Review, Drainage, Hydrology Erosion Plan Review, and Community Development Services
2008 - Current	City of Dunwoody 4800 Ashford Dunwoody Rd. Dunwoody, GA 30338 dunwoodyga.gov	Michael Starling Economic Development Director 678.382.6700 michael.starling@dunwoodyga.gov	Project managed complete Zoning Code and Land Development rewrite project, Project managed form-based code rewrite for Perimeter Center Overlay District, Planning & Zoning, Code Enforcement, Site Plan and Building Plan Review, Drainage, Hydrology and Erosion Plan Review, Inspections, Community Development Services, City Engineer
2013 - Current	City of Avondale Estates 21 North Avondale Plaza, Avondale Estates, GA 30002 avondaleestates.org	Keri Stevens, Assistant City Manager 404.294.5400 kstevens@avondaleestates.org	Site Plan and Building Plan Review, Drainage, Hydrology and Erosion Plan Review, City Engineer
1998 - Current	City of Suwanee 330 Town Center Avenue Suwanee, GA 30024 suwanee.com	Marty Allen, City Manager 770.945.8996 mallen@suwanee.com; Josh Campbell, Director, Planning & Inspections, 770.904.3372, jcampbell@suwanee.com	Site Plan and Building Plan Review, Drainage, Hydrology and Erosion Plan Review, Building Inspections, Planning, Facility Assessment, On-Call Engineering, Water System Improvement
2016 - Current	City of Flowery Branch 5410 W. Pine Street Flowery Branch, GA 30542 flowerybranchga.org	Rich Atkinson, City Planner 470.798.0521 rich@flowerybranchga.org	Special projects, including Personal Transportation Plan Code, Site Plan and Building Plan Review, Drainage, Hydrology and Erosion Plan Review
2013 - Current	City of Doraville 3725 Park Avenue Doraville, GA 30340 doravillega.us	Regina V.K. Williams-Gates, City Manager 770.451.8745 regina.gates@doravillega.us	Planning and Zoning, Building Plan Review, Site Plan Review, Drainage, Hydrology and Erosion Plan Review, Building Inspections, Code Enforcement, Community Development Services, City Engineer
2010 - Current	City of Sugar Hill 5039 West Broad Street Sugar Hill, GA 30518 cityofsugarhill.com	Kaipo Awana, Planning Director 770.945.6734 Troy Besseche, Assistant City Manager, 770.945.6716; tbesseche@cityofsugarhill.com	Site Plan and Building Plan Review, Drainage, Hydrology and Erosion Plan Review, Detention Ponds, General Consulting, Program Management
2007 - Current	City of Snellville 2342 Oak Road Snellville, GA 30078 snellville.org	Jason Thompson, Community Development Director 770.985.3518	Site Plan and Building Plan Review, Drainage, Hydrology and Erosion Plan Review, Inspections, Planning, Stormwater, Drainage, Water Master Plan, General Consulting



5 Examples of Similar Work

City of Dunwoody

Community Development Services Including Planning & Zoning

The City of Dunwoody became one of the state's newest chartered cities in December of 2008, following the citizens voting 81% in favor of its inception. CPL (Clark Patterson Lee) was awarded the role of providing Community Development services since the beginning, furnishing consecutive terms with staff to perform the daily functions of the department, including Planning & Zoning, Site and Building Inspections, Code Enforcement, Plan Review, Economic Development, GIS, and Permitting. CPL is responsible for working with City Council, Boards and Commissions, the development community and the citizens of Dunwoody to guide growth and achieve the city's vision for the future.

The CPL Planning & Zoning staff members are responsible for the creation of the City's Zoning Ordinances, Sign Ordinances, Tree Ordinances, Land Use Map, GIS, and the Zoning Map. The staff also administers the Zoning Board of Appeals, Planning Commission, and the Sustainability Committee. Additionally, CPL staff is responsible for

Key project personnel involved in the wholesale rewrite of the City of Dunwoody Zoning and Land Development Codes are assigned to manage the Avondale Estates project. Kevin, Rich, and Rebecca were instrumental in managing the rewrite process, including detailed identification of code needs and deficiencies, detailed review of drafts, management of public input and adoption, and oversight of the consultant.

ensuring compliance with the EPD's Water Quality Unit and the DeKalb Soil and Water Conservation District.

