

*Proposal*

# REVIEW AND UPDATE OF THE COMPREHENSIVE PLAN

Suffolk, Virginia

January 20, 2021



**Planning NEXT**  
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In collaboration with  
McBride Dale Clarion  
Clarion Associates  
EPR P.C.  
TischlerBise  
Ninigret Partners

planning  
**NEXT**  
moving communities forward

FRONT COVER: Community meeting for a comprehensive planning process (pre-COVID-19). With the uncertainty created by COVID-19, the Planning NEXT Team is using a variety of techniques, other than large format face-to-face events, to engage a representative and authentic community perspective.

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SIGNATURE SHEET

PROPRIETY/CONFIDENTIAL INFORMATION IDENTIFICATION

ANTICOLLUSION/NONDISCRIMINATION/DRUG FREE WORKPLACE CLAUSE

PROOF OF AUTHORITY TO TRANSACT BUSINESS IN VIRGINIA

### **Our Values**

We not only work by ours, we live by them too.

#### *Come Together*

Collaborate in a positive spirit.

#### *Lean In*

Strive to hear and be inspired by others.

#### *Regard and Respect*

Consider all ideas and appreciate everyone.

#### *Be Purposeful*

Seek understanding rigorously.

#### *Pursue Passionately*

Believe what's possible.

#### *Get Results*

Find solutions that deliver a promise.



## Awards and Recognition

Planning NEXT is consistently recognized for high quality work. The following are recent awards for projects we led or supported.

### RECENT STATE RECOGNITION

#### **2020 Outstanding Planning Award for a Comprehensive Plan for Communities with a Population 50,000 or More**

ALABAMA CHAPTER OF AMERICAN PLANNING ASSOCIATION

Envision Montgomery 2040, Montgomery, Alabama

#### **2020 Marvin Collins Planning Award, Comprehensive Plan/ Small Community category**

NORTH CAROLINA CHAPTER OF AMERICAN PLANNING ASSOCIATION

What's Next Davidson, Davidson, North Carolina

#### **2019 Resilient Virginia Community of the Year**

VIRGINIA CHAPTER OF AMERICAN PLANNING ASSOCIATION

Build One Portsmouth, Portsmouth, Virginia

#### **2018 Outstanding Planning Award for a Comprehensive Plan**

ALABAMA CHAPTER OF AMERICAN PLANNING ASSOCIATION

One Decatur, Decatur, Alabama

#### **2018 Outstanding Public Planning Process**

GEORGIA CHAPTER OF AMERICAN PLANNING ASSOCIATION

Envision Athens Action Agenda, Athens, Georgia

#### **2018 Outstanding Public Outreach and Communication**

INDIANA CHAPTER OF AMERICAN PLANNING ASSOCIATION

Vibrant Communities Action Agenda, Elkhart County, Indiana

#### **2017 Outstanding Comprehensive Plan, Small Jurisdiction**

OHIO CHAPTER OF AMERICAN PLANNING ASSOCIATION

Grove City 2050, Grove City, Ohio

#### **2017 Outstanding Plan Award, Large Jurisdiction**

ALABAMA CHAPTER OF AMERICAN PLANNING ASSOCIATION

Map for Mobile: Framework for Growth, Mobile, Alabama

### NATIONAL RECOGNITION

#### **2020 Comprehensive Plan/Special Project Large Jurisdiction**

AMERICAN PLANNING ASSOCIATION SMALL TOWN AND RURAL PLANNING DIVISION

Wayne Onward, Wayne County, Ohio

#### **2019 Vernon Deines Award for a Special Project Plan**

AMERICAN PLANNING ASSOCIATION SMALL TOWN AND RURAL PLANNING DIVISION

Vibrant Communities, Elkhart County, Indiana

#### **2014 Daniel Burnham Award for a Comprehensive Plan**

AMERICAN PLANNING ASSOCIATION

Plan Cincinnati

#### **2014 National Planning Excellence Award for Innovation in Economic Development & Planning**

AMERICAN PLANNING ASSOCIATION

East Franklinton Creative Community District Plan

#### **2013 National Honor**

CONGRESS FOR THE NEW URBANISM

East Franklinton Creative Community District Plan

State APA recognition in the past 10 years

Alabama 2020, 2018, 2017, 2015, 2011

Georgia 2018

Hawaii 2009

Indiana 2018, 2016, 2015

North Carolina 2020

Ohio 2017, 2009

South Carolina 2016, 2010

Virginia 2019



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January 20, 2021

Ms. Julie Allison, Contract Officer  
City of Suffolk Purchasing Office  
442 West Washington Street, Room 1086  
Suffolk, VA 23434

**Re: Proposal, RFP 21034-JA, Review and Update of the 2035 Comprehensive Plan**

Dear Ms. Allison,

Thank you for the opportunity to submit our proposal for the review and update of the 2035 Comprehensive Plan. We are pleased to present our proposal to assist the City of Suffolk with this important project. Highlights of our proposal include:

**Understanding the local area...** Our Team has extensive knowledge and familiarity with the City of Suffolk and the surrounding area. Key members of our team led and or contributed to the 2035 Comprehensive Plan (April 2015). Additionally, we have been called upon by communities within the state—from the City of Portsmouth to James City and Loudoun counties—to assist with the preparation of plans, which have been recognized nationally. Last year, the Virginia Chapter of the American Planning Association awarded the 2019 Resilient Virginia Community of the Year to Portsmouth for the Build One Portsmouth Plan.

**Leading in comprehensive planning...** We help communities develop impactful comprehensive plans. In the past 10 years, our plans have received over a dozen awards from the national and state chapters of the American Planning Association (APA). Along with McBride Dale Clarion we collaborated with City staff on Plan Cincinnati, which was awarded APA's highest honor for a comprehensive plan—the Daniel Burnham Award. This month the comprehensive plan we prepared for Montgomery, Alabama was awarded the top comprehensive plan at the Joint Alabama/Mississippi APA conference.

**Conducting innovative engagement...** Our reputation is based in large part on the integration of meaningful community engagement with insightful technical research. In every planning effort, we ensure community participation occurs throughout the process and during key milestones of the plan development. Our Team has extensive experience facilitating *both in-person and virtual interactive workshops and meetings in a safe and productive way. We design engagement that gathers people together, but also meets them where they are.* Our efforts are widely recognized, including from the state chapters of the American Planning Association (APA) in Elkhart County, Indiana (Vibrant Communities, 2018), Athens-Clarke County, Georgia (Envision Athens, 2018) and Valparaiso, Indiana (ValpoNEXT, 2015).

**Shaping Quality of Place...** We understand the City of Suffolk is growing and changing. In doing so, it is both adapting and seizing opportunities. The vibrancy and physical character of communities has never been more important for individuals, businesses and investors making location decisions. Our work in Charleston County, SC as well as Williamson County, TN both focused specifically on the use of growth areas and our team is well versed in helping communities understand and implement growth management strategies that help contribute to quality of place. We know this from our work in Westerville, Ohio (last community plan), Tuscaloosa, Alabama, (new comprehensive plan) and Davison, North Carolina (new comprehensive plan), and many others. We know that quality of place translates to community pride and strong fiscal health.

**Becoming your planning partner...** For the duration of the project, we are prepared to become your shoulder-to-shoulder partner. We are accustomed to this kind of close relationship with clients and we have designed our process to ensure regular, open channels of communication and clear roles and responsibilities.

We look forward to helping facilitate "what's next?" for Suffolk.

