



**Village Council
Agenda for Special Meeting of October 14, 2024
Fallon Council Conference Room
395 Magnolia Road, Pinehurst, NC 28374
Pinehurst, North Carolina
9:00 AM**

1. Call to Order
2. Regular Business
 - A. 09:00 a.m. Inspire Placemaking
 - B. 10:30 a.m. Freese & Nichols
 - C. Selection of a Consultant for the Update of the Pinehurst Development Ordinance
3. 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.



**09:00 a.m. Inspire Placemaking
ADDITIONAL AGENDA DETAILS:**

FROM: Shannon Konstantinou, Village Clerk
CC: Village Council;
DATE OF MEMO: 09/26/2024

MEMO DETAILS

ATTACHMENTS

1. InspirePlacemaking_RFQ-ComprehensiveUDOUupdate

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

TABLE OF CONTENTS

01

TRANSMITTAL LETTER

- 3 - Transmittal Letter

02

INTRODUCTION & EXECUTIVE SUMMARY

- 4 - Firm Information & Executive Summary

03

GENERAL INFORMATION

- 5 - Firm Profile/History/ Regional Experience

04

PROJECT UNDERSTANDING/ APPROACH

- 6 - Project Understanding/ Approach
- 10 - Schedule

05

RELEVANT EXPERIENCE

- 11 - Relevant Experience

06

PERSONNEL QUALIFICATIONS

- 16 - Organizational Chart
- 17 - Resumes/Bios

07

AVAILABILITY

- 25 - Availability



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.

A handwritten signature in blue ink that reads "Sarah Sinatra Gould".

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

A handwritten signature in blue ink that reads "George Kramer".

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!

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.



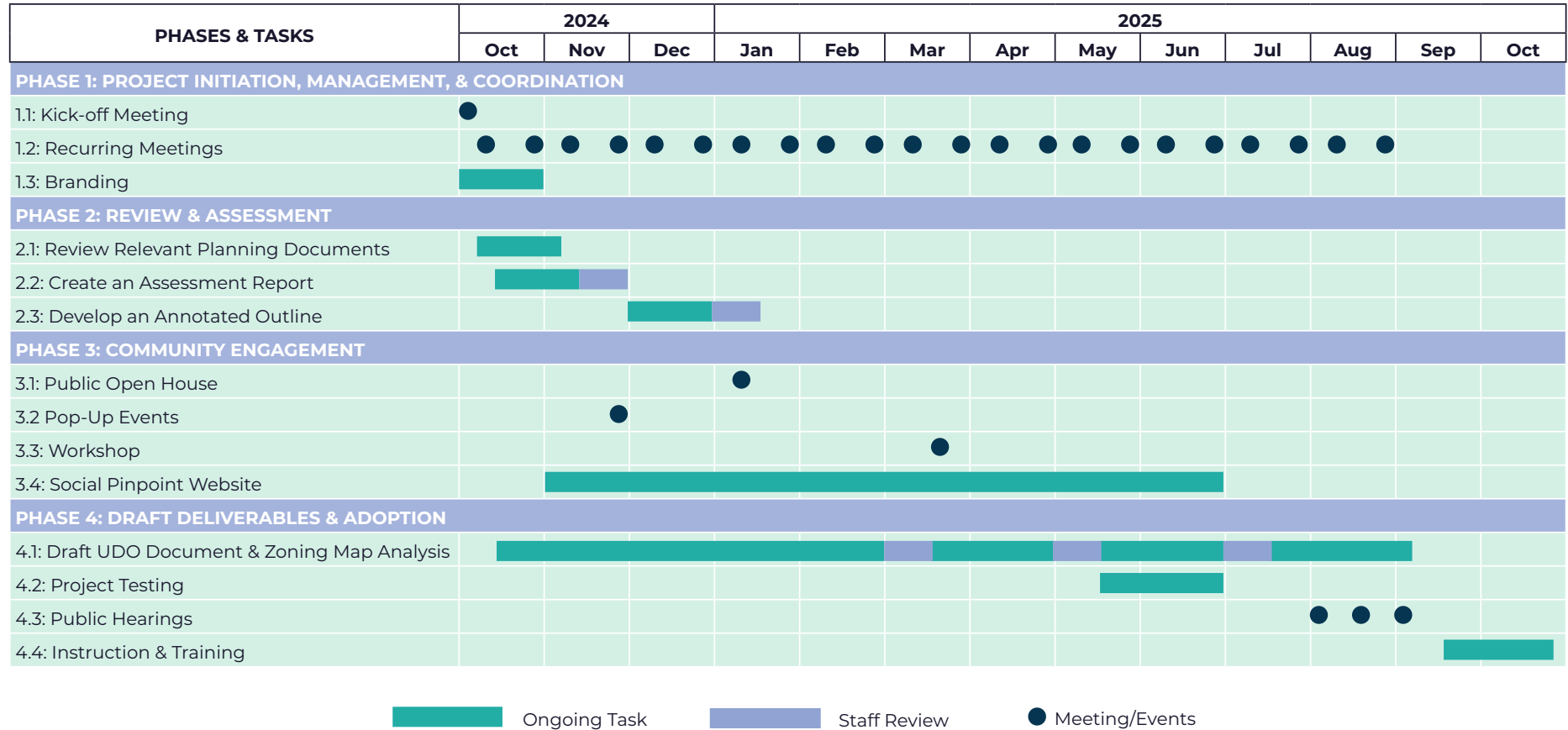
As the code changes become more definitive, we will develop a draft map to identify areas that may need to be rezoned along with a comparative analysis of the resulting changes and the impact on properties. We will work with Staff to prepare a GIS zoning map that is consistent with the Future Land Use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



