



**Village Council
Agenda for Work Session Meeting of September 10, 2024
Assembly Hall
395 Magnolia Road, Pinehurst, NC 28374
Pinehurst, North Carolina
4:30 PM**

1. Call to Order
2. General Business
 - A. Discuss PDO Update Consultant Interview Process
 - B. Discuss Design of New Given Memorial Library
 - C. Discuss Potential Speed Change on Airport Road
3. Closed Session
 - A. Closed Session pursuant to NCGS § 143-318.11(a)(4) and NCGS § 143-318.11(a)(5)
4. Other Business
5. Motion to Adjourn

Vision: The Village of Pinehurst is a charming, vibrant community which reflects our rich history and traditions.
Mission: Promote, enhance, and sustain the quality of life for residents, businesses, and visitors.
Values: Service, Initiative, Teamwork, and Improvement.



Discuss PDO Update Consultant Interview Process ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 09/04/2024

MEMO DETAILS

We have received four strong responses to our Request for Qualification (RFQ) to update the Pinehurst Development Ordinance (PDO). Attached are both the RFQ and the responses we received.

Originally, staff planned to review these responses and narrow the selection down to a few firms for Council interviews. However, given the quality of all four proposals, we recommend that the Council interview each firm.

To proceed, we need to schedule interviews with all four firms and would like to coordinate possible dates. Additionally, we propose the following interview format: each firm will give a brief presentation, followed by a Q&A session with the Council.

Staff is preparing potential interview questions and will provide them by Tuesday evening.

ATTACHMENTS

1. PDO Update RFQ Final
2. InspirePlacemaking_RFQ-ComprehensiveUDOUUpdate
3. Kimley-Horn_Pinehurst Comprehensive UDO Update Submittal
4. Village of Pinehurst_UDO Update_CPL Qualifications
5. FNI SOQ_Comprehensive Unified Development Ordinance Update
6. Draft Consultant Interview Questions
7. Scoring Matrix



VILLAGE OF PINEHURST

REQUEST FOR QUALIFICATIONS

for a

Comprehensive Unified Development Ordinance Update

Date Issued:
June 28, 2024

Due Date:
July 26, 2024
5:00 PM

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1. PURPOSE

The Village of Pinehurst is soliciting proposals from qualified firms with expertise in researching, evaluating, writing, and consolidating land use regulations to complete a comprehensive update of the Village's Development Ordinance (PDO). Originally adopted in its current form in 2005, it has been amended numerous times over the years and is ready for a comprehensive update. A new development ordinance is needed that addresses the following.

- Modernizes and updates development standards and criteria, subdivision standards, definitions, uses, etc. and consistency with strategies of the 2019 Comprehensive Plan *Envision the Village* and trends over time.
- Implements the findings of the Village Place and Pinehurst South Small Area Plans and Form Based Guidance Plans using recommendations prepared during that process.
- Eliminates disorganization and creates a document that is more easily read and simplifies user needs.
- Streamlines processes and clarifies submittal requirements for the level of decision required.
- Streamlines and improves enforcement processes by developing clear and objective standards and removing subjectivity.
- Addresses new and evolving technology and terminology.
- Provides user-friendly graphics.
- Considers conversion of appropriate special use permits to use-by-right approvals subject to special requirements or conditional zoning.
- Evaluates reasonableness and effectiveness of special requirements.

The selected consultant will be responsible for managing the comprehensive update to the Pinehurst Development Ordinance with implementation of a superior quality community engagement process and strong staff coordination, resulting in an effective ordinance for all users.

The Village is utilizing a two-step process for selection of a consulting team to assist with the Project. **Step One** is the submittal of a response to this RFQ and **Step Two** will be to short list firms (or a firm) for an interview at which time firms will be asked to provide a more detailed scope of work, budget, schedule, project approach and other supporting information similar to a RFP response. Information contained in this RFQ does not constitute a final scope of work, deliverables, or schedule and are provided as a broad overview of the project in anticipation that additional details and specifics will be developed when a project contract is formalized with a selected consultant.

2. COMMUNITY CONTEXT

The Village of Pinehurst is located in Moore County in the Sandhills region of central North Carolina and has an established history and international reputation as a desirable place to live, work and play. Its location, climate, charm, quality healthcare, and world-class golf attract new residents who desire the high quality of life provided here. Recently, Pinehurst was selected as winner of the [Leading the Way Award](#) by the ETC Institute, a national survey and research firm, for exceeding the national average in several key areas and in the top ten percent in three areas. The Village of Pinehurst is the home of [Pinehurst® Resort and Country Club](#) which plays host to many golf championships including the upcoming 2024 U.S. Open. The Village of Pinehurst will also be home to the United States Golf Association ([USGA®](#)) USGA® Experience and World Golf Hall of Fame opening in May of 2024. The Village of Pinehurst is also home to FirstHealth® Moore Regional Hospital, one of the nation's top 100 hospitals which is also the area's largest employer. The community is also near Fort Liberty, Sandhills Community College and is routinely rated as one of the safest cities in the United States.

During the past thirty years, Pinehurst has grown from 3,038 residents in 1990 to 17,581 as of the 2020 census. With this steady increase in population has come a reduction in available platted lots within the Village's corporate limits, placing an increasing demand on growth within the extraterritorial jurisdiction and other areas. While the community has been, and continues to be, a top destination for retirees, there has been an increase in younger families, military personnel and working professionals.

3. EXISTING ORDINANCES/POLICY DOCUMENTS

1. [Pinehurst Development Ordinance \(PDO\)](#)
2. [Pinehurst Municipal Code \(PMC\)](#) particularly:
 - a. Title IX: General Regulations
 - i. Abandoned, Junked and Nuisance Vehicles – Chapter 90
 - ii. Nuisances; Environmental Protection – Chapter 92
 - b. Title XI: Business Regulations
 - i. Mobile Vendors
 - c. Title XV: Land Usage
 - i. Flood Damage Prevention (adopted by reference)
3. [2006 Flood Damage Prevention Ordinance](#)
4. [2019 Comprehensive Plan](#)
5. [Engineering Standards and Specifications Manual \(ESSM\)](#)
6. [The Village of Pinehurst Historic District Standards](#)
7. Stormwater Management and Master Plan
8. [Village Place Small Area Plan](#)
9. [Pinehurst South Small Area Plan](#)
10. [Village Place Form Based Guidance Plan](#)
11. [Pinehurst South Form Based Guidance Plan](#)
12. [The 2024 Strategic Operating Plan](#)
13. [The 2015 Comprehensive Bicycle Master Plan](#)
14. [The 2015 Comprehensive Pedestrian Plan](#)
15. [The 2023 Comprehensive Parks and Recreation Master Plan](#)

4. ANTICIPATED SCOPE OF WORK

The awarded consultant must provide the following services and deliverables, as set forth in this RFQ and more particularly described in this section.

4.1 Management and Coordination

4.1.1 Project Timeline and Work Schedule

Tasks and Deliverables:

- A. Provide a project timeline listing relevant tasks, actions, dates for completion, and responsible parties.

4.2 Work Plan

4.2.1 Development, Nuisance, Building, and Minimum Housing Regulations & Relevant Documents Review and Assessment Report

Tasks and Deliverables:

- A. Conduct a thorough and complete review of the documents in section 3 above.

- B.** Consider the following factors when reviewing the existing PDO and associated documents:
 - i. Compliance with state and federal statutes and case law, including North Carolina General Statutes Chapter 160D.
 - ii. Internal consistency within the document and internal consistency with other Village manuals, standards, and long-range planning documents.
 - iii. Readability and clarity in terms of vocabulary, language, terminology, and overall presentation of information.
 - iv. Ease of use and accessibility in terms of formatting and document structure for the benefit of Village staff, applicants, and the public.
 - v. Degree to which Planning, Inspections, and Engineering staff can enforce the standards with the document.
- C.** Provide an Assessment Report diagnosing the weaknesses and omissions in the regulations identified in 4.2.1(A) above, as well as accompanying recommendations for how to improve the document.
 - i. The Assessment Report should cover how to integrate the documents into a newly titled Pinehurst Unified Development Ordinance (UDO).
 - ii. The Assessment Report should recommend revisions or creation of related documents or manuals for the UDO including general design guidelines, definitions, planting lists, administrative procedures, erosion and sedimentation standards or other documents.
 - iii. The Assessment Report should explain how the goals and recommendations from the long-range plans can be achieved practically through standards and incentives contained within the newly written UDO. This may include recommending new or revised zoning districts or the elimination or consolidation of other districts.
- D.** Provide an Annotated Outline based on the Assessment Report outlining the blueprint for the new UDO and the structure and format for the UDO.
- E.** Annotated outline for the new unified development ordinance and assessment Report of the existing regulations as identified in 4.2.1(A), including other ordinances, manuals, standards, and plans.

4.2.3 Community Engagement Plan

Tasks and Deliverables:

- A.** The community engagement approach will be identified early in the planning process through coordination between Village staff and the consultant team.
- B.** At least one community engagement event must be held following the release of the initial draft.
- C.** The Village and/or consultant team may recommend additional community engagement events.

- D. Community engagement events must be held in person.
- E. A complete community engagement plan for staff review within 45 days of the Notice to Proceed. The community engagement plan must include a timeline for holding events throughout the project.
- F. Materials developed through the community engagement will be provided to the Village.

4.2.4 Draft Document

Tasks and Deliverables:

- A. Create a draft of the full UDO document including text, tables, images, and appendices for staff review.
- B. Document should be complete and fully formatted draft submitted to staff for review. A minimum of (3) rounds of edits by staff should be expected.
- C. After staff reviews and revisions are complete, a final draft of the document should be submitted for staff to review to prepare for presentation to the Planning and Zoning Board and the Village Council. At least one round of edits should be expected following the Planning and Zoning Board presentation. A final round of edits should be expected following the Village Council presentation.
- D. Upon completion of all revisions above, a final document will be presented for public hearing by the Planning and Zoning Board and Village Council for adoption. Additional revisions may be expected following the public hearings.
- E. A final draft of the UDO and associated documents (such as manuals or appendices) that are ready for publication.
- F. A spreadsheet (or other digital format) tracking all the comments and edits by staff, Planning and Zoning Board, and Village Council.
- G. Final, editable digital documents following Village Council adoption in a mutually agreed upon format. Village staff should be able to edit all documents, including any images or charts used following the adoption without authorization or approval of the consultant.
- H. A memorandum outlining the recommendations for best practices for displaying and maintaining the document online.

4.2.5 Zoning Map Analysis and Assessment Report

Tasks and Deliverables:

- A. Conduct a thorough and complete review of the Official Zoning Map.
- B. The following factors must be considered when reviewing the existing map:

- i. Appropriateness following the adoption of the Village Place and Pinehurst South Small Area Plans.
 - ii. Recommendations for consistency with the 2019 Comprehensive Plan including Focus Areas.
 - iii. Recommendations for revisions to existing or additional districts.
 - iv. Recommendations for overlay districts including highway corridors.
 - v. Recommended zoning map which would implement the updated UDO.
- C. Provide an assessment report indicating how to integrate the updated UDO, updating zoning districts, creating new base or overlay zoning districts, and accompanying descriptions and allowed uses.
- D. Assessment report of the existing zoning map and related long-range plans.
- E. Proposed new official zoning map in a format agreed by the Village.

4.2.6 Municipal Code Amendments

Tasks and Deliverables:

- A. Provide any recommended Municipal Code Amendments

5. PROPOSED PROJECT TIMELINE

TASK	DATE
Issue RFQ	June 28, 2024
Submission Deadline	July 26, 2024
Selection Process	August 2024
Final Selection	September 2024
Draft Contract	September/October 2024
Final Contract Approved	October 2024
Project Begins	October/November 2024
Final Draft Submitted for Adoption	August 2025

6. SUBMITTAL REQUIREMENTS

Method of Submission: Only electronic copy or files will be accepted.

Submittal Information: Proposals should be limited to a 25-page maximum limit. Proposals exceeding 25 pages may be removed from consideration. Example documents may be provided via links.

1. **Title Page:** Title page showing the following: the consultant's name, address, telephone, and email address of the contact person; and the date of the proposal.

2. **Transmittal Letter:** A signed letter of transmittal briefly demonstrating the consultant's understanding of the work to be performed and explaining why the consultant believes it is best qualified to perform the services.
3. **Introduction and Executive Summary:** Provide the following information concerning the consultant firm:
 - Firm name and business address, including telephone number, fax number, and email address.
 - Year established (include former names and year established, if applicable).
 - Type of ownership and parent company, if any.
 - Project manager's name, mailing address, and telephone number, if different from Item 1.
 - Identify the major facts and features of the proposal, including any conclusions, assumptions, and recommendations.
4. **General Information:** Provide general information and a brief history of the consultant's firm or team, including any subcontract consultants, which may be used for the Project.
5. **Project Understanding, Approach, and Schedule:** Provide a comprehensive narrative, outline, and/or graph demonstrating the firm's understanding and approach to accomplishing the tasks outlined in the Scope of Work (Section 4). A detailed description of each task, deliverable, and the anticipated schedule for accomplishing each must be included.
6. **Relevant Experience:** Identify similar projects that the team or individuals have recently completed comparable to this project. Consultant should demonstrate relevant experience on at least (3) similar projects, preferably within the past five (5) years. The consultant should be prepared to provide copies of the work product from these projects. Include the name, telephone number, and email address of a person who may be contacted referencing each project.
7. **Personnel Qualifications:** For each member of the professional staff proposed to be assigned to this engagement, please provide the following information:
 - Identification of project manager who will lead the project and who can negotiate and execute a contract.
 - Names and proposed roles of other individual team members.
 - Qualifications and professional credentials of all team members to perform work requested, including education and prior relevant experience in their assigned functions.
8. **Availability:** Statement of availability of key personnel of the firm to undertake and complete this Project in keeping with the Village's anticipated proposed project timeline.

7. EVALUATION AND SELECTION

The Village is utilizing a two-step process to select a consulting team to assist with the Project. **Step One** is the submittal of a response to this RFQ and an evaluation of the responses per the criteria below. **Step Two** will be to shortlist firms for an interview at which time firms will be asked to provide a more detailed scope of work, budget, schedule, project approach and other supporting information to be determined later. Only firms submitting a response to this RFQ shall be eligible to submit for consideration in Step Two. The Village may or may not conduct interviews and may elect to move directly into project contract negotiations based on evaluation of responses to this RFQ. The Village may also elect not to move forward with the project and may re-issue an RFQ or RFP.

Criteria for Selection

RFQs received will be evaluated based on the following criteria:

1. Responsiveness to the RFQ and quality of submittal.
2. Specialized experience of the firm(s) with projects of a similar scope and scale within the past 5 years in similar community settings.
3. Creativity, unique propositions, and demonstration of superior or innovative techniques in preparing unified development ordinances and public engagement.
4. The capacity and commitment of the firm, its key project members, and proposed sub consultants to provide requested services in accordance with the Village's schedule.
5. Qualifications and experience of key personnel, including sub consultants, on the proposed team.
6. Interested firms should submit an electronic response by July 26, 2024, via email to Alex Cameron, Planning & Inspections Director acameron@vopnc.org. Village staff will provide receipt verification of submissions received.

8. TERMS AND CONDITIONS

1. This RFQ does not commit the Village to award a contract. No other party, including any respondent, is intended to be granted any rights hereunder. Proposals which, in the sole discretion of the Village, do not meet the minimum requirements, including without limitation the minimum submission requirements, may not be reviewed. This RFQ and the process it describes are proprietary to the Village and are for the sole and exclusive benefit of the Village. Any response, including written documents and verbal communication by any respondent to this RFQ, will become the property of the Village and if required by law may be subject to public disclosure by the Village or any authorized agent of the Village. The Village is not liable for any costs associated with the development, preparation, transmittal or presentation of any response or material(s) submitted in response to this RFQ.
2. It shall be the respondents' responsibility to review and verify the completeness of its response. The Village may request additional or clarifying information or more detailed information from any respondent at any time, including information inadvertently omitted by a respondent. The Village may request to contact clients referenced in the response. The Village also reserves the right to conduct investigations with respect to the qualifications of a respondent.
3. Verbal communication made by any Village employee or agent of the Village with respect to this RFQ is not binding and shall not in any way be considered as a commitment by the Village. Only written responses to questions submitted in writing to the Village or written addenda to this RFQ issued by the Village will be considered binding on the Village.
4. The Village reserves and may exercise the following rights and options with respect to evaluation of responses and selection for negotiation:
 - a. To reject any and all responses and re-issue the RFQ at any time prior to execution of a final contract if, in the Village's sole discretion, it is in the Village's best interest to do so;
 - b. To supplement, amend, substitute or otherwise modify this RFQ at any time prior to selection of one or more respondents for negotiation and to cancel this RFQ with or without issuing another RFQ;
 - c. To accept or reject any or all of the items in any proposal and award the contract in whole or in part if it is deemed in the Village's best interest to do so;
 - d. To reject the proposal that, in the Village's sole judgment, has been delinquent or unfaithful in the performance of any contract with the Village or another government entity, is financially or technically incapable or is otherwise not a responsible respondent;
 - e. To reject as informal or non-responsive any proposal which, in the Village's sole judgment, is incomplete, is not in conformity with applicable law, is conditioned in any way, deviates from this RFQ or contains erasures, ambiguities, alterations, or items of work not called for by this RFQ;

- f. To waive any informality, defect, non-responsiveness and/or deviation from this RFQ that is not, in the Village's sole judgment, material to the response;
 - g. To permit or reject, at the Village's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of responses by some or all of the respondents following proposal submissions:
 - h. To request that some or all of the respondents modify proposals based upon the evaluation of the Village.
5. The Village may enter into negotiations for a contract, on terms and conditions satisfactory to the Village with one or more selected respondent(s). However, the Village reserves the right to terminate any negotiations at any time or conduct simultaneous, competitive negotiations with multiple proposers. The Village reserves the right to negotiate acceptable terms in an otherwise unacceptable proposal. Such negotiations may result in changes in terms material to this RFQ; in such an event, the Village shall not be obligated to inform other proposers of the changes, or permit them to revise their proposals accordingly, unless the Village, in its sole discretion, determines that doing so and permitting such is in the Village's best interest. Should negotiations not prove satisfactory with the selected respondent(s), the Village reserves the right to discontinue negotiations. Additional individuals/businesses may be asked to enter into negotiations, and/or the Village may solicit new proposals.

9. RFQ QUESTIONS CONTACT INFORMATION

For additional questions, contact:

Alex Cameron, Planning and Inspections Director

Email: acameron@vopnc.org

Phone: (910) 295-8664



Village of

PINEHURST NORTH CAROLINA

RFQ: COMPREHENSIVE UNIFIED DEVELOPMENT ORDINANCE UPDATE




Inspire

PLACEMAKING COLLECTIVE

JULY 26, 2024, 5:00PM

Inspire Placemaking Collective, Inc.
100 Core Street, Durham, NC 27703

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01

TRANSMITTAL LETTER

July 26, 2024

Attn: Alex Cameron, Planning & Inspections Director
395 Magnolia Road
Pinehurst, NC 28374

Re: RFQ: Comprehensive Unified Development Ordinance Update

Dear Members of the Selection Committee,

Pinehurst is a serene village that provides a high-quality of life for both residents and visitors. This update of the Unified Development Ordinance provides an opportunity to advance the vision of the Comprehensive Plan through thoughtful economic development and infrastructure investments that preserve the Village's rich community character. The seven guiding principles and ten strategic opportunities, outlined in the plan, should serve as a touchstone for this important implementation effort.

Inspire Placemaking Collective, Inc. (Inspire) was founded in 2022 as a formal spin-off of S&ME, Inc.'s planning and landscape architecture divisions which operated for more than 20 years. With a team of 21 planners that have more than 300 years of collective experience, Inspire offers a traditional city planning practice, with a depth and breadth that is unique within today's marketplace.

Our practice focuses on comprehensive planning, land development code updates, form-based codes, design guidelines, community redevelopment, economic development, historic preservation, and small area studies. We have assisted numerous cities and counties with the preparation of streamlined, user-friendly land use plans, comprehensive plans, land development regulations, form-based codes, design standards, and technical manuals. Our current and previous clients range from rural counties to fast-growing urban communities.

Placemaking, a design perspective that recognizes the relationship between transportation, private development, and civic spaces, is the foundation of all our work. We think beyond project site boundaries and plan for the people and experiences of the larger place and community. ***Inspire is committed to creating great places, safe streets, and thriving communities.***

Thank you for this opportunity to present our qualifications for your consideration. We hope to have the opportunity to expand upon our ideas and experience through the interview process.

Sincerely,

Inspire Placemaking Collective, Inc.



Sarah Sinatra Gould, AICP, CZO
Project Manager
Ssinatra@inspireplacemaking.com



George Kramer, AICP
President/Authorized Representative
Gkramer@inspireplacemaking.com

02

INTRODUCTION & EXECUTIVE SUMMARY

FIRM INFORMATION & EXECUTIVE SUMMARY

FIRM NAME & ADDRESS

Inspire Placemaking Collective, Inc. | HQ: 4767 New Broad Street, Orlando, FL 32814; Local: 100 Core Street, Durham, NC 27703

YEAR ESTABLISHED/TYPE OF COMPANY/OWNERSHIP

Corporation; Incorporated in Florida in October of 2022

PHONE, FAX, EMAIL

Phone: 407-202-8387 | Fax: N/A | Email: Gkramer@inspireplacemaking.com

FORMER NAMES

S&ME, Inc; Littlejohn Engineering

PROJECT MANAGER INFORMATION

Sarah Sinatra Gould | 954.205.3272 | Ssinatra@inspireplacemaking.com | Local Durham Office (see above)

The Inspire team has in-depth and diverse planning experience working with municipal and local governments, quasi-governmental entities, private sector clients, developers, community stakeholders, and neighborhood-based organizations. Our experience includes serving as planning department directors or managers working directly for local government. Because of this first-hand public sector experience, we recognize the fact that consultants should generate solutions that are practical and implementable – not just “pretty pictures” or “best practices” from other places that may not consider the local regulatory and budgetary realities of proposed design solutions.

We appreciate that Pinehurst desires to craft a modernized Unified Development Ordinance with a focus on consistency, functionality, and ease of use. The process will not only help address the community's growing needs and vision for the future by placing an emphasis on outreach mechanisms for input, but it will create a predictable Ordinance. A predictable code helps the development community determine how a piece of property can be used; it provides for consistent staff interpretation; and it gives the public a clear understanding of how their community can and will be developed. To this end, our team will carefully review all existing plans, planning documents and ordinances to ensure consistency with the UDO; we will facilitate thoughtful and comprehensive community engagement; and we will provide numerous opportunities for staff feedback and review throughout the writing and revision process. Our Placemaking practice

is comprised of experts who work within all areas of planning, continually staying up-to-date on recent developments in the market and technology. Our team has prepared multiple full land use code rewrites and countless ordinances. Our team always looks to simplify and clarify the document by updating a table of uses, with all uses defined, and to provide a code that is legally sound.

Our team members have exemplary organizational skills which will make the process for reviewing applications intuitive and self-explanatory. We understand the Village's goal of creating an Ordinance that is user friendly and that will be a tool for all to easily interpret, as well as enforce. We have selected Sarah Sinatra Gould, AICP, CZO, as Project Manager for this undertaking. Sarah has over 20 years of experience in Placemaking for municipalities. She has served as a planning director for most of her career, overseeing projects that focus on the vision of communities such as land development and zoning codes, comprehensive plans, corridor studies and form-based codes. She understands the need to actively encourage public involvement through a variety of platforms to truly gauge a community's needs. Sarah has worked in municipalities undergoing significant growth, resulting in transformational changes for areas as well as rural communities, preparing code language to protect their unique way of life. She has supported these places by leading public engagement efforts, while crafting language to guide zoning and land development codes. Her focus on the “place” is reflected in the types of projects she has led, including transit-oriented development ordinances, sign plans coordinated with a municipality's brand and zoning updates addressing the relationship of structures to public spaces. Sarah's work products include innovative plans that result from community feedback and collaboration.

Sarah has also served as a planning director for five communities. As the end user of codes and standards, she has applied the language to interpret uses, review development applications, and guide the public on how they can develop a parcel. This experience allows her to understand the impact that an ordinance text will have on the built environment.

03

GENERAL INFORMATION



FIRM PROFILE/HISTORY

Committed to creating great places, safe streets, and thriving communities.

We are interdisciplinary. We are committed to extensive collaboration across disciplines in order to develop bold ideas and cutting-edge designs without undermining function.

We seek partnerships. We seek clients that share our vision and values to build long-term relationships. Strong partnerships can support and create transformative initiatives.

We are committed to excellence. What we do is impactful and important. We provide compelling ideas, creative designs and complete, clear documents.

We are Placemakers. Our team leads efforts starting from planning to design and through construction. The ultimate metric of our success is quality-built projects designed for people and experiences.

Inspire Placemaking Collective, Inc. (Inspire) is a newly formed company, comprised of an established planning and landscape architecture practice that has operated since 1999. Inspire was established in 2022 as a formal spin-off of S&ME, Inc.'s planning and landscape architecture divisions. This purchase provided a legal transition of personnel, projects, and portfolio from S&ME, Inc. to Inspire.

Inspire includes 21 planners with more than 300 years of collective experience. Our team focuses on traditional planning, including Comprehensive Planning, Land Development Codes, Community Redevelopment, Economic Development, Historic Preservation, and Small Area Studies.

We are specialists.

63

Comprehensive
Planning Projects

61

Land Development
Code Projects

55

Community
Redevelopment
Agency Clients

8

Active Development
Review Clients

Comprehensive Plan and Land Development Code projects include assessments, amendments, and full re-writes.

Our approach to planning focuses on intense public participation and visioning coupled with analysis of the latest economic and demographic data. Our plans are user-friendly, with concise writing and clear graphics illustrating concepts that provide clarity and predictability for the local government, the development community, and the general public.



04

PROJECT UNDERSTANDING, APPROACH,
& SCHEDULE

PROJECT UNDERSTANDING/APPROACH

PHASE 1: PROJECT INITIATION, MANAGEMENT, & COORDINATION

Task 1.1: Kick-Off Meeting - To provide the highest quality product to the Village of Pinehurst, we propose to clarify the project management, schedule, and deliverables prior to initiating work for the Unified Development Ordinance (UDO) update. Inspire will facilitate a kick-off meeting with Pinehurst's Planning and Inspections department, Village administrative staff, and any key staff relevant to the UDO update. This meeting will be an opportunity to discuss the scope, schedule, and overall goals for the project; to establish preferred communication channels and organizational responsibilities; and to identify a community engagement strategy.



Task 1.2: Recurring Meetings - Inspire values transparency and constructive conversations with our clients. Therefore, in addition to the initial kick-off meeting, we propose to facilitate virtual bi-weekly meetings with planning staff. At these meetings, Inspire will update Pinehurst staff on the progress of the project and staff will have the opportunity to provide feedback and ask questions. We will establish the schedule for these recurring meetings at the initial kick-off meeting.

WE WANT TO HEAR FROM YOU!



RINCON, GA
UNIFIED DEVELOPMENT
ORDINANCE

VISIT THE PROJECT WEBSITE TO:

- Comment on the interactive map
- Share ideas for the Future Vision
- Take a quick survey

SCAN ME! 

OR VISIT: 

www.inspire-engagement.com/rincon-udo

Task 1.3: Branding - Our team includes in-house graphic designers who will develop a unique project brand and identity that will be implemented throughout the planning process. Our team will work with Pinehurst staff to develop a brand that accurately reflects the Village of Pinehurst and the goals of the project. This branding will be used on communication and marketing materials, community engagement websites and materials, and on final deliverables.

PHASE 2: REVIEW & ASSESSMENT

Task 2.1: Review Relevant Planning Documents - Inspire will perform a comprehensive literature review of all relevant planning documents to ensure that the new Pinehurst Development Ordinance aligns with the Village's current goals and ordinances, and all applicable State and Federal regulations. Additionally, Inspire values regulations that can be easily implemented and we will assess the degree to which the Village can enforce and uphold current standards.

Task 2.2: Create an Assessment Report of Relevant Documents - Inspire understands that the alignment of the new Pinehurst Development Ordinance with Envision the Village and other plans is necessary in developing a framework for the new UDO. In reviewing relevant planning documents, the Inspire team will create a matrix to identify, section by section, how to update the regulatory documents to ensure consistency with other Village documents. The matrix will also identify the updates required to establish new or modified districts and what new documents the Village should create. Additionally, our project team will meet with core and technical staff to identify weaknesses with the existing development review process to ensure that the updated UDO addresses repetitive variances, subdivision challenges, implementation procedures, land development deficiencies, table of uses, and more.

Task 2.3: Develop an Annotated Outline - Building on the findings from the Assessment Report, the Inspire team will prepare an Annotated Outline that consolidates, restructures, and streamlines existing regulations into a more readable and accessible document that benefits Village staff, applicants, and residents.

PHASE 3: COMMUNITY ENGAGEMENT

Inspire proposes a robust community engagement strategy to ensure that all Pinehurst residents are able to provide feedback on the UDO update. We understand that a meaningful community engagement process is essential to building trust within the community, keeping the community informed of project details, and gathering feedback that will inform the content of the updated UDO. Our proposed strategy as follows:

Task 3.1: Public Open House (*One proposed*) - The Inspire team will facilitate one public visioning open house. We will prepare several activities and boards to engage community members and solicit feedback on topics -- such as development and subdivision standards and new land uses. The information collected at this public open house will inform the content of the updated UDO. Examples of activity stations are as follows:



GREETERS

In this station, Inspire will create a sign-in sheet for attendees to provide their contact information. One of our team members will greet community members and explain the organization of the room. Inspire staff will be available to clarify activity instructions or answer questions. The team will also provide children's activities because we encourage all members of the community to attend and participate in this open house.

TELL US WHERE YOU LIVE, WORK, SHOP, AND PLAY!

This station will include a blank map of Pinehurst for attendees to use colored stickers to indicate where they live, where they work, where they shop, and where they participate in recreational activities. This station will help our team understand where Pinehurst residents spend their time and will help us identify where we may need to update development standards and uses.



PREFERRED USES

In the activity the team will ask participants to place colored stickers under various topics on a board to indicate the types of land uses they would like to see in Pinehurst. Feedback from this activity will help Inspire update the use table in the UDO.

DEVELOPMENT STANDARDS

This activity allows people to rank their preferences regarding development standards including landscaping, setbacks, and design. This exercise can help identify the overall look of the community as identified by the public.





CHALLENGES AND OPPORTUNITIES

This activity would include questions specific to the challenges and opportunities that participants see in Pinehurst.

IDEA WALL

The team will post a prompt for participants to describe their vision for the next 20 years for the Village of Pinehurst. This activity will help guide the overall vision for UDO update.



EXIT SURVEY

The team will ask participants to fill out an exit survey before they leave. The survey will ask how the activities went and will give the participants an opportunity to provide any further comments or suggestions.



Task 3.2: Pop-Up Events (*One to two proposed*) - In an effort to meet Pinehurst residents where they are, Inspire proposes to host information booths at one to two local events or festivals, such as the Sandhills Farmers Market or the Pinehurst Holiday Pop-Up Market. These “pop-up events” would be informal and would serve to inform community members of the project and garner feedback.

Task 3.3: Workshop (*One proposed*) - Once Inspire has completed an initial draft of the UDO, we will publish the draft on the Social Pinpoint website and host one workshop where community members can provide feedback on the draft. At this workshop, the Inspire team may provide a brief presentation to inform residents of the changes made and how prior community feedback has been incorporated into the draft.

Task 3.4: Social Pinpoint Website - Inspire has substantial experience in providing branded project websites that both inform and engage residents, allowing residents to interact with the planning process at a time that is convenient for them. We will utilize Social Pinpoint, an online engagement platform, throughout the UDO update process. This platform is customizable to Pinehurst’s needs and has a variety of interactive tools, including surveys, discussion forums, interactive maps, and more. Furthermore, our team can upload project documents and summaries to Social Pinpoint to keep residents informed throughout the planning process.



Greenville, NC - UDO

<https://www.inspire-engagement.com/greenville-udo>

Our team will assemble the Social Pinpoint website using the branding established in Phase 1 and will add interactive features relevant to Pinehurst’s needs.

PHASE 4: DRAFT DELIVERABLES & ADOPTION

Task 4.1: Draft UDO Document & Zoning Map

Analysis - Inspire has found that the most efficient way to facilitate the rewrite of each section of the Unified Development Ordinance is through logical “blocks” or “modules” which are then given to staff for review. We will integrate this “module level” staff review throughout Phase 2: Review and Assessment and then present a full draft to Village staff for three rounds of review in Phase 4.



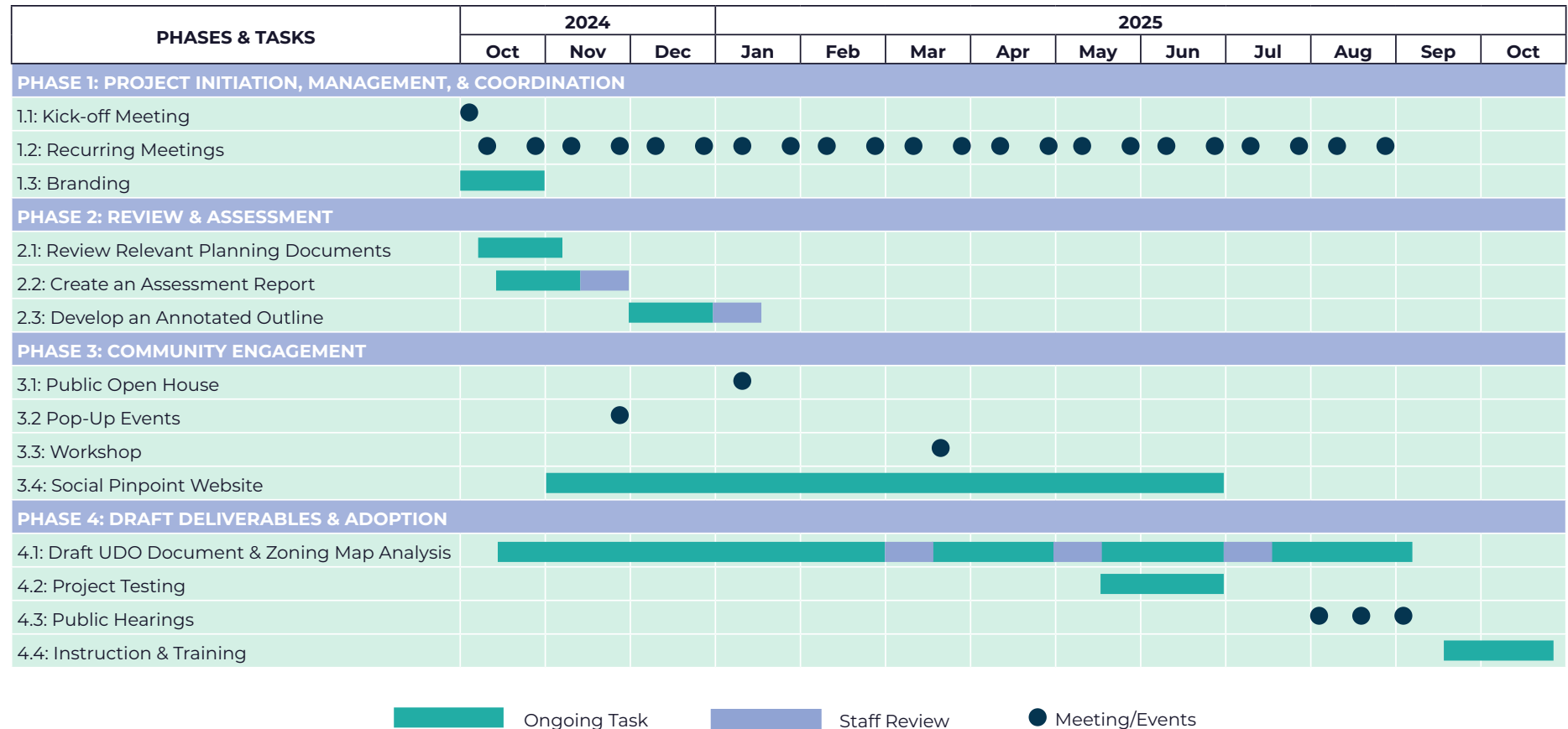
As the code changes become more definitive, we will develop a draft map to identify areas that may need to be rezoned along with a comparative analysis of the resulting changes and the impact on properties. We will work with Staff to prepare a GIS zoning map that is consistent with the Future Land Use Map.

Task 4.2: Project Testing - Inspire tests our codes and regulations on real world applications to ensure that we are providing our clients with a highly functioning, user-friendly code. This approach builds trust with the development community, as well as civic leaders, as they recognize our goal is to provide robust, creative regulations that are easily interpreted and applied. An example we have used previously is to review projects that are both desired and undesirable to understand how the regulations would affect the ultimate development in both scenarios. This process allows us to modify the regulations as needed to result in the most preferred built condition. Up to three projects will be tested.