The City was recognized as a Tree City USA community, and has received several awards, including the Green Communities Silver Level Certification from the Atlanta Regional Commission and Georgia Planning Association Award for Outstanding Plan Implementation.



Client: City of Dunwoody
Dates: 2008 - Currently ongoing
Project Value: \$1.5 million/year

Contact:
Michael Starling, Economic Development Director
678.382.6700
michael.starling@dunwoodyga.gov

List of Services Provided:
Planning & Zoning
Code Enforcement
Site Plan and Building Plan Review
Drainage, Hydrology and Erosion Plan Review, Inspections
Community Development Services
City Engineer



City of Chamblee

Planning and Development Services

CPL (Clark Patterson Lee) provides Planning and Development services for the City of Chamblee, performing the daily functions of the department. This includes zoning administration, planning efforts, plan review and processing, permitting, code enforcement, and building inspections. CPL works with City Council, the Architectural Review Board (ARB), the community and the citizens of Chamblee to guide growth and achieve the City's vision for the future.

The CPL Planning & Zoning staff members are responsible for the maintenance of the City's Unified Development Ordinances (UDO), including zoning, tree, sign, and land development regulations. The staff also administers the Architectural Design Review Board (ARB) and manages the City's sustainability policies.

Services provided in Chamblee:

1. Planning and Development:
 - Embedded employees offering full-service department services (building plan review, inspections, code enforcement, permit management, development code administration, process planning, long range planning)
2. Design services, Construction Administration, and Program Management:
 - Buildings
 - Streetscapes
 - Rail Trails
3. Public Outreach such as the Mid-City Stroll and Taste of Chamblee
(please refer to the next page)



4. Grant application & administration:
 - LCI (Livable Centers Initiative)
 - TAP (Transportation Alternatives Program)
 - CDAP (Community Development Assistance Program)
 - Smart Communities
 - USDOT
 - REBC (Roadside Enhancement and Beautification Council)
 - Multi-modal Safety and Access Grant

Client: City of Chamblee
Dates: 2017 - Currently Ongoing
Project Value: \$1.7 million/year
Contact: Jon Walker, City Manager
470-395-2310
jwalker@chambleega.gov



City of Chamblee Mid-City Stroll

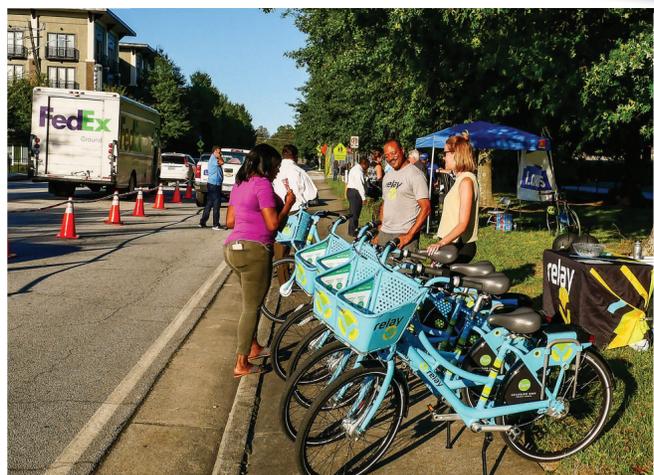
Public Outreach Event

The Mid-City Stroll was a public involvement opportunity that allowed people to experience the corridor of Peachtree Road and the Rail Trail as it exists today and provide input on proposed changes. The city partnered with local businesses to create a street festival highlighting proposed changes through tactical urbanism demonstration projects. The stroll included seven interactive stops where different methods were employed to receive feedback on the draft plan and to identify future needs for Peachtree Road and the Rail Trail. Printed concept boards were located at each interactive stop where participants were able to provide general comments on the concepts.