Sincerely,

Jamie A. Greene, AIA FAICP, Principal  
[jamie@planning-next.com](mailto:jamie@planning-next.com)

Kyle May, AICP  
Senior Project Manager

*What's next for your community?*

## B. BACKGROUND AND PROJECT SUMMARY

This section describes the Team’s understanding of the planning context, process to be undertaken and work to be performed.

### Understanding the planning context

**The unique community.** The City of Suffolk is a unique jurisdiction with the municipal structure of a city, but the character and context of a large multi-jurisdictional county, with town and rural areas. In the 2015 comprehensive plan members of our Team facilitated a plan update that helped to manage growth in this unique community, and as a result *our Team is familiar with the issues and opportunities of the City.*

**The rapid growth.** In addition to the unique jurisdictional character, the City is rapidly growing. Managing and improving the smart growth techniques will be important to evaluate future impacts from development and mitigation efforts the City should undertake to limit/control sprawl. The Team will conduct a thorough technical analysis and models to determine the appropriate recommendations that will address issues related to growth.

**Geographic diversity.** As a result of the merged political jurisdiction of a rural county and small core city, the Suffolk has become geographically diverse, including in its development patterns. These patterns include urban, suburban and rural developments. This has resulted in the City having to face rapid growth pressures across multiple transects.

**Control urban sprawl.** The key smart growth principal, which is the basis of the previous comprehensive plan, directed growth and development towards existing communities and facilities, in order to control sprawl. Two areas located in the north and center have been designated as growth areas to reduce pressures from development.

### Understanding the work to be performed

**The plan update.** This planning process will result in an update to the previous plan. It is the Team’s understanding that the 2015 comprehensive plan will be reviewed and updated based on the technical analysis and robust community input conducted throughout the process. The Team has the qualifications and experience with Virginia plans, and in the Hampton Roads Region to help the City with the next update of the comprehensive plan.

**Additional themes.** The City has evolved since the previous comprehensive plan. The plan’s themes, policies and actions will be reviewed and updated as necessary. It will also consider the City Council’s strategic interest topics.

**Importance to the community.** The Team recognizes that rapid growth can bring about significant change in the community. Evaluating how the community values and perceives the built environment around them will be a key component to the planning process, as it will help the Team develop themes, policies and actions that align with community value.

**Implementation.** The plan should turn the final recommendations into actions. The Team will focus on implementation from the beginning, by involving the community and clearly articulating the steps for implementation in an easy to understand and follow process (“how tos”). The final product will be a living document, with a broad scope. It will include policies for ongoing decision making with specific criteria for evaluating the plan and tracking of implementation.

## Understanding process

**Community engagement.** It is important that the voice and ideas of the community are reflected in the plan. The engagement process will be multifaceted, unique, and include interested individuals, community groups and key stakeholders, etc. The Team is prepared to develop an outreach and engagement strategy that is fun and innovative, and pays specific attention to reach those that do not typically get involved or participate in planning processes.

**Planning process.** Undertaking a process of this scale will involve thorough organization and communication with those involved in the process. The Team will be responsible for managing the project. This includes conducting and coordinating public meetings, charrettes, workshops, virtual engagement etc. with committees, Staff, City Planning Commission and City Council.

**Process is transparent.** The comprehensive planning process is intended to be transparent to the community, Staff, City Council, committees, stakeholders, etc. The Team will prepare all information, materials, documents, etc., and ensure they are accessible and available in various formats and sources.

**Innovative, informative and interactive plan document.** The final plan should be clear, concise and easy to read. The Team will prepare a user-friendly and accessible plan document that uses understandable language and strong graphic components (infographics, maps, photos, etc.) that is understood by a broad audience such as, the general public, elected officials, City Staff, developers, etc.

# C. METHODOLOGY

This section includes a detailed description of the approach and methodology to be used to accomplish the “scope of services” as outlined in the RFP. The methodology section contains the following sub-sections.

1. Implementation plan that describes a) the methods used to manage the project, b) methodology for soliciting and documenting internal and external input and c) additional project management or implementation strategies or techniques
2. Description of our approach that satisfies the requirements in the “scope of services” section of the RFP, including project timeline and proposed budget.
3. Outline of specific roles and tasks for the City and the Team.

## 1. Implementation Plan

The following describes methods that will be used to implement the planning process.

**a. Methods for managing the project.** Producing quality, high-value work on time and on budget is of vital importance. Key elements of our project management approach include:

- Conduct regular (weekly or bi-weekly) conference calls between Staff and the Team in order to ensure ongoing understanding about progress on tasks and deliverables;
- Provide monthly, written progress reports;
- Share draft materials with Staff, the Steering Committee and other stakeholders, as needed in a timely fashion for review and discussion.
- Conduct a dedicated preparation phase, work with Staff to align expectations regarding deliverables, determine schedule and create reporting and internal communications protocols;
- Establish a clear approach to outreach and external communications that will be essential to the public engagement effort;
- Manage the work with a dedicated project manager who will lead both coordination of the technical research and the public engagement;
- Support the appointment of a Steering Committee that will serve as a key source of guidance on both plan content and process; and
- Conduct quality control and quality assurance processes for key deliverables and final plan document.

**b. Methods for soliciting input from stakeholders.** The Team is committed to working with the community and internal stakeholders through utilizing a variety of innovative approaches. The approaches will be designed to ensure widespread participation in education about and ownership of the plan. Highlights of our philosophy in engaging stakeholders are below. A sampling of formats can be found on page 17.



**Equitable and inclusive.** The Team believes in an equitable engagement process that works to encourage involvement by anybody who lives, works, plays, or simply cares about the community. The foundation for this is a diverse and representative advisory group (e.g. Steering Committee) that reflects the community's demographics. This group is fundamental to garnering wide spread participation from the different demographic groups that make up the larger community.

**Interactive and fun.** The Team is committed to an interactive and fun public engagement process that encourages contributions from each participant in a safe and welcoming environment. The engagement approach includes individual and small group activities that allow people to come together and learn from each other, share perspectives and have a positive, memorable experience.

**Creative and innovative.** The Team employs a variety of in-person and virtual engagement methodologies. The Team will weave intuition from a public engagement process with technical knowledge to ensure an informed engagement phase for the plan. Innovative methods will be utilized, including the use of technology and "going to where the people are" approach to meet people where they are (in-person or virtually). These approaches help make participation convenient.

**Iterative and authentic.** The Team believes that authentically engaging requires a series of feedback loops to allow the public to see how their input is impacting the process, and ultimately the plan. Engagement will be iterative, build upon each phase and be carefully facilitated so that each person can contribute, even if they have not been involved in previous rounds of engagement.

**c. Additional project management or implementation strategies.** The Team has an exceptional reputation for managing projects on budget and schedule, and having a high level of attention to quality and detail. The Team uses a variety of project management tools that are adapted to each project to ensure that communication channels are always open and that the progress of the work is continuously tracked. For example, Planning NEXT has been engaged by the Central Mississippi River Regional Planning Partnership in Minnesota to create a planing and economic development framework. In preparation for this work, the Team developed a detailed workplan in a worksheet format for tracking, which organizes specific tasks and identifies deadlines and entities responsible for each task. This tool is continuously updated and available online so all team members know in real time the status of work in each project phases.

## 2. Scope of Work

The following describes the tasks that the Team will undertake to satisfy the requirements in the “scope of services” section. This section includes assumptions, approach broken down by task and sub-task and deliverables.