Task 4.3: Public Hearings - After the final document is prepared and reviewed by staff, Inspire will present the draft to Pinehurst’s Planning and Zoning Board and the Village Council. This will include a slideshow presentation of the major changes as well as a summary of the community engagement process. Inspire will revise the final documents as needed following these meetings with the Board and Council. Inspire will then present the final plan to the public, followed by a final text amendment.

Task 4.4: Instruction & Training - After the Council adopts the updated UDO, Inspire will hold one in-person training session with whichever staff the Village requests. Inspire will also hold one-hour weekly virtual meetings for the first four weeks after adoption of the UDO.

SCHEDULE



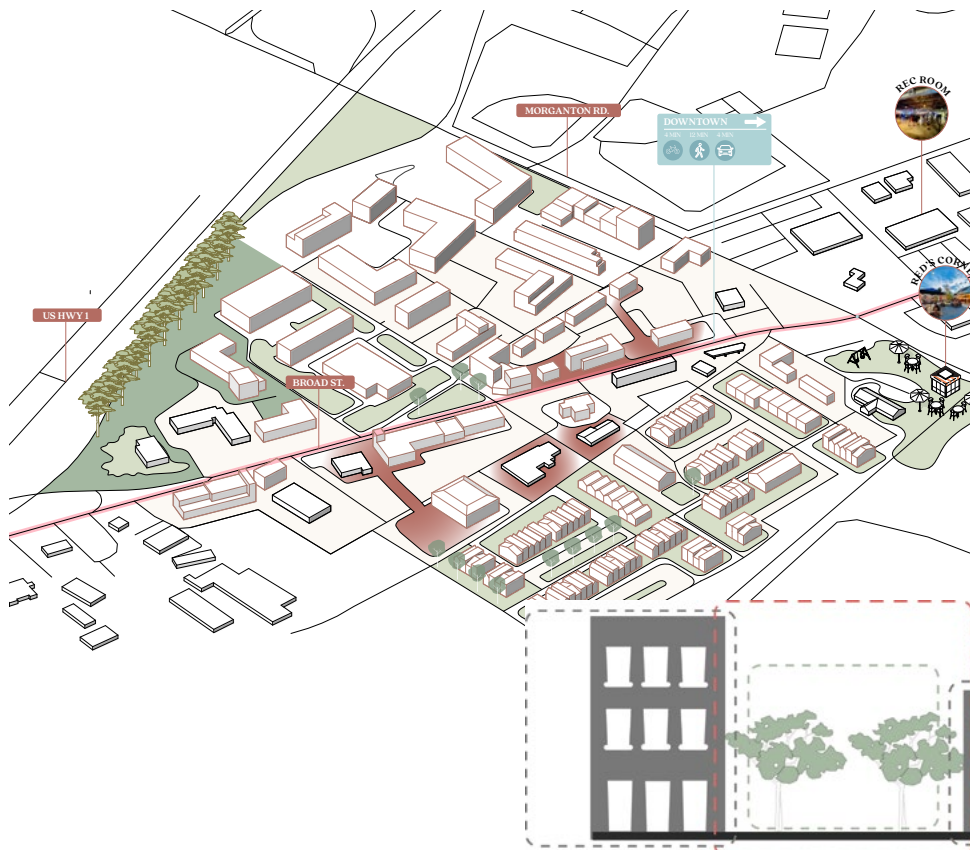


05

RELEVANT EXPERIENCE

Character District Zoning Analysis & Pinedene Design Booklet

📍 SOUTHERN PINES, NC



DATES

2023 - 2024 (Character District);
2024(Pinedene)



OWNER

Southern Pines, NC
Mr. BJ Grieve, AICP, CFM, CZO,
Planning Director
801 SE Service Road,
Southern Pines, NC 28387
T: 910.692.4003
E: Bjgrieve@southernpines.net



KEY SERVICES

- Zoning
- Design Guidelines
- GIS Mapping
- Public Engagement
- Urban Design

The Town's newly adopted Comprehensive Plan included character districts—a set of 10 designated areas that define the built environment and lifestyle of Southern Pines, with corresponding zoning regulations. Of the 10 defined character districts, the Town chose three as the initial areas for which to create design criteria. These areas include Downtown, Downtown Adjacent, and West Southern Pines. The Inspire team held three separate meetings with stakeholders representing the three character districts where they discussed the unique style of architecture, site characteristics, and context in preparation for zoning code amendment recommendations. Additionally, Inspire prepared perspectives showing the development potential as well as ways to incorporate adaptive reuse of structures while integrating public spaces.



OVERVIEW

- Public Engagement with stakeholders
- Evaluation of districts to identify the unique architectural styles and distinct site conditions
- GIS mapping to identify the boundaries of the proposed districts
- Crafting of proposed language to amend the Town's ordinances in an effort to implement the Comprehensive Plan
- Hand Drawn Perspectives
- Graphics integrating existing structures and public spaces with a birds eye view

Unified Development Ordinance

📍 GREENVILLE, NC



DATES

2024 - Ongoing



OWNER

City of Greenville, NC
Les Evertt, Planning Director
200 W. 5th St, Greenville, NC
27858
T: 252.329.4513
E: Leverett@greenvillenc.gov



KEY SERVICES

- Planning
- GIS Mapping
- Public Engagement

WE WANT TO HEAR FROM YOU!

The City of Greenville is creating a new Unified Development Ordinance (UDO) and we need your input. A UDO includes regulations such as zoning, commercial development regulations, signage, and more.



Please visit the project website to provide feedback, fill out a survey, get project status updates, and stay up to date on our upcoming community input events.

www.inspire-engagement.com/greenville-udo



SCAN ME!

Inspire is preparing the City's first Unified Development Ordinance (UDO) to incorporate design standards for the downtown and surrounding area and to improve code organization, streamline regulations, and create conditional zoning regulations. The UDO is a community-driven process centered on the last update to the Comprehensive Plan and needs of the public. The regulations were outdated and conflicting and the goal of the project was to craft predictable standards by which to design and build, while focusing on pedestrian-friendly, sustainable development.



OVERVIEW

- First UDO for the 12th largest city in North Carolina
- Focus on removing barriers in the UDO to enhance economic development and retention of skilled workers
- Robust public engagement to ensure a community-driven process

Unified Development Ordinance

 RINCON, GA



DATES

2023 - 2024



OWNER

City of Rincon, GA
Teri Lewis, AICP, Director of Planning
302 South Columbia Avenue,
Rincon, GA 31326
T: 912.826.5996 Ext. 113
E: Tlewis@rinconga.gov



KEY SERVICES

- Land Development Code
- Public Engagement



Rincon is a high growth area within Effingham County, GA. The City has a joint Comprehensive Plan with character areas which it intended to incorporate into the ordinance. The existing ordinances were outdated and not unified. The City requested a Unified Development Ordinance which created a more user-friendly, visually intuitive code. Public engagement and feedback were critically important to the City, resulting in a community engagement plan that included stakeholder meetings, a dedicated project website, and a public open house.



OVERVIEW

- Fast-growing city with outdated ordinances
- Public engagement focus
- Dedicated project website
- User friendly code language
- Created table of uses
- **Online Website:** [Click Here](#)

Municipal Zoning & Development Ordinance (MZDO) Update

 HARDEEVILLE, SC



DATES

2022 - 2023



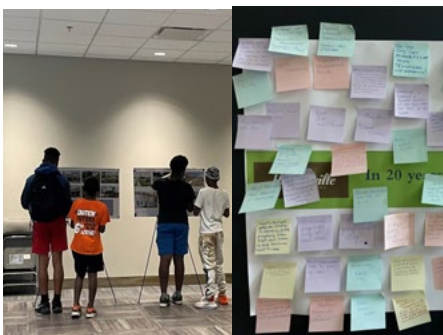
OWNER

City of Hardeeville, SC
 Brana Snowden, AICP, Director
 of Planning & Development
 205 Main Street, P.O. Box 609,
 Hardeeville, SC 29927
 T: 843.784.2231
 E: Bsnowden@hardeevillesc.gov



KEY SERVICES

- Planning
- Public Engagement
- Graphics



The City of Hardeeville contracted Inspire to align existing plans, studies, guidelines, ordinances, and regulations to develop a comprehensive framework as the basis for an updated MZDO. The focus of the update was consistency with the Comprehensive Plan and consistency throughout the ordinance. The update was rooted in public engagement including stakeholder interviews, and meetings, as well as a two-day open house for the public.



OVERVIEW

- Updated table of uses
- Revised the codified process to align with current practice
- Provided form-based focus for the Whyte-Hardee Corridor
- Developed a predictable, easy-to-use document
- **Social Pinpoint Website:** [Click Here](#)

Land Development Code Assessment

 PENSACOLA, FL



DATES

2023-2024



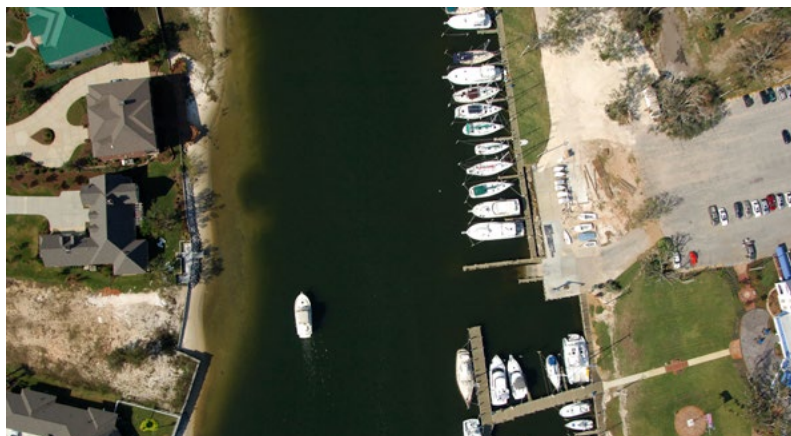
OWNER

City of Pensacola, FL
 Cynthia Cannon, AICP, Planning &
 Zoning Division Manager
 222 West Main Street
 Pensacola, FL 32502
 T: 850.435.1670
 E: Ccannon@cityofpensacola.com



KEY SERVICES

- Land Development Regulations



Inspire performed a thorough assessment of the adopted Land Development Code (LDC) and recommended amendments for the potential rewrite of the code. Tasks included developing a matrix to list the proposed changes, preparing a new outline to reorganize the code, holding work sessions with staff and stakeholders to go through potential recommended changes, and developing an approach for the future update of the LDC.



OVERVIEW

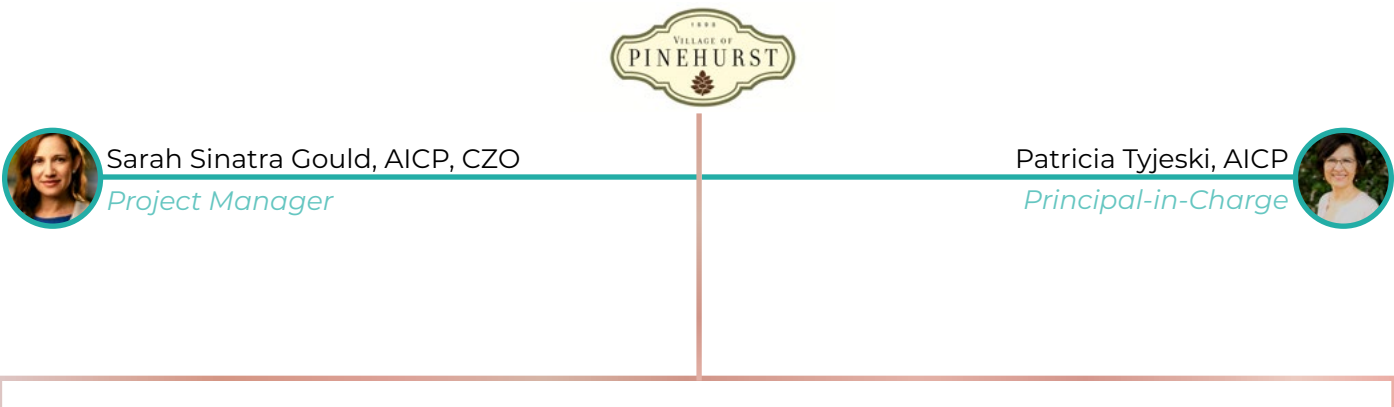
- Completed a thorough assessment of the LDC
- Organized recommendations in a matrix format
- Facilitated multiple work sessions to facilitate the review of the recommended changes



06

PERSONNEL QUALIFICATIONS

ORGANIZATIONAL CHART



PLANNING

-  Chris Dougherty, AICP
Principal Planner/GIS Lead
-  Eric Raasch, AICP
Principal Planner
-  David Henning, Esq., AICP
Senior Planner
-  Jared Beck, AICP
Director of Redevelopment
-  Erik Bredfeldt, PhD, AICP
Director of Economic Development
-  Gabriela Castro, AICP
Planner
-  Erin Anderson
Planner
-  Robbie Addington
Planner
-  Jessica Hays
Planner

URBAN DESIGN/LANDSCAPE ARCHITECTURE

-  Viviana Castro, PLA
Director of Landscape Architecture
-  Christina Miller, RA, AICP, LEED AP
Senior Architect/Urban Designer/Planner
-  Abigail Shemoel
Senior Urban Designer
-  Claudia Sicilia
3D Visualization Specialist
-  Em Schaefer
Creative Director

Sarah Sinatra Gould

AICP, CZO

PROJECT MANAGER



20 Years of Experience

AICP #021553

Durham, NC



PROFILE

Sarah has served as a planning director for numerous jurisdictions throughout her career. She understands the need to actively engage the public through a variety of platforms to truly gauge a community's needs. Sarah's work products include innovative plans based on community feedback and collaboration.

EDUCATION

- Master of Urban & Regional Planning, Florida Atlantic University, Fort Lauderdale, FL
- Bachelor of Arts, Political Science, Florida Atlantic University, Boca Raton, FL

SKILLS

- Land Development Codes
- Comprehensive Planning
- Public Involvement
- Corridor Analyses
- Development Review
- Sign Codes
- Supplemental Planning Support

EXPERIENCE

Character District Zoning Analysis

Project Manager | Southern Pines, NC

Developed overlay districts to implement three distinct character areas identified in the Comprehensive Plan.

- Hosted three stakeholder groups at separate meetings within the character districts and crafted new code language
- Prepared an analysis describing unique features of the districts

Unified Development Ordinance

Project Manager | Greenville, NC

Creating a new code for the 12th largest city in North Carolina prioritizing active involvement from the public through multiple workshops and a citizen led task force.

- Designed a public outreach strategy to engage all segments of the population including residents as well as university students
- Led the effort to overhaul the UDO to be user friendly and consistent with the Comprehensive Plan

Unified Development Ordinance

Project Manager | Rincon, GA

Developed a new code for a fast-growing city, including the creation of a corridor overlay district.

- Facilitated stakeholder meetings and collaborated on dedicated project website and coordinated public open house
- Prepared updated ordinance text in strike through/underline format

Zoning Ordinance

Project Manager | Collegedale, TN

Reorganized and updated the regulations to maintain the high-quality of life in the suburb of Chattanooga, TN.

- Overhauled the zoning ordinance to be user friendly and predictable

Patricia Tyjeski

AICP

PRINCIPAL-IN-CHARGE



36 Years of Experience

AICP #069120

Orlando, FL



PROFILE

Pat has extensive experience with long range comprehensive planning, land development regulations, zoning, historic preservation, and development review. Over the course of her career, Pat has worked with over 30 jurisdictions on numerous comprehensive planning projects.

EDUCATION

- Master of Regional Planning, Cornell University, Ithaca, NY
- Bachelor of Architecture, Universidad Javeriana, Bogotá, Colombia

SKILLS

- Comprehensive Planning
- Land Development Regulations
- Historic Preservation
- Development Review
- Community Engagement
- Small Area Plans

EXPERIENCE

Municipal Zoning & Development Ordinance (MZDO) Update

Principal Planner | Hardeeville, SC

An update that included the creation of the Form-Based Code along a growing corridor and provisions to enhance city-wide tree canopy.

- Led the preparation of the form-based code for the downtown and White Hardee corridor

Land Development Code Assessment

Project Manager | City of Pensacola, FL

A comprehensive assessment of the adopted Land Development Code and recommendations for improvement.

- Identified obsolete regulations, duplication of standards, internal conflicts, conflicts with the Comprehensive Plan and Florida Statutes, provisions that do not belong in the LDC, and efficiency and effectiveness of the development review process and procedures
- Prepared recommendations for the reorganization and improvement of the code
- Facilitated work sessions with stakeholders to discuss issues and recommendations

Land Development Code Update & Form-Based Code

Project Manager | Kissimmee, FL

A comprehensive evaluation and assessment of the adopted Code followed by a full rewrite to provide clarity and consistency, and the development of a form-based code for Downtown and the US 192 corridor to foster redevelopment and infill.

- Performed a complete reorganization of the code, created tables of uses and dimensional standards, eliminated internal inconsistencies
- Incorporated form-based code regulations for the downtown and Vine Street corridor
- Facilitated public workshops and presented the project at public

David Henning

Esq., AICP

SENIOR PLANNER



8 Years of Experience

AICP #31045

Durham, NC



PROFILE

David has extensive experience that includes crafting and analyzing comprehensive plan updates, strategic plans, land development code updates, and affordable housing studies. His projects have been tailored to meet the needs of client communities, which can include extensive public engagement, detailed scenario planning, and coordination with regional entities.

EDUCATION

- Master of Urban Planning, Harvard Graduate School of Design, Cambridge, MA
- Juris Doctor, Florida State University College of Law, Tallahassee, FL
- Bachelor of Science in Civil Engineering, Northwestern University, McCormick School of Engineering, Evanston, IL

SKILLS

- Comprehensive Planning
- Strategic Planning
- Land Development Codes
- Affordable Housing Studies

EXPERIENCE

Unified Development Ordinance

Senior Planner | Greenville, NC

Creating a new code for the 12th largest city in North Carolina prioritizing active involvement from the public through multiple workshops and a citizen led task force.

- Coordinated translation of key initiatives from the comprehensive plan to the UDO
- Reviewed key North Carolina state preemption issues

Unified Development Ordinance Update

Project Planner | Mooresville NC

Update of the unified development ordinance to produce a simpler, easy to maintain document and to implement the newly adopted OneMooresville comprehensive plan.

- Attended Stakeholder and steering committee meetings
- Assisted with UDO assessment relating potential changes in the UDO to the comprehensive plan

Land Development Code Update

Project Planner | Richland County, SC

Update to the county land development code to implement the shared future vision in the Plan Together concurrent update of the Richland County and Columbia comprehensive plans.

- Led Stakeholder conversations and public engagement
- Drafting of sections within development standards and administrative procedures articles

Land Development Code Update

Project Planner | Columbia, SC

Update to the city land development code to implement the shared future vision in the Plan Together concurrent update of the Richland County and Columbia comprehensive plans.

Christina Miller

RA, AICP, LEED AP

**SENIOR ARCHITECT/URBAN
DESIGNER/PLANNER**



24 Years of Experience



AICP #030652 | FL Architect #AR97005



Miami, FL



PROFILE

Christina is an architect, urban designer, and planner with over 24 years of experience. Her approach to architectural design/master planning includes an intensive study of local history, tradition, context, and culture. She is passionate about the built environment/public spaces and is an advocate for healthy living, alternative housing/transportation options, better food production practices, and land/seas stewardship.

EDUCATION

- Master of Urban Planning, University of Miami, Coral Gables, FL
- Master of Architecture, University of Miami, Coral Gables, FL
- Bachelor of Arts in Economics, Connecticut College, New London, CT

SKILLS

- Architecture
- Master Planning
- Urban Design
- Site Planning
- Comprehensive Planning
- Sustainability
- AutoCAD
- Microsoft Office, Mac Suite
- Adobe InDesign
- Local Knowledge of the Area

EXPERIENCE

Seven50 | Regional Prosperity Plan

Senior Project Manager | Seven Counties of Southeast FL

Worked with a large consultant team on a seven-county public outreach/input process to envision the future for Southeast Florida, considering the various challenges for the large, economically-significant region, including population growth and climate change.

- Participated in numerous public outreach workshops, including in Marathon, FL
- Acted as the primary author of recommendations for multiple cross-disciplinary resilience strategies

New Town Traditional Neighborhood Development (TND) Code & Master Plan

Code Author/Master Planner | Martin County, FL

This unique code-writing project resulted from a lawsuit requiring the transformation of a sprawl project into a TND; work included significant design revisions to the master plan and the streetscape design and a code rewrite. The revised code was heavily oriented towards Resiliency and Sustainability, with a particular emphasis on the role of public spaces, including streets and greens.

- Revised the master plan; rewrote all code sections, including sign, landscape, streetscape, urban design regulations, and architectural regulations
- Collaborated with fellow designers on project deliverables

Miami 21, Form-Based Zoning Code

Designer | Miami, FL

Worked with DPZ team and City of Miami to rework the City's Land Use Code into a Form Based Code with a goal of predictability based on a transect system. Winner of numerous awards.

- Created a map of the City reflecting existing conditions and proposed Transect zones

Chris Dougherty

AICP

**PRINCIPAL PLANNER/GIS
LEAD**



18 Years of Experience



AICP #026356



Orlando, FL



PROFILE

With experience in providing private and public sector planning services, Chris's career has focused on helping clients create unique places. Chris has a passion for developing community-driven plans and excels at comprehensive planning, land development code writing, visioning/public engagement, parks and recreation planning, GIS, and entitlements.

EDUCATION

- Master of Arts in Urban & Regional Planning, University of Florida, Gainesville, FL
- Bachelor of Arts in Criminology, University of Florida, Gainesville, FL

SKILLS

- Comprehensive Planning
- Land Development Code Writing
- Development Review
- Redevelopment Planning
- GIS Analysis
- Parks and Recreation System Planning
- Public Engagement
- Visioning
- Land Use Entitlements
- Grant Writing
- Small Area Plans

EXPERIENCE

Land Development Code Update & Form-Based Code

Project Planner | Kissimmee, FL

A comprehensive evaluation and assessment of the adopted Code followed by a full rewrite to provide clarity and consistency, and the development of a form-based code for Downtown and the US 192 corridor to foster redevelopment and infill.

- Assisted with public engagement
- Assisted with the development of several chapters in the land development code

Land Development Code & Form-Based Code

Project Planner | Gainesville, FL

A comprehensive evaluation and assessment of the adopted Code followed by a full rewrite to provide clarity and consistency, and the development of a form-based code for the downtown and surrounding areas.

- Assisted with the public engagement exercises
- Assisted in the preparation of the existing conditions analysis, Form-Based Code, and regulating plan
- Prepared Code amendments to the transportation sections

Land Development Regulations

Senior Planner | Effingham County, GA

Prepared update and reorganization of zoning, engineering, and subdivision regulations to guide development in a fast-growing county.

- Identified and assisted with the public engagement strategy for the project
- Assisted with GIS mapping and analysis of residential zoning districts
- Collaborated with the team on engineering and subdivision regulations in the Code

Abigail Shemoel

SENIOR URBAN DESIGNER



15 Years of Experience



SketchUp | AutoCAD



Rincón de la Victoria, Spain



PROFILE

Abigail has a strong desire to discover and design lively, sustainable places. This passion coupled with strong communication and illustration skills, has allowed her to work successfully in a variety of international settings in Latin America, the United States, and Europe. With over 15 years of professional experience as a landscape architect and planner, Abigail has delivered/managed projects at various scales including urban spaces, streets, parks, schools, transportation corridors and residential developments.

EDUCATION

- Master of Science (MSc) in Urban Development Planning, Specialization: Urban Agriculture, University College London, UK
- Bachelor of Landscape Architecture, Minor: International Resource Management, Ball State University, Muncie, IN

SKILLS

- Landscape Architecture
- Urban Planning
- Urban Design
- Illustration
- Site Plans
- Construction Drawings
- Sustainable Design
- Comprehensive Planning
- Historic Preservation
- SketchUp
- AutoCAD

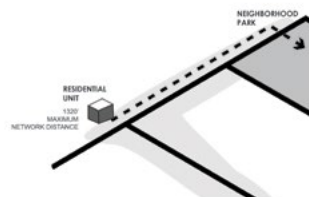
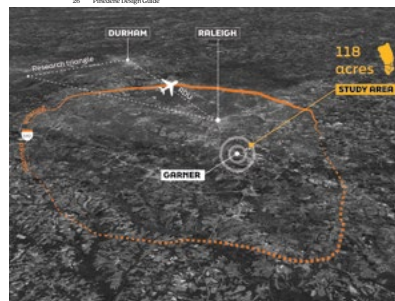
EXPERIENCE

Implementation

Implementing the vision for Pinedene requires commitment and collaboration between the public and private sectors. These partnerships require an understanding by government officials, private property owners, developers, and designers of what needs to be done for that vision to be realized.

The components of a city block can be described into three main parts: built structures, hybrid zones, and the public realm.

Successful precedents and design considerations applicable to Pinedene are organized into these categories and detailed throughout the remainder of this section.



Pinedene Design Standards

Senior Urban Designer | Southern Pines, NC

- Developed design guidelines for the transformation of Pinedene (Focus Area C)
- Led the graphic team in the production of illustrations
- Produced report design and content

Economic Development Plan

Senior Urban Designer | Garner, NC

- Assisted the project team with analysis
- Created 2D and 3D concept visualizations
- Produced graphics for workshops and project report

North Okaloosa Planning Study

Senior Urban Designer | Okaloosa County, FL

- Developed concept designs for future residential areas
- Assisted the project team with presentations and graphics

Lake Wales Envisioned-Long Range Plan

Senior Urban Designer | Lake Wales, FL

- Assisted in the development of a detailed set of amendments to the City's Comprehensive Plan and Land Development Code for implementation of the community vision
- Graphically represented new land development codes



Eric Raasch, Principal Planner, has extensive experience with public sector planning. Some of his recent work includes reviewing the existing development process within the LDC for the **LDC Assessment** for **Pensacola, FL**; performing statutory research on agritourism uses for the **Agritourism LDC Amendments** for **Manatee County, FL**; and directing all aspects of the project, including providing direction on data & analysis and participating in community engagement activities for the **Urban Service Boundary Study** for **Indian River County, FL**.

Education: Master of Real Estate Development, University of Maryland; Bachelor of Science in Business Administration, Economics, University of Central Florida



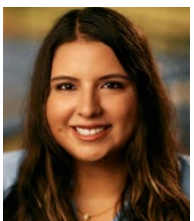
Jared Beck, Director of Redevelopment, is a proactive, enthusiastic, and detail-oriented self-starter with a focus on the overall end goals of each project, and the positive and long-term impact such projects have on the greater good in our communities. Some of Jared's recent work includes leading the client and project management and engagement programming for the **Comprehensive Plan Update** for **Palmetto Bay, FL**; researching the CRA interface to provide design support to the **Bayshore Drive Redevelopment Project (Phase 1)** in **Naples, FL**; and leading the **Bethune Park Master Plan** for **Hillsborough County, FL**, which is seen as a catalyst and signature project in the Downtown Revitalization Action Strategy, and once completed will include a wider array of activities and public elements for the underserved community.

Education: Bachelor of Landscape Architecture in Urban Design, Texas Tech University



Erik Bredfeldt, Director of Economic Development, has extensive experience in administrative and project management, with a focus on community planning and economic development. Some of Erik's recent work includes working on developing the **Downtown Strategic Plan** and working with multiple parties on the plan development in **Gainesville, FL**; producing the Market Analysis and assisting with public outreach for the **Economic Development Plan** for **Garner, NC**; and supported/assisted the team with the economic development elements of the **Comprehensive Plan Update** for **St. Johns County, FL**.

Education: Doctor of Philosophy in Urban & Regional Planning, University of Florida; Master of Arts in Urban & Regional Planning, University of Florida; Bachelor of Arts in Economics



Gabriela Castro, Planner, has extensive experience working in and with local government. Some of her recent work includes moderating and facilitating discussion meetings for the **Zoning Ordinance** for **Collegedale, TN**; assisting in the review of the LDC provisions for the **Land Development Code Assessment** for **Pensacola, FL**; and preparing materials and presentations for steering committee meetings for the **Comprehensive Plan & Downtown Master Plan** for **Weddington, NC**.

Education: Master of Arts in Urban & Regional Planning, University of Florida; Bachelor of Science in Sustainability & the Built Environment, University of Florida



Robbie Addington, Planner, is passionate about land use, resiliency, code development, and long-range planning. Some of Robbie's recent work includes writing revisions for the zoning regulations, uses, and definitions for the **Comprehensive Land Use Plan & UDO Update** for **Kenly, NC**, drafting public engagement reports for the **Character District Zoning Analysis** for **Southern Pines, NC**, and creating GIS maps for the project website for the **Zoning Analysis** for **Collegedale, TN**.

Education: Master of City and Community Planning, University of North Carolina at Chapel Hill; Bachelor of Arts in Political Science, University of North Carolina at Chapel Hill



Jessica Hays, Planner, has several years of experience in planning, with a focus in GIS mapping and data management. Some of Jessica's recent work includes preparing code work to modernize/provide consistency to the **Comprehensive Land Use Plan & UDO Update** for **Kenly, NC**, assisting with GIS mapping for the **Infrastructure Mapping/GIS** project for **Robertson County, TN**, and mapping/analyzing existing conditions for the **Land Use Study** for **Lake Wales, FL**.

Education: Master of Urban & Regional Planning, University of Florida; Bachelor of Science in Sustainability & the Built Environment, University of Florida



Erin Anderson, Planner, is passionate about creating strong communities through equitable community development/planning. Some of Erin's recent work includes preparing updated land use tables/land use definitions for the **Municipal Zoning & Development Ordinance** for **Hardeeville, SC** and the **Land Development Regulations** for **Effingham County, GA**, and proposing a structure for the reorganization of the Ordinance for the **Unified Development Ordinance** for **Rincon, GA**.

Education: Master of City & Regional Planning, University of North Carolina at Chapel Hill; Bachelor of Arts in Economics, Wake Forest University



Viviana Castro, Director of Landscape Architecture, has extensive experience working on visioning, streetscape design, community engagement, park design, urban and community developments, commercial spaces, branding, and wayfinding studies. Some of her recent work includes visualizing and conceptualizing the streetscape opportunities based on current conditions for the **Corridor Design Standards** for **Effingham County, GA** and developing schematic concepts that analyzed park area relationships for the **Crest Lake Park** project for **Clearwater, FL**.

Education: Master of Urban Planning & Sustainability, Universitat Politècnica de Catalunya, Barcelona, Spain; Bachelor of Science in Landscape Architecture, University of Florida



Claudia Sicilia, 3D Visualization Specialist, has experience helping clients envision robust design projects through technical drawings and detailed 3-D visualization renderings. Some of her recent work includes creating architectural design standards for the **Corridor Design Standards** project for **Effingham County, GA**; creating the Lumion model to showcase the design details in 3D for the **Downtown Master Plan** for **Weddington, NC**; and assisting with the **Economic Development Plan** for **Garner, NC**.

Education: Bachelor of Architecture, Jose Maria Vargas University, Caracas, Venezuela; Associate of Science Degree in Computer Drafting & Design, Florida Technical College



Em Schaefer, Creative Director, adds creative insight to projects through branding, visual communications, marketing, community engagement, wayfinding, and illustration. Some of Em's recent work includes designing unique project branding/report layout and interactive website for the **Municipal Zoning & Development Ordinance** for **Hardeeville, SC**, the **Comprehensive Plan Update** for **Trinity, NC**, and for the **Land Development Regulations** for **Effingham County, TN**.

Education: Master of Science in Digital Marketing, University College Dublin Michal Smurfit Business School; Bachelor of Arts in Visual Communications, Ball State University



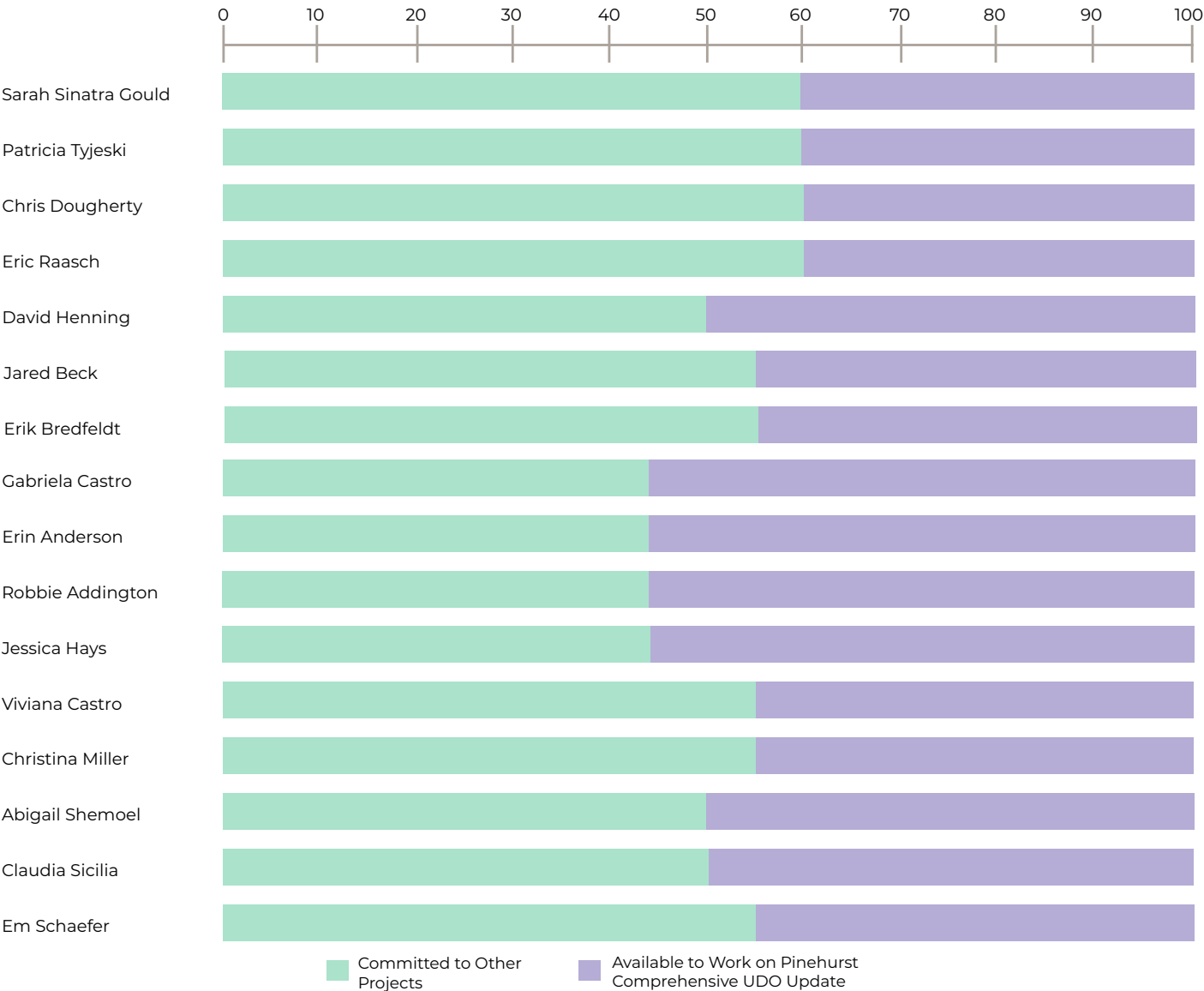
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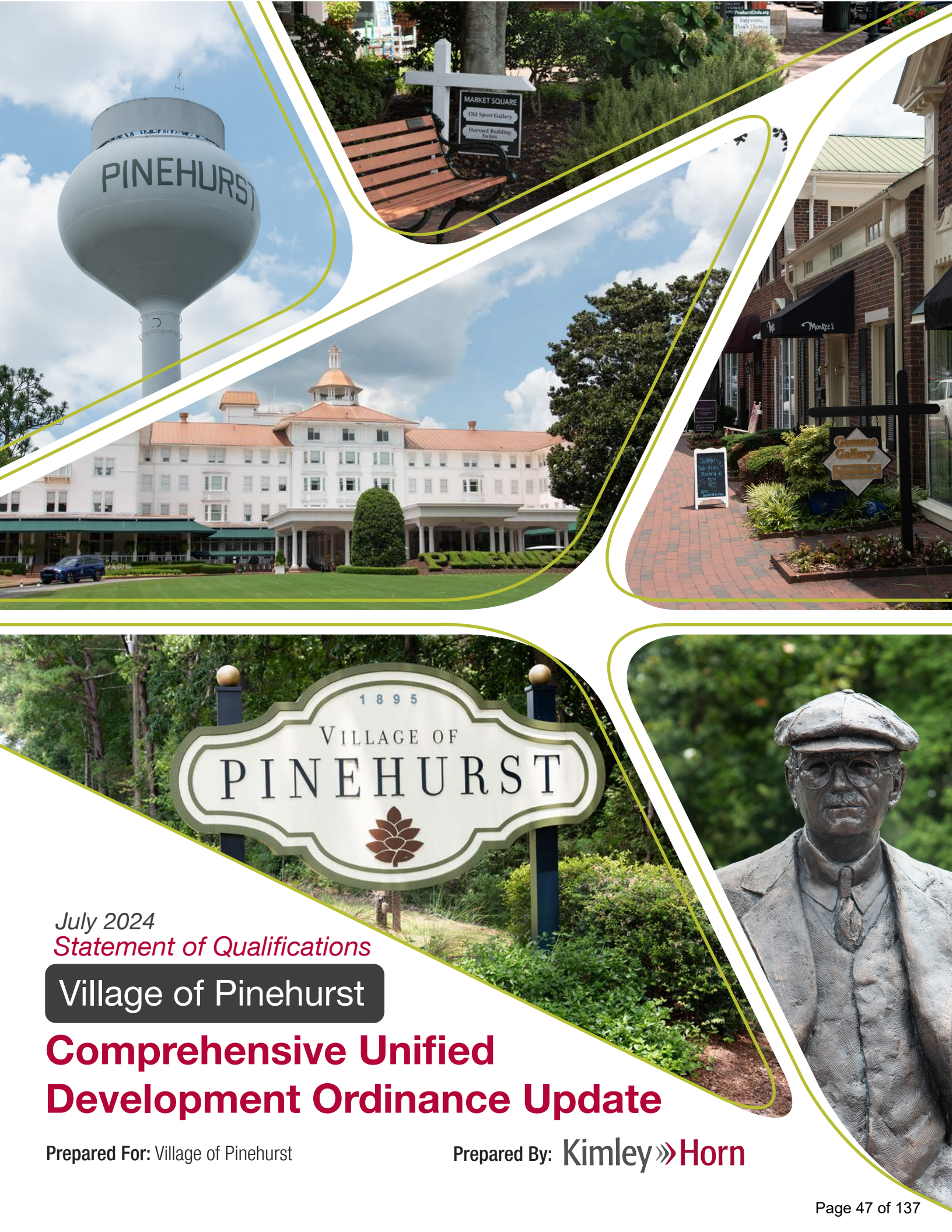
AVAILABILITY

AVAILABILITY

Our team understands that the Village not only places a priority on the provision of quality work completed within budget parameters, but also on meeting the Village’s expected project schedule. Accordingly, Inspire has selected our staff team members for both the relevance of their professional qualifications and their immediate and continued ability to commence work upon the Village’s direction. We rigorously examine our workload capacity at weekly staff meetings in which we determine project priorities, staff assignments, and the deliverables due for the upcoming week. This process ensures that there are adequate resources to maintain project progress and to address any foreseen deviations from established budgets and schedules, so they can be corrected in a timely manner. Inspire designates a QA/QC review time for each project to ensure that deliverables meet the intended scope of work.