As part of the event, all major intersections along Peachtree Road between Chamblee Tucker Road and American Industrial Way were converted to temporary 3-way stop intersections. Event participants were able to safely enjoy the route of the Stroll also while observing the pedestrian challenges present today and solutions that might improve the experience in the future.

During the Stroll, a City parking lot was temporarily redesigned as a park for the evening with indoor/outdoor carpet to substitute for grass, picnic tables, temporary tables made out of cable spools and temporary landscape materials. Board games and yard games were provided to simulate a potential future plaza with outdoor activities. An interactive public input opportunity was provided through two “graffiti wall” banners that asked what people wanted to see on Peachtree Road and the Rail Trail.

Location: Downtown Chamblee
Client: City of Chamblee
Event Date: September 7th, 2017
Contact: Jon Walker, City Manager
470-395-2310; jwalker@chambleega.gov



City of Doraville

Community Development Services Including Planning & Zoning

CPL (Clark Patterson Lee) provides Community Development Services including Planning & Zoning, Staffing, Building Plan Review and Inspections, Code Enforcement Services, Site Plan Review and Inspections, and Permitting for the City of Doraville. We also act as City Engineer. Our team has been instrumental in the permitting and building inspections for the redevelopment of the Assembly area, the General Motors automobile factory that is being revitalized as corporate and mixed-use development. CPL has also facilitated the permitting,

building inspections and code enforcement for the new Tax Allocation District after the re-annexation of Doraville.

On an ongoing basis, CPL provides suggestions and recommendations for revisions to existing local codes, ways to enhance the quality of neighborhoods and communities. As an example, Doraville adopted the International Property Maintenance Code (which gives Code Enforcement Officers the ability to do sweeps of multi-family residential housing) on the recommendation of CPL.



Client: City of Doraville
Dates: 2013 - Currently ongoing
Project Value: \$1 million/year
Contact:
Regina V.K. Williams-Gates, City Manager
770.451.8745
regina.gates@doravillega.us

List of Services Provided:
Planning and Zoning
Building Plan Review, Site Plan Review
Drainage, Hydrology and Erosion Plan Review
Building Inspections
Code Enforcement
Community Development Services
City Engineer

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City of Sugar Hill EpiCenter



Program Management for New City Center

CPL provided program management for a new 150,000sf EpiCenter for the City of Sugar Hill, GA. Over the past ten years, the City has worked toward creating a downtown area based on the master plan CPL originally developed in 2005 for the new town center after significant public input, a market analysis and a transportation study.

The EpiCenter includes a performing arts theatre, indoor gym, and mixed use office/restaurant space. CPL worked with the architecture firm, Precision Planning, Inc. and construction firm, New South Construction, to provide project organization, efficiency, and leadership, ensuring all components of the project were successful. CPL will continue to be involved in multiple phases of the project, assisting the City and the City's Downtown Development Authority.

Program management responsibilities include:

- Ordinance amendments
- Budget management/value engineering
- Design consultation and plan review
- RFP process management
- Meeting coordination and follow-up
- Construction oversight
- Schedule management



Rendering by Precision Planning, Inc.



Rendering by Precision Planning, Inc.

Client: City of Sugar Hill
Total Cost: \$62.7 Million (est.)
Completion Date: 2018
Reference: Troy Besseche,
Assistant City Manager,
770.945.6716;
tbesseche@cityofsugarhill.com