### Assumptions

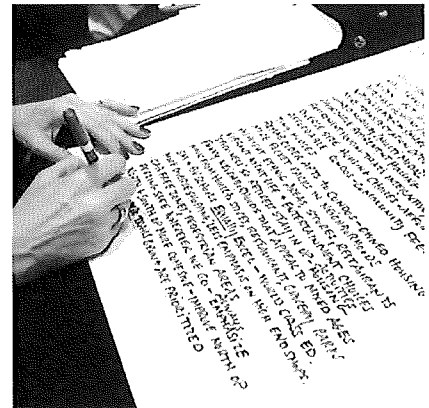
The proposed scope of work is based on the following assumptions.

- This process is an update to a comprehensive plan that was adopted in 2015.
- This scope will be refined with input from Staff.
- The Team will work collaboratively with Staff throughout the process and work closely with each City department on topics and elements related to their respective focus. It is anticipated that Staff will take an active role in the plan update.
- A Steering Committee will be appointed by Staff and will be a foundational part of the community engagement process. The committee will meet regularly and provide input and feedback on the plan’s development.
- The process will be community-led and will reflect the understanding and input from the entire community and its core values.
- Existing plans, projects, studies and data from the City will inform the analysis for the plan. This information will be provided to the Team by Staff.
- The plan will review, modify and expand on current plan elements and consider other topics that align with the strategic interests of the city council as outlined in the RFP.
- The planning process will incorporate innovative and appropriate public engagement activities in order to safely engage the community during the ongoing COVID-19 pandemic.
- The process has been designed to be completed within 18 months from the date of a signed agreement.

### Definitions

“Team” refers to the consulting team members from Planning NEXT, McBride Dale Clarion, Clarion Associates, EPR, Ninigret Partners and TischlerBise.

“Staff” refers to relevant members of City Staff that will work with the Team throughout the planning process.



## Approach

Following is the Team's proposed approach to review and update the 2035 Comprehensive Plan through public involvement and solid technical analysis. The approach describes the specific proposed tasks to be undertaken throughout the process in each component of the project.

The project is organized into four components

1. Preparation
2. Engagement
3. Technical Analysis
4. Plan Development

### Component 1: Preparation

This component is focused on orienting Staff, the Steering Committee and the public to the planning process and building a solid foundation for public engagement. The Team places great emphasis on preparation to create a strong foundation for the work.

**1.1 Conduct orientation and plan audit working session.** The Team will organize an orientation meeting with Staff. The primary focus of this meeting will be to discuss the existing comprehensive plan's successes and shortcomings, as well as a review and discussion of other previous plans, practices and studies to identify relevant topics are items that should be considered as part of this planning effort. Another goal of this meeting will be to define the areas of focus for the analysis to understand gaps and emergent issues that will guide the technical planning needed. This meeting will also be used to establish key milestones, deliverables and communication protocols for the project. Staff will also lead the Team on a tour of the City.

**1.2 Create plan brand platform and visual identity.** A process brand platform and visual identity will be created to provide a clear understanding of the project and its purpose, and differentiate the plan process from other initiatives. This includes the development of an identity (name, logo and tagline) that will help to interest and engage the public, as well as key messages that will help to consistently brand the work.

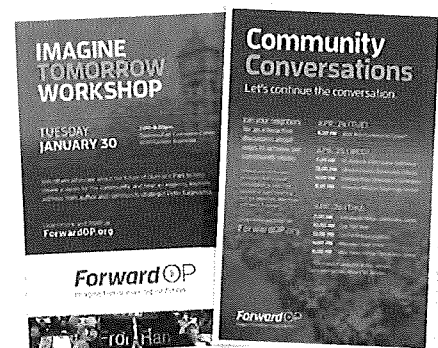
**1.3 Develop communications, outreach and engagement plan.** To ensure the public is consistently engaged and informed, the Team will work with Staff on the following components of an integrated plan for outreach and communications. For each component below, The Team will work with Staff and the Steering Committee to develop creative methods to ensure all groups, including traditionally under-represented communities, are reached and able to participate throughout the process.

**1.3.1 Communications.** The communications component will include both innovative use of new media and technology, as well as traditional tools and will utilize various channels (public relations, social media, press releases,



#### Project Identity

The Team believes a strong recognizable identity for a process is key to its successful promotion. The Team has developed graphic identities like the one pictured above for many projects. These graphics, along with key messages, give the process an identifiable stamp that can be extended to print materials and online tools.



#### Collateral

Posters, postcards, flyers, worksheets, newspaper ads, press releases, email, videos, social media, festival appearances, presentations to civic groups, corporate partners, etc. Extensive publicity and outreach activities ensure that all citizens are aware of the opportunities to get involved in the planning process.

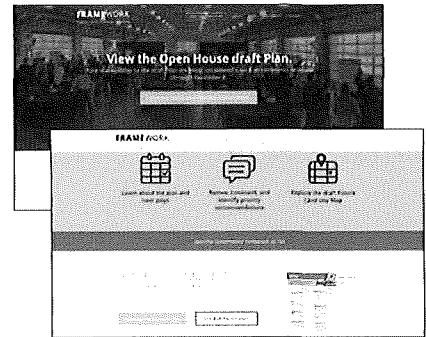
community events, and other opportunities). It will outline production schedules for publicity, identifying outlets for communication and assigning responsibility between the Team, Staff and the Steering Committee.

**1.3.2 Outreach.** The outreach component will be targeted to reach widespread participation across the community in the public engagement process. Staff and the Steering Committee will be asked to assist the Team in identifying target demographic, civic and geographic groups within the City.

**1.3.3 Engagement.** The engagement component will include recommendations for safe in-person workshops and/or virtual webinars, as well as other information-gathering techniques, such as meeting-in-a-box or tactical engagement. Various methods will be employed to ensure that engagement educates involved parties about the role and importance of the comprehensive plan to the community. It will be well-rounded, inclusive, multiple-sourced, robust, fun and broad to provide the opportunity for anyone who cares about the future of the City to have input. Specific attention will be given to align engagement with appropriate requirements and restrictions that may be in place at the time of the process due to the ongoing pandemic.

**1.4 Create branded project website.** The Team will design and launch a branded project website that will become the heart of the planning process communications. The site will include project background, resources, contact information, news, information about how to get involved during the comprehensive planning process, interim information and drafts of the plan. Online engagement opportunities in association with each round of public engagement can also be accessed through the project website. Tools will be integrated into the project website and include interactive activities that mimic workshops, i.e. mapping exercises, visual preference surveys, rating and ranking questionnaires and more.

**1.5 Establish Steering Committee.** The Team will advise Staff on the formation of a Steering Committee to oversee the process, guide community engagement and review plan content. This group should be representative of the broader community interests and include individuals that are diverse demographically, geographically and civically. The Steering Committee will be an extremely important component of the process. If desired the Team can prepare materials to assist Staff with the Steering Committee selection, including a job description, online application form and diversity matrix. Staff will use materials to conduct a broad outreach campaign to solicit applicants for the Steering Committee. The Team will support this effort by advising on outreach methods and reviewing proposed Steering Committee members prior to final selection.



**Project Website and Engagement Tools**

The Team will produce a branded project website to support the planning process. In Tuscaloosa, AL, the Team delivered customized online activities in association with the latest round of community workshops.



**Steering Committee**

Committee members should be thoughtful, open minded and represent a wide constituency. The Steering Committee not only brings their insight and perspective to the process, but also helps to encourage community participation.

**Component 1 Deliverables**

- Meeting agendas and supporting material
- Public engagement, communications and outreach strategy
- Project brand
- Project website
- Publicity collateral

**Component 2: Engagement**

This component includes the design, promotion, facilitation and documentation of two rounds of community engagement and regular meetings with the Steering Committee.