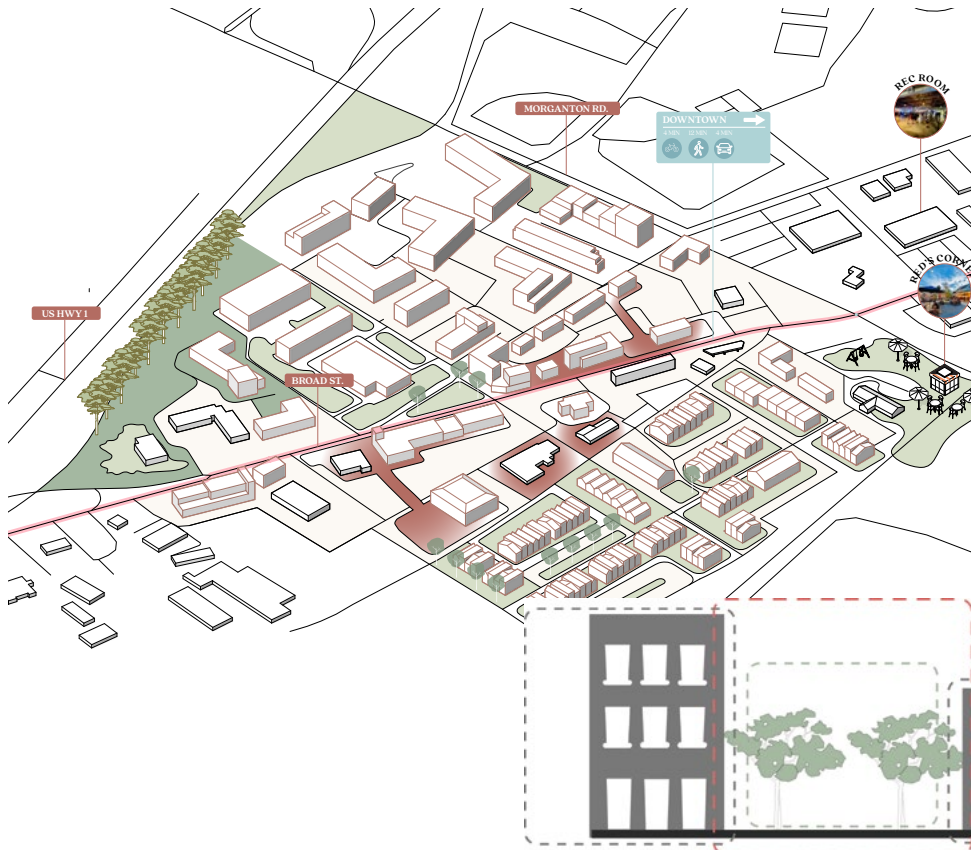


05

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 Everett, 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

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

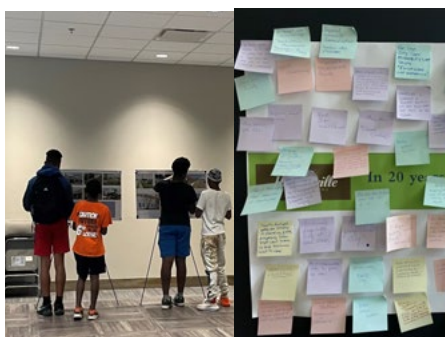


DATES
2022 - 2023

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



We want to hear from you!
<https://smeinc.mysocialpinpoint.com/hardeeville-zoning>

Municipal Zoning & Development Ordinance Update

Join us for a Public Open House
When: Thursday, 10/27 at 12PM - 7PM & Friday, 10/28 at 8AM - 12PM
Where: Hardeeville Recreation Center
285 John Smith Road
Hardeeville, SC

SCAN ME!

ADD YOUR COMMENTS
Share your thoughts and ideas regarding the future development of Hardeeville.

START 1 Sep 2022 END 1 Aug 2023

[See Project Map](#)

COMPLETE THE SURVEY
Fill out a brief survey to provide more feedback on the existing zoning code and future updates.

START 1 Sep 2022 END 1 Aug 2023

[Get Involved](#)

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



Sarah Sinatra Gould, AICP, CZO
Project Manager



Patricia Tyjeski, AICP
Principal-in-Charge

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

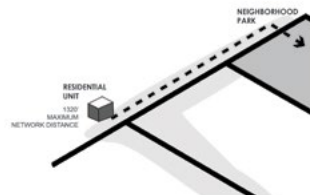
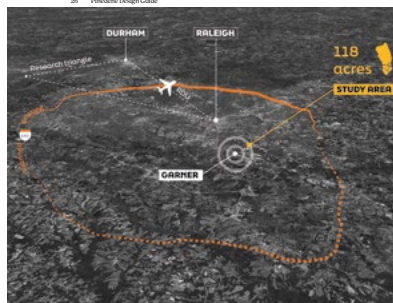
- Landscape Architecture
- Urban Planning
- Urban Design
- Illustration
- Site Plans
- Construction Drawings
- Sustainable Design
- Comprehensive Planning
- Historic Preservation
- SketchUp
- AutoCAD

EXPERIENCE

Implementation

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

Successful precedents and design considerations applicable to Pinedene are organized into three main categories: built structures, hybrid zones, and the public realm.



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



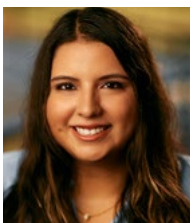
Jared Beck, Director of Redevelopment, is a proactive, enthusiastic, and detail-oriented self-starter with a focus on the overall end goals of each project, and the positive and long-term impact such projects have on the greater good in our communities. Some of Jared's recent work includes leading the 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