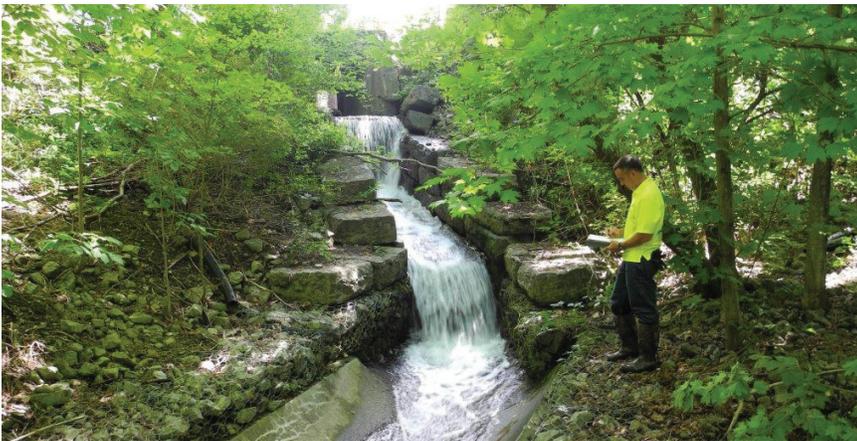
List of Services Provided:
Zoning Ordinance assistance, Building
Plan Review, Site Plan Review,
Drainage, Hydrology and Erosion Plan
Review, Detention Ponds, General
Consulting, Construction Oversight,
Planning, Program Management



City of Suwanee

Plan Review Services, On-Call Engineer

CPL (Clark Patterson Lee) has been awarded the role of providing Plan Review and Community Development services for multiple jurisdictions throughout the Atlanta metro area and beyond, furnishing staff to perform the daily functions of Plan Review, Code Enforcement, Site and Building Inspections, Permitting and Development/Stormwater/Engineering Review. CPL has been a longtime trusted advisor for the City of Suwanee, starting in 1998 with Plan Review Services. We continue to serve the City of Suwanee on multiple contracts and this is a testament to the emphasis we place on building strong relationships with our clients.



Client: City of Suwanee
Dates: 1998 - Currently ongoing
Project Value: \$30,000/year

Contact:
Marty Allen, City Manager
770.945.8996, mallen@suwanee.com
Josh Campbell, Director, Planning & Inspections
770.904.3372,
jcampbell@suwanee.com

List of Services Provided:
Building Plan Review, Site Plan Review,
Drainage, Hydrology and Erosion Plan Review,
Building Inspections, Planning,
Facility Assessment,
On-Call Engineering,
Water System Improvement

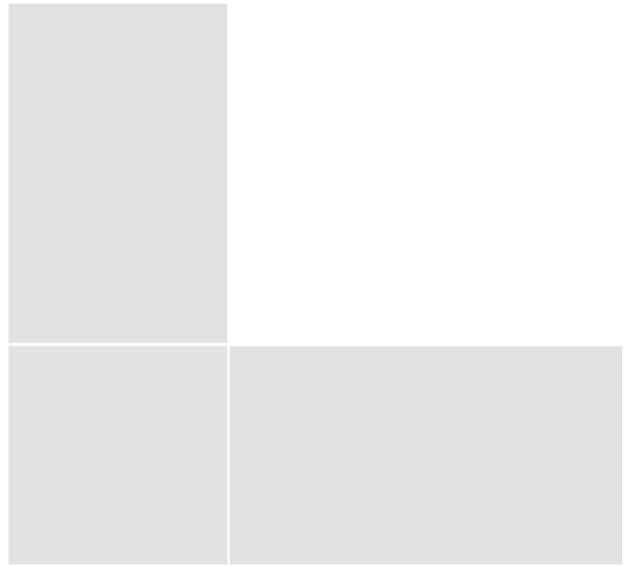


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6 List of Team Members and Hourly Rates



Title	Hourly Rate
Richard Edinger - Principal-in-Charge	\$270
Kevin McOmer - Resource Principal	\$270
Rebecca Keefer - Project Manager	\$180
Matthew Dickison - Planning Specialist	\$150
Jennifer Harper - Public Involvement Specialist	\$150
Justin Steinbach - GIS Specialist	\$150



7 *Required Forms*



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CONTRACTOR AFFIDAVIT AND AGREEMENT

CONTRACTOR AFFIDAVIT AND AGREEMENT

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is contracting with the City of Avondale Estates, Georgia (the "City") has registered with and is participating in a federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontract who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

209339

Federal Work Authorization User Identification Number

March 2009

Date of Authorization

Clark Patterson Engineers, Surveyor and Architects, P.C. dba CPL

Name of Contractor

Zoning Ordinance Rewrite

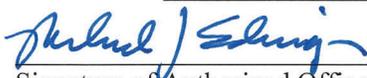
Name of Project

City of Avondale Estates

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on **March 22**, 2019 in **Suwanee** (city), **GA** (state).