**2.1 Assist in conducting and coordinating with committees.** The Team will assist in facilitating all meetings with formally appointed advisory, guidance and oversight committees. The Team will prepare necessary materials (agendas, presentations, hand-outs, etc.) in coordination with Staff. For the purposes of this proposal, a Steering Committee and Technical Committee are assumed. Approximately nine meetings with each committee are expected. The specific number of meetings will be determined upon contract negotiations.

**2.2 Prepare for engagement.** For each round of engagement the Team will work with Staff to design and facilitate the specific activities. Regardless of type of engagement, the following tasks will be managed by the Team.

**Design.** The Team will work with Staff to design the details for the engagement, including specific input gathering activities, as well as the creation of meeting materials. The Staff will help with meeting location logistics.

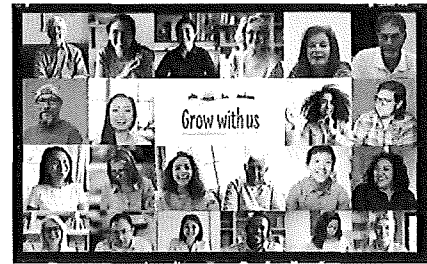
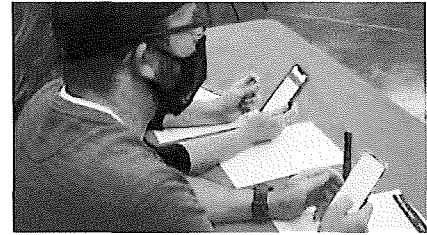
**Promote.** The Team will manage promotion of the workshop, including creating and producing print and electronic collateral and preparing press releases, etc. The Staff will be responsible for contacting local media outlets and assisting in organizing outreach to key stakeholder groups.

**Facilitate.** The Team will facilitate an informative and engaging program that will include both educational components and input or feedback activities for participants. All rounds of engagement could be conducted in-person or virtually depending on the comfort level and local restrictions in place due to the evolving nature of the pandemic.

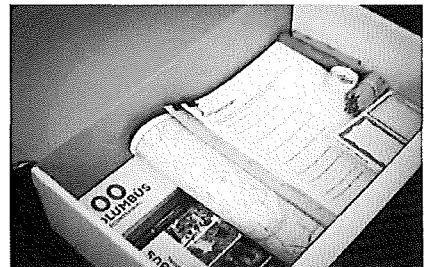
**Document.** The Team will input raw results into a spreadsheet that will be analyzed and organized around key themes.

**2.3 Assist in conducting focus group meetings (round 1).** This initial phase of engagement will involve numerous small format meetings with residents and key stakeholders, including neighborhood groups, business leaders, nonprofit organizations, cultural associations, and others. These meetings will be used to learn about planning issues and opportunities, assess community attitudes, and share expectations for the process. Multiple sessions are anticipated to be convened in different areas of the City to maximize geographic and demographic participation. For the purposes of this proposal 10 focus group meetings are anticipated. It is possible to augment this through deploying a "Meeting-in-a-Box" program. The results of these sessions will be transcribed into a database and sorted by theme.

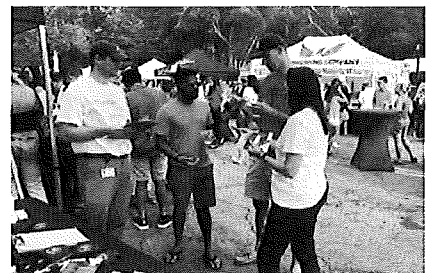
**2.4 Assist in conducting community workshop (round 2).** The Team will work with Staff to design and facilitate a community workshop. This event will be highly interactive and inclusive to generate essential insight on community goals, values, development principles, land use, transportation, economics, and



**Conducting safe and productive engagement**  
The Team has taken many different approaches to conducting safe and productive engagement during the ongoing pandemic. This includes safe in-person meetings and virtual meetings, online questionnaires and surveys.



**Meeting-in-a-Box**  
The Team can prepare materials and instructions so volunteers can bring workshops to additional venues throughout the community.



**Pop-up Engagement.**  
Multiple engagement events can be held during local, city-wide events. This allows engagement to occur at various locations across the city. These events range in scale and can include community brewery tours, community picnics, farmers' markets, festivals, etc.

other topics. The Team will work with Staff to design the specific details for the workshop including activities, questionnaires, etc. As part of this round, the community based visual preference survey (pertaining to the look, feel and quality of the built environment) will be developed, conducted, analyzed and reported. The Team will also provide an online version of the workshop activities on the project website. The Team will document the outcomes of the workshop in a summary memorandum and use the results to help shape plan recommendations. Depending on the state of the ongoing pandemic, this workshop could be convened virtually. The final approach for the workshop will be decided in collaboration with Staff and with the most up to date information about the pandemic to ensure safe and productive engagement.

**2.5 Assist in engaging City Staff.** The Team will assist in conducting and coordinating meetings with appropriate staff as needed throughout the process. This could involve staff interviews, a technical committee or leadership group. Regular coordination calls will be established by the Team for ongoing project management of the process.

**2.6 Present the plan to elected officials and commissions.** The Team will present the plan to the City’s Planning Commission and City Council at work sessions and public hearings to meet necessary requirements. For the purposes of this proposal 3 meetings are planned. The specific number of meetings to be determined upon contract negotiations.

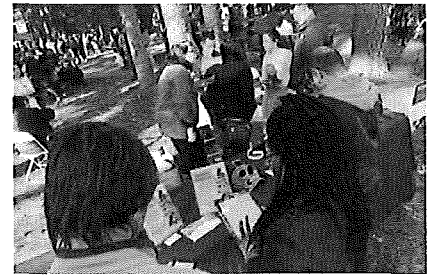
**Component 3: Technical Analysis**

This phase will include data collection and analysis of existing conditions, trends, and potential key topical areas to inform the plan’s recommendations. The Team will integrate and build upon previous research and develop strategies based on the analysis during this phase.

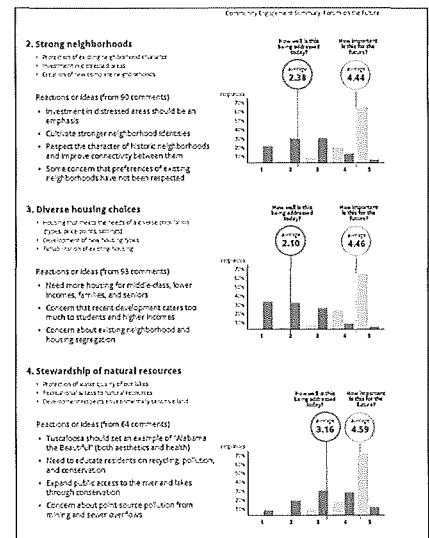
**3.1 Review existing plans and studies.** In advance of the plan audit work session (tasks 1.1), the Team will review, analyze and critique existing plans, projects, studies, agreements and any additional information that may influence or impact the planning process, and discuss the relevance of findings for the planning process. This will include a review of the existing comprehensive plan and a structure to identify the status, progress of implementation, and relevancy of existing actions.

**3.2 Conduct technical analysis and plan updates.** The Team will utilize existing data sets to conduct analysis on a wide range of topics such as population and demographics, existing land use and development patterns, housing, transportation facilities, public utilities, schools, public safety, public services and facilities, historic, natural resources and sensitive environmental features, and economic development and job creation. The analysis will be presented in a report or series of reports. An outline of the analysis will be refined and approved following the plan audit work session. Descriptions on the anticipated analysis topics are outlined below. Each topic below will also include review and update of background and existing conditions information and identification of potential updates to the plan related to the topic.