Below is a graphic representation of current commitments for our key team members.





July 2024

Statement of Qualifications

Village of Pinehurst

Comprehensive Unified Development Ordinance Update

Prepared For: Village of Pinehurst

Prepared By: **Kimley»Horn**

Section 1 - Title Page



Consultant Name

Kimley-Horn

Consultant Address

421 Fayetteville Street
Suite 600
Raleigh, NC 27601

Consultant Telephone

919 237 9450

Contact Person

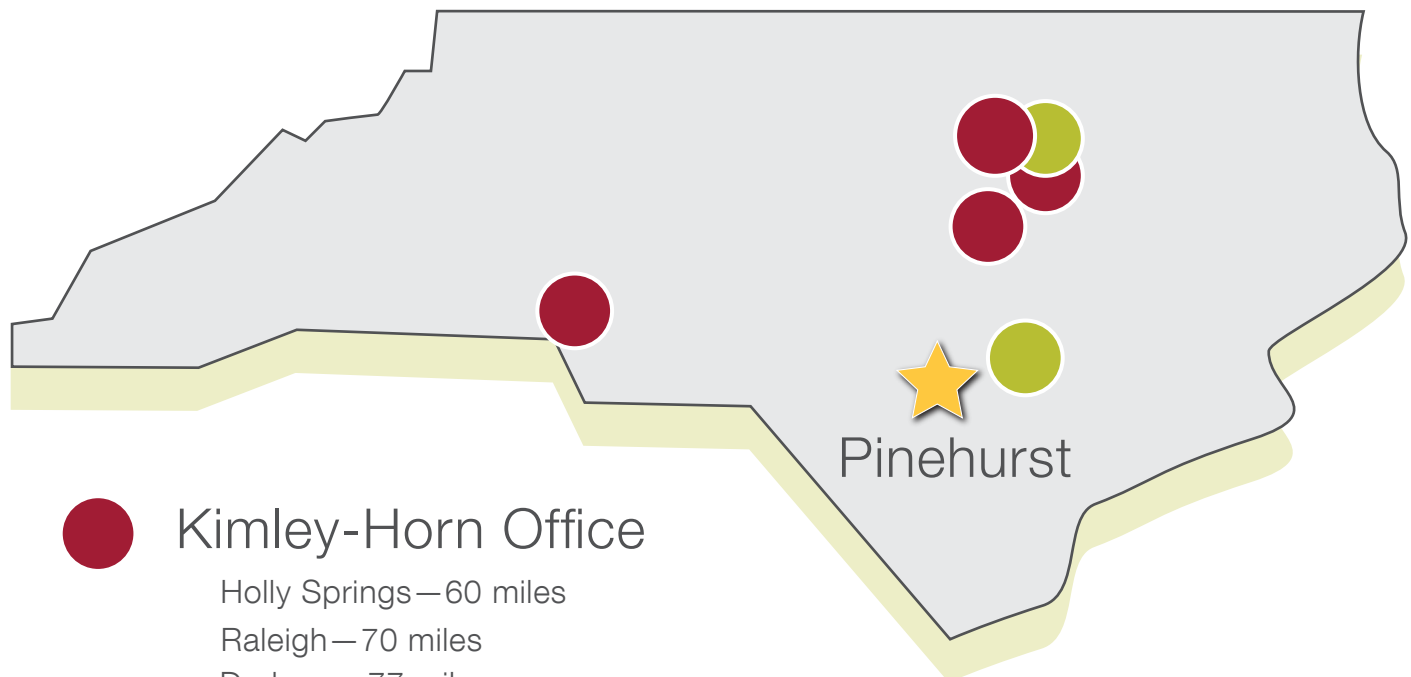
Cindy Szwarcop, AICP
Project Manager

Proposal Date

Friday, July 26, 2024

A LOCAL CONSULTANT YOU CAN TRUST

Kimley-Horn is a trusted local consultant with multiple offices nearby to provide the Village timely responses to navigate project challenges and maintain your project schedule. We have teamed with **WithersRavenel** for this project; they will support the community engagement and zoning map analysis tasks.



Kimley-Horn Office

Holly Springs—60 miles
Raleigh—70 miles
Durham—77 miles
Charlotte—92 miles



WithersRavenel Office

Southern Pines—5 miles
Raleigh—70 miles

Section 2 - Transmittal Letter

July 26, 2024

Alex Cameron | Planning and Inspections Director
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374

Kimley-Horn

421 Fayetteville Street
Suite 600
Raleigh, NC 27601
919 677 2000

REQUEST FOR QUALIFICATIONS (RFQ) RE: COMPREHENSIVE UNIFIED DEVELOPMENT ORDINANCE (UDO) UPDATE

Dear Mr. Cameron and Members of the Selection Committee:

The Village of Pinehurst is both a destination and an experience. This carefully curated resort lifestyle experience not only is close to the hearts of many visitors and vacationers, but also is the everyday experience of year-round residents. The proposed UDO update project is a crucial step in nurturing the built environment by creating a user-friendly, graphically oriented ordinance with character-based zoning elements to lay the groundwork for future high-quality development in the Village.

The proposed community planning effort will be collaborative, responsive, and will bring best practices and recommendations from around the state and region to achieve the goals of the update project. *Our team will work with Village staff, residents, and stakeholders to craft a modern ordinance that is easy to understand and implement and will preserve the distinct character of the Village.*

We have assembled an exemplary team for this project that is available to start upon notice to proceed and can meet the proposed schedule to deliver a final adoption draft in August 2025. Our Raleigh-based team understands North Carolina planning legislation and will be led by project manager **Cindy Szwarcop, AICP**. Cindy has more than 29 years of North Carolina-specific land use, ordinance development, and municipal coordination experience as both a public-sector planner and consultant. She will be supported by **Kelley Klepper, AICP** as principal-in-charge and quality control/quality assurance (QC/QA) reviewer as well as a team of Kimley-Horn professionals including planners, landscape architects, designers, civil/traffic engineers, stormwater engineers, and environmental scientists. Kimley-Horn has teamed with **WithersRavenel** as a subconsultant to help guide the development of the zoning map and assist with community engagement. As you review our qualifications, please consider the benefits our team offers the Village:



UDO UPDATE EXPERIENCE

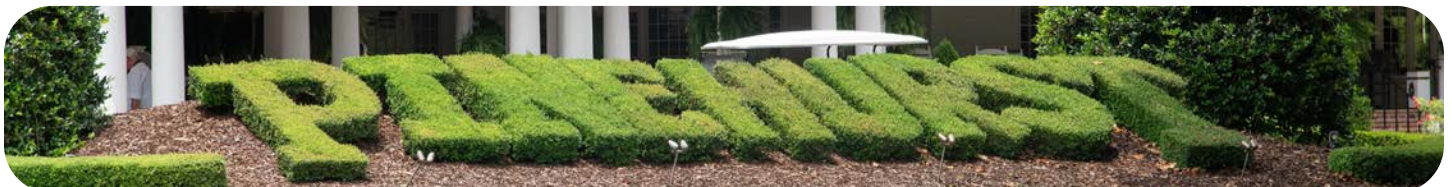
Our team specializes in helping communities update development ordinances and land use plans. We know what works and how to make a user-friendly ordinance that will achieve your goals. Our team also has direct experience working in and for communities that are not only a focus of state and regional tourism, but also where year-round residents seek to retain the community's character and charm. We will help you navigate that divide.

With Kimley-Horn, you get a best-of-all-possible-worlds solution tailored to your project.



BOUTIQUE PLANNING SERVICES WITH THE RESOURCES OF A MULTIDISCIPLINARY FIRM

Our knowledge of the development process makes us better planners. We can leverage the expertise of subject matter experts who regularly prepare and submit development projects that range from small infill projects to a downtown redevelopment, to a 500-lot subdivision, to a corporate campus. Working side by side with our engineers and landscape architects allows us to test code language prior to implementation and provides us the ability to offer valuable advice and insights to our clients. *With Kimley-Horn, you get a team that works with you—not just for you—to achieve project success.*





EXPERIENCE ON “BOTH SIDES OF THE TABLE”

Our project manager, principal-in-charge, subconsultant firm, and committed staff have local government experience and understand the importance of crafting organized, objective, graphic-rich ordinances that are easy to explain and implement. *With Kimley-Horn, you get a team with the expertise to map out a clear, concise, and achievable plan to meet your goals and your timetable.*

We invite you to review our enclosed qualifications and approach to crafting this important update. Our dedicated, knowledgeable, and talented team of professionals welcomes the opportunity to partner with you and the Village of Pinehurst on such an important project.

Should you have any questions or need additional information, please do not hesitate to contact Cindy using the information below. Thank you for your consideration of our qualifications.

Sincerely,

Kimley-Horn

Cindy Szwarcok, AICP | Project Manager/Point of Contact
cindy.szwarcok@kimley-horn.com
919 237 9450

Kelley Klepper, AICP | Principal-in-Charge/Authorized Signer
kelley.klepper@kimley-horn.com
941 379 7673



Village of Pinehurst

Section 3 – Introduction and Executive Summary

KEY FEATURES, CONCLUSIONS, ASSUMPTIONS, AND RECOMMENDATIONS

Firm Name and Information: Kimley-Horn, 421 Fayetteville Street, Suite 600, Raleigh, NC 27601

Firm Phone Number: 919 677 2000

Firm Fax Number: N/A

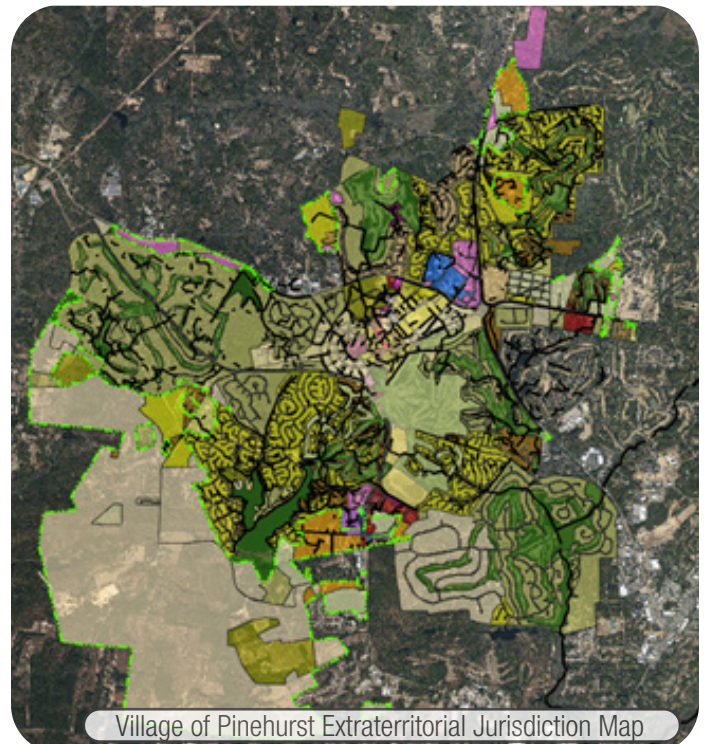
Year Established: 1967

Ownership: Private Corporation

Project Manager Information: Cindy Szwarcokop, AICP | cindy.szwarcokop@kimley-horn.com | 919 237 9450

Kimley-Horn approaches each project as an opportunity to create a long-lasting partnership with our clients. We seek to serve as an extension of your staff and believe the scope of work and schedule detailed on the following pages is a realistic and thoughtful approach to creating a new development ordinance.

- » The Village of Pinehurst has grown from 3,038 residents in 1990 to an estimated 18,416 in 2022. Given the growth and lack of remaining land that can be developed within the corporate limits, the Extraterritorial Jurisdiction (ETJ) area is now feeling growth pressures as well as a change in the demographic makeup of the community.
- » The 2019 **Envision the Village Comprehensive Plan** as well as the **Village Place** and **Pinehurst South Small Area Plans** set policy guidance and recommendations that need to be translated into the new UDO.
- » We believe that ordinance update projects are most successful when there is a strong link between staff, appointed boards, elected officials, and the consultant team. To this end, we propose that the Village Council nominate a Steering Committee to help guide the ordinance project. Apart from participating in a series of Steering Committee meetings, these individuals will serve as “Village Ambassadors” to share the UDO update process with their neighbors, network, and constituents.
- » Equitable public engagement is a cornerstone of all our projects. In addition to facilitating public open houses to discuss the draft and final UDO documents, we propose a series of smaller, informal engagement sessions. Options include coffee walks; presentations to Rotary Clubs, the Chambers of Commerce, or similar organizations; and information tables at events such as the farmers market, Live After 5, or the pop-up holiday market.



Village of Pinehurst Extraterritorial Jurisdiction Map

The Village of Pinehurst is a special place, and as such deserves a specifically crafted ordinance. The ordinance should reflect the best of current planning practice and the spirit and vision of the community while simultaneously complying with state and federal statutes and case law, including 160D.

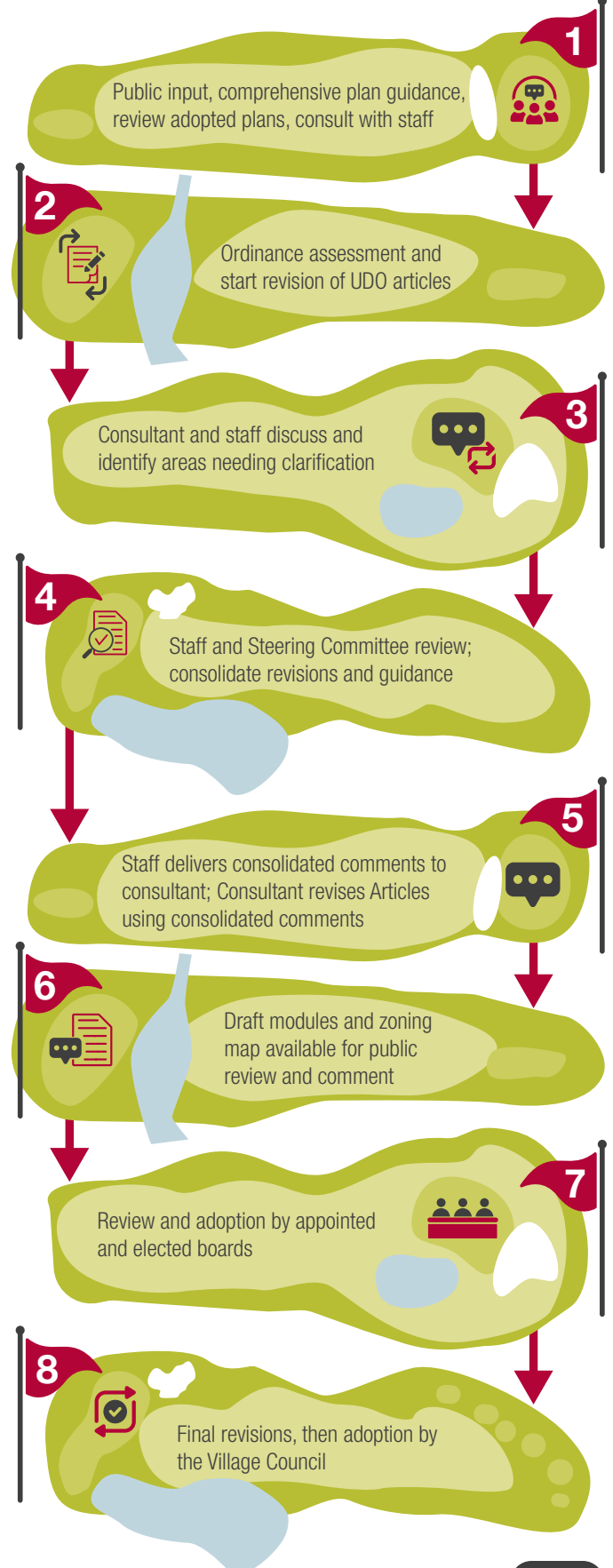
The chart to the right details our proven UDO update process. **At Kimley-Horn, we start every project off with communication, issue identification, and analysis.**

Each code update needs to resolve questions such as:

- » Is the sign code content neutral and in compliance with the US Supreme Court Case involving Reed?
- » Do the parking standards reflect recent trends in uses?
 - Parking spots vs. curbside pick-up
 - Alternative parking scenarios
 - Parking ratio reductions
- » Do the landscape and buffer standards provide adequate guidance and protections for how to address compatibility between uses?
- » Does the use table include new uses such as food trucks, agritourism, and short-term rentals?
- » Are the lot standards flexible enough to allow for newer types of residential units?
- » Does the code provide for transitions for infill development?
- » How should multi-modal (pedestrian, bicycle, and golf cart) circulation and connectivity be addressed?
- » What is the best way to incorporate complete streets principles?
- » Does the code provide for adequately sized and usable open space?



UDO UPDATE PROCEDURE



SCHEDULE

For a project as detailed and multifaceted as requested in this RFQ, a 10-to-12 month project timeline is likely a good fit. This project team has the resources and capacity to meet the Village's desire of an August 2025 draft submittal date. An ordinance update involves extensive coordination and community engagement to ensure that all stakeholders are comfortable with the update. **Upon selection, we will work with Village staff to identify the ideal project timeline.**

Meeting		2024			2025							
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
NTP	Notice to Proceed											
Task 0	Community Engagement, Social Media, and Website Updates											
Task 1	Project Initiation											
	Project Management and Coordination											
	UDO Update Kick-off Meeting											
	Community Engagement Plan/Schedule											
	Community Tour, Kick-Off Meetings with Boards and Stakeholders											
	Steering Committee Meeting #1											
Task 2	Review and Analyze Current Regulations											
	Data Review											
	Staff/Focus Group Interviews											
	Ordinance Assessment											
	Steering Committee Meeting #2											
Task 3	Develop and Draft the UDO											
	Annotated Outline											
	Draft UDO Chapters											
	Additional Subject Matter Expertise Review											
	Steering Committee Meeting #3											
	Planning and Zoning Board Update Presentation											
	Village Council Update Presentation											
Task 4	Draft UDO Public Meetings											
	Revise Draft UDO Based on Task 3 Comments											
	Present Draft UDO to Planning & Zoning Board											
	Present Draft UDO to Village Council											
	Community Meeting—Draft UDO											
	Steering Committee Meeting #4											
Task 5	Zoning Map											
	Mapping Coordination											
	Steering Committee Meeting #4 (in conjunction with Draft UDO)											
	Preparation of Adoption Materials											
Task 6	Adoption Draft and Public Hearings											
	Prepare Adoption Draft and Associated Materials											
	Steering Committee Meeting #5											
	Planning and Zoning Board Public Hearing Presentation											
	Village Council Public Hearing Presentation and Adoption Meeting											
	Preparation of Final Deliverables											

Section 4 - General Information

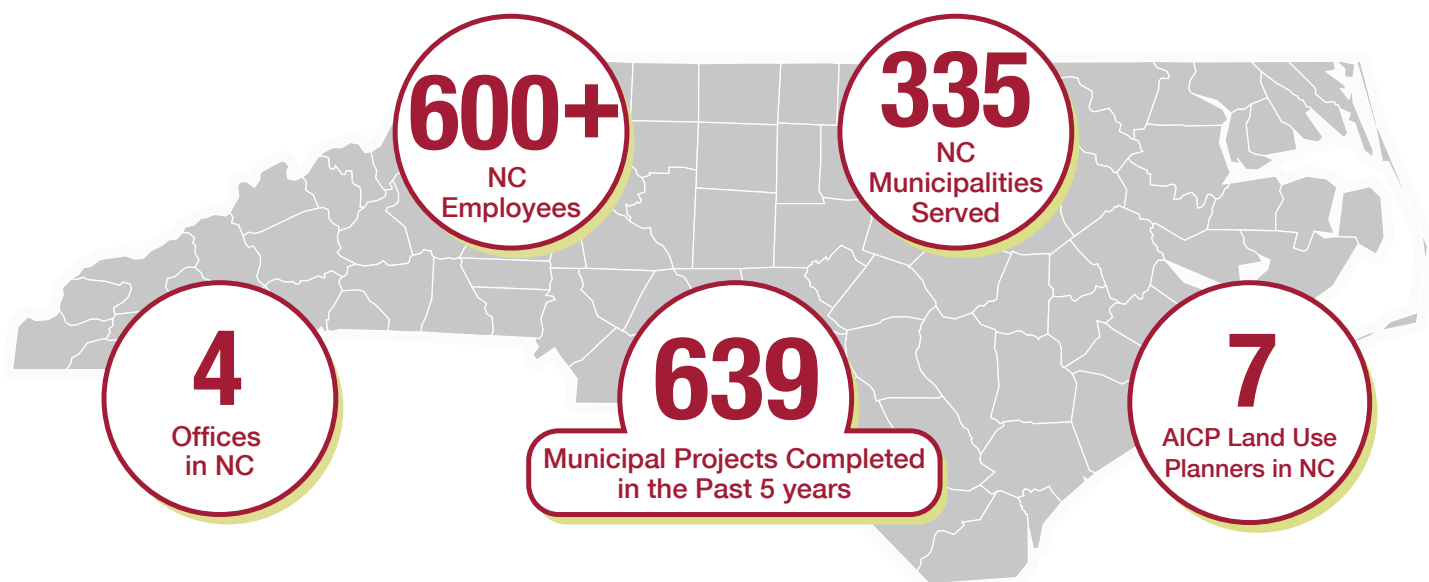
KIMLEY-HORN FIRM OVERVIEW AND HISTORY

Kimley-Horn is a national planning and design consulting firm that specializes in planning, urban design, and transportation. Founded 57 years ago in 1967, Kimley-Horn has a staff of more than 7,900 that serves a range of clients across many disciplines from 130+ offices nationwide. Our multidisciplinary experience covers many services within planning and engineering, landscape architecture and urban design, environmental planning and design, and public policy.

In each community we serve, we strive to understand the values of that community and transform them into a vision that guides the planning process. Understanding the importance of diverse experiences, we intentionally partner with professionals of various backgrounds to create the opportunity for visionary thinking with a focus on implementation.

"We have no reason to exist except to serve our clients."

**-Ed Vick, Founder and Former Kimley-Horn
President**



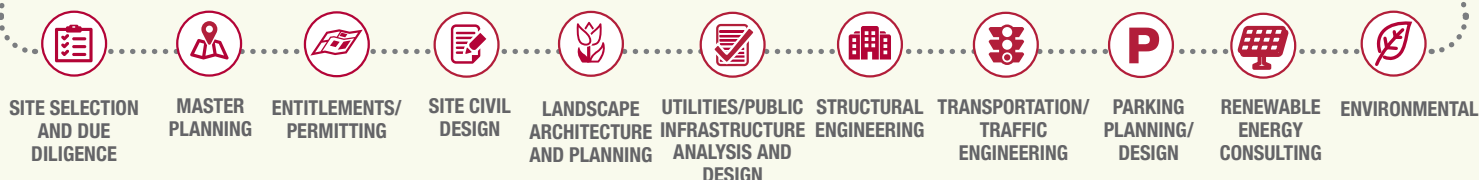
OWNERSHIP STRUCTURE

Kimley-Horn is a privately owned company with more than 600 employee-owners.

FIRM'S ADDITIONAL SUBJECT MATTER EXPERTISE

Kimley-Horn is one of the nation's premier engineering, planning, and design consultants. Our team of professionals includes experts in many disciplines and blends a multidisciplinary talent pool with a shared passion for creating client success. We combine creative, yet practical solutions to focus on delivering quality outcomes on time and with a focus on bottom line value to meet your specific project needs.

ADDITIONAL KIMLEY-HORN SERVICES

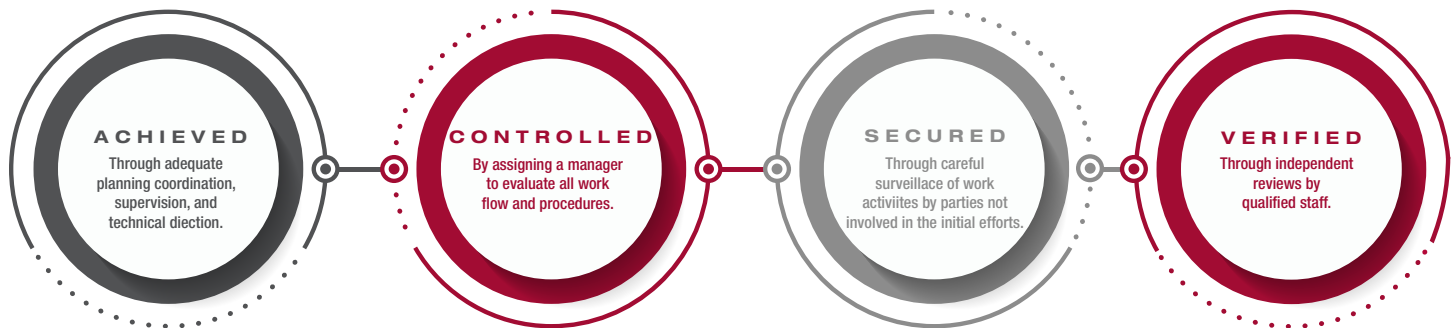


KIMLEY-HORN QUALITY CONTROL

Along with timely performance, Kimley-Horn is also committed to providing quality services. Throughout the years, we have developed and implemented a detailed QC/QA program within the firm, which is tailored to suit each project we undertake. We will employ a four-tiered QC/QA program. First, all activities will undergo peer review. The second tier occurs during the undertaking of a task assignment. The task manager will perform quality control measures by periodic milestone reviews. Third, **Kelley Klepper, AICP**, will perform an independent quality control check. Lastly, a quality assurance review will be undertaken by an independent reviewer. A key part of quality control, though, is quality people. We will provide you with a team of experienced and technically proficient professionals who know how to implement innovative, cost-saving ideas. Furthermore, senior professionals who are not involved in this project will make quality control calls to gauge your level of satisfaction and reinforce our corporate commitment to you.

The Kimley-Horn team offers you the perfect combination of relevant experience, discipline experts, and proven cost control management techniques. We are confident that we are the best team for you, and we sincerely want to serve you.

KIMLEY-HORN QUALITY CONTROL IS



WITHERSRAVENEL FIRM OVERVIEW | SUBCONSULTANT

WithersRavenel, headquartered in Cary, is an employee stock ownership plan (ESOP) company. Our more than 425 employee-owners excel at providing consulting services for our clients. Founded in October 1983 as Withers & Ravenel, Inc., WithersRavenel is equipped with more than 40 years of serving an array of clients and projects through innovative and cost-effective engineering solutions across North Carolina.

WithersRavenel Community and Public Engagement Overview

We believe in the power of community. Planning efforts are enriched and strengthened when all members of a community, such as those in the Village of Pinehurst, come together to build something. Our process for participation is inclusive and involves engaging a wide cross-section of stakeholders, including residents, elected officials, business and church leaders, seniors, youth, families, arts groups, athletic leagues, teachers, special interest groups, and any others with a dedicated concern for the Village's continued mission to promote, enhance, and sustain the quality of life for residents, businesses, and visitors.



WithersRavenel Community Engagement Event

Section 5 – Project Understanding, Approach, and Schedule

The Village of Pinehurst is embarking on an exciting journey to modernize the current 2005 Pinehurst Development Ordinance (PDO). Significant time and effort have been expended in recent years to complete the 2019 Comprehensive Plan—**Envision the Village** as well as Village Place and Pinehurst South Small Area Plans and Form Based Guidance Plans. Building upon the momentum of these planning processes, the community engagement for this update project will foster a community discussion to balance concerns around maintaining Village character with quality growth, economic development, and environmental protection. The planning process will be structured to help ensure that the updated ordinance contains character-based zoning concepts as well as appropriate development regulations that protect and celebrate the Village as a place to live, work, and play while at the same time providing opportunities for high quality development. Our process will incorporate both modern and innovative solutions while prioritizing transparency and understanding for all stakeholders.

The Kimley-Horn team has expertise in the following:

- » Identification and revision of vague, unclear, or confusing language.
- » Helping to ensure that code language, terms, and intent are consistent through all sections.
- » Providing a clear and consistent definitions section with revised, modern definitions.
- » Crafting a document with modern formatting with visual interest and organization.
- » Identification and revision of sections of the existing PDO that are in conflict with other sections, have unintended impacts, or are overly complex.
- » Recommending improvements to the layouts and standards of the existing PDO based on best practices from around the state and region.
- » Creating a user-friendly Table of Permitted Uses with modernized uses and clear definitions.
- » Incorporating concise graphics that streamline understanding and administration.
- » Reducing redundancy and creating cross-references to relevant sections.
- » Maintaining consistency with state regulations and relevant case law.

TASK 1 – PROJECT INITIATION

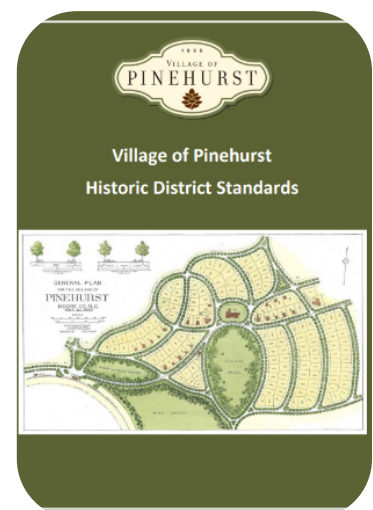
Upon final consultant selection by the Village, the project manager will work closely with Village staff to refine the scope of services and develop a detailed project schedule that meets the 10-month timeframe to deliver the Draft Ordinance for adoption by the Village Council. Once a contract has been signed and Notice to Proceed issued, the project team will host a kick-off meeting and workshop with Village staff and appointed/elected Boards, introducing key members of the project team, the proposed plan of action, and anticipated timeline. The day of the kick-off meeting also will entail a community tour and will be an opportunity to begin the discussion of key topics and issues carried forward from the recent planning initiatives.

The most vital aspect of success for our projects has been maintaining regular and clear communication with our clients. Our experience in creating and updating ordinance documents has shown that regularly scheduled, bi-weekly meetings with staff are paramount to success. These meetings may range in time from 15-to 30-minute check-in meetings to two hours, depending on the level of information that needs to be discussed. We use this one-on-one time with staff to review timelines, scope, points of clarification in the code development such as past or current policies, project direction, or any changes and needs that may

arise. Regular updates will be provided to the Village Council and Boards, and regular work sessions will be held as needed.

TASK 2 – REVIEW AND ANALYZE CURRENT REGULATIONS

The preparation of an Ordinance Assessment Report is an essential step in the update of development ordinances. The project team will review the existing ordinances, plans, and policies to understand how the current code works, note any weaknesses or omissions, and provide recommendations for improvement. An Ordinance Assessment Report typically results in a 20-to-30-page report that forms a major component of the roadmap to integrating the stand-alone documents such as Development, Nuisance, Building, Minimum Housing, etc. in addition to the existing PDO into the new Pinehurst UDO.



Per the RFQ, the Assessment Report will include the following:

- » **Past Planning Efforts**—A thorough review of previously adopted visions, goals, and objectives is at the forefront of UDO creation. Discussions with Village staff, residents, and leadership also will help to clarify desired policy changes and prioritize direction. The standards to be provided in the UDO will consider these documents and provide the vehicle for implementation of these planning efforts to potentially include new or revised zoning districts or the elimination or consolidation of other districts.

Documents to review include:

- 2019 Comprehensive Plan
- Village of Pinehurst Historic Design Standards
- Village Place Small Area Plan
- Pinehurst South Small Area Plan
- Form Based Guidance Plans
- Strategic Operating Plan
- Comprehensive Bicycle Master Plan
- Comprehensive Pedestrian Plan
- Comprehensive Parks and Recreation Master Plan

- » **Client Needs**—Village staff who enforce and consultants who use the existing PDO daily have invaluable insight into the workings of the document. These concerns might be addressed through focus group interviews; coffee chats; a strengths, weaknesses, opportunities, and threats (SWOT) analysis with Village leadership; and/or interviews with staff.

- » **Ordinance Analysis**—To holistically evaluate the existing PDO, the Kimley-Horn team will complete and provide a thorough code analysis, which will include an analysis of individual chapters to determine how effective they are in addressing the needs of the Village. The evaluation will include a review of development processes, staff and board roles in the review and approval processes, existing zoning districts, present and trending uses, and design standards such as signs, parking, and landscaping. We also will analyze the ordinance's ease of use and readability. In addition, we will recommend revisions or creation of related documents/manuals. Our experience working with communities across the state and in the region will help in the identification of key drivers to implement change.

- » **Additional Factors**—We will incorporate recent state and federal case law and the most current state legislation, best planning practices, and any existing or potential special legislation granted to the Village. The update will ensure consistency with North Carolina General Statutes Chapter 160D.

- » **Peer Community Review**—Any items viewed as best practices in other similar communities across the state (and region, as appropriate) will be presented for consideration.

- » **Municipal Code Amendments**—As part of Task 2, we will begin to note and track any recommended amendments to the Village of Pinehurst Municipal Code. Complete information for this work effort will be included as part of the final Task 6 deliverables.

TASK 3—DEVELOP AND DRAFT THE UDO

The Kimley-Horn team will use the Ordinance Assessment and communication with Village staff and stakeholders to identify the UDO organizational arrangement and the order of priority of policy and process changes. The document structure will be customized to meet the wishes of the Village, but most jurisdictions find that organizing first by administrative procedures, then use regulation, and then development standards (including subdivision regulations) is effective and predictable for the end user.