Signature of Authorized Officer or Agent

Richard Edinger, PE, CFM, Vice President/Principal-in-Charge

Printed Name and Title of Authorized Officer or Agent

Subscribed and Sworn before me this the **22nd** day of **March**, 2019.


Notary Public

5/25/19

My Commission Expires



PRIVATE EMPLOYER EXEMPTION AFFIDAVIT

PRIVATE EMPLOYER EXEMPTION AFFIDAVIT (If Applicable)

By executing this affidavit, the undersigned private employer verifies that it is exempt from compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation employs 499 or fewer employees and therefore, is not required to register with and/or utilize the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

Contractor agrees that the employee-number category designated below is applicable to the contractor.

500 or more employees.

100 to 499 employees.

10 to 99 employees.

Fewer than 10 employees.

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on March 22, 2019 in Suwanee (city), GA (state).

Clark Patterson Engineers, Surveyor and Architects, P.C. dba CPL

Firm/Company/Private Employer Name

Richard Edinger

Signature of Authorized Officer or Agent

Richard Edinger, PE, CFM, Vice President

Printed Name and Title of Authorized Officer or Agent

Subscribed and Sworn before me this the 22 day of March, 2019

Brenda C. Farmer

Notary Public

5/25/19

My Commission Expires

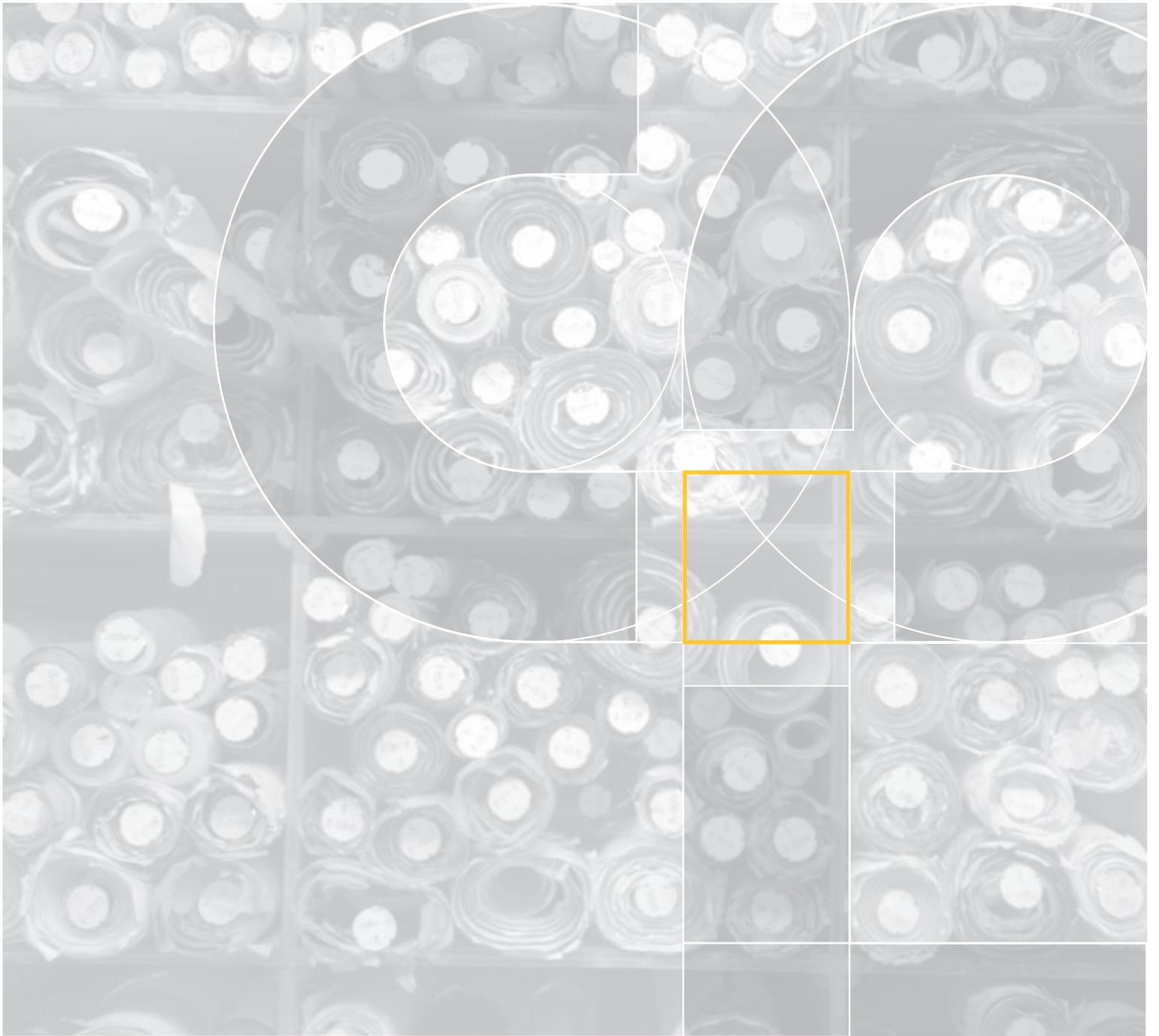


8 Timeline

ID	Task Mode	Task Name	Duration	Start	Finish	W	T	F	S	S	M	T
1		Scoping and strategy meeting with City staff	1 day	W 5/1/19	W 5/1/19							
2		Task A	20 days	T 5/2/19	T 5/28/19							
3		Public Engagement	20 days	T 5/2/19	T 5/28/19							
4		Project kick-off at Farmers Market booth	1 day	T 5/2/19	T 5/2/19							