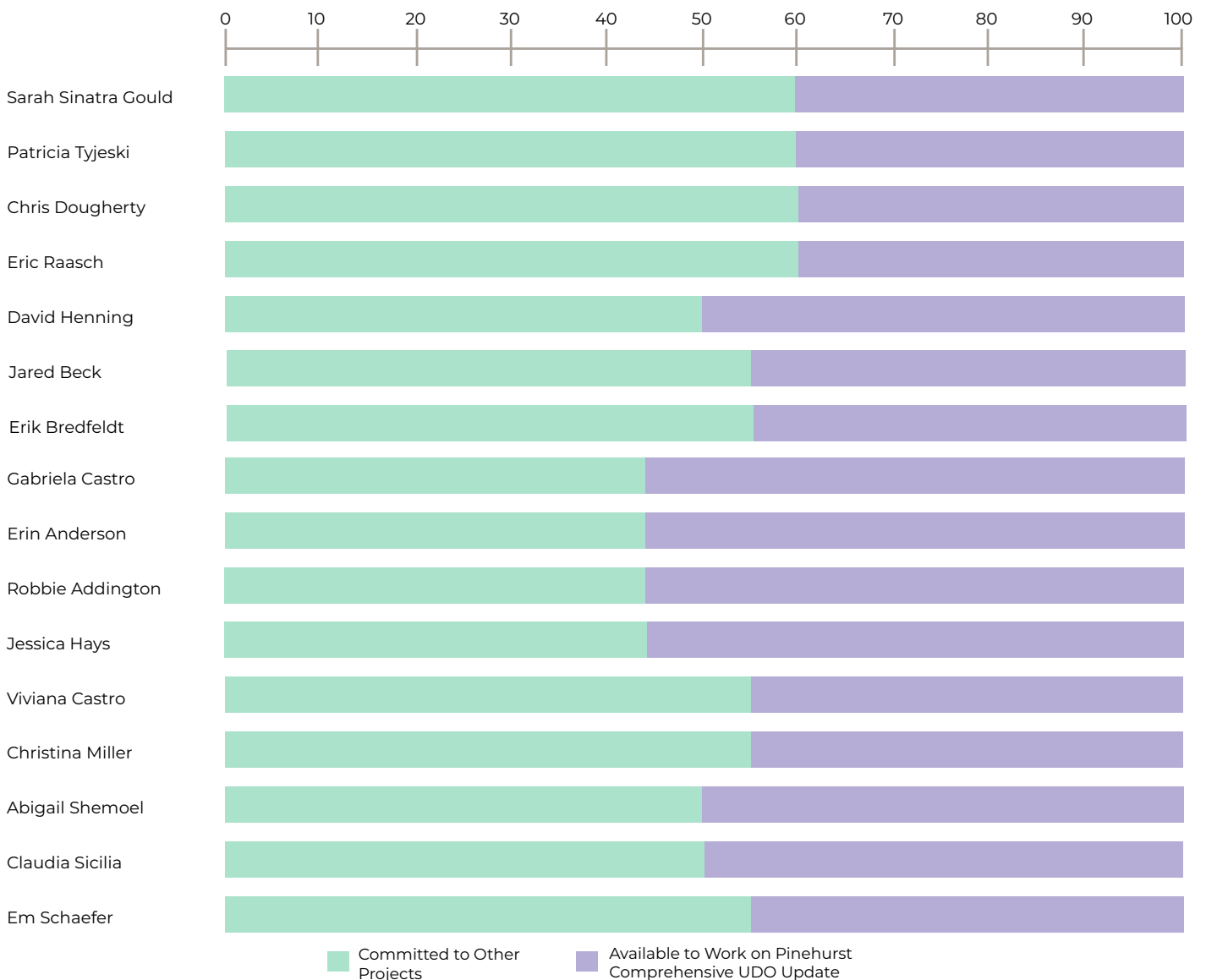
07

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.





**10:30 a.m. Freese & Nichols
ADDITIONAL AGENDA DETAILS:**

FROM: Shannon Konstantinou, Village Clerk
CC: Village Council;
DATE OF MEMO: 09/26/2024

MEMO DETAILS

ATTACHMENTS

1. FNI SOQ_Comprehensive Unified Development Ordinance Update



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.