CITY OF GREER UDO UPDATE

Greer UDO

Unified Development Ordinance



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ANNOTATED TABLE OF CONTENTS | 6-9-2021 | 1

Greer UDO Table of Contents

Annotated Outline

Kimley-Horn will prepare an annotated outline based on the findings of the Assessment Report completed in Task 2 and comments received from Village staff. The annotated outline will identify form, contents, and structure of the updated UDO for review and comment prior to the start of ordinance drafting. The outline also will identify potential formatting and approaches to certain sections of the UDO, including recommendations for sub-districts (form-based code provisions). The annotated outline is envisioned to include:

- » Summary table of contents
- » The proposed chapter names and sequence of the UDO
- » The anticipated key section titles for each chapter
- » The proposed text numbering scheme and appearance
- » A detailed example of the proposed page layout and text nesting scheme

Draft UDO

Using the proposed annotated outline, we will begin to draft the various chapters of the code text, create and design the appropriate graphics for inclusion within the text, and update the zoning map. Key to the success of the UDO will be continual coordination and review with Village staff, the Steering Committee, Planning and Zoning Board, and Village Council.

We suggest that the draft document be provided to Village staff in two modules:

1. General Provisions, Administration, Process and Procedures, Zoning Districts, Overlays, and Permitted Uses
2. Design and Development Standards

The updated UDO will clearly distinguish between the different, sometimes overlapping regulations related to specific character areas or corridors. Clear triggers for threshold regulations (traffic impact analysis, subdivision types, zoning permit issuance, etc.) will be established to ensure coordinated administration and enforcement among the different Village departments.

As part of the draft, the project team will provide preliminary illustrative graphics, including graphics and photographs of representative elements, to support the standards. Typical graphics could include:

- » Bulk development standards
- » Standards for parking lot, site, and buildings
- » Signage
- » Landscape buffers
- » Standards for roadway and pedestrian lighting
- » Complete street standards, including representative graphics and recommendations for roadway amenities
- » Development standards regarding site design and site roadway standards (cross-sections)
- » Multimodal standards, including bicycle, pedestrian, and transit standards outlining site design criteria

Greer UDO Unified Development Ordinance

4. USES AND STANDARDS

4.2. PRINCIPAL USE TABLE

	Section	Residential Districts					Nonresidential Districts				Mixed-Use Districts				
		RURAL RESIDENTIAL (RR)	SUBURBAN NEIGHBORHOOD (SN)	TRADITIONAL NEIGHBORHOOD (TN)	MEDIUM DENSITY (MD)	HIGH DENSITY (HD)	OFFICE PROFESSIONAL (OP)	COMMERCIAL GENERAL (CG)	BUSINESS TECHNOLOGY (BT)	MANUFACTURING AND LOGISTICS (ML)	GREER STATION DOWNTOWN (GS)	NEIGHBORHOOD CENTER (NC)	REGIONAL CENTER (RC)	COMMERCIAL CORRIDOR (CC)	
KEY: P = Permitted, S = Special Exception															
RESIDENTIAL															
Dwelling, Single-Family Detached	4.3.1.A	P	P	P	P	X	X	X	X	X	P	X	X	X	X
Dwelling, Single-Family Attached	4.3.1.B	X	S	P	P	P	S	X	X	X	P	X	X	X	X
Dwelling, Duplex, Triplex, or Quadplex	4.3.1.C	X	S	P	P	P	S	X	X	X	P	X	X	X	X
Dwelling, Live-Work	4.3.1.D	X	X	P	P	P	P	P	X	X	P	P	P	P	P
Dwelling, Multi-Family (Include Upperstory)	4.3.1.E	X	X	S	P	P	X	P	P	X	P	P	P	P	P
Child Care Home	4.3.1.F	S	S	S	S	X	X	X	X	X	S	S	X	X	X
Group Living	4.3.1.G	P	P	P	P	P	P	X	X	X	P	X	X	X	X
Residential Care	4.3.3.H	S	S	S	P	P	P	S	X	X	X	X	P	P	P
Manufactured/Mobile Home Park	4.3.3.I	X	X	S	X	X	X	X	X	X	X	X	X	X	X
NON-RESIDENTIAL															
AGRICULTURE AND OPEN SPACE															
Community Garden	4.3.2.A	P	P	P	P	P	P	X	X	X	P	P	S	S	S
Farm	4.3.2.B	P	X	X	X	X	X	X	X	X	X	X	X	X	X
Livestock (Wholesale)	4.3.2.C	S	X	X	X	X	X	X	X	X	X	X	X	X	X
Lumberyard	4.3.2.D	S	X	X	X	X	X	X	X	P	X	X	X	X	X
Nursery	4.3.2.E	P	S	X	X	X	X	X	X	P	X	X	X	X	X
Parks	4.3.2.F	P	P	P	P	P	P	P	P	P	P	P	P	P	P
Produce Stands	4.3.2.G	P	X	X	X	X	X	P	X	X	X	X	X	P	P
Stables	4.3.2.H	P	S	X	X	X	X	X	X	X	X	X	X	X	X
CIVIC AND INSTITUTIONAL															
Cemetery	4.3.3.A	P	S	S	S	S	S	S	S	X	X	S	X	X	X
Churches and Religious Institutions	4.3.3.B	S	S	S	S	X	P	P	P	P	P	S	P	P	P
Cultural, Library and Museum Facility	4.3.3.C	S	S	S	S	S	P	P	P	X	P	P	P	P	P
Day Care (Adult or Child)	4.3.3.D	X	X	S	S	S	P	P	P	X	S	S	P	P	P

Greer UDO Principal Use Table



Graphic Rendering Example

Community Engagement

Clarity and transparency are critical to the success of the UDO update. Village staff, consultants, and residents should be able to understand the requirements of the ordinance. We welcome and encourage public input and review of the draft ordinance document. The individual Kimley-Horn team members selected for this project have extensive public engagement experience.

The following is a summary of the proposed community engagement approach:



Community Engagement Plan—With the input and feedback from Village staff and leadership during the project initiation/kick-off stage, we will refine a community engagement strategy and incorporate the proposed timeline into the update process. The Community Engagement Plan will set expectations for project milestones and deadlines but will be flexible as the needs of the project may pivot at various times throughout the project. Milestones and engagement opportunities will be communicated to the public for awareness and to encourage participation.



Steering Committee—The project team recommends the use of a Steering Committee to help guide the UDO update process. Regularly scheduled meetings with the Steering Committee (participants can be members of the Planning and Zoning Board, Village Council, or both) will involve not only broad overviews of topics and policy changes, but also reviewing the finer details of ordinance wording and ease of use. Steering Committee members, Village staff, and other Board members will be asked to serve as “Village Ambassadors” to help share the UDO update process with their neighbors, network, and constituents to gather feedback and garner support for the update effort.



Village Staff—While the UDO is housed, administered, and maintained in the Planning & Inspections Department, it is a document that impacts all Village departments and numerous outside agencies. Our team of planners has extensive local government experience and understands the day-to-day realities of local government development ordinance administration.



Equitable Public Engagement—Encouraging the public to engage, whether in-person, via a survey, or on a website, will allow the project team to understand how all members of the community perceive the current and proposed ordinance provisions. This engagement also provides an opportunity to educate the citizens on the needs and benefits of planning, zoning, development regulations, land development procedures, and enforcement.

The Kimley-Horn team has many tools available to use as part of the overall Community Engagement Plan. The following tools/meetings/events are proposed for the Village of Pinehurst project:

- Social Media Posts (LinkedIn, Instagram, Facebook) to promote community engagement and provide project updates
- Village Website—We recommend using the Village’s website to provide users with updates to content, project information, presentation materials, and project schedules. Kimley-Horn will provide content for the page incrementally as materials evolve during the UDO update process
- Focus Group Interviews
- Village Staff Interviews and Community Tour
- In-Person or Virtual Work Sessions
- SWOT Analysis
- Online and Hard Copy Public Survey (translation services available)
- Ordinance Assessment Report Presentation
- Regular Updates to Village Council and Planning and Zoning Board
- Public Open Houses or Workshops—typically two events (one timed to occur following the release of the initial draft document and one for the final document prior to Council adoption)
- Coffee Chats or Presentations to Local Organizations (Rotary, Chamber of Commerce, etc)
- Public Review of the UDO
- Presentations to the Planning and Zoning Board and Village Council



Board Updates, Working Meetings, and Public Hearings—The Village Council and Planning and Zoning Board will be updated regularly throughout the update process and will be engaged to provide feedback and direction. The goal of these meetings will be to build consensus on new policies or procedures and ensure that the visions, goals, and objectives from the 2019 Comprehensive Plan, Village of Pinehurst Historic Design Standards, Village Place Small Area Plan, Pinehurst South Small Area Plan, and Form Based Guidance Plans have been adequately addressed in the updated ordinance document.



Kimley-Horn Community Engagement Event

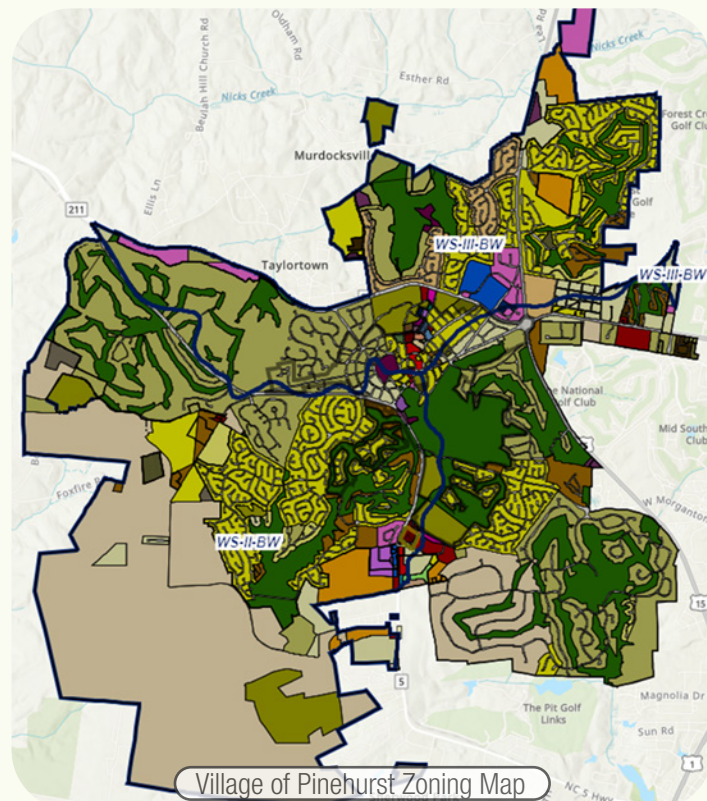
TASK 4—DRAFT UDO PUBLIC MEETINGS

Following staff review of the Draft UDO, the Kimley-Horn team will incorporate all edits into the Draft UDO for public review and comment. We propose to work with Village staff to present the Draft UDO document to either a joint meeting of the Planning & Zoning Board and Village Council or as separate meetings (dependent upon staff direction). In addition to these presentations, the team will facilitate a drop-in community engagement event to address questions and gather comments.

TASK 5—ZONING MAP

The Kimley-Horn team will conduct a thorough review of the existing Official Zoning Map to determine appropriateness following the adoption of the Village Place and Pinehurst South Small Area Plans; recommendations for consistency with the 2019 Comprehensive Plan including Focus Areas; and revisions to existing districts or the addition of new districts and overlay districts resulting from the update project. The Assessment Report will discuss how to appropriately marry the new UDO with an updated Zoning Map.

Our team can update Geographic Information System (GIS) files and create new mapping documents. Any associated remapping or rezoning will be handled simultaneously with adoption of the UDO update. The project team will work with Village staff to ensure the appropriate public noticing and public hearing take place, as required by state statute.



TASK 6—ADOPTION DRAFT AND PUBLIC HEARINGS

Following the meetings in Task 4, the Kimley-Horn team will incorporate edits and prepare an updated Draft UDO (also known as the Adoption Draft) to be posted on the project website for final public review. This version of the UDO is intended to be consistent with the annotated outline and will be supplemented with summary tables, illustrations, and process flow charts.

In addition, Kimley-Horn will prepare a companion document with annotations regarding the new standards, items for additional consideration (as applicable), and chapter-based summary lists of the key changes between the current PDO and the draft document. Finally, a tracking spreadsheet noting all comments/edits by staff, the Planning and Zoning Board, and the Village Council will be included to provide both documentation and transparency.

Following the public notice period, and after incorporation of any final requested changes/edits, the Kimley-Horn team will present the final Adoption Draft at two meetings—the Planning and Zoning Board and the Village Council. The presentations will include an overview of the UDO, key changes from the current PDO, and a summary of the most recent changes/edits.

After adoption, we will provide the final deliverables to the Village as outlined in the agreed-upon scope of services, including editable digital and print formats. Also included will be a companion memorandum outlining best practices for displaying and maintaining the online version of the UDO.



RECENT PLANNING-RELATED LEGISLATION

The Kimley-Horn team monitors state legislation to ensure ordinances are compliant and consistent with the most current statutes and case law.

Year	Legislation Name/Number/Case Name	Summary of Main Points
2024	Senate Bill (SB) 166 Building Code Reform (Vetoed by Governor Cooper)	Revises various parts of the building code to address plan reviews, permit withholding, curbing, sidewalks in ETJ, performance guarantees, fire code, building permit technicians, and built-upon area definitions.
2023	Session Law (SL) 2023-63/S582 Farm Bill	“Waters of the State” restricted to those defined as “Waters of the United States”
	SL 2023-108, House Bill (HB) 488	Expands scope of Residential Building Code to include three-family (triplex) and four-family (quadplex) dwellings—exempted from design standards.
	SL 2023-108, HB 488	Revises 160 to remove the ability to apply minimum square footage sizes to any structure regulated under the residential building code.
	SL 2023-108, HB 488	Local governments cannot enforce private driveway, parking lot, or vehicular accessway paving standards that are more restrictive than NCDOT.
	SL 2023-108, HB 488	Developer can opt for erosion and sedimentation review fee to be no more than \$100/lot for single-family lots less than one acre in size.
	SL 2023-108, HB 488	Revises GS 160-925 from requiring payments from a developer or landowner for future maintenance of private stormwater control measures and caps private stormwater maintenance guarantee obligations at 10% of the project's original cost.
	HB 259-2023 Appropriations Act	Cannot deny erosion and sedimentation control plan approvals based only on the applicant obtaining other environmental permits.
	HB 600-Regulatory Reform Act of 2023	Development in a water supply watershed (WSW) to can decide to choose to treat the stormwater from any net increase in a build-upon area from pre-existing development.
	HB 600-Regulatory Reform Act of 2023	Bars local governments from requiring additional fire truck access into single-family subdivisions that are NOT in compliance with requirements for fire access roads as stated in the applicable Building Code.
2022	NC General Statute (GS) 160D	Requires small towns to adopt a land use or comprehensive plan in order to have zoning.
	SL 2022-11 (SB 372)	Amends development regulations for maximum sizes for parking spaces.
	2022 Farm Bill, SL 20202-55 (SB762)	Excludes certain farm buildings from building code regulations.
	SL 2022-11 (SB 372)	Building Code/Development Reform 2022 sections related to wastewater, sedimentation, and building code laws.
	SL 2022-62 (SB 768)	Amends applicable sections of GS Chapter 160D to clarify the proper appeal procedures for subdivision plat decisions.

Section 6 - Relevant Experience

Greer UDO | Greer, SC

Kimley-Horn has served the City of Greer for a decade—beginning with the award-winning Greer Community Master Plan and culminating with the recently adopted UDO rewrite.

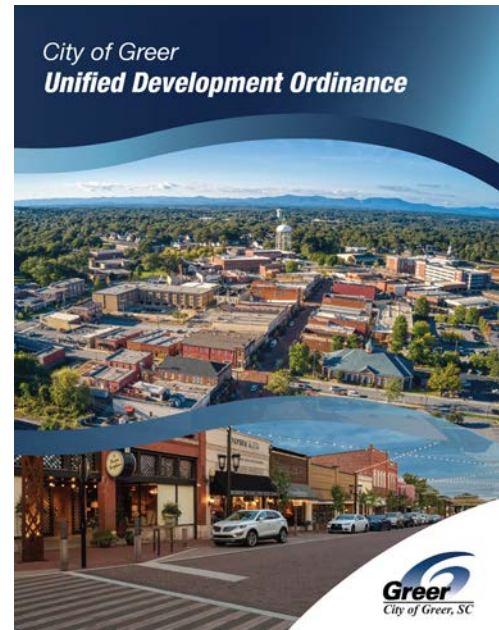
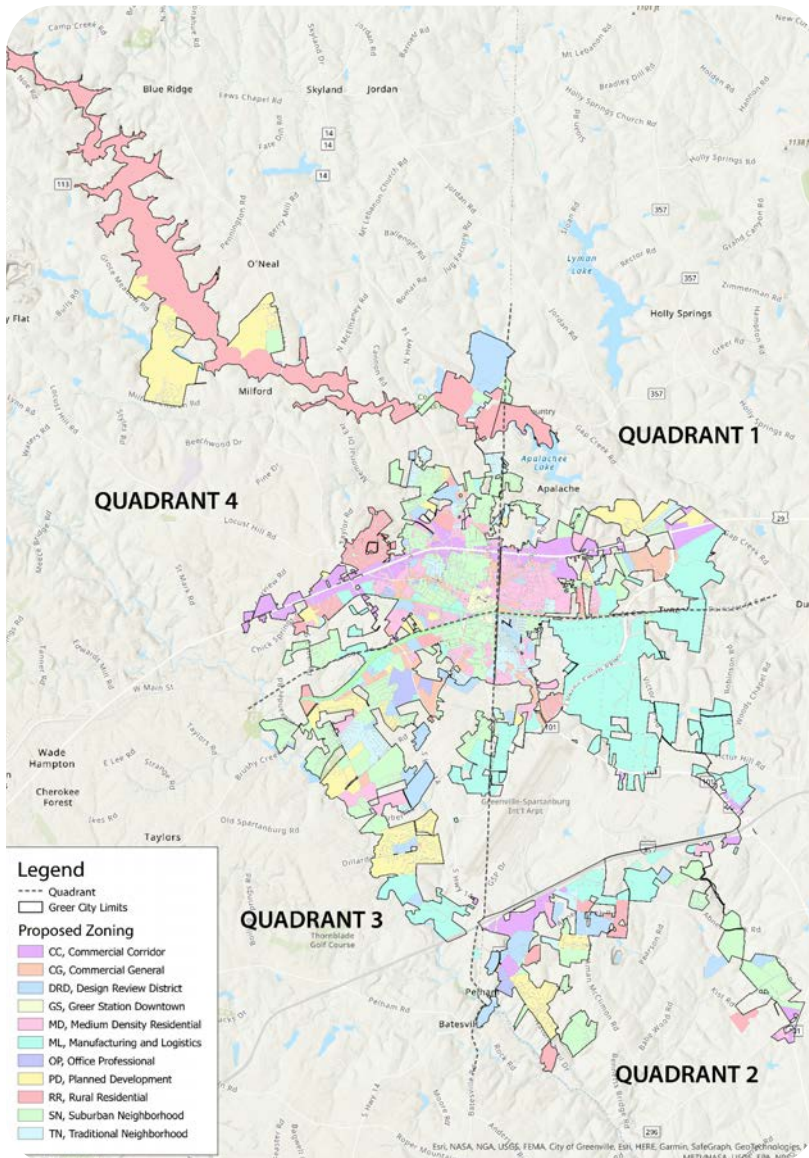
In 2021, the City selected Kimley-Horn to update its UDO. The new UDO is an out-of-the-box look at planning best practices and their application to a growing, diverse community. The Kimley-Horn team emphasized consistency with the City's land use plan, corrected code conflicts, and addressed outdated planning and zoning practices.

The new UDO reorganizes and simplifies the document while minimizing the reliance of staff interpretation of current standards as project progress. The cornerstones of the new UDO are clear and easily understood terms, standards, and metrics supported by maps and graphics that allow ease of use.

 Ashley Kaade | 864 968 7027 | akaade@cityofgreer.org

 Completed in 2023

Click [here](#) to view our full UDO plan!



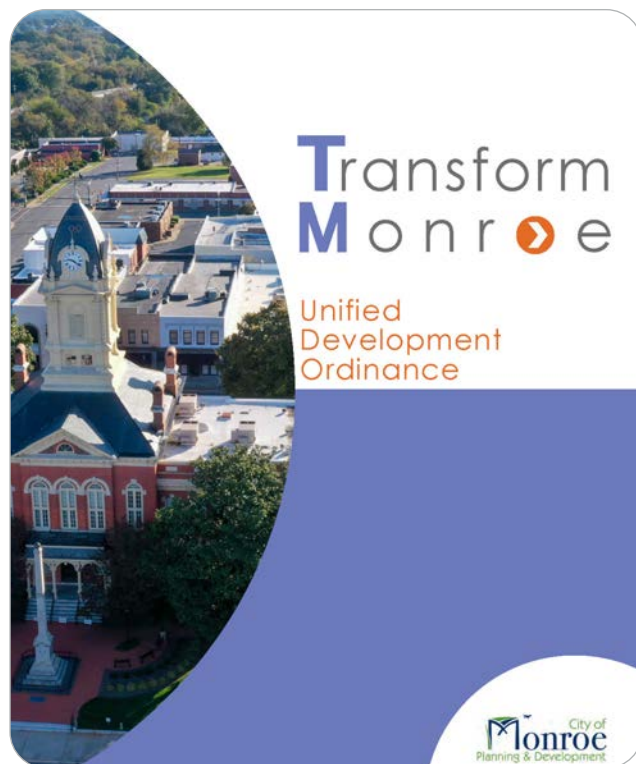
Transform Monroe UDO | Monroe, NC

Kimley-Horn was retained to develop a comprehensive update to the UDO to fulfill the vision created by the preferred land use plan. Kimley-Horn undertook a diagnostic of the City's UDO, identifying inconsistencies with the Forward Monroe Plan, state planning laws, and best planning practices. Working closely with City staff, Kimley-Horn created a brand new UDO that was complete with new zoning districts, standards, clarification of terms and processes, and illustrative graphics.

 Lisa Stiwwinter | 704 282 4569 | lstiwwinter@monroenc.org

 Completed in 2022

Click [here](#) to view our full UDO plan!



Downtown Master Plan | Indian Trail, NC*

While employed at WithersRavenel, Cindy served as principal-in-charge for the Indian Trail Downtown Master Plan. Elements of the project included the development of architectural dimensional standards, massing guidelines, identification of housing types and public spaces, revised parking standards, streetscape improvements, and complete street criteria for bike lanes and pedestrian access. Cindy's team worked with staff, local business owners, and residents to craft a vision for the future of Indian Trail's downtown. The plan was approved in December 2023.

 Brandi Deese | 704 821 5401 | bcd@indiantrail.org

 Completed in 2023

“

I have worked with Cindy on our recent Downtown Master Plan project and was impressed with the quality of her work and the creativity she brought to the process. During the 2023 Downtown Master Plan, our Town Council was really interested in expediting the process. Cindy answered the call and delivered the final draft as promised even after several requests for modifications along the way. I would highly recommend Cindy for any long-range planning or development ordinance needs.

-Brandi Deese, MPA, AICP, CNU-A

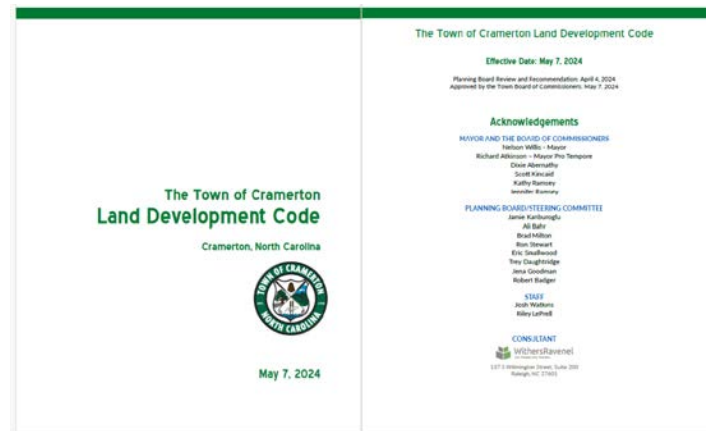
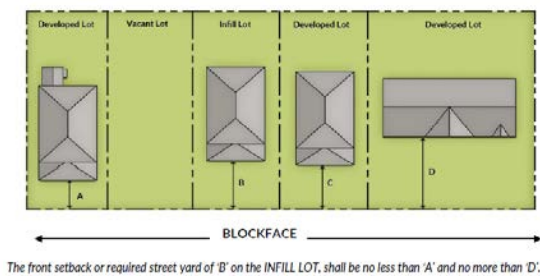
*Project completed while Cindy worked at a previous firm.

LDC Update | Cramerton, NC

WithersRavenel updated the Town of Cramerton's development regulations contained in their current Land Development Code (LDC). The regulations addressed new and innovative uses, form, and design standards, as well as landscaping, enforcement, and clear development procedures. The new ordinance provided predictable guidance to staff, developers, stakeholders, and citizens while maintaining collaborative and respectful relationships within the community and surrounding neighbors, and establishing policies and priorities for coordinated development, infill, and redevelopment. Edits created consistency with State law and reduced ambiguity in the current ordinance text. WithersRavenel used a range of professionals to collaborate on the project, including planners, economic development professionals, landscape architects, civil engineers, GIS analysts, and graphic artists.

 Zach Ollis | 704 824 4337 | zollis@cramerton.org

 Completed in 2023



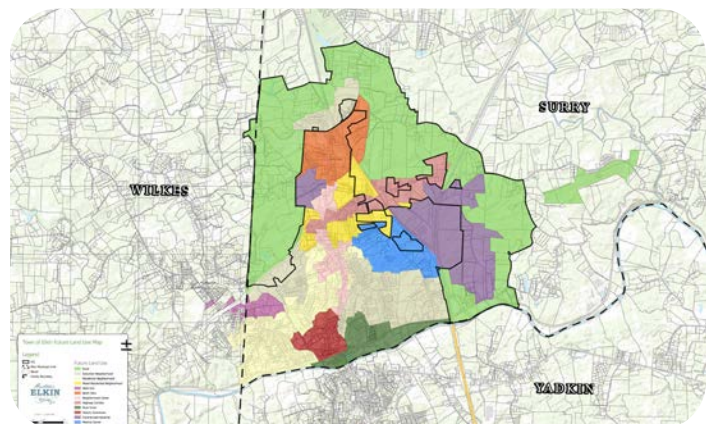
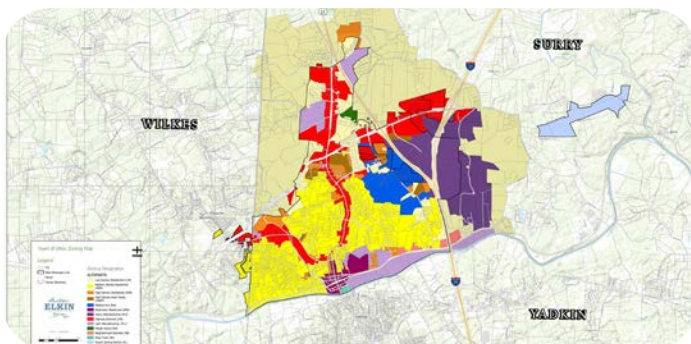
UDO and Land Use Plan Update | Elkin, NC

WithersRavenel worked with the Town of Elkin to rewrite the Town's existing Zoning Ordinance and Subdivision Ordinance into an updated UDO. This project follows the Town's adoption of a Comprehensive Master Plan, a project that was conducted by members of the same project team. This project included a robust community involvement plan, including three public workshops, monthly meetings with the project's Steering Committee, and preliminary presentations to Town leadership throughout plan development.

Work involved the development and updating of zoning districts, allowable uses, dimensional standards, and various other development requirements, including sign regulations, environmental protection provisions, and all required changes that have been established per the North Carolina General Statutes (NCGS) 160D updates. An updated Zoning Map, Future Land Use Map, and various other supplemental materials were produced to accompany the ordinance. Significant time on this project involved the researching of best practices across the state and other American cities in order to ensure the Town is implementing regulations that reinforce the direction that staff and stakeholders have envisioned.

 Sarah Harris | 336 794 6464 | sharris@elkinnc.com

 Completed in 2021

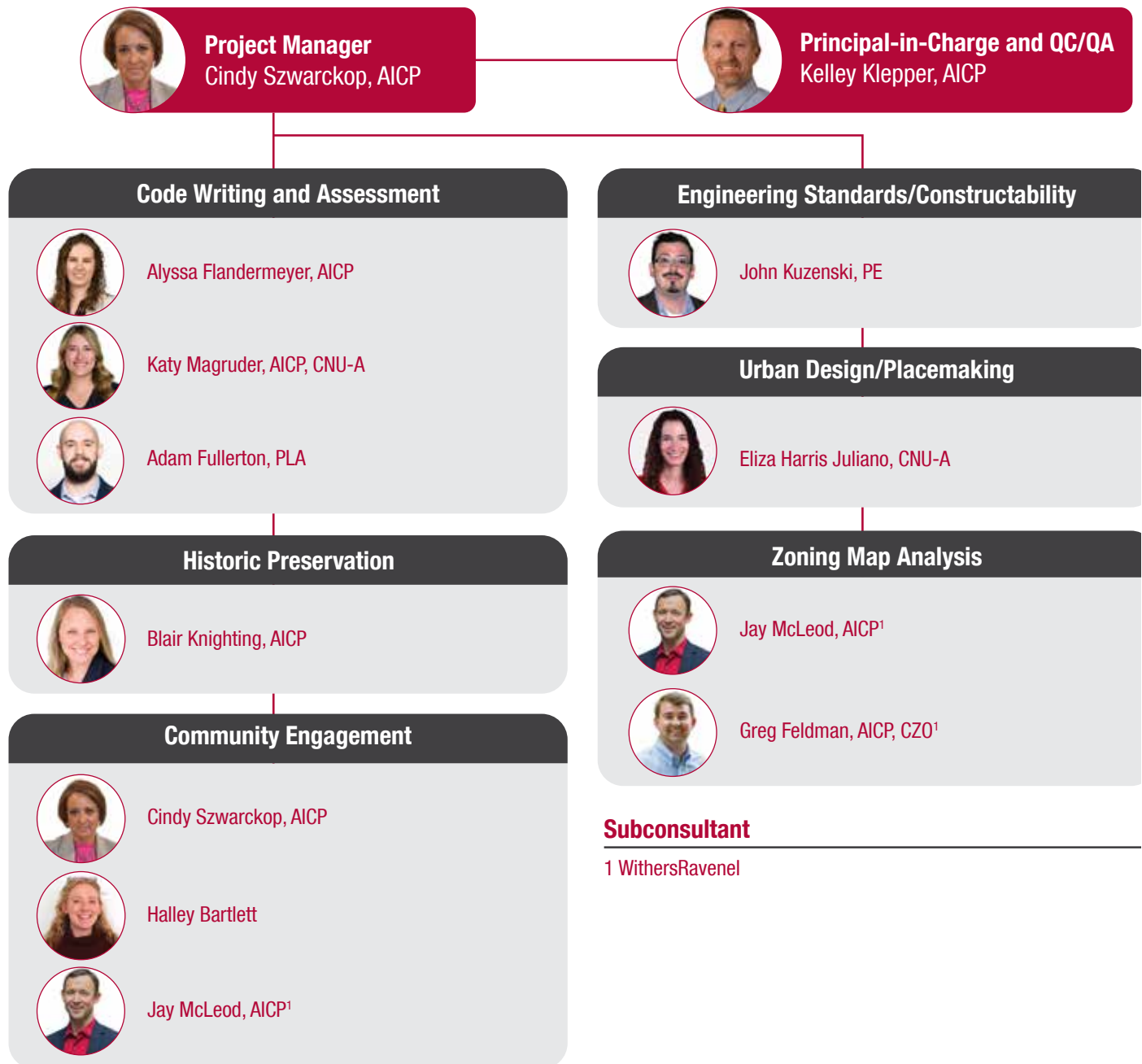


Section 7 - Personnel Qualifications

STAFF AVAILABILITY AND ORGANIZATIONAL CHART

Project manager **Cindy Szwarczkop, AICP**, and principal-in-charge and QC/QA lead **Kelley Klepper, AICP**, will provide the leadership for this project. They have selected a team of professionals who are available to serve the Village of Pinehurst and have experience completing similar projects. Cindy will be the Village's main point of contact for this project and will work with the Village to maintain your schedule and budget. Our proposed team's composition is shown on the organizational chart below.

Village of Pinehurst





EDUCATION

Master of Urban and Regional Planning,
Virginia Polytechnic Institute and State
University

Bachelor of Science,
Public Administration and Political
Science,
James Madison University

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners

CINDY SZWARCKOP, AICP

Project Manager and Community Engagement

Cindy brings over 29 years of planning, municipal coordination, and project management experience as both a local government planner and consultant across North Carolina. Focused on land use planning, she understands the unique needs of public and private-sector clients and works to ensure highly successful project delivery for a variety of project types—such as development ordinances/land use plans, streetscapes, and parks.

UDO Projects

- » UDO Update, Guilford County, NC*
- » UDO Update, Lillington, NC*
- » UDO Update, Ayden, NC*
- » UDO Update, Garner, NC*
- » LDC Update, Cramerton, NC*
- » Land Use Code (LUC) Update, Surf City, NC*
- » UDO, Jackson County, NC*

Coastal Area Management Act (CAMA) Land Use Plans

- » CAMA Land Use Plan, Swansboro, NC*

Comprehensive/Long Range Plans

- » Land Use Plan, Winterville, NC*
- » Land Use Plan, Huntersville, NC*
- » Future Land Use Map, Fayetteville, NC*
- » Southwest Bypass Land Use Plan, Pitt County, NC*
- » Comprehensive Plan, Granville County, NC*
- » Comprehensive Plan, Waynesville, NC*
- » Comprehensive Plan, Smithfield, NC*

Streetscape/Downtown Master Planning Projects

- » Main Street Streetscape Project, Clayton, NC*
- » Blue Hill District Design Standards, Chapel Hill, NC*
- » Downtown Master Plan, Indian Trail, NC*

*Experience completed prior to joining Kimley-Horn

“

I have worked with Cindy in both a public and private sector capacity since 2011. As the Planning Director for the Town of Clayton, I have reviewed her development proposals and hired her team to assist with streetscape planning, parking studies, and land development code updates. As a private sector developer, I have hired Cindy to assist with master planning of large mixed-use developments, master planning, and small area plans for a 1,400-acre farm, downtown infill development, and subdivision design and approvals. I continue to use Cindy as my lead planner on new projects and recommend her as a highly qualified, detail oriented consultant.

-Dave DeYoung

“

Having worked closely with Cindy on a Land Use Plan update for the Town of Swansboro, when serving as Town Manager, I can confidently speak to her expertise and care for client success. I was quite fascinated, as a client of Cindy's, especially a smaller community client, the level of importance our community received by Cindy's leadership. We had extraordinary community engagement and by far the product exceeded our expectations. I believe Cindy and her team would be an excellent partner for your project, bringing unmatched experience and attention, that you will likely not experience with others.

-Scott Chase, ICMA-CM, AICP



EDUCATION

Master of Arts,
Geography and Urban Planning,
East Tennessee State University

Bachelor of Science, Psychology,
East Tennessee State University

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners

KELLEY KLEPPER, AICP

Principal-in-Charge, QC/QA Lead

Kelley has 32 years of planning experience, including a thorough knowledge of land development codes, comprehensive planning, growth management, public policy, form-based codes, budgeting, urban growth boundaries and management, transportation, development-related issues facing growing communities, and urban design. He has extensive knowledge of land use and is experienced with coordinating and conducting public meetings and presentations, including public involvement plans and visioning. **As a vice president of the firm and an authorized signer, Kelley is able to negotiate and execute a contract.** He has partnered with municipalities throughout the Southeast to develop zoning codes, specific code components (e.g., signage, parking, airport zoning), design standards and guidelines, form-based codes, and overlay development standards, including hybrid codes reflecting best planning practices and context/community sensitive solutions. Kelley has presented at various local, regional, state, and national planning organizations, including the American Planning Association (APA) National Conference, APA Florida and Tennessee, Florida Redevelopment Association, and American Public Works Association, Florida Chapter.

UDO and LDO Projects

- » UDO Rewrite and Zoning Map Update, Monroe, NC
- » UDO Rewrite, Greer, SC
- » Land Development Ordinance (LDO) Update, Rolesville, NC
- » Land Development Regulations (LDR) Update, Lakeland, TN
- » Zoning Code Updates, Phase 1, Grovetown, GA
- » UDO Analysis, Sandy Springs, GA
- » Unified Development Code (UDC) and 2027 Comprehensive Plan, Venice, FL

Zoning and Code Projects

- » Code Review and Development for the Gateway Master Plan, Butner, NC
- » Land Development Code (LDC), Berry Hill, TN
- » Community Redevelopment Agency (CRA) Master Plan Update and Design Standards, Zephyrhills, FL
- » Hydraulic Small Area Plan and Code Assessment, Charlottesville, VA
- » Comprehensive Development Code and Parking Code Assessment, Largo, FL
- » Zoning Code Amendments, Cape Canaveral, FL
- » Manatee County Airport Land Use and Zoning Code Update, Bradenton, FL

Additional Relevant Experience

- » Downtown Master Plan and Town Center District Standards, Stallings, NC
- » North Carolina State University, Centennial Campus Design Standards, Raleigh, NC
- » CRA Master Plan and Overlay District Standards, Groveland, FL



ALYSSA FLANDERMAYER, AICP

Code Writing and Assessment

Alyssa has over 5 years of professional planning experience. Her areas of expertise includes land development codes, code updates, comprehensive planning, growth management, public policy, small and special area plans, transportation, development-related issues facing growing communities, and urban and rural design.