5		Stakeholder interviews (stakeholder groups to include Board of Mayor and Commissioners, ARB, HPC, Planning and Zoning Board, DDA)	20 days	T 5/2/19	T 5/28/19							
6		Interactive public event at Farmers Market booth (alternative event could be a "Summer Cookout with Codes")	1 day	S 5/11/19	S 5/11/19							
7		Present code review and analysis findings to staff team	14 days	W 5/29/19	M 6/17/19							
8		Present initial code outline and special district drafts to staff team	20 days	T 6/18/19	M 7/15/19							
9		Present draft graphics and executive summary to staff team	10 days	T 7/16/19	M 7/29/19							
10		Present final draft to staff team	10 days	T 7/30/19	M 8/12/19							
11		Present Recommendations to the Public	42 days?	T 8/13/19	W 10/9/19							
12		Drafts published online and distributed electronically	41 days	T 8/13/19	T 10/8/19							
13		Present final draft to staff team	1 day?	W 10/9/19	W 10/9/19							
14		Board of Mayor and Commissioners adoption	0 days	W 10/9/19	W 10/9/19							
15		Task B: August 1-October 31	66 days	W 7/31/19	W 10/30/19							
16		Task C: September 1-October 31	45 days	S 9/1/19	T 10/31/19							
17		Task D: August 1-October 31	66 days	T 8/1/19	T 10/31/19							
18												
19		additional public meetings and City Council Presentations will be added to each task										

Project: Avondale Estates Zonin Date: F 3/22/19	Task		Inactive Summary		External Tasks	
	Split		Manual Task		External Milestone	
	Milestone		Duration-only		Deadline	
	Summary		Manual Summary Rollup		Progress	
	Project Summary		Manual Summary		Manual Progress	
	Inactive Task		Start-only			
	Inactive Milestone		Finish-only			





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