**3.2.1 Population and demographics.** The Team will prepare a demographic analysis for the City and relevant context, e.g. city, region and state to understand trends and comparisons.



**Interactive Digital Mapping.** An interactive digital version of the Future Land Use Map allows participants to explore areas of interest using search, zoom-in and aerial map toggle features and provide comments. As comments are submitted during public events, it can be viewed in real time and revealed on a digital screen.



**Summarizing Public Input** The Team has skillfully analyzed and summarized public input ideas. For Tuscaloosa, AL, the Team hosted a community forum where participants could provide feedback on the proposed themes and action items derived from previous workshops. The Team collected and analyzed thousands of comments and presented the findings in a report format.

- Component 2 Deliverables**
- Meeting agendas, materials and supplies for all public engagement rounds and committee meetings
  - Public Participation / Input Report
  - Visual Preference Survey and Report

**3.2.2 Existing land use and development patterns.** In the Team’s comprehensive planning work, analysis of land use and three-dimensional aspects of form and character is an integrated task. The Team will prepare the following two analytical components to inform the future land use and development plan.

**3.2.2a Existing land use, character, and opportunities.** The Team will map and review existing land use and development patterns and trends with respect to current policies and the Future Land Use Map. The Team will seek to identify key development issues and opportunities. This task will consider potential refinements to the Future Land Use Map, future land use categories, growth area boundaries, and other management techniques.

**3.2.2b Build-out analysis scenarios.** Following the initial analysis of existing land use conditions and trends (previous task), and the initial round of public input, the Team will prepare a series of alternative land uses and build out scenarios for evaluation. This efforts is assumed to include up to three scenarios: one which is based on existing policy, and two that are alternatives. These scenarios can reflect location of development, physical development patterns, density, annexation, as well as different regulatory and policy

## CHARACTER-BASED APPROACH TO LAND-USE PLANNING

Planning NEXT has successfully utilized a character-based approach to land use planning for a broad range of projects. This often involves a three step process.

**1. Identify Principles.** Principles are statements of intent related to where and how the community should manage its land resources in the future. They serve as a foundation for the plan’s policies, actions and map tools such as the Future Land Use Map. The principles are used in conjunction with a Future Land Use and Character Map to help communicate preferences for how and where development (or redevelopment) should or should not take place.

**2. Define Character Types.** Character Types are neighborhoods, districts, or corridors that share similar attributes in their form and function. Attributes may include the size and type of buildings and their relationship to the street; the surrounding street and block pattern; parking and access; as well as typical types of development or mix of uses. Character Types should reflect both existing development patterns to be maintained and potential new patterns. Character Types are defined with written descriptions and example images.

**3. Create Future Land Use and Character Map.** Similar to a traditional Future Land Use Map, the Future Land Use and Character Map illustrates where the various Character Types should apply throughout the planning area. Creating it considers existing patterns, development opportunities, physical constraints, and other factors such as growth priorities, utility agreements, or annexation policies. The map’s usefulness as a guiding tool is dependent on clear definition of its purpose and relation to zoning.

Character Type	Description	Form and Function	Typical Building Height	Typical Lot Size	Typical Density	Typical Building Footprint	Typical Building Style	Typical Building Materials	Typical Building Orientation	Typical Building Color	Typical Building Details
URBAN CORE	High density, mixed-use, walkable, vibrant, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	High density, mixed-use, walkable, vibrant, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	2-4 stories	0-100' x 100'	85-100%	High density, mixed-use, walkable, vibrant, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	High density, mixed-use, walkable, vibrant, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	High density, mixed-use, walkable, vibrant, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	High density, mixed-use, walkable, vibrant, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	High density, mixed-use, walkable, vibrant, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	High density, mixed-use, walkable, vibrant, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.
URBAN CENTER 1	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	2-4 stories	5-20' x 20-40'	85%	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.
URBAN CENTER 2	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	2-3 stories	0-100' x 100'	75%	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Medium density, mixed-use, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.
URBAN NEIGHBORHOOD 1	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	1-2 stories	10-20' x 20-40'	60%	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.
URBAN NEIGHBORHOOD 2	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	1-2 stories	30' x 30'	45%	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.	Low density, single-family, walkable, and diverse. Includes a mix of building heights and styles, with a focus on pedestrian-friendly streets and public transit.

decisions. The land use and build out scenarios will be compared with a set of metrics developed in collaboration with Staff and will be created using a mutually agreed-upon GIS-based extension model.

**Determination of Fiscal Analysis Zones.** Once the scenarios and their assumption have been defined, they will be applied to geographic subareas, or Fiscal Analysis Zones. These Fiscal Analysis Zones should be based on natural features such as topography; man-made features such as roads; or character of land use (residential area versus nonresidential area).

**Development of land use assumptions for model.** To ensure the optimum inputs to the fiscal impact model developed for this assignment, TischlerBise will develop specific assumptions for each land use type (new and existing) within each Fiscal Analysis Zone. For residential land uses, these factors include persons per household, lot size, assessed value, street frontage, vehicle trip and trip adjustment factors, and average trip length. For nonresidential land uses, this will include employment densities, vehicle trip generation rates and adjustment factors, trip lengths, street frontage, etc. These factors will serve to refine the cost and revenue factors by scenario and geographic location.

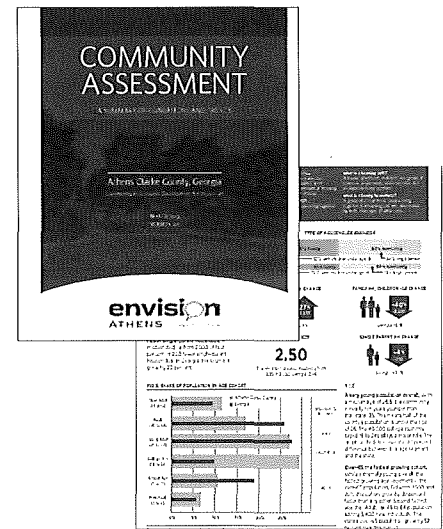
**3.2.3 Housing.** The research for this element will focus on comprehensive understanding of the current housing conditions, as well as the work underway to improve neighborhoods. The Team understands that improving housing conditions and strengthening neighborhoods are essential building blocks for a prosperous city.

**3.2.4 Transportation facilities.** Based on data provided by City staff on existing and proposed conditions, the consultant team will provide an update to the assessment of the City’s transportation system, policies, and physical infrastructure. The assessment will update proposed improvement projects, deficiencies and needed improvements such as capacity and safety concerns based on data available from the City, HRTPO and VDOT.

**3.2.5 Public utilities.** The Team will work with the City and the Public Utilities department to update the issues which impact the local infrastructure. Working with City staff, the Team will analyze previous capacity studies to review changes in demographics and projections along with current and projected infrastructure improvements.

**3.2.6 Schools.** The Team will work with key community institutions (primary and secondary schools, vocational and technical schools and programs, etc.) to identify strengths and opportunities relative to education and to coordinate long-term land use and infrastructure planning.

**3.2.7 Public services, facilities and safety.** Utilizing data provided by Staff, the Team will identify key public facilities and services, as well as public infrastructure, internet access and capacity, parks and recreation facilities, and buildings. The Team will review and assess information on these existing



**Presenting Conditions and Trends**

The Team will present data showing how the community stands on a variety of measures, using language and graphics that are accessible to the general public.



conditions regarding their level of service and projected public needs. The Team will develop draft strategies that include recommended policies, programs and projects.

**3.2.8 Historic, natural resources and sensitive environmental features.**

The Team will update the community's historic and natural resources while undertaking the land use analysis. This will include update of water resources, soil resources, and natural resources and environmentally sensitive area data since the last plan update.