Relevant Experience

- » UDO Rewrite, Greer, SC
- » Zoning Code Revisions, Grovetown, GA
- » UDO Update, Lakeland, TN
- » Land Use and Zoning Ordinance Update, White House, TN
- » The Lakes District Land Development Code, Auberndale, FL
- » Comprehensive Plan Update, St. Pete, FL
- » Presidential Streets Master Plan, Cape Canaveral, FL
- » Professional Planning Services, North Port, FL
- » Development Review Committee and Code Updates, Sarasota, FL

EDUCATION

Bachelor of Arts, Urban Planning,
Ball State University

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners



KATY MAGRUDER, AICP, CNU-A

Code Writing and Assessment

Katy is an accomplished urban planner with expertise in infill and redevelopment strategies, placemaking initiatives, master planning, creating specialized plans and overlays, and drafting land development code. With a stint in residential development, Katy brings an awareness of the impacts of various regulations on developers and balances private developer needs with the public good.

Relevant Experience

- » Land Development Code Update, Oviedo, FL
- » Land Development Code Assessment, Eustis, FL
- » Land Development Code Update, Ocoee, FL
- » Vision 2050 Public Outreach Campaign, Orlando, FL
- » Comprehensive Plan and Update, Titusville, FL
- » Vision Land Use Plan, Seminole County, FL
- » West Colonial Drive Corridor Study, Orlando, FL
- » Planning Staff Support, Orange County, FL

EDUCATION

Master of Arts, Urban Planning,
Rollins College

Bachelor of Science,
Environmental Studies,
Elon University

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners
Congress of New Urbanism Accredited



EDUCATION

Master of Arts, Landscape Architecture,
Ohio State University

Bachelor of Science, History,
North Carolina State University

PROFESSIONAL CREDENTIALS

Professional Landscape Architect

ADAM FULLERTON, PLA

Code Writing and Assessment

Adam has a wide range of experience serving both public and private clients in North and South Carolina. His design experience includes multifamily, industrial, commercial, and institutional projects, working with clients from the conceptual development phase through construction. This practical knowledge and experience adds value to UDO update projects.

Relevant Experience

- » Eugene and Bellemeade Streets Streetscape Design, Greensboro, NC
- » Elm and Bellemeade Streets Streetscape Design, Greensboro, NC
- » Garner MXD, Garner, NC
- » Town Center, Cary, NC
- » Greenway Design, Zebulon, NC
- » Downtown Greensboro Streetscape, Greensboro, NC
- » Downtown Improvements, Phase 3, Wake Forest, NC
- » Lane Professional Park, Fuquay-Varina, NC
- » Wildwood Park, Greenville, NC



EDUCATION

Master of Arts, Historic Preservation,
University of Florida

Bachelor of Science, Psychology,
University of Florida

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners

BLAIR KNIGHTING, AICP

Historic Preservation

Blair has 10 years of experience in historic preservation planning, analyzing zoning overlay regulations, land development entitlement procurements, and grant writing and management. She is a Qualified Secretary of the Interior Architectural Historian and experienced in Section 106 reports. Prior to joining Kimley-Horn, Blair served as a historic preservation planner for the City of Jacksonville, FL.

Relevant Experience

- » UDO Update, Lewisville, NC
- » Plan Review, Chapel Hill, NC
- » Harden Street Phase 2B Streetscape Improvements, Columbia, SC
- » Historical Preservation Services, Dunedin, FL
- » Phase 2 Historic Resources Survey, Dunedin, FL
- » Historic Preservation Services, Defuniak Springs, FL
- » 5-Year Consolidated Plan (FY 2021-2025) and Annual Action Plan, Gainesville, FL
- » Comprehensive Plan and Land Development Code, Jacksonville, FL



HALLEY BARTLETT

Community Engagement

Halley is a landscape architecture analyst with a specialty in collecting and illustrating information from the research and design phase through presentation, document writing, and construction. Her design work is grounded in qualitative and quantitative research to highlight and support the special qualities of the communities she works with. She also is skilled in equitable community engagement, working with municipalities to draft engagement plans that aim to reach all facets of the community.

Relevant Experience

- » Lane Professional Park, Fuquay-Varina, NC
- » Parks and Recreation Master Plan, Buncombe County, NC
- » Cary Parkway Sidewalk, Cary, NC
- » Comprehensive Recreation and Parks Master Plan, Greenville, NC
- » Copper District, Clayton, NC
- » Nettles Park Master Plan, Clemson, SC
- » Comprehensive Transportation Plan, Holly Springs, NC

EDUCATION

Master of Arts, Landscape Architecture,
North Dakota State University-Fargo

Bachelor of Arts,
Environmental Design,
North Dakota State University-Fargo



JOHN KUZENSKI, PE

Engineering Standards and Constructability

John has 21 years of experience in civil engineering design, including land development; utility coordination and design; erosion control; and stormwater management. He has extensive experience serving local municipalities with land development and recreational projects for national clients for retail, financial institutions, and military residential housing programs. John's experience as a quality control manager for development projects provides valuable "ground-truthing" when it comes to the creation of new and innovative code language.

Relevant Experience

- » Wildwood Park, Greenville, NC
- » Ailey Young Park Improvements, Wake Forest, NC
- » Moore Square Design and Implementation, Raleigh, NC
- » Outdoor Aquatic Facility, Greenville, NC
- » Holding Park Family Aquatic Center, Wake Forest, NC
- » Dog Park, Morrisville, NC
- » Public Safety Warehouse, Wake Forest, NC

EDUCATION

Bachelor of Science,
Civil Engineering,
Pennsylvania State University

Associates, Architectural Technology,
Pennsylvania College of Technology

PROFESSIONAL CREDENTIALS

Professional Engineer in NC



ELIZA HARRIS JULIANO, CNU-A

Urban Design/Placemaking

Eliza has more than 17 years of urban planning experience, managing private- and public-sector projects with a focus on redevelopment, improving land use patterns, and encouraging multimodal transportation options to contribute to sustainability and quality of life. She is engaged in outreach and advocacy on smart growth issues and is active in the leadership of local and national peer organizations, including serving as the 2017–2018 Board Chair of the National Congress for New Urbanism.

Relevant Experience

- » 2035 Population and Employment Projection, Polk County, FL*
- » MetroPlan, 2030 Alternative Land Use Forecast, Orlando, FL*
- » EAR-Based Comprehensive Plan Amendment, Seminole County, FL
- » Envision Seminole 2045 and EAR, Seminole County, FL
- » Orange Code and Vision 2050, Orange County, FL
- » Neighborhood Visioning, Policies, and Regulations, Titusville, FL
- » LDC Update, Seminole County, FL
- » LDC Rewrite, Oviedo, FL

*Experience prior to joining Kimley-Horn

EDUCATION

Master of Urban Planning,
Harvard University

Bachelor of Arts, Biochemistry,
Harvard University

PROFESSIONAL CREDENTIALS

Congress of New Urbanism Accredited



WithersRavenel
Our People. Your Success.



JAY MCLEOD, AICP

Zoning Map Analysis and Community Engagement

Jay leads planners, designers, and engineers in the creation of comprehensive plans, development ordinances, downtown plans, and park system master plans. With a background as both a public planner and planning consultant, he understands local issues, can lead solution-based analysis, and synthesizes the findings into understandable and actionable plans.

Relevant Experience

- » Comprehensive Land Use Plan 2025, Wilson County, NC
- » Downtown Master Plan, Indian Trail, NC
- » Parks and Recreation Master Plan, Siler City, NC

EDUCATION

Masters of Urban and
Regional Planning,
University of Florida

MS, Urban Ecology,
University of Louisville

BS, Biology, Florida
State University

PROFESSIONAL CREDENTIALS

American Institute of
Certified Planners



GREG FELDMAN, AICP, CZO

Zoning Map Analysis

Greg is a certified planner with experience in both public and private sector planning. His background in the public sector provides a day-to-day understanding of the specific needs and challenges of municipal staff. Greg's strong passion for sustainability provide added value to planning projects.

Relevant Experience

- » LDO Update, Surf City, NC
- » LDO Update, Cramerton, NC
- » Parks and Recreation System Assessment, Southern Pines, NC

EDUCATION

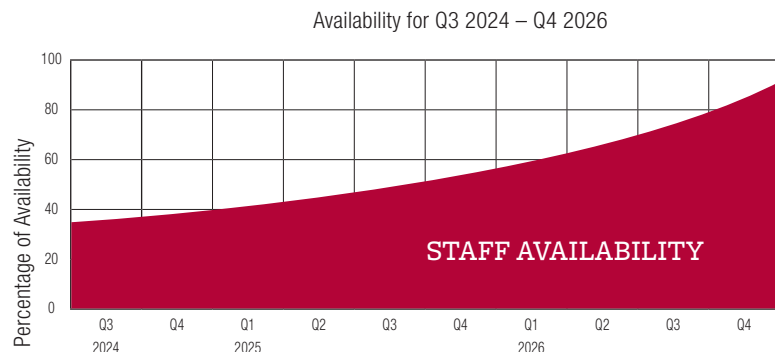
BS, Urban and
Regional Planning,
East Carolina
University

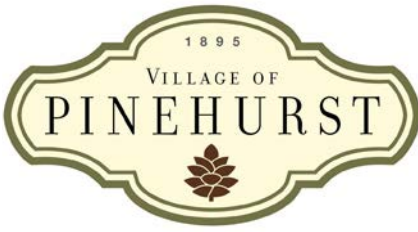
PROFESSIONAL CREDENTIALS

American Institute of
Certified Planners
Certified Zoning
Official

Section 8 - Availability

At Kimley-Horn, serving clients is our number one priority. For every project that we pursue, we use a workload forecasting technique called “Castaheads” to determine staff availability before proposing on projects. This involves meeting with relevant discipline managers and staff to examine the backlog, upcoming deadlines, production schedule, and other factors. Many years of successfully completed projects prove that this system works. Our team has analyzed the current workload and determined that the proposed staff can be readily available to start this project upon receipt of notice to proceed and can meet the proposed project schedule of 10 months to deliver the final draft of the UDO Update.





QUALIFICATIONS

Village of Pinehurst
Comprehensive Unified
Development Ordinance Update

July 26, 2024

Rebecca M. Keefer, AICP
Principal-in-Charge
770.639.7096
RKeefer@CPLteam.com
325 W. McBee Avenue, Suite 300
Greenville, SC 29601



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July 26, 2024

Alex Cameron, Planning & Inspections Director
Village of Pinehurst
395 Magnolia Road
Pinehurst, NC 28374

Re: RFQ - Comprehensive Unified Development Ordinance Update

Dear Alex Cameron and Members of the Selection Committee:

CPL is honored to share our qualifications and approach to planning, as well as introduce and showcase our team's specialized knowledge and experience as it relates to this request for qualified consultants with experience developing Unified Development Ordinances (UDO). Our firm has a multi-disciplinary team of professionals in community planning, boasting extensive experience working with local and county governments. As a single source for all A/E/P needs, CPL offers enhanced coordination through our in-house architects, engineers, and planners, who collaborate daily to deliver high-quality services in a cost-efficient manner.

At CPL, we provide three distinct types of planning services that seamlessly integrate into the diverse fabric of communities we serve, across a spectrum of both large and small, urban and rural areas.

Firstly, our **embedded services model** sets us apart by seamlessly integrating with public sector staff teams on-call. Acting as an extension of these teams, we provide invaluable support, acting as an added team member, or even stepping into interim leadership roles when needed, ensuring continuity and efficiency in project delivery.

Secondly, our **master planning approach** involves close collaboration with communities to not only understand but also articulate their unique vision for growth and development. Through this collaborative process, we help transform abstract ideas into actionable plans that pave the way for thriving and vibrant communities.

Lastly, our expertise extends to **ordinance updates and full rewrites**, where we excel at translating visionary policy language from planning documents into robust and clear regulatory frameworks. Whether it's zoning, sign, development, tree/landscape, environmental, or consolidated unified development ordinances, we ensure that these documents are not just comprehensive but also user-friendly, facilitating smooth implementation and compliance.

In contrast to conventional planning services, our holistic approach enables us to grasp the intricate interconnections in the implementation process, ensuring that our recommendations are effectively translated into tangible outcomes for the community. This approach brings a full-circle perspective that is built on practical experience and delivers long-term value to our clients.

We are confident that we can take the Village's policy documents, listen to the Village's stakeholders and create a regulatory code that helps the Village achieve its vision. We have carefully read all RFQ documents and thoroughly understand the scope of services. We are excited for the opportunity to serve The Village of Pinehurst and to guide your vision of creating a vibrant community that all are proud to call home.

Very Truly Yours,

CPL

Rebecca M. Keefer, AICP
Principal In Charge
Direct: 678.318.1066 | Mobile: 770.639.7096
RKeefe@cplteam.com

Tania Celis Leyva, AICP
Project Manager
Direct: 770.831.1318
TCLeyva@cplteam.com

We are engineers, architects, planners and technical specialists. We are community leaders, business owners, and partners.



CPL BY THE NUMBERS

1975

Year Founded

480+

Total Staff

76

Licensed Architects

69

Licensed Engineers

47

LEED Accredited Professionals

23

Offices

17

Interior Designers

7

Licensed Landscape Architects

7

AICP Certified Planners

4

Geologists

CORPORATE STRUCTURE

CPL is a privately held (shareholders) Design Professional Corporation (DPC), registered and fully licensed.

At CPL, we feel inspired every day to make our world a better place through exceptional design, dedicated service and lasting client relationships.

CPL has been serving public and private clients since 1975. Our team of over 480 dedicated professionals provide design services of exceptional quality offering expertise in community planning, architecture, engineering, and construction administration services. From your first encounter with CPL you will realize we do things differently. Our team is dedicated to a client-centered philosophy based on our three core beliefs.

CPL's Philosophy Grows From:

- Our Belief in Full-Service Capabilities
- Our Focus on Personal Attention
- Our Commitment to Principal Participation

Being full-service means bringing innovation to our clients in terms of service delivery. Our highly collaborative and multi-disciplined team is capable of solving every challenge posed by your project.

Full-Service Capabilities:

- Planning and Development
- Civil Engineering
- Transportation Engineering
- Architecture and Interior Design
- Landscape Architecture
- Mechanical, Electrical and Plumbing Engineering
- Structural Engineering
- High Performance Design and Energy Performance Contracting
- CPL Creative Labs & Emerging Technologies

Among our national rankings:

Top 500 Design Firms
in the Nation since 2014
Engineering News Record

Top 300 Architecture Firms
in the Nation
Architectural Record

“We thoroughly enjoy working with CPL. They have a knowledgeable, approachable staff that keep the lines of communication very open. Since our completed UDC, we have engaged CPL's help with a master plan and with a portion of our Alcohol Ordinance. CPL comes highly recommended from the City of Social Circle.”

- Ashley Davis, Community Development Director
City of Social Circle

Executive Summary

Data-Driven Analysis

- **Comprehensive Approach:** CPL's data-driven strategy for aligning policy direction with the Unified Development Ordinance sets us apart. We meticulously review and interpret current development and permitting processes with staff, identifying trends in legislative and quasi-judicial approvals that may necessitate policy changes.
- **Grounded Recommendations:** Our recommendations are grounded in these findings, each backed by a clear rationale. Unlike mere repetitions of existing policy frameworks, we recognize that regular approvals can signal potential policy adjustments.
- **Robust Implementation Toolbox:** We integrate insights from previous efforts with a broad set of ideas and experiences, creating a robust toolbox of implementation strategies. These are rooted in:
 - ▶ Historical decisions (both legislative and quasi-judicial)
 - ▶ Observations from staff and technical experts
 - ▶ GIS analyses of existing zoning districts and distinctive parcel and bulk standard characteristics
- **Early Policy Agreement:** By ensuring recommendations are justified and detailed during the diagnostic phase, we enable early agreement on policies, allowing us to efficiently develop the technical language necessary for effective policy incorporation.

Adaptive Zoning Standards

- **Innovative and Flexible:** Our Adaptive Zoning Standards are specifically developed for compliance-driven implementation, targeting redevelopment projects. Recognizing the need for a more responsive approach, these standards offer flexibility while maintaining stringent criteria.
- **Curated Development Characteristics:** These standards present a curated set of development characteristics and a menu of compliance alternatives that align with original standards while accommodating unique site and project conditions.
- **Supporting Diverse Objectives:** Adaptive Zoning Standards facilitate:
 - ▶ Adaptive reuse of buildings
 - ▶ Infill development
 - ▶ Pedestrian-focused enhancements such as sidewalk improvements, reduced curb cuts, and public art installations, or other policy priorities identified through the process
- **Market Responsiveness:** Rooted in detailed analysis, these standards are designed to be responsive to market demands while nurturing the built environment envisioned by the Village of Pinehurst. This ensures efficiency, business friendliness, and a commitment to community goals.

Public Servant Perspective

- **Unique Insight:** Our distinctive strength lies in offering more than just a repetition of prior efforts. Combining insights from previous planning with our broader set of ideas and experiences, we bring a keen focus on pragmatic implementation.
- **Experience on Both Sides of the Counter:** At CPL, we leverage our extensive experience both as municipal team members in zoning administration and as consultants in code development. This dual perspective enhances our approach.
- **Expertise in Zoning and Land Development:** We specialize in conducting zoning, land development, and sign assessments and rewrites for numerous local and county governments. Our position at the forefront of land use policy best practices and case law enables us to serve as reliable partners, translating policy visions into actionable regulatory strategies.



**WE
THINK
DIFFERENTLY**

Subconsultants



E. Lawson Brown, Jr. ESQ

522 South Lexington Ave.
Burlington, NC 27216-2958
336.227.8851

Vernon Law was established in 1933 and has been assisting clients with their legal needs in Alamance County and throughout the Burlington-Greensboro area. **Lawson Brown, Jr. Esq.** maintains a general practice with a focus on commercial real estate development and business transactions for clients with real estate development projects. Mr. Brown has worked with municipalities, the North Carolina Department of Transportation, and other agencies on zoning, utility, transportation, and governmental permits and approvals on commercial, industrial and residential projects. Named in 2008 by Triad Business Leader as one of the Triad's Top Lawyers for business law and civil litigation, Mr. Brown continues to serve his clients' needs in a variety of ways. His litigation experience includes representation in all three federal district courts in North Carolina and Atlanta, Georgia as well as state court appearances in multiple counties in North Carolina, Virginia and South Carolina.



LKC Engineering, PLLC

140 Aqua Shed Court
Aberdeen, NC 28315
910.420.1437

LKC is a professional practice dedicated to developing valued relationships in all aspects of our practice. That objective is pursued with each client and extends through our staff, contractors, and all those involved in what we do. Therefore the LKC story is about people, and the amplified results that come from collaboration. While LKC was formed in 2012, we are much more vintage. In fact, our team consists of several professionals who have been providing design and project solutions for clients for more than twenty-five years. We are also committed to multi-generational leadership, which means our principals and staff range in age from mid thirties to sixty plus.



Project Understanding & Approach

Together with the Village of Pinehurst, CPL shall develop a new UDO that advances best practices in mobility, greenspace, and sustainable growth. Special attention will be paid to removing obstacles to streamline the implementation of the desired uses and vision in the following areas of interest: Highway 5 Commercial Area, Medical District, Village Place/Rattlesnake Trail Corridor, and the Highway 211 Commercial Area.

CPL is well-positioned to lead the update of ordinances for Village of Pinehurst, shaping them into a Unified Development Ordinance (UDO). Our proficiency in code writing is enhanced by the practical experience of our project team members, actively engaged in development departments across the east coast, as well as the legal expertise behind Vernon Law.

Our first-hand involvement in developing, interpreting, implementing, and updating municipal and county codes uniquely equips us to comprehend and address your specific needs. We eagerly anticipate undertaking this project, demonstrating our dedication to building upon Village of Pinehurst's planning endeavors and promoting thoughtful growth and development.

Scope of Services

PHASE 1 – Zoning Code Review, Assessment, and Update

TASK 1 – Project Kick-off and Coordination

Prior to any meetings, the CPL team will review the current ordinances and regulations 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. We will lead a kick-off meeting with Village staff to discuss the project and any particular needs. This meeting will initiate the project management team (PMT) and establish the cadence at which the PMT meets. The PMT will advise and provide feedback to our team throughout the project.

Other logistical components like day-to-day points of contact, list of data request items, list of key stakeholders, and next steps will be shared with the attendees via meeting notes within a week of the kick-off and any following PMT meetings.

TASK 2 – Data Collection

Simultaneous to synthesizing the input gathered during the project kick-off, PMT meetings, and other engagement activities, the CPL team will work on

collecting relevant data and review of past studies and ordinances to get a holistic sense of the existing conditions.



The team will conduct an existing conditions analysis by reviewing relevant planning and zoning documents, including (and not limited to) the 2005 Development Ordinances, 2019 Comprehensive Plan, Village Place and Pinehurst South Small Area Plans, North Carolina General Statutes Chapter 160D, and other sources of policy and regulatory guidance. The team will work with you to add more items as needed to make sure all the aspects of regulations and guidelines are covered. A comprehensive review will identify issues of consistency or gaps in information required for a robust compilation of the UDO.

CPL will also look at issues identified in any recent text amendments that have already occurred as well as variance and land use decisions that have historically been made, and staff “fix-it” lists enumerating ongoing pain points in the current ordinances and identified through your section 1.7.2 Periodic Review process. There may be requirements added to the current ordinances that are very intentional policy decisions. We have a keen eye to identify most of those policies but also understand that we don't have as intimate



familiarity with the community as the staff team. We will work with you to identify those provisions that must be retained and those that are consistently problematic so we can understand what is working/not working today.

CPL will review the current development and permitting process with staff. During this data collection period, we are reviewing trends in legislative and quasi-judicial approvals to determine if there are consistent decisions for code relief or land use decisions that indicate a need for a change in policy. Our recommendations will reflect those findings and will cite the logic behind the recommendations.

TASK 3 –Community Engagement

Our proposed approach to Community Engagement focuses on inclusivity, collaboration, and effective communication to ensure that the voices of all stakeholders are heard and considered.

The team's public engagement philosophy begins with the client – you know your community best. We provide options for public engagement, from traditional open houses to pub crawls with tactical urbanism, and you tell us what suits your community. Each public engagement collection includes the following guarantees:

► Close the Loop

Public engagement is not just about taking in feedback, but it's also about synthesizing the information and reporting back to the community what was heard and how it has been addressed.

► Digital Dialog

Not everyone can or wants to attend a public meeting, so remote engagement may be necessary. We provide and advertise remote alternatives for public engagement so everyone can participate. These include interactive survey, mapping, and idea exchange tools through an online website interface that can be linked through the Village's website

► Innovate

We thrive on engaging with the public. It's an important step in the process, but it's also important to make it fun and interesting. The CPL team, in collaboration with the Village, will develop a method/strategy to encourage community participation in the UDO development. The strategy will include various methods for public input and presenting work products, such as workshops, stakeholder meetings, surveys, focus groups, and online tools.

Our approach will utilize various engagement methods such as standard public meetings, online surveys, and meetings with property owners. The scheduling of these meetings will be diverse to reach the broadest range of stakeholders. By example, the public engagement strategy will include the following (or other similarly-scaled combination of efforts), where the detailed public engagement plan will be developed in consultation with the project management team:

► General Public Meetings

We commit to conducting two (2) General Public Meetings that will cover essential topics and milestones, including the kick-off meeting, seeking

PROJECT UNDERSTANDING, APPROACH, SCHEDULE & AVAILABILITY

input on proposed development regulations, and presenting final recommendations.

► **Project Stakeholders**

Our proposal emphasizes the active engagement of key stakeholders throughout the process. Their valuable input and feedback will play a pivotal role in tailoring regulations to the unique needs of the Pinehurst community.

If desired, CPL will take the lead on connecting and building trust with these key stakeholders. To achieve this, our team will initiate conversations with an education component to build a shared language among all those in attendance. After establishing communal ground rules to ensure all voices are appropriately heard, the team shall spearhead conversations on the following:

- Preferred approaches to retain Village's small town charm, scale, and authenticity.
- Effectiveness of Historic Review Guidelines / processes in preserving Village Center.
- Special planning or permitting considerations for extra-territorial jurisdiction areas.
- Which essential employers and uses which the Village desires to attract or retain.
- Challenges affecting permitting and public perceptions of customer service.
- Challenges or long-term vision for expansion of sewer, stormwater, water and other utilities.

- Preferred approaches for mixed-use / innovation hub implementation.

This collaborative approach ensures a comprehensive understanding of the community's diverse perspectives and concerns, laying the foundation for well-informed and effective regulatory measures for the Village of Pinehurst.

TASK 4 – Review Existing Ordinances and Recommendations

Tasks 1-3 will feed into Task 4 as CPL team consolidates the feedback and the analysis to develop a succinct Directions and Findings Report. This report will act as a blueprint document recommending priority areas to focus on as part of Phase 2. The report will summarize prior planning efforts to be implemented as part of the update, key regulations and procedures to be incorporated, and an outline of the organizational structure for the UDO.

The CPL team will also identify barriers to plan implementation and economic development, strategies to improve process and workflow, legal exposures, and other recommendations. CPL will coordinate with the project management team to review the report and will move forward with those recommendations agreed upon by the team.

City Council Variance Decisions (June 2019 – May 2021)				
Topic (UDO Section)	Total Requests	Approved	Denied	Approval Rate
Open space (Sec. 230-1 and Sec. 230-30(a)(2))	14	12	2	86%
Contextual front yard setbacks (Sec. 230-3(b)(1))	5	5	0	100%
Impervious surface/lot coverage (Sec. 230-1)	10	6	4	60%
Retaining wall height (Sec. 230-6(d)(1))	16	15	1	94%
Sidewalk, landscape, and supplemental zone dimensions (including furniture) (Sec. 230-26)	53	37	16	70%
Metal buildings (Sec. 230-27(a)(5))	7	7	0	100%
Fenestration (Sec. 230-27(a)(6))	10	10	0	100%
Each street-facing facade treated as primary facade (Sec. 230-27(a)(7))	7	7	0	100%
Accessory mechanical systems visible from ROW (Sec. 230-27(g))	13	13	0	100%
Parking/drive aisle between building and street (Sec. 250-7(a)(1) and Sec. 350-2(a)(1)(e))	20	20	0	100%
Inter-parcel connectivity (Sec. 250-7(a)(8))	12	10	2	83%
Loading spaces (Sec. 250-20(a))	8	7	1	88%
Dumpster location (Sec. 250-21)	5	5	0	100%
Parking lot landscape islands, head-to-head parking, and perimeter landscaping (Sec. 320-21(a)(1-5))	38	36	2	95%
Drive aisle width (Sec. 350-2(a)(1)(a))	13	12	1	92%
Driveway spacing/access management (Sec. 350-2(a)(2)(a))	10	9	1	90%

Analysis conducted on frequency of the most common variance requests over two-year period to provide a basis for possible amendments (Chamblee, 2021).

Redevelopment Improvements			
Applicable Standard	Construction costs as a percentage of the fair market value of the structure		
	40%-60%	61%-80%	81% or more
● = Mandatory compliance with the indicated Section			
Streetscapes (Section 3.2.8.E)	●	●	●
Bicycle Parking (Section 6.2.3)	●	●	●
Pedestrian Access (Section 6.2.13.E)	–	●	●
Activated Streets (Section 6.2.13.F)	–	●	●
Resiliency Requirements (Division 6.8)	–	●	●
Standards for new construction (<i>remainder of Chapter 21</i>)	–	–	●

Regulatory chart of thresholds to bring infill sites into compliance (Acworth, 2023).

Deliverables for Phase 1

Tasks 1-3 - Several items from this task will transition into Phase 2. Below is a list of anticipated deliverables for this task.

- Draft and Final Public Engagement Plan
- Draft and Final Public Engagement
- Meeting materials (sign-in sheets, boards, presentations, etc.) and summaries for Open Houses, Workshops, Stakeholder Meetings, and/or Pop-up Events.
- Monthly Invoices

Task 4 -

- Draft and Final Directions and Findings Report

PHASE 2 – Code Development and Update

TASK 5 – Draft Code

A one-size-fits-all approach to zoning and land development codes rarely implements a community's

vision effectively. CPL recognizes that specific development characteristics and implementation techniques can vary across the Village. CPL's approach involves creating an illustration-rich UDO that simplifies code administration, provides clarity, and delivers a modern, adaptable document.

Planning Implementation

The road toward plan implementation of the community vision outlined in the Village's Comprehensive Plan and other adopted planning documents is long and can be expensive. CPL will program private development contributions into code requirements for improvements like sidewalk, multi-use paths, parks, and other community amenities to stretch Village's local dollars so that developers contribute to public infrastructure and other public amenities like greenspace and public art.

ADAPTIVE ZONING STANDARDS FOR COMPLIANCE-DRIVEN IMPLEMENTATION

Regular approvals can be valuable indicators, prompting a consideration of potential policy adjustments. The Village faces ongoing requests from the development community seeking relief from the current code, signaling a need for a more responsive approach. Our team proposes incorporation of Adaptive Zoning Standards, an innovative zoning and design approach by the CPL team. Developed with precision, these standards embody flexibility while maintaining stringent criteria. They present a curated set of development characteristics and offer a menu of compliance alternatives, aligning with the original standard while accommodating unique conditions.

Adaptive Zoning Standards support diverse objectives, enabling adaptive reuse of buildings and infill development while facilitating pedestrian-focused enhancements such as sidewalk improvements, reduced curb cuts, and public art installations. These standards can be tailored to address specific characteristics with built-in flexibility. Rooted in a detailed decision and conditions analysis, Adaptive Zoning Standards are designed to be responsive to market demands while simultaneously nurturing the built environment envisioned by the community. This approach ensures efficiency and business friendliness while maintaining a robust commitment to community goals.

Special attention will be paid for opportunities to adapt standards to the goals embedded in Pinehurst's 10 Strategic Opportunities. More specifically, CPL will:

- Review permitted uses to support expansion art related businesses.
- Develop graphics that reflect/align with NCDOT standards for roadway and intersections.
- Establish standards for inclusion of digital utilities in new projects.
- Strengthen landscaping / tree ordinance standards to retain and expand lush landscaping.
- Review architectural standards to support cohesive small town aesthetic.
- Expand options/standards for non-vehicular travel and interparcel connections.
- Discuss strategies to diversify the number and type of housing stock to support aging in place.
- Add standards for active/designed open spaces and community gathering spaces.
- Integrate stormwater / flooding standards based on current engineering best practices, with an eye to North Carolina flooding and severe weather event trends.

Likewise, we will develop standards that support the Village's priority policies like economic development, prudent growth management, walkability, stormwater management, and appropriate residential use regulations.

Ordinance Characteristics

Tasks and timelines for applications regulated by the North Carolina General Statutes Chapter 160D will be checked for conformance against state law and coalesced into easy-to-follow provisions. Charts outlining land use and bulk standards will be developed so there's a single reference point for staff and UDO users for reviewing and comparing district regulations. The remainder of the zoning ordinance provisions, like parking standards (including bicycle and electric vehicle) and design standards specific to certain character areas will be updated and illustrated to clarify standards. Our use of special districts, like overlays and planned unit developments, are based on sound planning practices and on-the-ground experience.

CPL will consider each of these tools to determine which is most appropriate to implement the Village's desired characteristics. The team will explore procedural additions that allow state of emergency exemptions, the addition of burgeoning land uses, and other best practices that support elastic enforcement based on current circumstances and a modernized approach to zoning administration.

Sign Provisions

Sign ordinances are some of our favorite codes because of the special considerations that they demand. CPL is experienced at drafting sign codes that break sign types into just a few categories so that they are easy to understand and administer, as well as legally defensible. Our team will develop clearly defined sign standards that are easy to administer and reflective of recent Supreme Court decisions *Reed et al. v. Town of Gilbert, Arizona et al.*

Environmental and Development Provisions

CPL will evaluate the existing development regulations in your ordinances, including subdivision regulations, street types and minimum standards, tree protection and preservation standards, and other infrastructure requirements for how they currently function and communicate with other regulations. It's easy for those codes to converge and conflict over time, so this is a great opportunity to clarify and consolidate those provisions.

Stormwater Management presents special challenges for older communities experiencing redevelopment of their original housing and building stock. CPL has experience addressing stormwater management in both redeveloping and new development areas. Using the region's model ordinances, CPL will upgrade those details for clarity and efficiency. The environmental provisions will address stormwater quality/quantity, erosion control, floodplain management, steep slopes, stream buffers, landscaping requirements (on-street, parking lots, streetscapes, buffer areas, etc.), and other environmentally sensitive issues identified.

Readability and Functionality

CPL understands that certain sections of the code can appear unfamiliar and daunting to planners, making administration a challenging task. It doesn't have to be this way. One example of such complexity is found in the sureties and warranties section. Often, planners are unsure about when these requirements apply and at what stage in the process. This confusion typically arises from inadequate explanations, disorganization, or a lack of user-friendliness in the ordinance. At CPL, we are committed to simplifying these intricacies and ensuring that the code is accessible and intuitive for all users.

TASK 6 – Zoning Map Update

The CPL team will coordinate with the Village staff to gather updated GIS data as part of Task 2. That information and the regular coordination will help the team put together the updated Zoning Map. This map will reflect the discussion topics and changes agreed

upon by the Village. The Village will be provided with a draft update to submit their comments and concerns before the map is finalized.

The team will ensure that the proposed final Zoning Map undergoes thorough public review and feedback. To make this happen, the team will present the proposed map on the dedicated website and at public meetings. This will ensure multiple channels for stakeholders to review and comment on the proposed Zoning Map, including online comments, written

submissions, and feedback sessions during public meetings.

TASK 7 – Updated Code

Working with the project management team, CPL will develop a schedule to deliver incremental drafts to the Village that break up the content into smaller, intuitive components that simplify the review and comment process. The incremental drafts developed in this Task will be combined into one final document for vetting by the public.

We have conducted a preliminary review of your Development Ordinance and compiled the following list of initial observations. These points will serve as a starting foundation for our analysis and will be thoroughly vetted throughout the process.

Initial Code and Procedural Observations		
Section Reference	Description	Recommended Adjustments
Sec. 2.3	Nonconformities	Incorporate guidance for handling nonconforming development/ architectural features like parking and façade materials
Sec. 5.1	Variances	Consider increasing the list of prohibited variances to include reduction in lot size and building height.
Sec. 8.2	General Use Districts	Better arrange enabling legislation for districts and arrange them proximate to the use table.
Sec. 8.3	Overlay Zoning	Refine COA process for Historic Preservation Overlay District to clarify sequencing of associated decisions and review bodies; incorporate emergency provisions for unsafe conditions.
Sec. 8.5	Use Table	Modernize uses to include new uses like content creation houses, coffee roasters, cryptocurrency mining, and community agriculture; update Special Requirements; review for compliance with Religious Land Use and Institutionalized Persons Act (RLUIPA) and Fair Housing Act (FHA); develop use interpretation standards for unidentified uses.
Sec. 9.2	Dimensional Standards	Review in conjunction with district enabling legislation to consider consolidation of zones where minimal distinctions exist; develop accompanying diagrams and cross sections.
Sec. 9.3	Village Districts	Augment design standards to better implement desired character; develop adaptive zoning standards to encourage incremental compliance of existing projects.
Sec. 9.4	Parking	Consider parking minimums and required bicycle and EV readiness, where appropriate.
Sec. 9.7	Signs	Remove content regulations; reformat to incorporate a combination of in-line regulations and charts; incorporate best practices in illumination standards.
Sec. 9.17	Open Space	Simplify open space provisions; allow alternative compliance for innovative solutions.
n/a	Additional Provisions	Incorporate clear maintenance and performance bond procedures; develop and update diagrams throughout; add access management provisions and streetscape standard diagrams; enable state of emergency process.

PROJECT UNDERSTANDING, APPROACH, SCHEDULE & AVAILABILITY

The compilation of the changes will again be provided to the project management team for review and feedback prior to the initiation of the adoption process. We will address review comments from the Village (and the Village legal team) and will revise the deliverable prior to the release of the draft by the Village to the public.

Once drafts have been approved by the project management team and reviewed by the public, CPL will present the final versions to the Planning and Zoning Board and Village Council for adoption.

CPL will also conduct a thorough review of other Village ordinances, including the nuisance, building, and minimum housing regulations, to ensure they are not conflicting. The team will provide redlined amendments to address any changes that need to be made to accommodate the effectiveness of the UDO immediately, upon adoption.