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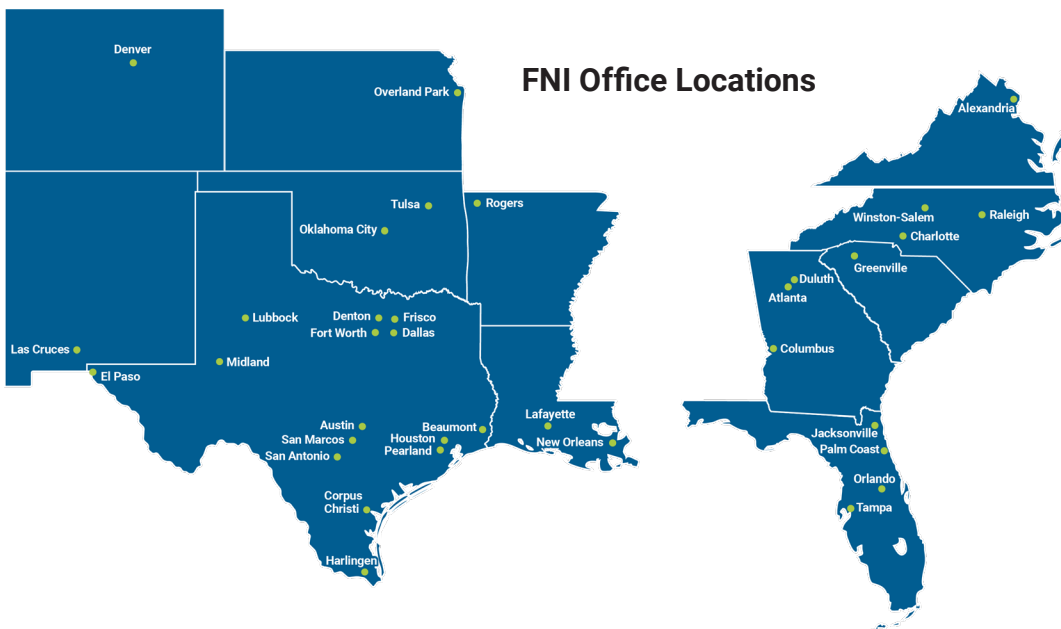
Year company was founded

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.

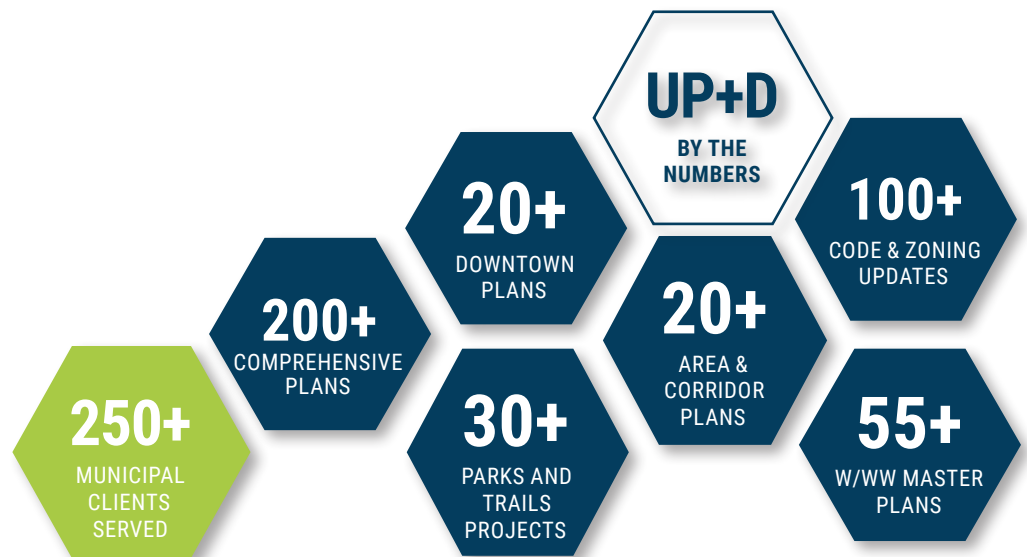
In addition to our expertise as planning and engineering consultants, almost all FNI project team members bring practical municipal experience, having previously worked in planning departments for local municipalities. **The Village will benefit from our well-rounded team and each team member's expertise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