**3.2.9 Economic development and job creation.** The Team will conduct an analysis to help determine the most advantageous types of economic development to meet the City's economic development targets. This analysis will include review of current economic data available from U.S. Economic Census, U.S. Bureau of Labor Statistics etc.; location quotient analysis; SWOT analysis; and examination of residential and commercial sectors. The Team will also connect with key stakeholders, as necessary (e.g. business community/realtors) to understand key issues related to economic development.

**3.2.10 Fiscal impact analysis.** The Team will conduct the fiscal impact analysis which will include the following sub-tasks.

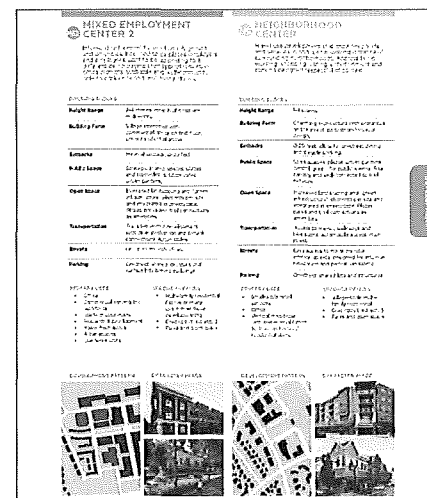
**Departmental interviews.** In this task, we will conduct onsite interviews with City personnel to determine existing levels of service for City departments and infrastructure. These onsite interviews will provide the Team with an understanding of the departmental structures and scope of operations, discuss facility-related variable costs and other operating expenses, as well as discuss and finalize methodologies for forecasting future demand for services and facilities as a result of development in Suffolk. Based on these interviews and the information in City budgetary documents, we will determine the fixed, variable, and semi-variable operating and capital costs for all relevant services and facilities. The demand sources for the various services and facilities will vary by activity and department. The Team will supplement this task with our extensive national experience in conducting fiscal impact analyses.

**Development of operating cost factors.** Information obtained during the first interviews and discussions with the City project management team, and from the budget and financial documents will be used to establish the different cost components for the various service providers—including both facility and non-facility related operating expenses, as a result of development/redevelopment within the City.

**Development of infrastructure costs.** An analysis of the City's infrastructure (transportation systems, parks and recreation, water, wastewater, stormwater, etc.) will be conducted. This is critical in not only assessing the potential carrying capacity of vacant land, but also in determining what infrastructure is needed to support that development.

**Prepare cost, revenue and level-of-service factor memorandum.**

Information obtained during the previous task will be prepared in a Cost, Revenue, and Level-of-Service Factor Memorandum. This memorandum will show the different cost components for the various City service



**Character-based approach.** The land use plan will also include desired future character types within neighborhoods, districts, or corridors that share similar attributes in their form and function.

providers, including both facility- and non-facility-related operating expenses, methodologies for forecasting future capital facility needs, and associated operating expenses. The memorandum will also cover revenue sources and associated projection methodologies.

**Component 4: Plan Development**

**4.1 Define vision and goals.** Based on the community engagement input and analysis conducted, the Team will draft a vision statement and goals.

**4.2 Create plan elements.** The Team will review and update, as necessary the current plan elements including housing, natural and environmental resources, transportation and master thoroughfare plan, municipal facilities, as well as create new plan elements reflective of the City Council's strategic interests. The Team will utilize the updated baseline information from component 3 and incorporate public input in order to comprehensively update or create each plan element. The Team will consider and incorporate as appropriate, adopted regional plans such as but not limited to transportation, utilities, environmental and emergency management, etc. The updated plan elements will be created with a 20-year planning time horizon. The Team will develop draft strategies that include recommended policies, programs and projects for each element.

**Component 3 Deliverables**

- Meeting agendas and supporting material
- Existing Conditions Report
- Future Conditions Report

**4.2.1 Review and update future land use and development plan.** The Team will prepare a draft Future Land Use Plan, including: a summary of key inputs to the plan, principles for land use and the City's land use intent, a strategic map identifying priority investment areas, projections for future growth and land use patterns and the associated needs, demands and impacts and Future Land Use and Character Map that illustrates preferred land use for the entire City. The land use plan will be based on feedback to the scenarios (Task 3.2.2b) and will consider economic development, growth management, and community character preferences, as well as other factors. Recommendations will be made in the form of policies, programs, and projects that will help achieve the quality of place vision.

**4.2.2 Review and update rural villages, neighborhood and special initiative area plans.** The Team will review and update, as mutually agreed, the existing rural villages, neighborhood and special area initiatives plans that were adopted as components of the previous plan.

**4.2.3 Review and update master transportation plan.** The Team will review and update the Master Transportation Plan to include thoroughfare and future road needs and improvements, level of service, connectivity, rail, and public transportation needs. Proposed improvements from the HRTPO regional transportation plan will be considered and potential impacts and recommendations will be incorporated in the update. The Team will also conduct an analysis of alternate modes of transportation using a Multimodal Systems Planning approach based on the State's Multimodal Guidelines (which team member EPR recently updated). Based on team member EPR's extensive experience with the UDA program, they will also conduct an

analysis of the impacts of establishing Urban Development Areas in the City in conformance with state code and the potential transportation funding benefits. The Team will also make recommendations on the potential establishment of transportation impact fees and proffers based on peer community experience.

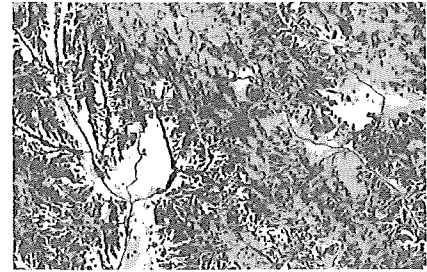
**4.2.4 Review and update of master public utility plan element.** The Team will review and update the Master Public Utility plan element to include existing and future service areas as well as provision of public water and sewer service to designated rural villages. Based on city staff guidance, the Team will incorporate as necessary recommendations from the regional water and sewer plans. **4.2.5 Review and update of public facility plan element.** The Team will review and update the Public Facility Plan to include management techniques consistent with the City’s smart growth strategies including future needs and improvements, level of service, delivery of services, siting and location criteria, the incorporation of green and energy efficient development techniques and reconciling standards used for evaluating school capacity.

**4.2.6 Review and update the economic development plan element.** The Team will review and update the Economic Development Plan element to include an analysis and recommendations pertaining to job to housing ratio, downtown, suburban and rural retail mix, mixed use development, high tech and emerging sector industries, warehouse and distribution, housing and agricultural related businesses.

**4.2.7 Review and update the natural features and environmental plan element.** The Team will update the Natural Features and Environmental Plan element to include the review and update of Chesapeake Bay Preservation Area Designation and Management Regulations. It will also include discharge and total maximum daily loads of stormwater runoff; groundwater and aquifer extraction and recharge; agriculture and open space; conservation easements; and greenways and blueways plans. The Natural Features and Environmental Plan element should also consider the incorporation and impact, as appropriate, and recommendations contained in regional green infrastructure plans.