Legal Analysis and Final Draft

While we have a thorough understanding of case law and other Constitutional concerns relevant to zoning codes like telecommunications equipment, signs, equal protection for places of assembly, to name a few, we have enlisted the assistance of attorney E. Lawson Brown, Jr, Esq. He will conduct reviews of incremental ordinance drafts to ensure the final product is legally defensible and Constitutionally sound. The compilation of the changes will be combined and provided to staff in advance of a full team meeting for final review and feedback before they are ever released to the public.

TASK 8 – Adoption

In collaboration with Village staff, the team will present the draft Unified Development Ordinance updates to the Planning and Zoning Board and then to the Village Council for discussion. Once drafts have been approved by the project management team and reviewed by the public, CPL will present the final versions to the Planning Board and Village Council for adoption.

Deliverables for Phase 2

Task 5 -

- Preliminary Draft UDO

Task 6 -

- Draft and Final Updated Zoning Map

Task 7 -

- Draft UDO in an editable Word document, PDF, and web-based format

- Final Approved UDO in an editable Word document, PDF, and web-based format
- All associated maps and related graphics in an editable Word document, PDF, InDesign/vector graphics, and GIS files

Task 8 –

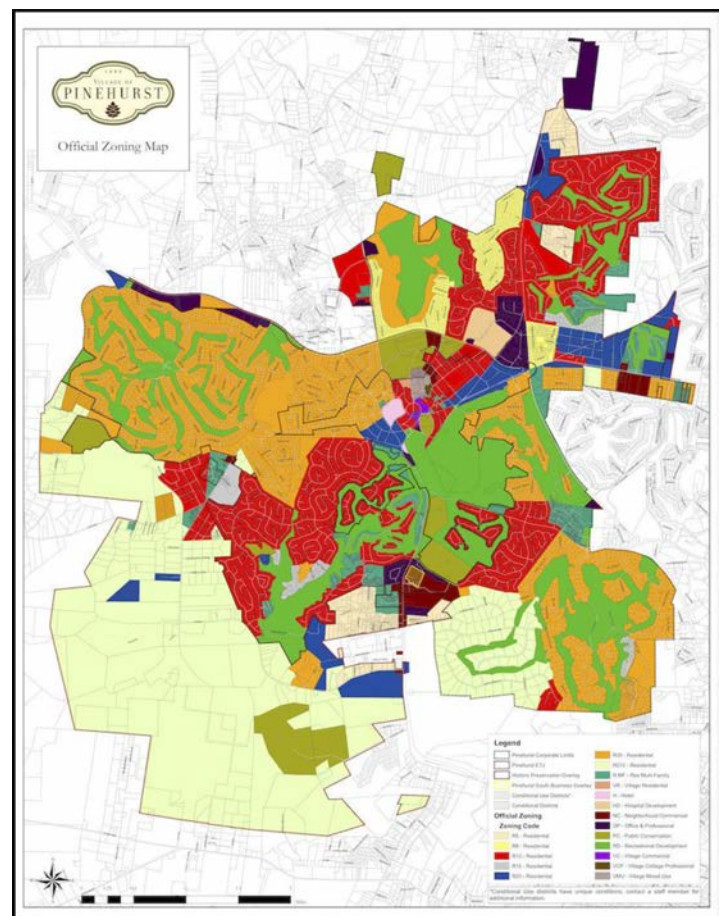
- Presentation materials

Added Value:

We recognize that with new codes comes the need to update processes, forms, standard operating procedures, website content, and personnel training.

Our team includes a service for newly adopted codes and can assist Village staff with concurrent reviews or implementing processes for up to 80 hours over the first six months that the code is administered.

That time can be used at the Village's discretion for training of staff and community members/developers, concurrent plan reviews to aid in interpretations for a collaborative understanding of how to apply the new codes, procedural and paperwork updates, or any other identified needs. As part of these services, CPL can develop and facilitate a training for community and staff code users that can be recorded for ongoing use.



Project Schedule & Availability

We are prepared to commit the required resources to the project and assure our continuing availability through to project completion. Our assigned team is personally committed to working on your project. We are in a position to start your project upon notice to proceed and to complete it without hesitation or interruption.

PROJECT MANAGEMENT

PROJECT COMPONENTS	1	2	3	4	5	6	7	8	9	10	11	12
	Award & Contract											
Project Management Team (PMT) Meetings		*	*	*	*	*	*	*	*	*	*	*
Existing Conditions Analysis												
Preparation of Public Engagement Strategy												
Creation of Public Facing Website												
Create a Priority List of Unified Development Ordinance Updates												
Draft Unified Development Ordinance Updates and map Updates												
Review by Planning Board, Village Council and Final Code Updates												
Final Presentation and Adoption												

We recognize the importance of flexibility in the schedule, allowing adjustments based on the Village's expectations and outcomes from the public engagement process. Anticipating the adoption phase to initiate around month 12, our approach emphasizes collaboration with the Planning and Zoning Board and Village Council, and staff team in the preceding months. This strategic engagement ensures a thorough and successful adoption process aligned with the Village's goals and preferences.

Conversations with the Community

We have designed effective campaigns that help municipalities “talk” to their communities. We approach public engagement in much the same way we approach our graphic presentations. Our staff has extensive experience with the public and does not subscribe to a “one-size-fits all” approach because we know that each community is different.

Each public engagement campaign is individual and is tailored to the community being served. We create campaigns that have high participation rates and are rich with innovation. We make sure these campaigns are fun and informative and utilize “out-of-the-box” tactics that generate consensus.

Public Input Toolkit: A toolkit was developed for check-out by HOA’s and other community organizations that consisted of materials for distribution and input at meetings. The toolkit included project briefings, a schedule, and input activities. While originally conceived as an in-person activity for community groups, we transitioned to a remote input format that has resulted in significant input, even during the public health crisis.



Tree Trimming: We developed a concept for a holiday tree lighting event and gathered hundreds of responses to program a community center by asking participants to “trim the tree” with ornaments labeled with each of the proposed activities. By adding the ornaments, participants were casting their votes for those programs to be included.

Mid-City and Town Center Strolls: Twice, the team hosted an interactive pub crawl in the heart of a community’s downtown to gather input on both a streetscape and trail concept plan and the

Comprehensive Plan update. Participants visited each station set-up in local restaurants and retailers and interacted with temporary art and streetscape installations so they could visualize what the project might look and feel like when complete.



Carnival: To seek input from members of the public on a proposed budget, we assembled a carnival table complete with carnival games. Participants voted on their priorities and preferences in the budget by tossing ping pong balls into bins labeled with proposed projects for the upcoming year. The event was complete with a ring of animal crackers and Goldfish crackers giveaways that adjusted expectations for how the community could engage in the budgeting process.

Speed Dating: The team planned a Valentine’s Day-themed event where participants rotated through stations for fast-paced input on a transportation plan. Participants wrote comments on Valentine’s cards and submitted them for a chance to win a gift card to a local restaurant.





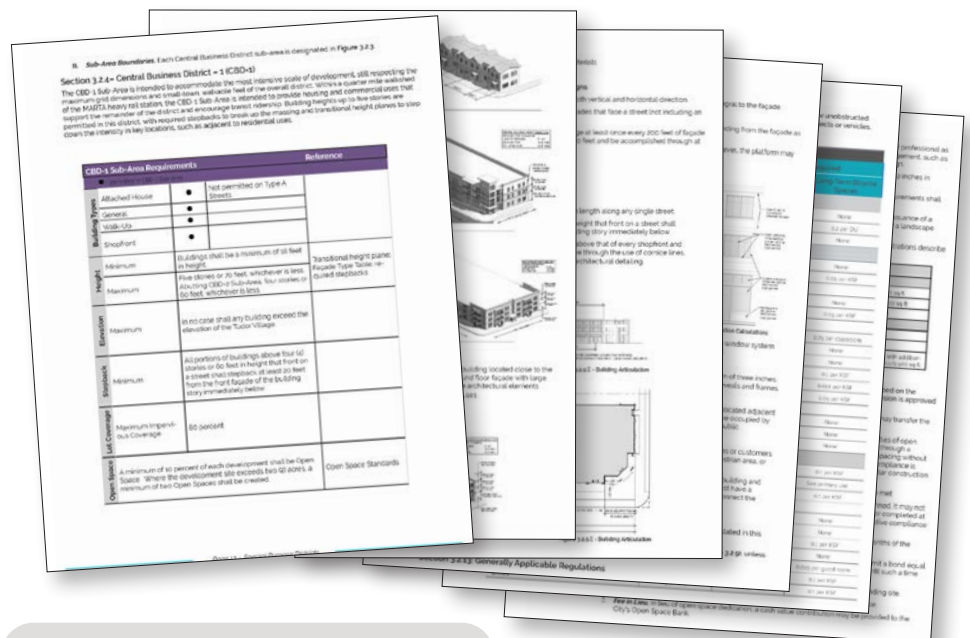
This rewrite focused on codifying the vision, goals, and objectives of other City Plans; incorporating zoning best practices; and addressing development related concerns unique to the City. In addition, the process explored new and innovative strategies to address current code deficiencies and create connections between the Zoning Ordinance and the City's long-range planning documents.

CPL worked with City officials to conduct an extensive public outreach campaign with interactive input opportunities typically foreign to an ordinance rewrite process. Our team hosted scavenger hunts and use mapping exercises to intrigue participants and explain the implications of different code requirements. The process resulted in significant participation and a better understanding of the ordinance strategies by the general public.

The resulting document blended tried and true form-based standards, cutting-edge approaches, the best of previous planning efforts, and community feedback into a standalone resource for use by City staff and officials. The Central Business District (CBD) is divided into three sub-districts, each regulated based on the specific context and adjoining uses. We developed a unique set of massing, material, and architectural requirements based on the distinct, yet cohesive, character areas. The new Zoning Ordinance officially became part of the City's Code of Ordinances in 2021.



Character area map for the Avondale Estates Central Business District (CBD)



- Form-based zoning regulations
- Performance regulations
- Modernization
- Mixed-use districts
- Extensive public engagement

Completion Date: 7/2021 (Delayed due to COVID shutdown and additional community engagement efforts)

spowell@avondalestates.org

New Unified Development Code (UDC)

City of Oakwood, GA



CPL is responsible for the public engagement and writing of the City's first Unified Development Code for the City of Oakwood. The heart of this project includes codifying and streamlining standard operating procedures presently in use for Oakwood's various permit and public hearing application types, redrafting land use and land development regulations as necessary to more effectively move towards the desired community vision outlined by adopted City plans, and reworking the current text-heavy document into a user-friendly format that introduces administrative flexibility to help expedite review processes, where appropriate.

From high-level priority setting to framework development to the nitty-gritty of road standards, lot sizes, historic facades, and sign dimensions, CPL consults with City staff each step of the way through monthly project team meetings. Community-sourced solutions to identified challenges will be derived through workshops hosted by CPL at the mid-point of the UDC drafting process. In this way, the industry expertise brought by CPL's planners, architects, and engineers will be reinforced and strengthened by lived experience of citizens, who are more intimately familiar with Oakwood existing quality of life and needs.

We not only write codes – we review plans and permits across the Atlanta metro. As a result, our planners readily know how to distinguish those regulations which obtain results from those which do not. Through the process, the UDC will be refined and tested, to ensure it works as intended post adoption. The Oakwood Unified Development Code is expected to be adopted July 2024.



Client: City of Oakwood

Location: Oakwood, GA

Original Schedule: 8/2023 - 7/2024

Completion Date: 7/2024 est. (on schedule)

Original Budget: \$105,500 (on budget)

Final Cost: Ongoing

Reference: Dan Shultz

dschultz@cityofoakwood.net

770.534.2365

Unified Development Ordinance (UDO)

Revisions - Innovative Alternative Compliance Regulations

City of Chamblee, GA

In an effort to refine the decision-making process while maintaining a level of policy control over the relief process, CPL took a critical review to identify how current regulations in the Unified Development Ordinance (UDO) were working and how they were being applied on the basis of both interpretations by staff and legislative and quasi-judicial decisions by the City Council (i.e.: rezonings and variances). By reviewing the most common variance requests over a two-year period, CPL was able to provide a basis for possible amendments that would have the most impact on workload and are most reflective of the anticipated policy direction.

The resultant amendments offered a more efficient, business-friendly process that focused on a menu options. These options support both adaptive reuse of buildings and pedestrian-related upgrades like sidewalks, reduction in curb cuts, and public art installations. Developers are now able to develop more frequently by-right, but the nuance of additional amenities like enhanced sidewalks and public art that was gained through the legislative review process were not forfeited. Rather, the code allows for and anticipates several ways a site might be developed or redeveloped for maximum compliance through a trade-off and phased approach representative of how redevelopment occurs in practice.

Client: City of Chamblee

Location: Chamblee, GA

Original Schedule: 4/2021 - 12/2021

Completion Date: 11/2021 (On Schedule)

Original Budget: Part of municipal services contract

Final Cost: Part of municipal services contract

Reference: Mercy Montgomery

706.207.2099

mmontgomery@snellville.org

Sample Access Management Strategy



Project Relevancy

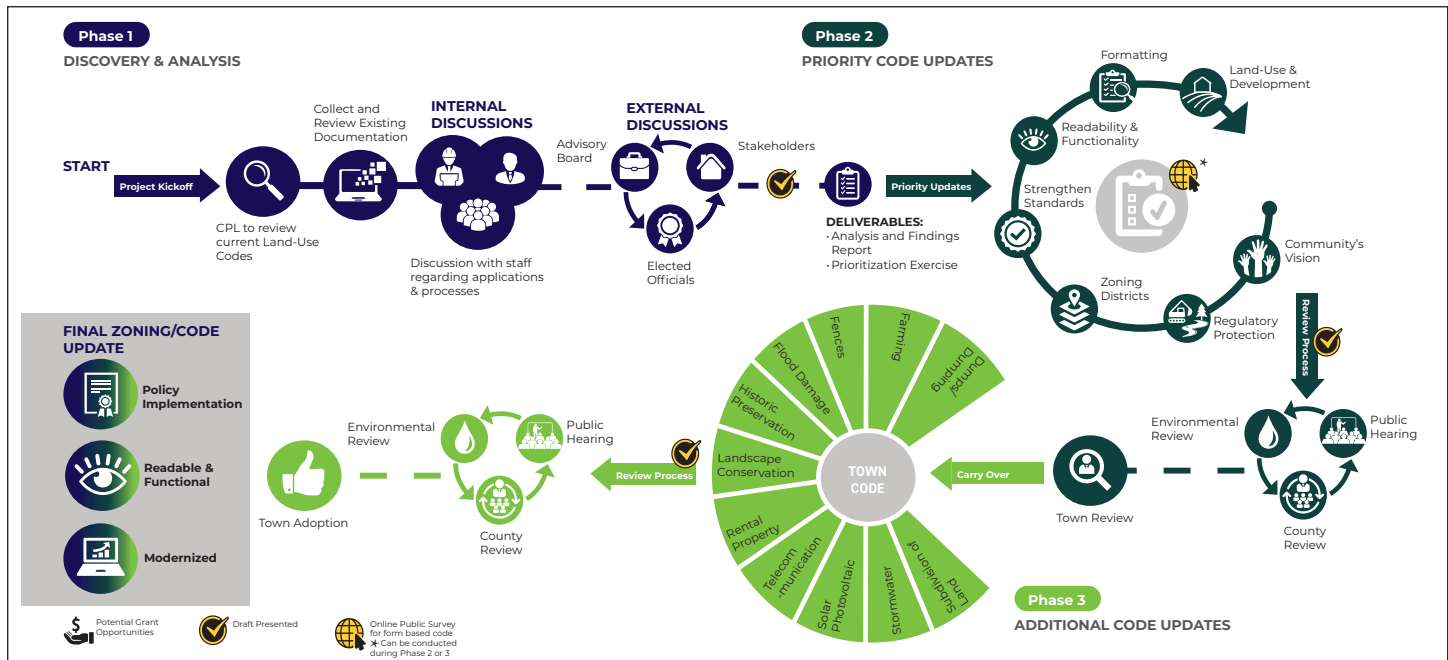
- Unified Development Ordinance
- Innovative techniques
- Flexible, streamlined processes
- Redevelopment strategies



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with any smart phone to
see full set of documents

Town of Clarence, NY

Zoning and Land Use Code Updates



Client: Town of Clarence

Location: Clarence, NY

Completion Date: 2024 (anticipated)

Reference: Jonathan Bleuer,
 Director of Community Development
 716.741.8933
 jbleuer@clarence.ny.us



Project Relevancy

- Planning implementation
- Simplification
- Design standards
- Identifying barriers to economic development
- Extensive public engagement

This project involves a collaborative effort among multiple CPL offices, combining local insights and a national perspective to modernize the Town's regulatory structure. At the heart of this initiative is a robust community engagement strategy, accompanied by extensive stakeholder meetings to ensure that the voices of residents, local staff and stakeholders, and Town officials resonate in every decision. Divided up into a multi-phased project, phase 1 serves as the foundational step, focusing on the development of a Zoning and Land Use Diagnostic report. This report assesses the current regulatory landscape that will support the eventual development of formal Code updates, identifying any potential barriers to land development, plan implementation and economic development, strategies to improve process and workflow, legal exposures, and other recommendations.

CPL will also facilitate a prioritization exercise for the Town of Clarence as means to clearly identify those high-priority or strategic zoning and land use elements that should be critically assessed in later phases of the project. Adopting a phased approach showcases CPL's commitment to every stage of client needs and provides the Town of Clarence an opportunity to thoughtfully curate their priorities for future project phases, including options for updates that can be made internally or through the continued use of outside consultants. Being mindful of municipal fiscal health, CPL will also advise Clarence on potential grant funding opportunities that may be available that would allow the Town to make more substantial code changes while leveraging local funding in a responsive manner.

New Unified Development Codes

Habersham County | Barrow County | City of Auburn | City of Cornelia

HABERSHAM COUNTY

Habersham County's Comprehensive Land Development Ordinance (CLDO) was originally adopted in 1992. Though it has good elements, its general land use framework no longer effectively guides growth in a manner consistent with the recent Joint Comprehensive Plan (JCP) adopted in 2024. Habersham County is home to the cities of Alto, Baldwin, Clarkesville, Cornelia, Demorest, Mt. Airy, and Tallulah Falls. CPL is working with county officials to create a practical standalone document inclusive of all county development regulations. This project is unique in that not only will the final UDC advance Habersham's JCP vision, but will include elements, which cities may use as model ordinances to safeguard those resources identified as important to the county and region at large through a concurrent public outreach process.

Client: Habersham County
Location: Habersham County, GA
Schedule: est. 6/2024 - 8/2025 (on schedule)
Budget: \$97,800 (on budget)
Reference: Mike Beecham
 Planning Director
mbeecham@habershamga.com

BARROW COUNTY - UDC AND CORRIDOR DESIGN STANDARDS

Barrow County's existing Unified Development Code was adopted in Fall 2020. The document, while relatively modern, requires significant code adjustments to enable its established frameworks to better respond to emerging growth pressures stemming from recent major improvements and investments along Highway 316 and other highly trafficked corridors. As a part of this project, CPL will work closely with planning staff to carefully alter existing corridor regulations so as to sustain growth momentum in desired areas while prioritizing sustainability and agricultural protection in others.

Client: Barrow County
Location: Barrow County, GA
Schedule: est. 5/2024 - 6/2025 (on schedule)
Budget: \$225,700 (on budget)
Reference: Srikanth Yamala
 770.307.3000
syamala@boarrowga.org

CITY OF AUBURN - DOWNTOWN DISTRICT OVERLAY

In addition to on-call planning services for plan and permit reviews, CPL is updating Auburn's Downtown District Overlay. The draft under development is focused on integrating strong tree canopy preservation controls and illustrating desired implementation practices. CPL is leveraging our on call experience to clean up and strengthen current practices in order to elevate and support the continued role of Downtown as the economic, civic, and cultural center of the city.

Client: City of Auburn
Location: City of Auburn, GA
Schedule: est. 5/2024 - 9/2024 (on schedule)
Budget: \$25,000 (on budget)
Reference: Leigh Anne Bland, labland@cityofauburn-ga.org

CITY OF CORNELIA

Cornelia's current zoning code was adopted in 2005 and has been amended periodically. It is a traditional use-based ordinance that segregates land uses. CPL is working with Cornelia officials to develop a new zoning code that advances the ambitions of the 2018 Comprehensive Plan and other recently adopted community master plans. The new UDC will streamline and restructure ordinances for greater user-friendliness. Cornelia's growth is influenced by its geographic proximity to the North Georgia Mountains, which are themselves a tourism site and the rapidly urbanizing Gainesville Metropolitan area in Hall County to the south, along I-985. CPL's role will be to provide the tools needed for them to safeguard their sense of place, while making the most of the rapid rise of new employment centers in proximate areas.

Client: City of Cornelia
Location: City of Cornelia, GA
Schedule: est. 12/2023 - 1/2025 (on schedule)
Budget: \$48,700 (on budget)
Reference: Donald Anderson
 City Manager
dee@cornelia.city

New Unified Development Code (UDC)

Madison County, GA

Madison's current zoning code, adopted in 1998 and amended periodically, provides a status quo foundation for the County's future. However, as the County experiences significant growth pressures from the south and west, there is a critical need to restructure and expand the ordinance to manage this development effectively. The new Unified Development Code draft under development, the County's first, aims to balance the community's desires to protect agricultural land and maintain low-intensity development through enhanced zoning techniques and best practices in guiding growth.

Key components of the project include:

- **Balancing Growth and Preservation:** The ordinance will prioritize the protection of agricultural land and support low-intensity development while accommodating growth. Enhanced zoning techniques and best practices will guide this balanced approach, ensuring sustainable development that aligns with the County's vision.
- **Supporting Generational Homesteads:** One of the regulation's priorities is to facilitate the division of familial tracts, continuing the tradition of generational homesteads. This will be achieved while respecting private development rights, ensuring they align with the County's long-term vision.
- **Collaborative Revision Process:** CPL is working closely with County staff to revise the ordinances carefully. The goal is to sustain growth momentum in desired areas while prioritizing sustainability and agricultural protection in others.
- **Transfer of Development Rights (TDR):** Enabling legislation such as TDR will play a crucial role in the growth strategy. TDR aims to preserve agricultural land and natural resources while redirecting growth to areas best suited for development.
- **Data-Driven Approach:** A thorough analysis of Conservation Use Valuation Assessment (CUVA) and nonconforming parcels will inform the right-sizing of bulk standards and land development regulations. This data-driven approach ensures consistency with the desired development patterns.

Through this process, CPL will provide the tools and expertise needed to modernize the current ordinances and synthesize a set of regulations into a Unified Development Code without sacrificing Madison County's character and charm. The new Unified Development Code will support sustainable growth, protect valuable agricultural land, and respect the County's unique traditions and vision for the future.

Project Relevancy

- Unified Development Code
- Guiding development pressures
- Innovative techniques
- Redevelopment strategies



Click or scan the QR code with any smart phone to see full set of documents



Client: Madison County

Location: Madison County, GA

Original Schedule: 12/2023 - 10/2024

Completion Date: est. 10/2024 (On Schedule)

Original Budget: \$152,000 (on budget)

Final Cost: Ongoing

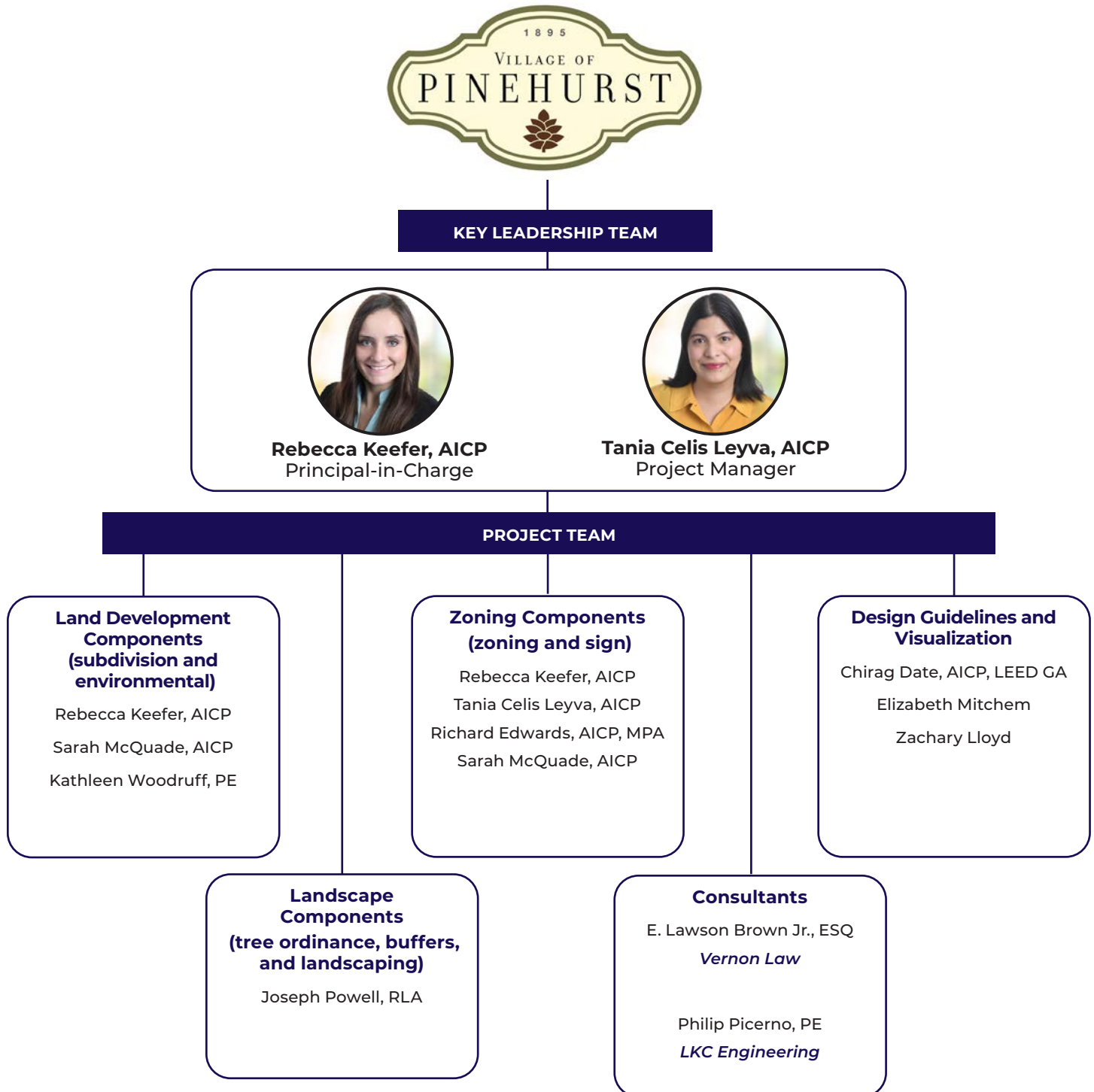
Reference: Todd Higdon, Madison County Commissioner, Board Chairman

thigdon@madisonco.us

706-795-6300

Our team for The Village of Pinehurst's project will be active participants from start to finish.

Our staff is fully prepared and committed for timely completion of projects under this potential agreement. Our core leadership and design team is available to begin our work immediately; other team members will be available as their portion of the work begins.





Rebecca Keefer

AICP

Principal In Charge

Ms. Keefer, a planner with CPL, has 14 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 for planning and design projects. Through innovative public input activities like tactical urbanism installations and wishing walls, she leads the CPL team in formulating interactive opportunities that enliven the process. Rebecca has extensive experience from visioning to implementation—from developing master plans, drafting and administering zoning codes, and influencing the design of the built environment — she plays a role in each step.

EDUCATION

- Masters in City and Regional Planning, Georgia Institute of Technology
- Bachelor of Science, Architecture, Georgia Institute of Technology
- Completed UNC School of Government Planning and Zoning training

PROFESSIONAL REGISTRATION

- American Institute of Certified Planners (AICP) Certified Planner #258677

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Georgia Planning Association, (GPA Board Member)
- American Institute of Certified Planners, (AICP)
- GPA Mentor Program Mentor and Committee Member
- Women's Transportation Seminar (WTS) Member and Committee member

GRANT APPLICATION AND 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

PROJECT EXPERIENCE

ORDINANCE REWRITE SERVICES

City of Acworth, GA

Zoning and Sign Code Re-write

City of Social Circle, GA

New Unified Development Code

City of Avondale Estates, GA

Zoning Ordinance and Sign Re-write

City of Jasper, GA

Zoning Ordinance and Sign Re-write

City of Flowery Branch, GA

Land Development and Stormwater Ordinance Re-write

City of Chamblee, GA

Unified Development Code Update

City of Grovetown, GA

Sign Re-write

City of Dunwoody, GA

Staff Project Manager, Zoning Ordinance Re-write

City of Oakwood, GA

New Unified Development Code

Madison County, GA

New Unified Development Code

Habersham County, GA

New Unified Development Code

City of Cornelia, GA

New Unified Development Code

City of Auburn, GA

Zoning Ordinance Re-write

Barrow County, GA

- New Unified Development Code
- Corridor Overlay and Design Guidelines Re-write

Town of Clarence, NY

- Ordinance Diagnostic

ON-CALL PLANNING AND ZONING SERVICES

- Hall County, GA
- Avondale Estates, GA
- Acworth, GA
- Brookhaven, GA
- Jasper, GA

- Doraville, GA
- Barrow County, GA
- Dahlonega, GA
- Stockbridge, GA

EMBEDDED PLANNING AND ZONING SERVICES

City of Fairburn, GA

Interim Planning and Zoning Director

City of Stone Mountain, GA

Planning Director

City of South Fulton, GA

Interim Community Development and Regulatory Affairs Director

City of Acworth, GA

Interim Zoning Administrator

City of Chamblee, GA

Interim Planning and Development Director

City of Dunwoody, GA

- Director of Sustainability
- Senior Planner

MASTER PLANNING

City of Chamblee, GA

Project Manager:

- Rail Trail Phase 3 Concept Design Study LCI - to develop a plan to re-inhabit the City's abandoned railroad right-of-way for a multi-use path.
- BuHi LCI - a transformative program that celebrates the history of the Buford Highway Corridor.
- Automated Shuttle Detailed Design Plan - development of conceptual routes for autonomous shuttle to serve the town center and beyond.

City of Centerville, GA

Town Center Master Plan

Douglas County, GA

Lee Road Small Area and Corridor Plan



Tania Celis Leyva

AICP

Project Manager

Tania is a Senior Planner with six years of experience in the areas of planning, zoning administration, and public outreach. Working with municipal clients, she conducts research for city-related planning and zoning matters; leads meetings with city personnel and commissions and presents cases; reads, interprets and prepares zoning codes; and contributes to internal master planning charrettes. Tania was previously a City Planner for the City of Woodstock.

EDUCATION

- Master of Community Planning, University of Maryland – College Park
- Bachelor of Economics, University of West Georgia
- Bachelor of Philosophy, University of West Georgia

PROFESSIONAL REGISTRATION

American Institute of Certified Planners (AICP) Certified Planner #33090

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Georgia Planning Association
- Congress for New Urbanism

PROJECT EXPERIENCE

ORDINANCE REWRITE SERVICES

- City of Oakwood, GA
- City of Cornelia, GA
- City of Social Circle, GA
- City of Flowery Branch, GA
- Barrow County, GA
- Habersham County, GA
- Town of Clarence, NY
- Avondale Estates, GA
- City of Jasper, GA

ON-CALL PLANNING & ZONING SERVICES

- Hoschton, GA
- Hall County, GA
- Doraville, GA
- Brookhaven, GA
- South Fulton, GA
- Fairburn, GA
- Barrow County, GA

EMBEDDED PLANNING AND ZONING SERVICES

City of Chamblee, GA

- Senior Planner
- Code Enforcement Coordinator
- Unified Development Ordinance Amendments

MASTER PLANNING SERVICES

City of Peachtree Corners, GA

Crooked Creek Trail - Feasibility Study

City of Social Circle, GA

Integrated Facilities Master and Strategic Plan



Sarah McQuade

AICP

Senior Planner | Policy & Zoning Regulations

Sarah is a Senior Planner with more than a decade of industry experience encompassing public policy review, urban design and programming analysis. Her experience includes zoning research, assisting clients with long-range planning efforts, participating in charrettes, writing reports and organizing public input meetings. Sarah's expertise in planning principles, community engagement and public speaking help her ensure local communities have all the tools and resources needed to thrive, consistently achieving maximum client satisfaction.

EDUCATION

- Master of Urban Planning and Design, University of Georgia
- Bachelor of Arts, Anthropology, University of Georgia

PROFESSIONAL REGISTRATION

- American Institute of Certified Planners (AICP) Certified Planner #31339

PROFESSIONAL AFFILIATIONS

- American Planning Association
- Georgia Planning Association

PROJECT EXPERIENCE

ORDINANCE REWRITE SERVICES

- City of Auburn, GA
- City of Acworth, GA
- Madison County, GA
- City of Cornelia, GA
- Barrow County, GA
- City of Social Circle, GA

ON-CALL PLANNING AND ZONING SERVICES

- City of Winder, GA
- City of Flowery Branch, GA
- City of Auburn, GA
- Barrow County, GA
- Newton County, GA
- Madison County, GA
- City of Dahlonega, GA

MASTER PLANNING SERVICES

City of Union City, GA

Trail and Small Area Master Plan

City of Social Circle, GA

- Integrated Community and Civic Facilities Master Plan
- Bike/Pedestrian Master Plan



Richard Edwards

AICP, MPA

Planner

Richard is a Senior Planner with a passion for improving, shaping, and enhancing communities to create a more inclusive, diverse, and livable environment. With seven years of industry experience, his expertise includes Developments of Regional Impacts (DRIs), zoning administration, GIS and placemaking. Richard is instrumental in the process and plan development for long-range community visioning documents and brings a unique perspective to the team with a background in working for multiple jurisdictions, various levels of local government, and the private sector. Richard has a true appreciation for the positive, lasting impacts, that long-range projects can make on the community and for all parties involved.

EDUCATION

- Master of Public Administration (MPA), University of Texas
- Bachelor of Science, Geography, University of North Carolina-Charlotte

PROFESSIONAL AFFILIATIONS

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

PROJECT EXPERIENCE

ORDINANCE REWRITE SERVICES

- City of Oakwood, GA
- City of Cornelia, GA
- City of Social Circle, GA
- Barrow County, GA
- Habersham County, GA
- Madison County, GA

ON-CALL PLANNING & ZONING SERVICES

- Jasper, GA
- Acworth, GA
- Winder, GA
- Brookhaven, GA
- Barrow County, GA
- Stone Mountain, GA
- Hall County, GA
- Newton County, GA
- South Fulton, GA
- Fairburn, GA

EMBEDDED PLANNING AND ZONING SERVICES

City of Chamblee, GA

Senior Planner



Chirag Date

AICP, LEED GA

Planner

Chirag is a design-oriented planner who strives towards creating mixed-use walkable places with appropriate density and connectivity to enhance the urban and suburban experience. With over 7 years of experience and keen interest in working on projects of varying scales from city halls to educational campuses, town-centers, and multi-acre developments, Chirag constantly works towards understanding the unique issues and giving relevant and forward-thinking design solutions to cater to the local community.

EDUCATION

- Masters of City/Urban, Community and Regional Plan, Georgia Institute of Technology
- Bachelor of Architecture, Sinhgad College of Architecture, University of Pune

PROFESSIONAL REGISTRATION

- American Institute of Certified Planners (AICP)
- Green Building Certification (LEED GA)

PROJECT EXPERIENCE

City of Oakwood, GA

New Unified Development Code

Madison County, GA

New Unified Development Code

Barrow County, GA

- New Unified Development Code
- Corridor Overlay and Design Guidelines Re-write

Town of Rutherfordton, NC

Town Hall Concept Design Study

City of Riverdale LCI Study, Riverdale, GA*

Project Manager - LCI study to revitalize the main street area for the City of Riverdale.

Envision Marietta LCI Update, City of Marietta, GA*

Project Planner - This LCI study was a major update to the 2001 LCI study for Marietta. The plan intended to help foster strategic redevelopment in the downtown area of Marietta.

**Experience prior to CPL*



Elizabeth Mitchem

Planner

Elizabeth is dedicated to enhancing residents' quality of life through well-rounded strategies that encompass environmental, social and economic considerations. With proficiency in ArcGIS Pro, Tableau, R-Studio and other programs. Elizabeth also harbors deep knowledge of sustainability information and public outreach resources, which stem from her valuable experiences with the DeKalb County Department of Planning and Sustainability.