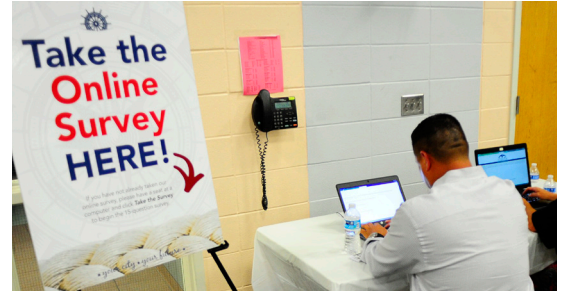
Due to the expedited project schedule, FNI will draft the UDO in one phase. This will allow for intensive drafting and engagement that results in a complete draft. Before the draft UDO is circulated to Village staff for review, the FNI team will conduct a detailed internal quality control review.



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

While the UDO is being drafted, the current Zoning Map will be assessed. This assessment will include reviewing it against the Comprehensive Plan to evaluate what areas could be modified to better achieve its goals. The current Zoning Map will also be evaluated against the draft UDO to verify that updates are recommended that allow the UDO to be fully implemented.

Quality Control and Quality Assurance

Preliminary and final drafts will be taken through a complete internal quality control review, in addition to the iterative review and revision process with Village staff. FNI staff will identify testing scenarios with the updated UDO standards to assess the feasibility and community impacts. In our ordinance writing, we subscribe to a philosophy that the most desired built environment outcomes should be clear, predictable, straightforward and backed by regulations that encourage the market to steer in that direction.

Based on the RFQ, FNI understands that the Village staff will have three rounds of edits, the Planning and Zoning Board one round of edits, and the Village Council one round of edits before the final public hearing draft is created.

Hearings and Adoption

Based on the RFQ desired scope, after all edits have been incorporated in the draft, FNI will provide a public hearing draft for Village staff to take forward through the adoption process. If the Village desires, FNI staff can take the public hearing draft through the adoption process for the Planning and Zoning Board and Village Council meetings. Post adoption, FNI will transmit all electronic project files to Village staff for permanent record keeping, maintenance and implementation.

DELIVERABLE: Key deliverables from this project phase include an assessment of the existing Zoning Map, recommended updates to the existing Zoning Map, a proposed new Zoning Map, draft UDOs, public hearing draft UDO and all final project files.



HIGHLY-VISUAL, USER-FRIENDLY DOCUMENTS

In addition to visual preference tools described in Public Engagement, we recommend the use of **visuals and graphics whenever possible in development codes to convey regulatory requirements.** This also helps in a multicultural development environment in which language barriers may be exacerbated by overly technical language. Visual communications can help to overcome this, and create circumstances for easier translation. We use a variety of tools to accomplish this, including CAD drawings, GIS, Adobe Illustrator (including GIS export to Illustrator), Adobe Photoshop and InDesign, graphic tools within Microsoft Word, a variety of Infographic design tools and even hand-drawn sketches.

We focus on being innovative by creating user-friendly documents that citizens, staff and elected officials find easy to use. It is important to design an ordinance as **“user-centric code,” rather than a “technical-centric code.”** Our desire for a positive user experience leads to a graphic design approach to codes. For example, we often design the code layout to create natural “cut sheets” a code user can take that show all of the regulations and processes applicable to a particular zoning district, development type, etc.