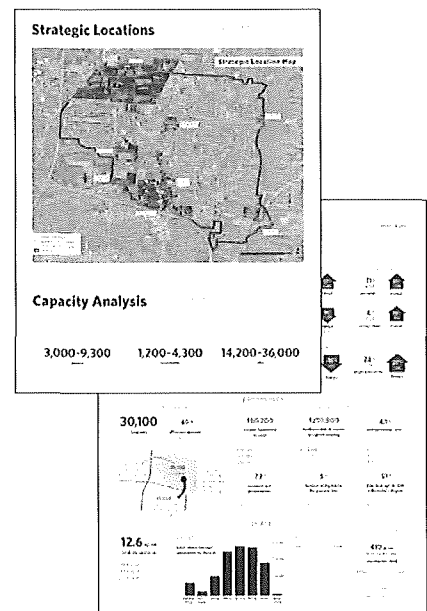
**4.2.8 Review and update historic and cultural resources plan element.** The Team will review and update the Historic and Cultural Resources Plan element to include techniques for protecting and enhancing existing historical towns, villages, neighborhoods, and properties within the City. Financial tools such as historic rehabilitation tax credits that have been used for historic and cultural preservation, and other tools, will be analyzed to assess potential future opportunities.

**4.2.9 Review and update quality of built environment element.** A review and update of a plan element pertaining to the look, feel and quality of the built environment, development patterns and land uses within the urban, suburban and rural landscape will be conducted. This plan element should include analysis, strategies and techniques to manage the rural/urban interface. This work will focus on developing clear ideas about the character the public would like to see for the built environment and understanding the trade-offs between alternative future development choices.



**Analysis of Critical Features**

Above is an analysis example showing ‘prime’ agricultural farmland in Wayne County. This map graphic helped direct land use recommendations and areas to be preserved.



**Accessible Plans.** The Team develops plan documents that are easy to understand and graphically rich. This makes the plan accessible to all portions of the community while serving as a succinct directive for community leaders.

**4.2.10 Review and update housing strategy plan element.** The Team will review and update a plan element, and will include a housing strategy that considers a proper mix and balance of housing types and values, affordable and “work force” housing, neighborhood revitalization and redevelopment, and senior housing needs.

**4.2.11 Review and update agricultural and open space element.** The Team will address agricultural preservation and sprawl prevention as part of an overall land use analysis, identifying existing agricultural land and assessing potential ways in which goals pertaining to agricultural preservation and sprawl prevention might be pursued. The purpose of the analysis is to determine where and how the City has been developing and growing to set a foundation for future growth, agricultural innovation, and open space preservation.

**4.2.12 Review and update management of coastal resources plan element.** The Team will review and update plan elements dealing with the management of coastal resources and Chesapeake Bay Preservation. Using the City's Comprehensive Coastal Resource Management Plan prepared by VIMS, the Team will prepare plan recommendations focused on the management of coastal resources and the incorporation of strategies to combat projected sea-level rise and recurrent flooding.

**4.2.13 Prepare broadband infrastructure and service plan element.** The Team will develop broadband infrastructure and service recommendations incorporating best practices and strategies focused on broadband infrastructure and services.

**4.2.14 Prepare alternative energy plan element.** The Team will prepare alternative energy plan recommendations pertaining to best practices for the management and incorporation of alternative energy generation facilities, such as wind and solar.

**4.3 Develop fiscal impact model tool and reports.** Based on the methodologies and factors developed as part of the previous tasks, the Team will develop the fiscal impact model for this assignment and analyze the fiscal impacts of new development/redevelopment within Suffolk. The model will project all City revenues (one-time and recurring) attributed to new development, as well as all City operating and capital impacts, and net fiscal results.

**Prepare fiscal impact report (growth impact report).** The Team will prepare a draft Fiscal Impact Report that describes in a succinct fashion, the findings from our analysis for Suffolk. We anticipate the report will have the following sections: Executive Summary, Scenario Assumptions, Annual Fiscal Impact Results, Average Annual Fiscal Impact Results, Major Revenue Findings, Major Capital Cost Findings, Major Operating Expense Findings, Appendix with Cost/Revenue Assumptions. The Report will be a stand-alone document, that is easily understood by all interested parties. The analysis will address each scenario developed for Suffolk.

**Prepare fiscal sustainability implementation recommendations.** Based on the fiscal findings, the Team will prepare the Fiscal Sustainability Implementation Recommendations Report, which will not only include a matrix that highlights pros and cons of each development scenario for Suffolk based largely

on the fiscal findings, but will also incorporate criteria developed by the Team and City Staff. As part of this task the Team will also develop a fiscal sustainability toolkit. Based upon the fiscal findings and research on best practices—together with our firm’s experience working for other communities in the State of Virginia—will enable relevant fiscal/economic sustainability and implementation recommendations to be developed for consideration. This will include zoning and land use strategies that may reduce costs to serve the new development and redevelopment, ideas for revenue enhancement/diversification, staging of capital improvements, and other relevant topics/strategies.

**4.4 Review development related codes and ordinances.** The Team will review and report on all land use and development related city codes and ordinances with regards to the consistency with the new recommendations in the updated plan.

**4.5 Draft plan document.** The Team, in consultation with Staff and the Steering Committee, will draft the plan document. The Team understands that the plan document should be *foundational, flexible, bold and innovative and based upon the community-led process involving all stakeholders in the community.*

**4.6 Finalize plan document.** The Team will prepare the final plan, incorporating final Staff and Steering Committee comments. The final plan will be graphically oriented using maps, illustrations and photographs to convey planning recommendations to the community. The Team will provide a pdf with separate technical appendices, relevant data collected throughout the process and map files in GIS format.

**Component 4 Deliverables**

- Meeting agendas and supporting material
- Alternative Development Scenarios and Report
- Land Use and Build Out Analysis Model
- Fiscal Analysis Model (Tool) and User’s Manual
- Updated and revised comprehensive plan (including all narrative, maps, charts and tables, etc.)
- Updated and revised Rural Villages, Neighborhood and Special Area Initiatives Plans (as components of the comprehensive plan)

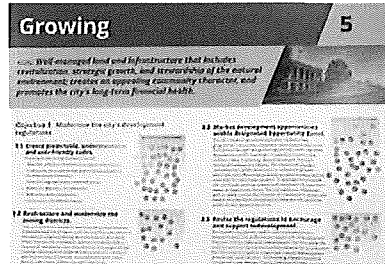
## ENGAGEMENT FORMATS AND FACILITATION TECHNIQUES

Below is a sample of facilitation techniques the Team has employed in previous projects. Specific techniques will be chosen in collaboration with the client and tailored to respect COVID precautions.



### Did You Know?

In small groups, participants are asked a series of questions related to existing conditions and trends. The answers will be elaborated on as a learning opportunity.



### Expressing Priorities

This activity seeks input on priorities for action items once they have been drafted. Participants can rank what they think are the top priorities. This activity will help to inform the final comprehensive plan and its implementation.



### Keynote Speakers

Keynote speakers can help raise awareness, interest and excitement about the planning process, while providing insight and expertise for the project.



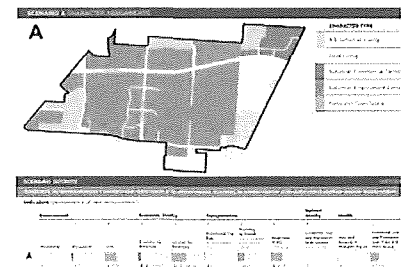
### Critical Questions

This format is used to explore issues and ideas in depth. The process does not force agreement and consensus, rather it provides a snapshot of responses. This format can be used to test discrepancies that may exist between what the community wants and the findings of technical analysis.



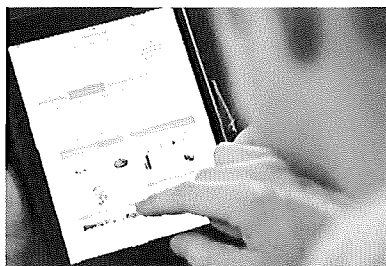
### Image Preference Dialogue

Participants use dots to identify images that do and do not represent their vision of the future. The dot survey gives some quantitative information about people's preferences.