EDUCATION

- Master of Science, City & Regional Planning, Georgia Institute of Technology
- Bachelor of Science, History, Technology & Society, Georgia Institute of Technology

PROFESSIONAL REGISTRATION

- American Planning Association
- Georgia Planning Association



Philip Picerno

PE

Director of Site Development

Philip joined LKC in the winter of 2018 after working three years for the Department of Transportation and two years as a designer for a golf course architecture firm. Philip's focus at LKC is land planning and site engineering, providing project management for public and private site development projects in Moore County and beyond.

EDUCATION

Bachelor of Science, Civil Engineering, NC State University

PROFESSIONAL REGISTRATION

Registered Engineering: NC



Zachary Lloyd

Planner

Zachary is well-versed in geographic information system (GIS) software, data management and advanced research. He leverages valuable experiences with the City of Johns Creek, GA, with strong communication and industry understanding to shape thriving communities through long-range planning projects. With a passion for continuous learning and exceptional leadership abilities, Zachary knows when to lead, follow or listen. His natural inclination towards asking critical questions and bridging knowledge gaps ensures efficient project execution for the benefit of all stakeholders.

EDUCATION

Bachelor of Arts, Geography, Kennesaw State University

PROJECT EXPERIENCE

- On-Call Planning Services, Hall County, GA
- Planning Technician Services, City of Dahlonega, GA
- Planning-Department Services, City of Winder, GA



E. Lawson Brown, Jr.

ESQ

Legal Consultant

Lawson maintains a general practice with a focus on commercial real estate development and business transactions. For clients with real estate development projects, Mr. Brown has worked with municipalities, the North Carolina Department of Transportation, and other agencies on zoning, utility, transportation, and governmental permits and approvals on commercial, industrial and residential projects. These representations have included appearances before the Commissioners in various counties and municipalities. Named in 2008 by Triad Business Leader as one of the Triad's Top Lawyers for business law and civil litigation, Mr. Brown continues to serve his clients' needs in a variety of ways. His litigation experience includes representation in all three federal district courts in North Carolina and Atlanta, Georgia as well as state court appearances in multiple counties in North Carolina, Virginia and South Carolina.



STATEMENT OF QUALIFICATIONS

1. Title Page

Village of Pinehurst

Comprehensive Unified Development Ordinance Update

July 26, 2024



Contact:

Charles Archer | Vice President/Principal
 919-582-5861 | charles.archer@freese.com
 1017 Main Campus Drive, Suite 1200 | Raleigh, NC 27606

July 26, 2024

Alex Cameron
Planning and Inspections Director
Village of Pinehurst
Submitted to acameron@vopnc.org

RE: Comprehensive Unified Development Ordinance Update



704-251-0178 | freese.com
222 South Caldwell Street
Charlotte, NC 28202

2. Transmittal Letter

Dear Mr. Cameron and Members of the Selection Committee:

As a beautiful community, the Village of Pinehurst (Village) faces ongoing growth pressures due to its highly desirable location and quality of life. Freese and Nichols, Inc. (FNI) has an award-winning Urban Planning + Design Group that has the expertise to translate the Village's vision for the built environment into regulations that retain the unique characteristics that exist within Pinehurst, complement existing quality development and provide a streamlined experience for end users. With the community's need to strike a comfortable balance that continues to encourage investment, protects existing neighborhoods and strengthens development regulations, a modern and streamlined Unified Development Ordinance (UDO) is needed. FNI is sincerely interested in providing consulting services to create the Pinehurst UDO.

In this statement of qualifications (SOQ), we have detailed many reasons why the FNI team is the ideal choice for this project, including:

UDO EXPERTS: FNI has been producing award-winning development ordinances for municipalities for decades, each tailored to the unique community, environment, goals and capacity of the community's staff and design professionals. Our team of problem solvers understands how to write UDOs that implement comprehensive plans, align with other community ordinances and regulations and solve existing problems to create interesting and vibrant places. We can modernize outdated regulations and develop new standards to carry the Village into the future. FNI staff has experience carefully crafting UDOs to protect existing neighborhoods, incentivize desired outcomes, encourage housing opportunities, create multimodal opportunities and address other community needs. We are known for identifying streamlined solutions, finding the most efficient way to implement the community vision and providing an outstanding user experience.

A TRUSTED, LOCAL PRESENCE WITH NATIONAL EXPERTISE: Our team of nationally acknowledged professionals has been consistently recognized with numerous awards for urban innovation and transformation, and are sought-after expert witnesses for legislative and judicial issues. We have been the firm of choice for many cities transitioning to manage more complex urban development issues while balancing existing community character just like Pinehurst. We are renowned for our creativity, pragmatism, legal understanding and ability to calibrate local cultures. Balancing FNI's national expertise is our staff's local knowledge of Pinehurst, the greater Pinehurst region and North Carolina in general. Highlights of our team include:

Project Manager Danny Wilson, AICP, ISA, has worked in planning for more than 17 years, many of which were with local governments in North Carolina, Virginia and South Carolina. Throughout his career, he has managed numerous projects of all sizes, including extremely complex projects with major political and legal considerations, as well as launched multiple affordable housing efforts. Danny is very familiar with regulations contained in NCGS §§160D and 143-214.5 and applicable sections of the NCAC that impact the UDO drafting.

Public Engagement Expert Chris Kennedy, AICP, brings years of experience in planning and local government management, having served as Town Manager for Pittsboro and Town Planner for Southern Pines, where he managed the Unified Development Ordinance for both Towns. With decades of knowledge about the Pinehurst area, Chris excels in effectively engaging with stakeholders.

Principal-in-Charge Charles Archer spent several decades in North Carolina local government management and has a deep understanding of the issues facing local governments and the need for consistent communication.

Senior Advisor Chance Sparks, FAICP, CNU-A, has worked with dozens of communities throughout his career with FNI and is adept at confirming that community goals are translated into adopted plans and ordinances.

Project Planners Alexis Garcia, AICP and Rhys Wilson are experienced, multifaceted Urban Planners with expertise in zoning analysis, UDO drafting, zoning ordinance drafting, downtown design, multimodal streetscapes, research and urban design.

By selecting FNI, the Village of Pinehurst will receive responsive, informed and efficient planning services.

We are excited about the opportunity to work with the Village on this important project. I am authorized to obligate the organization contractually and am happy to respond to questions or additional requests from Pinehurst. Please contact me if you have any questions regarding this proposal.

Sincerely,



Charles Archer

Vice President/Principal

919-582-5861 | charles.archer@freese.com



Helping Our Communities Thrive for 130 Years

Since 1894, Freese and Nichols has shaped the communities where we live and work. In 2024, we are celebrating 130 years of innovative approaches, practical results and outstanding service.

- We have a 130-year track record of improving our communities and innovating along the way
- Our commitment to quality and client service stems from our long-term relationships
- We are part of and invested in your community
- We are resilient, adaptable and consistent
- We continue to innovate, collaborating with you

3. Introduction and Executive Summary

FNI is a client-focused, regionally based firm with national expertise. We meet client needs with responsiveness and flexibility. Dating back to our firm’s founding in 1894, we put relationships first — clients, teaming partners and staff — and seek long-term relationships, many of which are counted in decades, not years.

FNI provides a broad range of services to plan, design and manage public infrastructure projects. We help our clients through every stage of the project life cycle: planning, design, program management, funding procurement, regulatory compliance, construction management, and operations and maintenance. Our project teams are known for exceeding client expectations through innovative concepts and high-performing designs.

1894

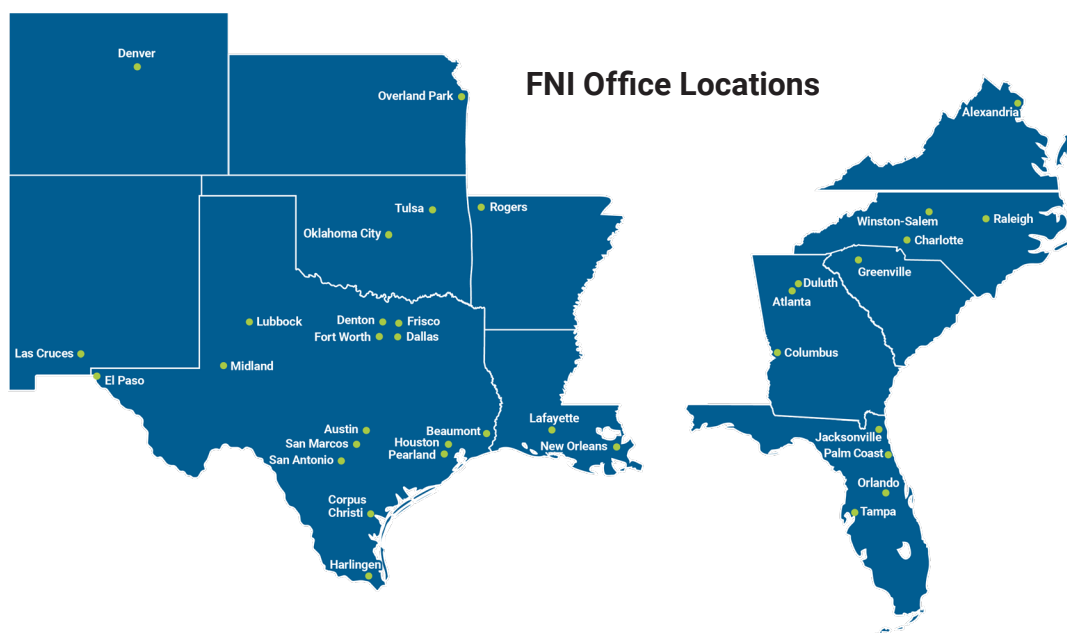
Year company was founded

1,200+

Multi-discipline professionals

30+

Offices nationwide



“Innovation is the essence of the Freese and Nichols culture. We’ve structured our company to inspire innovation every day. The results are solutions for our clients that span disciplines and geography.”

Brian Coltharp, PE | FNI President and CEO

FIRM INFORMATION

Freese and Nichols, Inc.
Corporate Headquarters
801 Cherry Street, Suite 2800
Fort Worth, TX 76102
P: 817-735-7300
F: 817-735-7491

YEAR ESTABLISHED

Freese and Nichols, Inc.
1976-Present
Freese and Nichols
1973-1976
Freese, Nichols & Endress
1959-1973
Freese and Nichols
1938-1959
Hawley, Freese and Nichols
1928-1938
Hawley and Freese
1927-1928
John B. Hawley, Consulting
Engineer
1894-1927

TYPE OF OWNERSHIP

Corporation

PROJECT MANAGER

Danny Wilson, AICP, ISA
222 South Caldwell Street
Charlotte, NC 28202
980-270-6719
danny.wilson@freese.com

SOQ FEATURES

- **PROJECT:** engage with the community, existing LDO assessment, draft UDO annotated outline, create new UDO, assess existing Zoning Map and create new Zoning Map
- **ENGAGEMENT:** multiple events for overall community, stakeholders, Village staff and Village Council
- **TIMELINE:** completed public adoption draft by August 2025

4. General Information

Founded in 1894, FNI is a privately owned, multidiscipline professional consulting firm, offering municipal experience supported by urban planners, architects, landscape architects, engineers, environmental scientists and construction representatives.

We have 34 established offices across the Southeast and Southwest U.S. **Our accomplished 1,200+ staff members works seamlessly across all disciplines, giving the Village the benefit of multiservice integration with an approach that is as innovative as it is practical.**

FNI specializes in serving local governments with a range of expertise and innovative solutions that solve critical infrastructure issues. **FNI does not work for developers, and we regularly turn away work that will conflict with the long-standing and positive relationships with our local government clients.** Our focus on serving local governments is instilled in our firm's culture. We are dedicated to serving the Village of Pinehurst.

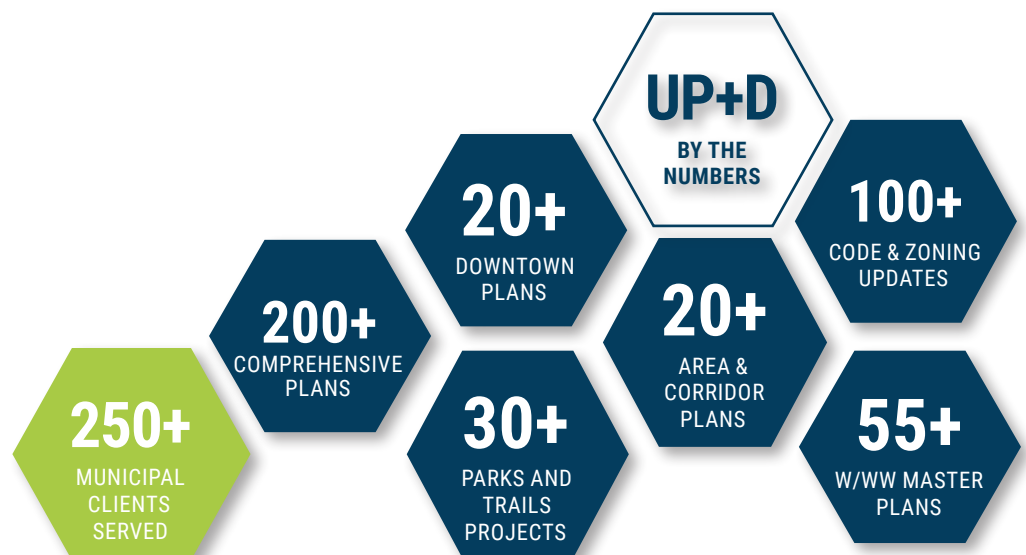
In addition to our expertise as planning and engineering consultants, almost all FNI project team members bring practical municipal experience, having previously worked in planning departments for local municipalities. **The Village will benefit from our well-rounded team and each team member's expertise in their areas of specialization.**

FNI Urban Planning + Design Team

The FNI UP+D Team is one of the **largest consulting groups of urban planners in the Southern U.S.** and has provided services to more than 250 clients. We have seen some of our long-term clients grow from populations of less than 5,000 to more than 300,000 – **all strengthened by our sound planning guidance.**

Our team is committed to meeting your needs with responsive, innovative concepts that often exceed expectations. **Regionally our group has not only developed UDOs, but has also developed numerous comprehensive, downtown, small area, transportation, water supply, wastewater, parks and open space, stormwater, and hazard mitigation/resiliency plans.** We have a history of carrying these plans through to implementation with zoning and subdivision regulation rewrites, impact fee feasibility studies and infrastructure/facilities projects.

FNI staff members are leaders in their fields, contributing personal experience and knowledge to the planning discipline at national levels. Because of this, **we have earned a reputation as one of the leading planning firms in the Southern U.S., offering visionary ideas with practical solutions.** We are skilled in conducting visioning exercises for communities to facilitate stakeholder and public participation. Our team has proven results in building consensus among stakeholders.



5. Project Understanding and Approach

Introduction

One of the most positive impacts on a community's built environment is having a UDO that is aligned with community goals and adopted policies. A modern, effective UDO is an invaluable tool for staff to help direct quality and sustainable growth. FNI has successfully helped dozens of communities through ordinance and code rewrites. Through this experience, we have created a solid foundational approach that has proven effective while providing ample flexibility to meet specific community needs, as every community is unique. To achieve the defined goals for this critical project, the following approach is proposed.

Task 1 – Diagnostic Report and Adopted Plan Review

A comprehensive diagnostic analysis is critical to the success of this UDO-writing effort. This analysis will venture beyond simply identifying functional problems – it will set the fundamental analysis through the lenses of the Village's adopted plans, studies and community desires. We will also review existing standards through the lens of state statutes, including NCGS 160D and NCGS 143-214.5, among others, to create a comprehensive review of how existing regulations follow state laws. Discussing the Pinehurst Municipal Code with staff and reviewing which standards can be integrated into the UDO will also take place during the diagnostic and assessment phase of the project.

To draft effective codes, it is important to evaluate how the current regulations came to be and what existing developments were created using them. This analysis will help identify the current patterns, non-conformities and adjacency issues to formulate a UDO that can address these challenges creatively and comprehensively. We will also emphasize geographic variability within the Village's zoning jurisdiction both in terms of physical geography and cultural geography, applying our form and character analysis experience from both code-writing and small-area planning to verify that the UDO aligns with overall community goals.



The FNI team will prepare recommended solutions and approaches to the new UDO linked to the analysis findings. This will involve detailed discussions with staff and Village leadership regarding capacity, ideal and preferred business processes, desired decision-making framework and authorities, and multiple approaches to achieving Village goals, among many other topics. Likewise, information gained through public engagement will play a unique role in shaping which solutions are determined to be the best fit for Pinehurst. This stage will also set the methodology to evaluate alternative approaches and tools to resolve the identified issues. Some issues can be resolved during the diagnostic and assessment phase, while others are best held for review during the drafting process due to dependency on other approaches taken.

DELIVERABLE: Two key deliverables of this phase will include creating a detailed assessment report and drafting an annotated outline for the new UDO to help direct the project.

Task 2 – Project Management and Client Coordination

Providing an Effective, Timely, Economical and Professional Service

FNI has created a culture and legacy of putting our clients and employees first. To that end, FNI has invested in developing our project managers by providing the training and tools necessary to manage projects for our clients successfully. For FNI, successful project management is not just about being profitable but also securing and maintaining long-term relationships with

our clients. To achieve this, it is essential that we truly listen to the client, understand their needs and provide a proven, sustainable solution that meets or exceeds expectations — all while managing quality, schedule, budget and communication. The FNI team is committed to meeting the Village’s schedule and budget. **Project Manager Danny Wilson** has an excellent history of successfully managing projects.

Coordination Between the Team and the Village

We strongly believe that clear and frequent coordination must be a core principle in any successful communication plan, so the FNI team is committed to maintaining open and active communication with the Village, based on the Village’s preferences. A communications plan will be presented for input during the project kickoff meeting with key staff members. Regular conference calls will be used to check-in and verify that all team members are informed of key decisions throughout the project. Additional staff members or resources may be included in these calls as needed based on the content to be addressed.

Task 3 – Stakeholder and Public Engagement

While the RFQ did not require a significant amount of engagement, our team has had tremendous success in the past including engagement throughout the UDO writing process. Effective and inclusive participation from community stakeholders and developers helps ease the transition into a new UDO. We will use various outreach techniques to provide opportunities for all interested parties to learn about and contribute to the UDO project.

FNI’s experience in public engagement covers a wide range of techniques. We are skilled in managing town hall environments, facilitating candid conversations in small focus groups, bringing a personal touch to one-on-one interviews, and reaching the public at their leisure through online engagement technology, including online surveys and quick online interactions. Within these environments, FNI can implement a variety of exercises designed to promote interaction and meaningful community feedback.

Even with many virtual engagement opportunities available, in-person outreach strategies to gather input from stakeholders are still critical to the process. FNI has found that a combination of in-person and virtual engagement is often the best approach, as this offers individuals multiple opportunities to connect and the flexibility to use the method that is most convenient



Example of a comfortable FNI stakeholder meeting led by Chance Sparks.

for them. We can engage more people at a lower project cost using this hybrid approach. At a minimum, FNI recommends the following public engagement events for the UDO project.

Project Website, Virtual Engagement and Survey

Throughout the entire project, a dedicated project website will be hosted to allow for virtual engagement. In addition, all documents, data and information will be posted online for a transparent process. This helps provide information to residents and business owners and encourages feedback and input to help make the project successful. An online survey will also help gather information on what is most important to the community and what development types, architecture, landscaping and other visual elements that impact the built environment they would like to see in the Village. FNI staff will take this information to help steer how the standards in the UDO are drafted to create a UDO unique to Pinehurst.

Staff Technical Meetings

We recognize the unique insight available from internal Village stakeholders and recommend that a two-hour meeting be set up at the beginning of the project with internal interested parties. This effort will begin by coordinating with Village staff involved in the development process, as no one is better positioned than Village staff to understand the common points of conflict and procedural challenges within the UDO. It will also include other staff members.

Stakeholder Meetings

FNI staff have found it extremely valuable working with design professionals, developers, surveyors, business owners and other code users to provide feedback on existing ordinance language and challenges encountered, as well as suggestions for proposed standards. We would recommend that a series of four meetings during one day with small groups of stakeholders be held at the beginning of the project. These stakeholder groups can also be used to review text and standards to verify that the new UDO will not accidentally create issues, is easily understood and can receive their support during the adoption process once it is drafted.

Village Council

During the middle portion of the project, small group meetings with Village Council members help share feedback received from the community, ask specific questions that are policy decisions and keep Council members in the loop on the project. Elected official input and buy-in of the UDO project will help the project have smoother adoption and a more successful implementation process.

Community Workshop – Draft UDO

A large community workshop to review proposed changes and roll out the draft UDO is particularly important to verify that the community understands how the UDO will impact the built environment. This is also an ideal opportunity to gather feedback on the draft text to assess how effectively it will contribute to creating the community envisioned by its residents. FNI recommends holding this meeting toward the end of the process so draft UDOs can be shared with the public.

Community Workshop – Draft Zoning Map

FNI has found that changes to the Official Zoning Map generate significant interest from the community and require specific conversations about impacts on property rights and allowed uses. Having a dedicated, large public workshop to focus on the draft Official Zoning Map and proposed changes will help answer questions and alleviate many concerns.

DELIVERABLE: Key deliverables from this project phase include a list of comments, recommendations and suggestions from the public engagement efforts and a summary table of if/how comments and recommendations were incorporated into the draft UDO and Zoning Map.

Task 4 – Draft and Final Draft

Due to the expedited project schedule, FNI will draft the UDO in one phase. This will allow for intensive drafting and engagement that results in a complete draft. Before the draft UDO is circulated to Village staff for review, the FNI team will conduct a detailed internal quality control review.



Interactive Engagement Activities



Instant Polling at Various Public Meetings



Online Survey Stations

OVERALL ENGAGEMENT SUMMARY

- 1 Project Website with Virtual Engagement and Public Survey
- 1 Staff Technical Meeting
- 4 Stakeholder Meetings (One Day of Meetings)
- 1 Set of Village Council Small Group Workshops
- 1 Community Workshop - Draft UDO
- 1 Community Workshop - Draft Zoning Map

Project Schedule

FNI staff is eager to get started, has the staffing capacity to start immediately and will be able to complete this project within 10 months of contract execution, which, assuming an early November 2024 notice to proceed, will have the updated UDO in front of Village Council for adoption consideration in August 2025. The proposed schedule provides enough time for meaningful engagement, Village coordination and ordinance drafting while moving the project forward quickly.

Tasks	Month									
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Project Management, Initiation, QA/QC										
Project Management										
QA/QC										
COMMUNITY ENGAGEMENT										
Kickoff and Community Tour										
Village Technical Staff Meetings										
Stakeholder Meetings										
Virtual Engagement and Project Website										
Village Council Workshops										
Community Meeting Events										
EXISTING UDO REVIEW AND DIAGNOSTIC REPORT										
Assessment and Diagnostic Review										
Diagnostic Report										
Annotated Outline for New UDO										
UDO DRAFTING										
General Provisions, Administration, Review Procedures										
Zoning Districts, Overlay Districts, Permitted Uses										
Subdivision, Development Standards										
Non-Conformities, Violations/Enforcement										
Environmental Protection, Development Incentives										
Definitions										
EXISTING ZONING MAP ASSESSMENT										
ZONING MAP DRAFTING										
FULL DISCUSSION DRAFT										
VILLAGE STAFF REVIEW (X3)										
PLANNING AND ZONING BOARD REVIEW										
VILLAGE COUNCIL REVIEW										
PUBLIC HEARING DRAFT COMPLETE										
UDO ADOPTION										

6. Relevant Experience



GOLD AWARD FOR BEST PRACTICE, APA-TX, 2021

Unified Development Code

City of Brownsville, TX

The unanimously adopted UDC combined zoning regulations, subdivision regulations and a variety of supplemental regulations into a coordinated, modern and progressive set of standards.

The goal was to streamline processes and clarify standards for increased understanding, with a strong emphasis on using graphics to convey regulations due to the cross-border, bilingual nature of the local development industry and community.

The City Commission had established a strong desire to improve the City's long-term fiscal health through advocacy of infill development and removal of regulatory barriers to redevelopment. This involved a unique audit and diagnostic review of existing regulations by FNI, serving as Interim Director of Planning for the City for more than two months, allowing the unique perspective of having applied existing ordinances practically.

The resulting innovative hybrid development code includes a form-based code for the downtown, with provisions to support mixed-use and housing diversity throughout the City and complete streets principles. The code was tailored to an environment with limited staffing and considered recent significant changes resulting from the State Legislature through a unique system of streamlined processes and regulatory incentives. The code was unanimously adopted, with developers embracing it early. More than 75% of projects chose to opt in, and there was a sharp increase in small-scale/missing middle infill development in the City's core.

Completion Date: November 2020

Work Sample: <https://bit.ly/3YdEtZz>

REFERENCE

Helen Ramirez
City Manager
956-548-6005
helen.ramirez@brownsvilletx.gov

PROJECT RELEVANCE

- Modernized outdated standards
- Hybrid development code that incorporated form-based elements
- Tailored for staffing levels in the City



Unified Development Code

City of Bee Cave, TX

FNI developed a UDC, combining several separate development regulation ordinances into a cohesive, consistent and streamlined code.

The project was separated into two phases: diagnostic analysis of the current code, including outreach and stakeholder coordination, and preparation of a new UDC. The diagnostic analysis report outlines existing issues arising out of the City's current codes and practices against the background of community-approved goals and objectives that have been identified by the Our Bee Cave 2037 Comprehensive Plan, coupled with stakeholder input. It goes on to recommend solutions and approaches to overcome each issue identified.

The UDC was drafted to streamline processes and modernize regulations to reflect market needs and community vision. With its location over the highly-sensitive Edwards Aquifer Recharge Zone and steep topography, non-point source pollution and

flood damage prevention regulations were critical. The location in the Hill Country also drove interest in cutting-edge dark sky lighting regulations. Administrative procedures have been optimized to support administrative rather than discretionary approvals to create more predictability, incorporating thoughtful by-right regulations and menu-based approaches to development regulations to encourage creative practices. Recent changes prompted by case law and state legislative actions have been incorporated. Graphics were used heavily to convey regulations in a manner that is easy for the code user to understand, with built-in cut sheets with applicable codes to assist.

Completion Date: September 2020

Work Sample: <https://bit.ly/3ymJ9S9>

REFERENCE

Lindsey Oskoui
Assistant City Manager
512-767-6677
loskoui@beecavetexas.gov

PROJECT RELEVANCE

- Modernized outdated code that was inconsistent with state law
- Streamlined approval process and created more predictability
- Sensitive environment protection



Unified Development Code Reform

City of Bella Vista, AR

The City of Bella Vista desires to accommodate continued growth and development while verifying proper development review and implementing appropriate development controls.

FNI is performing an update of subdivision and development regulations, zoning ordinance and zoning map sections of the City's Code of Ordinances. These updates will be used to provide direction for city staff managing growth and development.

The City of Bella Vista desires to accommodate continued growth and development while verifying proper development review and implementing appropriate development controls. Since being incorporated as a city in 2007, Bella Vista has recognized the need to customize its development code and verify consistency throughout its regulatory documents. In 2020, Bella Vista took a proactive step toward achieving its vision through the adoption of a new

comprehensive plan, Comprehensive Plan 2040. The principal objective of updating development regulations is to create a set of standards and procedures that preserve the character and quality of the City while contributing to economic growth and overall well-being. The FNI team will update Chapters 107 and 109 of the City's Code of Ordinances. These codes include the Subdivision and Development Regulations, Zoning Ordinance and Zoning Map. ***The updated land development codes will provide City staff with clear guidance to effectively manage growth and development in accordance with adopted policies.***

Completion Date: March 2025

REFERENCE

Taylor Robertson
Planning Manager
479-268-4980
trobertson@bellavistaar.gov

PROJECT RELEVANCE

- Updates code to manage continued growth
- Includes updates to the City's code of ordinances
- Provides staff with clear guidance for making decisions

Work Sample: <https://freese.mysocialpinpoint.com/bellavistacr>



Unified Development Code Update

City of Newcastle, OK

The City of Newcastle's Code Update desires to accommodate continued growth while verifying proper development review and implementing appropriate development controls.

FNI is updating the City's land development codes including the Subdivision Regulations, Planning and Zoning Code, and Sign Regulations. The City has taken a proactive step toward achieving its vision through the pending adoption of a new comprehensive plan currently under development.

The principle objective of updating development regulations is to create a set of standards and procedures that preserve the character and quality of

the City while contributing to economic growth and overall well-being. This project will update Chapters 153-155 of Title 15 of the City's Code of Ordinances. These land development codes include the Subdivision Regulations, Planning and Zoning Code and Sign Regulations. The updated land development codes will provide City staff with clear guidance to manage growth and development in accordance with adopted policies.

Completion Date: May 2025

REFERENCE

Janay Greenlee
Planning and Community
Development Director
405-387-4418
jgreenlee@newcastleok.
gov

PROJECT RELEVANCE

- Updates to land development regulations to help manage growth pressures
- Provides clear guidance for City staff to make decisions
- Creates a streamlined development review process

Work Sample: Not Available

Planning and Development Regulations Update

City of Anna, TX

Through a work program structured in five phases, FNI updated the City's existing regulations to create a set of development standards and procedures to support economic development.

FNI updated the City's existing Planning and Development Regulations that was based on City staff and stakeholder input on the existing regulations and the creation of a downtown zoning district and mixed-use zoning district. The principal objective of updating the Planning and Development Regulations



was to implement the recently adopted plan and to create a set of development standards and procedures that preserved the character and quality of the community while contributing to economic development and overall well-being.

Completion Date: December 2023

Work Sample: <https://bit.ly/4ffTRdY>

Unified Development Code

City of Buda, TX

The City of Buda's UDC provided a particularly unique example of the FNI team's ability to execute innovative planning practices in a manner highly customized to the unique needs, philosophies and capacities of the City.

The Buda UDC is a hybrid code using form-based codes in both an infill and greenfield setting, within downtown and outside of downtown.

Diversification of housing was a critical issue for Buda, as 98% of the housing units were in single-family detached housing or large-scale apartment complexes. Buda sought to achieve increased density in a more thoughtful manner consistent with community goals.



Buda also sought to promote forms of development that were new and innovative but did not want to prescribe complete standards in order to allow additional flexibility and creativity. The FNI team crafted a unique set of provisions for "Innovative Residential Development" that provided some critical requirements as well as some flexible guidelines.

Completion Date: June 2017

Work Sample: <https://bit.ly/4cdRKop>

REFERENCE

Ross Altobelli
Director of Development Services
972-924-2616
raltobelli@annatexas.gov

PROJECT RELEVANCE

- Updated regulations to support downtown development and focused growth
- Implemented adopted comprehensive plan goals
- Preserved existing community character and quality of life

REFERENCE

Angela Kennedy
City Engineer/Director of Development Services
512-523-1076
akennedy@budatx.gov

PROJECT RELEVANCE

- Created a hybrid code which used form-based elements to support infill development
- Updated standards to encourage housing diversification throughout the City
- Resulted in a unique code that fit the City's desire to allow flexibility in certain settings

Unified Development Code Update

City of Edmond, OK

FNI provided a development code evaluation/audit/diagnosis, updated development code and revised zoning map.

The project was performed in multiple phases beginning with an analysis of existing regulatory documents. This review informed a diagnostic report identifying issues and possible solutions to improve the City's development regulations and align them with adopted long-range planning policies. FNI addressed issues and recommendations and drafted a comprehensive set of regulations and an updated zoning map reflective of the policy direction of the

City's adopted long-range plans and the community's shared vision. The adopted zoning map was evaluated and updated to address regulatory changes developed during earlier project phases. During the final phase, FNI refined the draft code, conducted a follow-up round of stakeholder engagement and support for the development code adoption process. Throughout the project, FNI provided periodic updates for the Planning Commission and City Council and post draft materials on the project website for review and input from the community.

Completion Date: September 2023

Work Sample: Not Available

Unified Development Code

City of Bonner Springs, KS

FNI developed Bonner Springs UDC which included three phases beginning with a Code Diagnostic and Analysis Report, a draft ordinance and a final ordinance.

The initial phase involved a complete review of current land development regulations, the City's Comprehensive Plan and other policy documents that guide growth and development. That report, along with input from key stakeholders and the community, guided the development of updated regulations that are aligned with the City's goals.

The new regulations provide streamlined processes and represent best practices in urban planning. An easy-to-navigate deliverable includes cross-references, hyperlinks, tables, charts and graphics to explain complex concepts. Additional stakeholder engagement before the adoption of the UDC allowed interested parties to review and comment on the proposed changes and verify feedback had been accommodated. The UDC was unanimously adopted in December 2023.

Completion Date: January 2024



Everyone on the team has done a tremendous job in getting us to the finish line, just a few more things and we will cross it! Responsiveness to suggested changes from staff."

Mark Lee | City Planner | City of Bonner Springs, KS

Work Sample: <https://bit.ly/4di5ijh>

REFERENCE

Becca Patrick
Planner
405-348-8830
becca.patrick@edmondok.gov

PROJECT RELEVANCE

- Update was driven by desire to implement comprehensive plan goals
- Updated zoning map to allow full UDC implementation
- Included robust stakeholder engagement

REFERENCE

Mark Lee
City Planner
913-422-1020
mlee@bonnersprings.org

PROJECT RELEVANCE

- Existing policies and plans were used to guide code update goals
- Updated existing code to streamline review processes
- Robust stakeholder involvement supported a smooth adoption process

Unified Development Code

City of Hutto, TX

FNI created an updated UDC and a Unified Engineering Criteria Manual, including a code diagnostic update initially prepared during the Hutto SOAR 2040 Comprehensive Plan, augmenting it to include additional stakeholder engagement specific to code users, state legislation changes and assess the current engineering design criteria.

The engineering criteria include drainage, utility, transportation and associated green infrastructure elements in a single, integrated design manual coordinated seamlessly with the UDC. Based on findings of the diagnostic, FNI prepared an annotated outline for the new UDC,

and triage amendments to the UDC as necessary to address acute issues in isolation. The UDC contains several notable features, including consolidation of residential districts to support housing diversity and elimination of exclusionary zoning practices, recalibration and reformatting of a form-based code into a consistent format aligned with other UDC regulations, parking reform, regulatory incentives to support Plan-preferred outcomes such as mixed-use at multiple scales, innovation districts and trail-oriented development.

Completion Date: October 2024

REFERENCE

Ashley Bailey
Development Services
Director
512-759-5961
ashley.bailey@huttotx.gov

PROJECT RELEVANCE

- Updated code and other regulations related to land development
- Consolidated residential districts to support diverse housing options
- Created opportunities for the City to allow mixed-use development centers

Work Sample: <https://bit.ly/46lO2r9>

Highway 421 Land Use Study

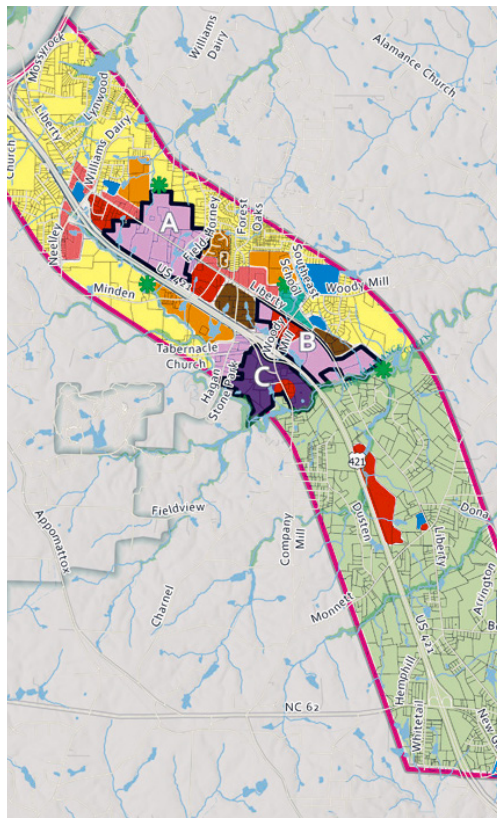
City of Greensboro

FNI performed a Land Use Study for the area along Highway 421 south of Greensboro.

This study demonstrated how to effectively manage the anticipated growth due to the Toyota battery plant investment at the Greensboro-Randolph Megasite. By carefully balancing the preservation of the area's rural nature with the need for additional industrial/commercial sites, the study offers valuable insights on how to support the Toyota battery plant while maintaining the distinct charm and character of the region.