While our codes address all of the standard technical issues of development regulations, they are different from other codes due to the transparent design that allows users easy access to standards and procedures.

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



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

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

Highway 421 Land Use Study

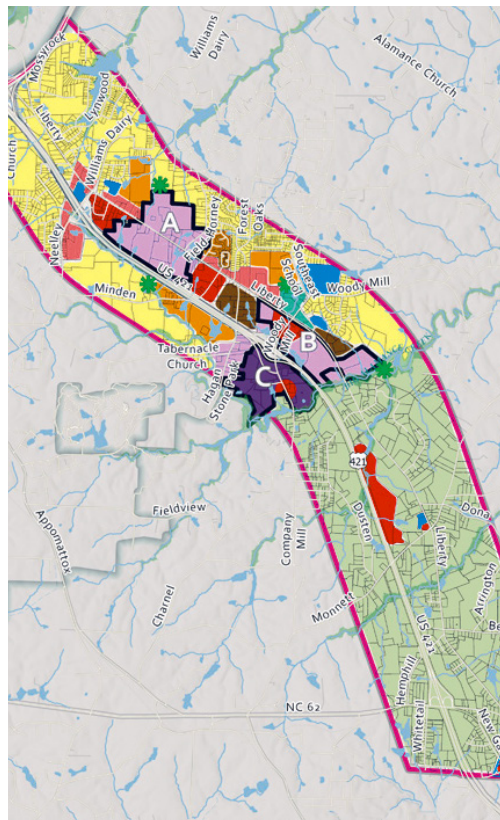
City of Greensboro

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

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
-

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

	Comprehensive	Codes	Housing	Transportation	Outreach	Implementation
CLIENT	Comprehensive, Downtown, Future Land Use, Small Area Plans	Zoning Ordinances and Subdivision Regulations	Housing and Affordability Strategies/Economic Development	Thoroughfare and Bike/Ped Plans, Various Roadway Projects	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

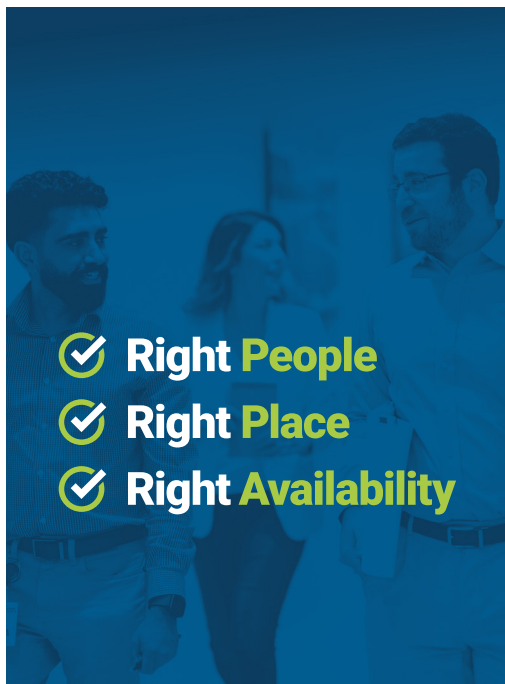
- UDC Reform | City of Bella Vista, AR | GIS Analyst
- UDC Update | City of Edmond, OK | GIS Analyst
- Highway 421 Land Use Study | City of Greensboro | GIS Analyst
- Comprehensive Plan and UDC Update | City of Tomball, TX | GIS Analyst
- UDC Update | City of Las Cruces, NM | GIS Analyst
- Comprehensive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



Selection of a Consultant for the Update of the Pinehurst Development Ordinance

ADDITIONAL AGENDA DETAILS:

FROM: Shannon Konstantinou, Village Clerk
CC: Village Council;
DATE OF MEMO: 09/26/2024

MEMO DETAILS

ATTACHMENTS

None