Completion Date: December 2023

Work Sample: Not Available



REFERENCE

Sue Schwartz
Planning Director
336-373-2149
sue.schwartz@greensboro-nc.gov

PROJECT RELEVANCE

- Land use study to support large economic development project that is creating growth pressure
- Included review of transportation, land use, economic development, utilities and other development drivers
- Balanced desires of multiple jurisdictions and City departments

Additional Select Firm Experience

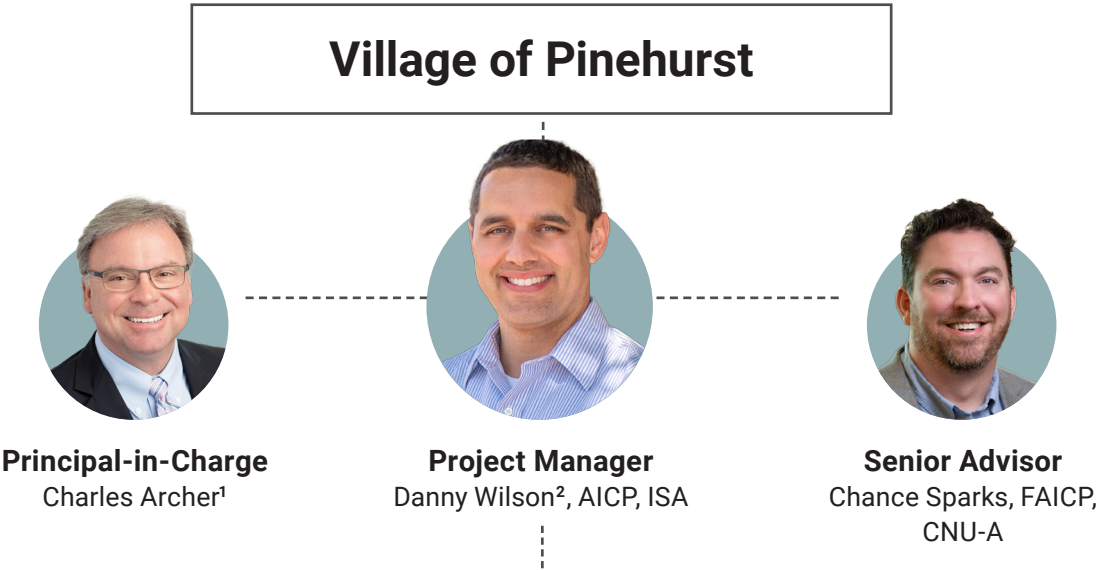
Our award-winning planning team has provided services to more than 250 clients, large and small. *We have seen some of our long-term clients grow from populations of less than 5,000 to more than 10 times that size – all strengthened by our sound planning guidance.*

PARTIAL LIST OF PLANNING PROJECTS FOR MUNICIPAL CLIENTS

CLIENT	Comprehensive Downtown, Future Land Use, Small Area Plans	Codes Zoning Ordinances and Subdivision Regulations	Housing and Affordability Strategies/Economic Development	Transportation Thoroughfare and Bike/Ped Plans, Various Roadway Projects	Outreach Public Input Meetings, Branding, Visuals	Implementation Plan, Funding Opportunities
City of Hickory, NC	◆			◆	◆	◆
City of Greensboro, NC		◆			◆	◆
City of Arlington, TX	◆	◆	◆	◆	◆	◆
City of Austin, TX			◆	◆	◆	◆
City of Bartlesville, OK			◆	◆	◆	◆
City of Brownsville, TX	◆	◆	◆	◆	◆	◆
City of Buda, TX		◆		◆	◆	◆
City of Burleson, TX	◆	◆		◆	◆	◆
City of Cedar Hill, TX	◆	◆	◆	◆	◆	◆
City of Cedar Park, TX	◆	◆		◆	◆	◆
City of Cleburne, TX		◆	◆		◆	◆
City of Coppell, TX		◆		◆	◆	◆
City of Dallas, TX		◆	◆	◆	◆	◆
City of Edmond, OK	◆	◆		◆	◆	◆
City of Forney, TX	◆	◆		◆	◆	◆
City of Fort Worth, TX	◆	◆	◆	◆	◆	◆
City of Fredericksburg, TX	◆	◆			◆	◆
City of Frisco, TX	◆	◆		◆	◆	◆
City of Garland, TX		◆	◆	◆	◆	◆
City of Georgetown, TX	◆	◆	◆		◆	◆
City of Grand Prairie, TX	◆	◆		◆	◆	◆
City of Greenville, TX	◆	◆		◆	◆	◆
City of Keller, TX	◆	◆		◆	◆	◆
City of Midland, TX	◆	◆	◆	◆	◆	◆
City of Midlothian, TX	◆	◆		◆	◆	◆
City of Midwest City, OK	◆	◆		◆	◆	◆
City of Pearland, TX	◆	◆	◆	◆	◆	◆
City of Pflugerville, TX	◆		◆	◆	◆	◆
City of Port Aransas, TX	◆	◆			◆	◆
City of Portland, TX	◆	◆	◆		◆	◆
City of Schertz, TX	◆			◆	◆	◆
City of Shawnee, OK		◆	◆		◆	◆
City of Siloam Springs, TX	◆				◆	◆
City of Tulsa, OK			◆	◆	◆	◆
City of Victoria, TX	◆		◆	◆	◆	◆
City of Waco, TX	◆	◆		◆	◆	◆

7. Personnel Qualifications

Organizational Chart



MAJOR WORK AREAS

Project Planner
Alexis Garcia, AICP
Rhys Wilson

Public Engagement
Chris Kennedy, AICP

GIS Analyst
Bryan Gant

SEEING A COMPREHENSIVE PLAN THROUGH TO IMPLEMENTATION

Our firm’s mission is to provide “Innovative Approaches... Practical Results... Outstanding Service,” and our vision is to “Be the firm of choice for clients and employees.” Together, these statements sum up our firm’s philosophy and shape our company culture, which is intent on cultivating and strengthening long-term, trusted-advisor relationships with our clients.

This focus is evident in the number of times our municipal clients have entrusted our planning team to follow up a comprehensive planning process with development of codes. Here is a partial list of projects in which FNI was hired to prepare the comprehensive plan and then proceeded to develop the code:

Georgetown Comprehensive Plan		➡		Unified Development Code
Pflugerville Comprehensive Plan		➡		Unified Development Code Amendments
McAllen Comprehensive Plan		➡		Unified Development Code
Frisco Comprehensive Plan		➡		Zoning & Subdivision Ordinances
Longview Comprehensive Plan		➡		Unified Development Code
Burleson Comprehensive Plan		➡		Zoning Ordinance
Richland Hills Comprehensive Plan		➡		Zoning Ordinance
Balch Springs Comprehensive Plan		➡		Zoning Ordinance
Midwest City Comprehensive Plan		➡		Zoning & Subdivision Ordinances

¹Can negotiate and execute contract | ²Project Manager



Danny Wilson AICP, ISA

Danny Wilson is an FNI Urban Planning Manager with experience in local government, economic development, planning, zoning, land development, urban forestry, community development, capital projects and grant administration. Having worked for multiple local government agencies, Danny has a strong understanding of municipalities. He leverages this experience to assist in solving local government urban planning challenges. Danny is also an effective communicator, having experience presenting to numerous elected and appointed Boards, at conferences, to college classes and to various media outlets. **Danny has the availability to commit to meeting this project’s deadlines.**

EXPERIENCE

17 years

EDUCATION

Master of Landscape Architecture, Virginia Tech
BS, Horticulture, Virginia Tech

REGISTRATIONS

American Institute of Certified Planners #026486
ISA Certified Arborist, #SO-6731A

RELEVANT PROJECT EXPERIENCE

Highway 421 Land Use Study | City of Greensboro | Senior Planner | FNI is performing a Land Use Study for the area focused on the U.S. 421 corridor consistent with the Economic Development Administration grant that supports funding of this effort.

UDO and Administrative Manual* | Town of Mooresville | Planning Director | This 11-month UDO effort was the Town’s overhaul of its 2007 Zoning Ordinance and first-ever UDO, combining multiple regulations and standards into one document. The end product was legally strong, included numerous provisions to enhance the community and written to provide ease of use for residents and design professionals. Confirming compliance with state law, incorporating strong growth control measures, and ensuring a high-quality built environment, while streamlining the development process were key elements included in the UDO. The Administrative Manual was created as a supplement to the UDO and contained all application forms, instructions, and process descriptions for applications related to land development, zoning and permitting.

UDO* | Town of Bluffton, SC | Senior Planner | This UDO effort was the first combined development ordinance for the Town and codified historic standards, subdivision standards, zoning and other land development regulations into one document. Robust community meetings were held and feedback incorporated into the drafting of the document. Environmental elements to protect and revitalize the local river watersheds

were included, as these are critical aspects of the Town’s history and ongoing success. Controlling rapid growth and environmental protection were of major importance to the community, so these items were given significant weight as part of the UDO.

UDO* | Pulaski County, VA | Community Development Director | This UDO project was the first holistic update since 1989 for this important County ordinance. All new, modern standards for zoning, subdivision and development standards were included in the UDO to provide a strong set of land use regulations. Significant public engagement took place in multiple locations throughout the County to ensure the standards were properly calibrated to meet the community’s needs.

Annexation and Utility Extension Policies and Agreements* | Town of Mooresville | Planning Director | The Voluntary Annexation and Utility Extension Policy adopted by the Town Board of Commissioners was the first formal process put into place by the Town of Mooresville for annexations and public utility extensions. This policy outlines the process for voluntary annexation and how utility extension requests are tied to annexation requests. In order to help reduce future conflict, annexation agreements pursuant to North Carolina state statutes were established between the Town of Mooresville and the towns of Davidson and Troutman.

**prior to joining FNI*



Charles Archer

Principal-in-Charge

Charles Archer is an Account Director and FNI Vice President/Principal. Prior to joining FNI, he spent 12 years with the North Carolina League of Municipalities, serving as its Director of Intergovernmental Relations and Chief Operating Officer. Charles spent an additional 19 years serving North Carolina local governments as a County Manager and a Municipal Planning Director. His in-depth knowledge of the state and local governments is a crucial component to the strength of our team. Charles' community experience and decades of stakeholder involvement and gaining the public's support for local projects is a strength for our team and proves invaluable for our clients.

EXPERIENCE

42 years

EDUCATION

MPA, East Carolina University

BS, Political Science, East Carolina University

RELEVANT PROJECT EXPERIENCE

- Condition Assessment Pilot Program | City of Sanford | Client Representative
- Joint Water Supply Study | City of Sanford | Senior Advisor
- Bond Capital Program Management | Town of Chapel Hill | Public Involvement Coordinator
- Bonded Projects Program Management | City of Hickory | Client Representative
- Joint Water Supply Study | Town of Holly Springs | Senior Advisor
- Economic Development Administration Grant Technical Assistance | City of Greensboro | Account Director
- On-Call Engineering Services | Town of Selma | Client Representative



Chance Sparks FAICP, CNU-A

Senior Advisor

Chance Sparks is experienced in planning and implementation, city management, public involvement, process development and management, comprehensive and strategic planning. He also leads parks-related planning and tourism, neighborhood planning, downtown and corridor planning, demographic and economic analysis, development regulations, visioning, historic preservation, annexation/growth policy development and analysis. His experience in municipal and state-level planning, public engagement, design and implementation, coupled with experience in city management and operations, gives him exceptional insight into community needs and capacity as someone who has carried plans beyond adoption and into reality.

EXPERIENCE

21 years

EDUCATION

MPA, Urban and Environmental Planning, Texas State University

BS, Geography - Urban and Regional Planning, Texas State University

REGISTRATIONS

CNU-Accreditation, Congress For The New Urbanism

Fellow, American Institute of Certified Planners #022822

RELEVANT PROJECT EXPERIENCE

- UDC | City of Brownsville, TX | Project Manager
- UDC | City of Bee Cave, TX | Project Manager
- Comprehensive Plan and UDC | City of McAllen, TX | Project Manager
- UDC Amendments | City of Georgetown, TX | Project Manager
- UDO | City of Victoria, TX | Project Manager
- Corridor UDC Update | City of Pflugerville, TX | Project Manager
- Huntersville Design Guidebook Update | Town of Huntersville | Senior Advisor
- Impact Fee and Ordinance Update | City of Waco, TX | Urban Planner
- Land Use Assumptions | City of Lewisville, TX | Project Manager



Alexis Garcia AICP

Project Planner

Alexis Garcia is experienced in urban planning specializing in the identification of current and long-range planning solutions for public sector clients. Alexis has led various planning projects, including comprehensive plans, small-area plans, campus plans, zoning codes and other ordinances. She is also experienced in providing data collection and analysis, development review services, corridor studies, visioning and community engagement. By utilizing various engagement techniques, Alexis can identify the community's actual needs, reach consensus among citizens and gain community support for plan initiatives. Before joining FNI, Alexis worked as a municipal planner managing project development, zoning changes and long-range planning initiatives, which gives her insight into the need for usable codes and plans beneficial to her clients.

EXPERIENCE

11 years

EDUCATION

BS, Urban and Regional Science, Texas A&M University

REGISTRATIONS

American Institute of Certified Planners #31244

RELEVANT PROJECT EXPERIENCE

- UDC | City of Buda, TX | Urban Planner
- UDC | City of Georgetown, TX | Assistant Project Manager
- UDO | City of Victoria, TX | Assistant Program Manager
- Development Code | St. Tammany Parish Government, LA | Urban Planner
- Subdivision Regulations Update | Brazoria County, TX | Urban Planner
- Zoning Ordinance | City of Port Arthur, TX | Assistant Project Manager
- Comprehensive Plan | City of Lenoir | Assistant Project Manager



Rhys Wilson

Project Planner

Rhys Wilson is an experienced, multifaceted Urban Planner whose services have been utilized in 24 jurisdictions across the nation. Rhys has extensive expertise in zoning analysis, land use code drafting, researching and urban design. While he brings graphic capabilities and facilitation skills, he mostly prepares land use and zoning regulations for clients focusing on parking, land use classification, use standards, definitions, procedures and development standards.

EXPERIENCE

7 years

EDUCATION

Master of Regional and City Planning, University of Oklahoma

BA, Political Science and Geography, The University of Oklahoma

RELEVANT PROJECT EXPERIENCE

- UDC Update | City of Newcastle, OK | Urban Planner
- UDC Reform | City of Bella Vista, AR | Urban Planner
- UDC and Design Criteria Manual Update | City of Hutto, TX | Urban Planner
- UDC Update | City of Edmond, OK | Urban Planner
- Comprehensive Plan and UDC | City of McAllen, TX | Urban Planner
- UDO | City of Victoria, TX | Urban Planner
- UDC | City of Shawnee, OK | Urban Planner
- UDC | City of Georgetown, TX | Urban Planner
- UDC Update | City of Las Cruces, NM | Urban Planner
- Planning and Development Regulations Update | City of Anna, TX | Urban Planner



Chris Kennedy AICP

Public Engagement

Chris Kennedy is an FNI Account Director. Prior to joining FNI, Chris served for more than 10 years in the public sector as a Town Manager, Assistant Town Manager, Public Works Director and Planning Director, in addition to other land use-related roles. His experience spans the full complement of local government-provided services with a particular focus on fiscal responsibility, program efficiency and customer service. He has guided multiple jurisdictions through land use policy and plan development efforts, including policy language refinement, engagement with elected and appointed officials and public participation phases. In addition to his experience with land use-based studies, Chris has effectively managed municipal capital programs for public utility improvements, parks and recreation, public safety facilities and transportation infrastructure.

EXPERIENCE

12 years

EDUCATION

MA, Public Administration,
Auburn University

Master of Community
Planning, Auburn University

Bachelor of Fine Arts,
Davidson College

REGISTRATIONS

American Institute of Certified
Planners #258466

Certified Zoning Official

**prior to joining FNI*

RELEVANT PROJECT EXPERIENCE

- UDO* | Town of Southern Pines | Town Planner
- UDO* | Town of Pittsboro | Town Manager
- Future Land Use Plan* | Town of Pittsboro | Town Manager
- Chatham Park North Village Small Area Plan* | Town of Pittsboro | Town Manager
- Downtown Southern Pines Neighborhood Plan* | Town of Southern Pines | Assistant Town Manager, Community Development Director
- Historic District Guidelines* | Town of Southern Pines | Town Planner



Bryan Gant

GIS Analyst

Bryan Gant has an extensive background in numerous GIS mapping programs, including ESRI Arc View/Arc Info and AutoCAD. Bryan's responsibilities include land use field collection, data manipulation and a wide variety of presentation strategies.

EXPERIENCE

41 years

EDUCATION

BS, Landscape Architecture,
The University of Texas at
Arlington

RELEVANT PROJECT EXPERIENCE

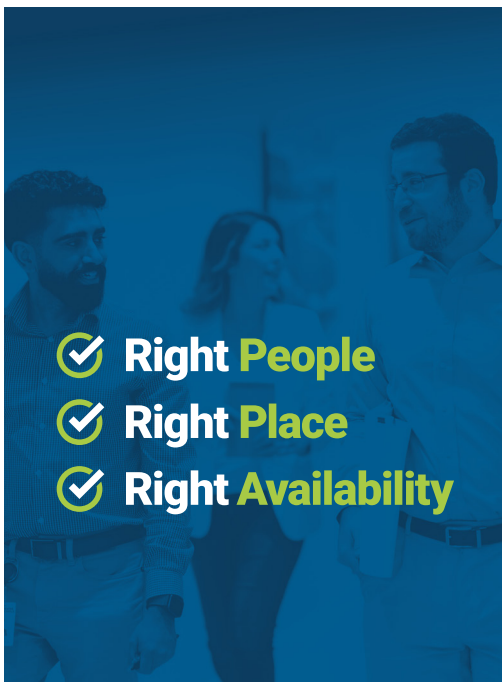
- UDC Reform | City of Bella Vista, AR | GIS Analyst
- UDC Update | City of Edmond, OK | GIS Analyst
- Highway 421 Land Use Study | City of Greensboro | GIS Analyst
- Comprehensive Plan and UDC Update | City of Tomball, TX | GIS Analyst
- UDC Update | City of Las Cruces, NM | GIS Analyst
- Comprehensive Plan and UDC | City of McAllen, TX | GIS Analyst
- UDO | City of Victoria, TX | GIS Analyst
- UDC | City of Shawnee, OK | GIS Analyst

8. Statement of Availability

Our proposed team for the Village of Pinehurst Unified Development Ordinance Update is unique among planning firms due to our depth of UDO experience and our solid understanding of the Village. *Public Engagement Expert, Chris Kennedy previously lived in the Pinehurst community, which gives him a deep understanding of the Pinehurst area and development pressures facing the Village. His intimate knowledge of the Village provides invaluable insights that enable more effective planning, tailored solutions and stronger connections with the community.* FNI is a multidiscipline firm consisting of professional planners, technical professionals and support personnel capable of providing a full range of services. The Village of Pinehurst will benefit from the responsiveness of working with a client-focused, regionally-based firm with national experience.

We are committed to providing responsive service and understand that time is money. The location of our project team members, our familiarity with the area and our prior similar experience give us the ability to provide a quick response.

FNI's current workload will not hinder our ability or commitment to provide the Village with the same quality and timely service as received by all of our clients. Each proposed team member is available to begin work on the Comprehensive Unified Development Ordinance Update project upon receipt of a signed contract from the Village. However, should additional resources become required throughout the course of providing services, or should the project schedule become accelerated, FNI can draw from the expertise and resources of our entire firm to help meet your needs. *We will commit the resources necessary to get the job done.*



CHOOSING A PROJECT TEAM

We have put forth the advance-planning effort to verify we have the **right team members**, in the **right place**, with the **right availability** to meet client goals. Several factors influenced this choice, including individual experience and history of working together on common projects.

Our chosen team combines decades of experience in a wide range of disciplines. This complementary blend of team member expertise in their various areas of specialization results in a solid, well-rounded team, which ultimately benefits the client.

Beyond the proposed team, FNI has access to **1,200+ employees firmwide** to assist, as necessary. As a firm focused on client service, we will commit the resources required to get the job done.



Mission

Innovative approaches
Practical results
Outstanding service

Vision

Be the firm of choice for
clients and employees

LEADS Values

Learn continuously
Engage as family
Act with integrity
Deliver quality
Serve always



Contact:

Charles Archer | Vice President/Principal
919-582-5861 | charles.archer@freese.com
1017 Main Campus Drive, Suite 1200 | Raleigh, NC 27606

Village of Pinehurst Comprehensive Update to the PDO Questions Consultants Should Address in Council Interviews

Project Approach and Understanding

1. Can you briefly describe your firm's understanding of the scope of this project and how you plan to address the key objectives outlined in the RFQ?
2. How does your team approach the development of a comprehensive update to a land use ordinance? What are the critical steps in your process?

Experience and Qualifications

4. Could you provide examples of similar projects your firm has completed in the past five years? What were the outcomes and how did they address the specific needs of those communities?
5. What challenges did you encounter in these previous projects, and how did you overcome them?
6. Can you discuss the qualifications and relevant experience of the key personnel who will be working on this project?

Community Engagement and Coordination

7. Describe your approach to community engagement for projects of this nature. How do you ensure that diverse stakeholder perspectives are effectively incorporated into the process?
8. What types of events and engagement strategies do you find most effective?
9. Can you provide examples of how your firm has successfully coordinated with municipal staff and other stakeholders in past projects?

Project Management and Deliverables

10. How will you manage the project timeline and ensure that all tasks and deliverables are completed on schedule? Can you provide a preliminary timeline for this project?
11. What is your approach to handling revisions and feedback from staff, the Planning and Zoning Board, and the Village Council?
12. How do you ensure that your final deliverables, including the updated PDO and associated documents, meet the highest standards of clarity, readability, and usability?

Technical Approach and Document Development

13. What strategies will you use to modernize and create a user-friendly document? This can include graphics and visual aids, accessibility for various users, and address new technologies and evolving terminology?

14. What unique methodologies or innovative techniques do you employ to ensure that the updated PDO aligns with the Village's Comprehensive Plan and the latest trends in land use regulations?

Zoning Map and Municipal Code

16. How will you approach the review and assessment of the existing zoning map to ensure it aligns with the updated PDO and the Village's comprehensive plans?
17. What criteria will you use to evaluate and recommend amendments to the municipal code in conjunction with the PDO update?

Risk Management and Adaptability

18. What potential risks or challenges do you foresee in this project, and how would you address them?
19. How adaptable is your approach if the Village's requirements or priorities change during the course of the project?

Budget and Resource Management

20. How do you ensure that projects stay within budget while meeting all requirements? Can you provide examples of how you have managed budgets for similar projects?
21. What resources or subcontractors might you use for this project, and how will you ensure their quality and integration into the overall project team?

These questions aim to gauge the consultant's experience, understanding of the project, approach to community engagement, and ability to manage and deliver the project effectively.

Village of Pinehurst
PDO Comprehensive Update
August 2024

Instructions: Use matrix for each contractor to assist in evaluating the proposals. Use the allotted points for each category with the highest number being the best. 100 points is a perfect score. Add the scores across the row for a total score for each evaluator. Use last column for any notes. We will recommend our top three to Council.

FIRM	Overall Responsiveness, Quality and Completeness of Submittal (20 Points)	Reputation, Specialized Experience of Similar Projects (30 points)	Creativity, Unique/Superior/Innovative Techniques and Approach (20 Points)	Proposed Project Team - Experience, Commitment and Capacity (15 Points)	Qualifications and Experience of Key Personnel (15 Points)	Total points	Notes
CPL Team						0	
Inspire Placemaking Collective						0	
Kimley Horn						0	
Freese and Nichols						0	
Total	0	0	0	0	0	0	

References will be checked before final selection is made. References may be, but not required to be, used for tie-breaker.



Discuss Design of New Given Memorial Library

ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 09/03/2024

MEMO DETAILS

The attached designs have been shared with the Council, and the feedback has been very positive. This agenda item will provide an opportunity for any final input before we proceed with preparing the construction documents for the design.

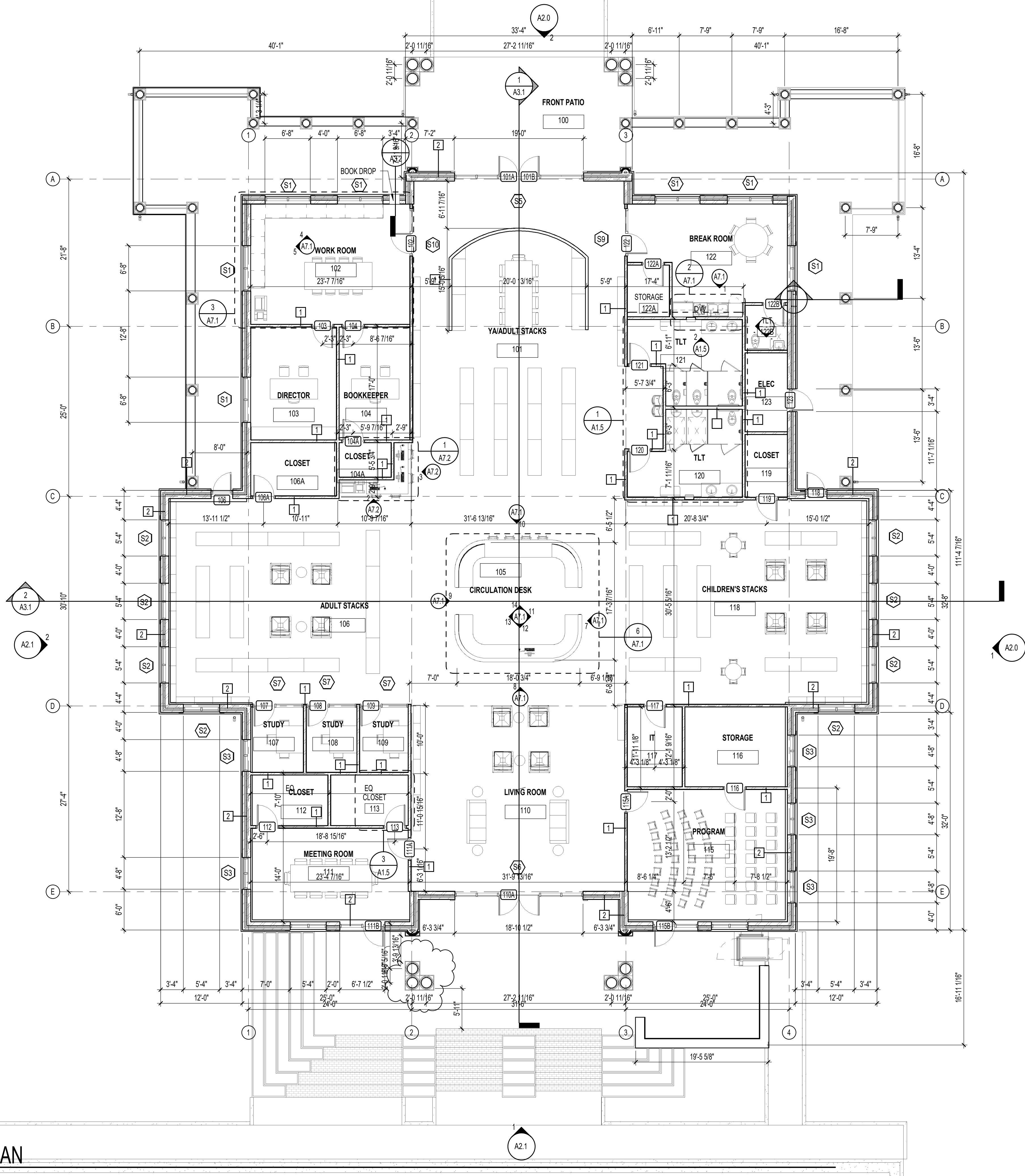
ATTACHMENTS

1. 22038 Pinehurst_Given Memorial Library - DD Update_2024.08.26

1
A1.1

FLOOR PLAN

1/8" = 1'-0"



WALL LEGEND

INTERIOR STUD WALL - 3 5/8"			EXTERIOR BRICK VENEER STUD WALL		
MARK	PLAN VIEW	REMARKS	MARK	PLAN VIEW	REMARKS
1		TOP OF WALL = TIGHT TO DECK	2		TOP OF WALL = SEE WALL SECTIONS

GENERAL FLOOR PLAN NOTES

- DIMENSIONS ON THIS PLAN ARE FROM: FACE OF BRICK TO INTERIOR FACE OF EXTERIOR WALL. CENTERLINE TO CENTERLINE OF INTERIOR WALLS.
- PROVIDE BRACING BACK TO STRUCTURE FOR INTERIOR WALLS, TYPICAL.
- ALL DRYWALL SHALL BE 5/8" AND SHALL EXTEND 4" MINIMUM ABOVE FINISH CEILING (U.N.O.).
- INSTALL SOUND ATTENUATION BATT INSULATION FULL HEIGHT IN ALL INTERIOR STUD FRAMED WALLS.
- INSTALL SOUND ATTENUATION BATT INSULATION 4" WIDE AROUND CEILING PERIMETER OF ALL ROOMS WITH SOUND BATT IN WALLS.
- VERIFY ALL DIMENSIONS AND SIZES PRIOR TO CONSTRUCTION.
- SCHEDULE AND COORDINATE ALL INSPECTIONS REQUIRED.
- OBTAIN ALL PERMITS REQUIRED.
- COORDINATE ALL SCHEDULES WITH THE OWNER PRIOR TO CONSTRUCTION.
- REFER TO STRUCTURAL PLANS FOR ALL STRUCTURAL HEADERS.
- SEE DOOR AND WINDOW SCHEDULES FOR ALL DOOR AND WINDOW SIZES.

NEW CONSTRUCTION FOR:

GIVEN MEMORIAL LIBRARY

VILLAGE OF PINEHURST
MAGNOLIA DRIVE, PINEHURST, NC

PRELIMINARY NOT FOR CONSTRUCTION

PRELIMINARY NOT FOR CONSTRUCTION

GENERAL NOTE:
Prior to construction start, Contractor shall verify & be responsible for all Dimensions.

Revisions	Description	Date
1	Revision 1	Date 1

Date 08/26/2024	Project No. 22038
Drawn By RNL	Sheet No. A1.1
Checked By Checker	Sheet Title FLOOR PLAN

OAKLEY
COLLIER
ARCHITECTS
OCA

109 Condevwood Road, Rocky Mount, NC 27804 (P) 252.937.2500
303 W. Martin Street, Raleigh, NC 27601





GIVEN MEMORIAL LIBRARY











Discuss Potential Speed Change on Airport Road

ADDITIONAL AGENDA DETAILS:

FROM: Doug Willardson, Village Manager
CC: Village Council;
DATE OF MEMO: 09/03/2024

MEMO DETAILS

The Town of Southern Pines has approached us about joining their request to the NCDOT to reduce the speed limit on Airport Road from 45 to 35 MPH. Chief Webb noted that the current accident and ticket data does not strongly support the need for a lower speed limit, but given the presence of the Community College and O'Neal School, a reduction might be warranted.

Upon reviewing the request, I believe that a 45 MPH speed limit is suitable for some sections of the road, but a reduction around the schools could be appropriate. Since the schools are outside the Village limits, the Village may not need to take a position on this matter.

ATTACHMENTS

1. Airport Road Speed Change Request
2. Airport Road Speed Limit Map

Airport Road

Reagan Parsons <Parsons@southernpines.net>

Thu 8/29/2024 2:31 PM

To: Doug Willardson <dwillardson@vopnc.org>

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Good afternoon Doug.

Our Council is considering the drafting of a Resolution to request that NCDOT reduce the speed limit on Airport Road from 45 to 35mph. TOSP has jurisdiction on both sides of the road between the Knoll intersection and the Airport traffic circle, however Airport Road from Knoll back to Midland passes through an area with TOSP ETJ on one side and incorporated Pinehurst on the other.

If your Council has a potential interest, we could have a joint Resolution addressing that segment drafted for respective adoption and request to NCDOT. Interested in your thoughts....

Thank you

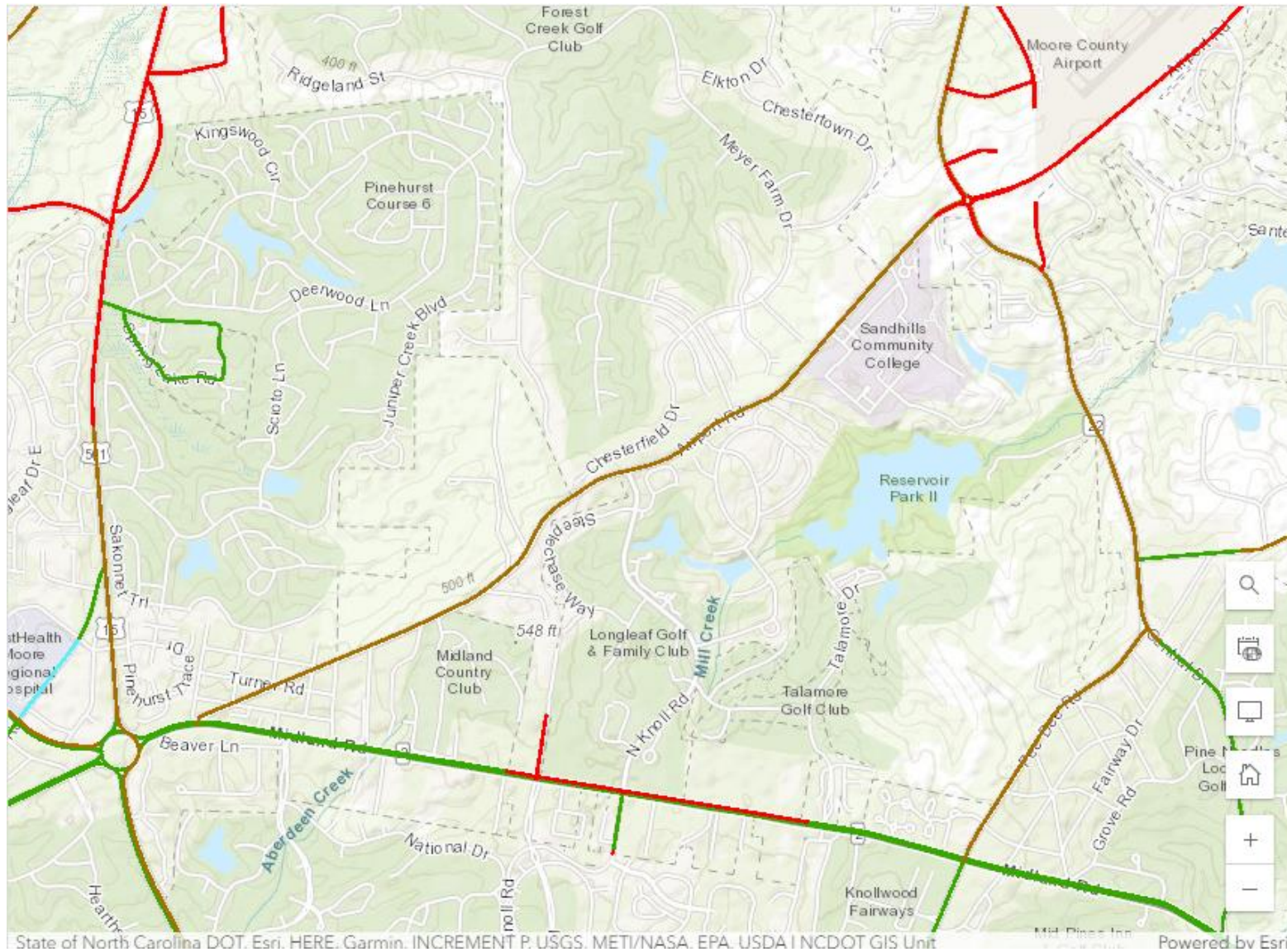
Reagan

Reagan D. Parsons, ICMA-CM
Town Manager



125 SE Broad Street
Southern Pines, NC 28387
910-692-7021
parsons@southernpines.net

Pursuant to North Carolina General Statutes Chapter 132, Public Records, this electronic mail message and any attachments hereto, as well as any electronic mail message(s) that may be sent in response to it may be considered public record and as such are subject to request and review by anyone at any time.



NCDOT Statutory Speed Limits

Properties

Information

Symbology

NCDOT Statutory Speed Limits

Speed Limit - State Maintained

- 10
- 15
- 20
- 25
- 30
- 35
- 40
- 45
- 50
- 55
- 60
- 65
- 70



**Closed Session pursuant to NCGS § 143-318.11(a)(4) and NCGS §
143-318.11(a)(5)**

ADDITIONAL AGENDA DETAILS:

FROM: Shannon Konstantinou, Village Clerk
CC: Village Council; Doug Willardson
DATE OF MEMO: 09/05/2024

MEMO DETAILS

Village Council will hold a Closed Session pursuant to NCGS § 143-318.11(a)(4) to discuss matters relating to the location or expansion of industries or other businesses in the area served by the public body, including agreement on a tentative list of economic development incentives that may be offered by the public body in negotiations, or to discuss matters relating to military installation closure or realignment and NCGS § 143-318.11(a)(5) to establish, or to instruct the public body's staff or negotiating agents concerning the position to be taken by or on behalf of the public body in negotiating (i) the price and other material terms of a contract or proposed contract for the acquisition of real property by purchase, option, exchange, or lease; or (ii) the amount of compensation and other material terms of an employment contract or proposed employment contract.