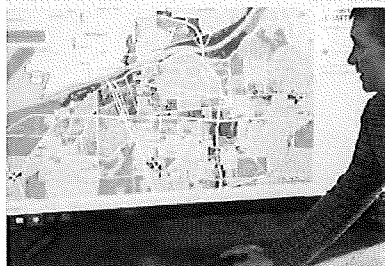
### Testing Scenarios

This activity can be used to ask citizens to rate how strongly they support a series of statements about the community's intent for managing growth, and can ask citizens to consider generally whether future development should follow the status quo or change.



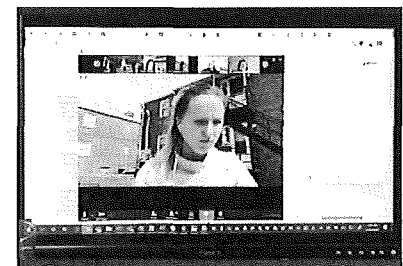
### Questions, Live Polling and Surveys

Using mobile devices, audiences can interact and respond to questions that are asked during group meetings (in-person or virtual). Results of live polls are shown in real time during the workshop. Other activities can be set up so that participants can submit responses online during or after the workshops. This format can collect input for several weeks following the workshops.



### Mapping Exercises

Various types of activities could be conducted with the utilization of maps. For example, maps can be used by the participants to identify specific locations that represent strong, weak and opportunity places, or share comments and ideas about specific locations. A composite map can show thousands of points contributed by participants, which could be then be publicly displayed.

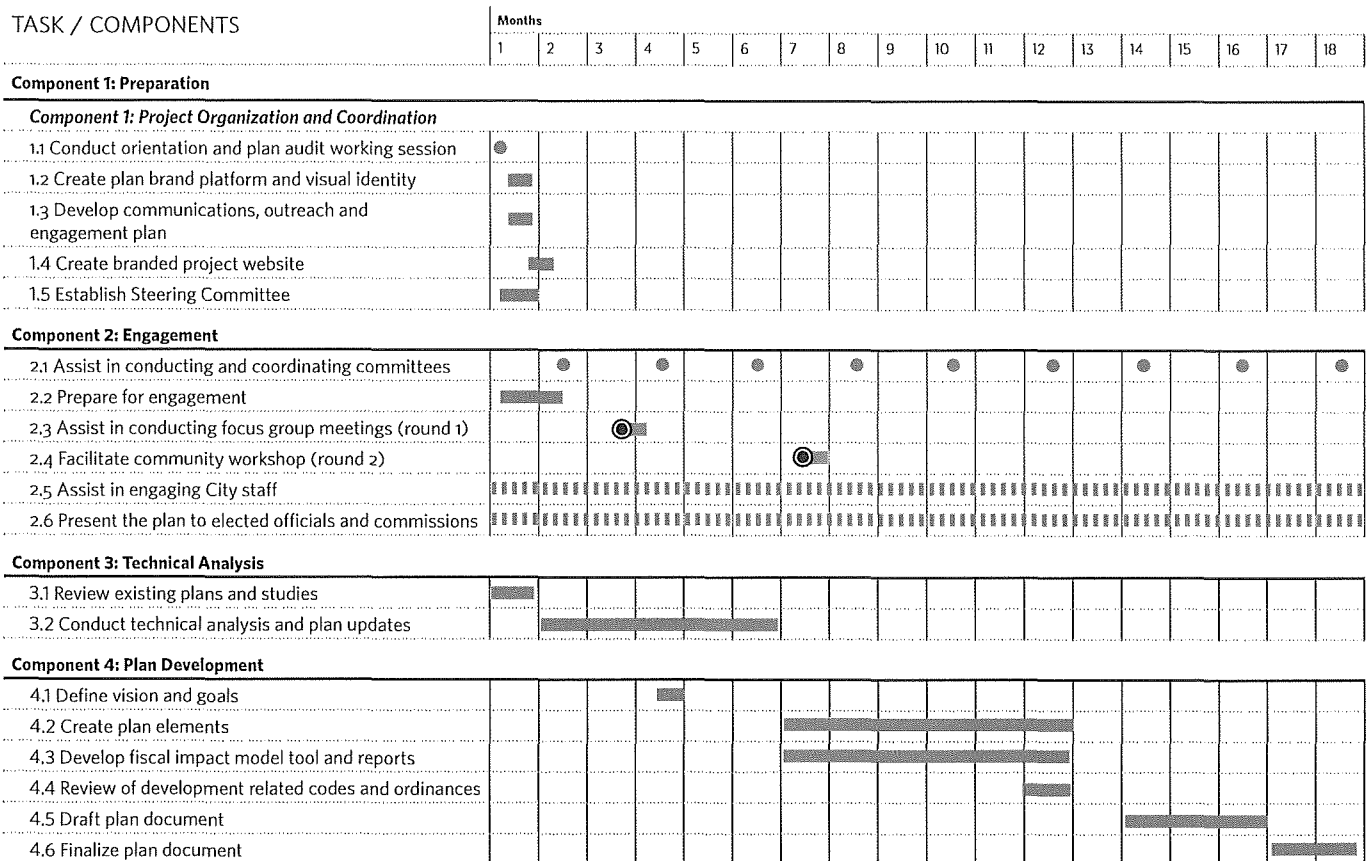


### Virtual Meetings and Webinars

Webinars can be utilized to host virtual meetings, open houses and other meetings/engagements throughout the planning process. Presentations and activities such as polling remotely, online breakout sessions, etc., can be hosted during virtual meetings. This allows the opportunity for the public to take part during the planning process if they are unable to attend or participate in person.

# Project Timeline

The draft project schedule below is based on the tasks outlined in the Scope of Services. In addition to the specific tasks, the Team expects to conduct regular coordination calls/meetings with project Staff.



**KEY**

- Meeting ●
- Public Input Sessions ⊙
- Task Duration ■
- Ongoing Task (specific number of meetings TBD) ▒

## Proposed Budget

Following is a proposed cost of services to be provide that corresponds to the scope of work provided in this proposal. It is anticipated that the scope and fees will be refined in collaboration with Staff once number of meetings are established and other key decisions made. The total not-to-exceed includes all fees and expenses.

Tasks	COST
Component 1: Preparation	26,000
Component 2: Engagement	\$45,000
Component 3: Technical Analysis*	\$145,000
Component 4: Plan Development**	\$123,000
<b>PROJECT TOTAL</b>	<b>\$339,000</b>

*If a more detailed budget breakdown is required, the Team can provide one upon request.*

*\*this component includes \$60,000 for fiscal analysis*

*\*\* this component includes \$30,000 for fiscal analysis model tool*



### 3. Specific Roles for City Staff

The following outlines the respective roles and tasks for City staff.

#### Component 1: Preparation

- Gather and provide previous plans, studies and other background information to the Team.
- Provide useful data sets and GIS files.
- Conduct tour of City or provide map and key insights about community for self-guided tour by the Team.
- Review deliverables and provide timely comments back to the Team.

#### Component 2: Engagement

- Assist with and coordinate with local venues to secure space for committee meetings and public meetings (if happening in person).
- Assist with connections to local media and communication channels for publicity of public engagement events.
- Assist in coordinating and scheduling meetings with staff and elected officials, as necessary.
- Review deliverables and provide timely comments back to the Team.

#### Component 3: Technical Analysis

- Review and provide direction on draft existing conditions report.
- Provide local insight and technical input from City's perspective and city departments.

#### Component 4: Plan Development

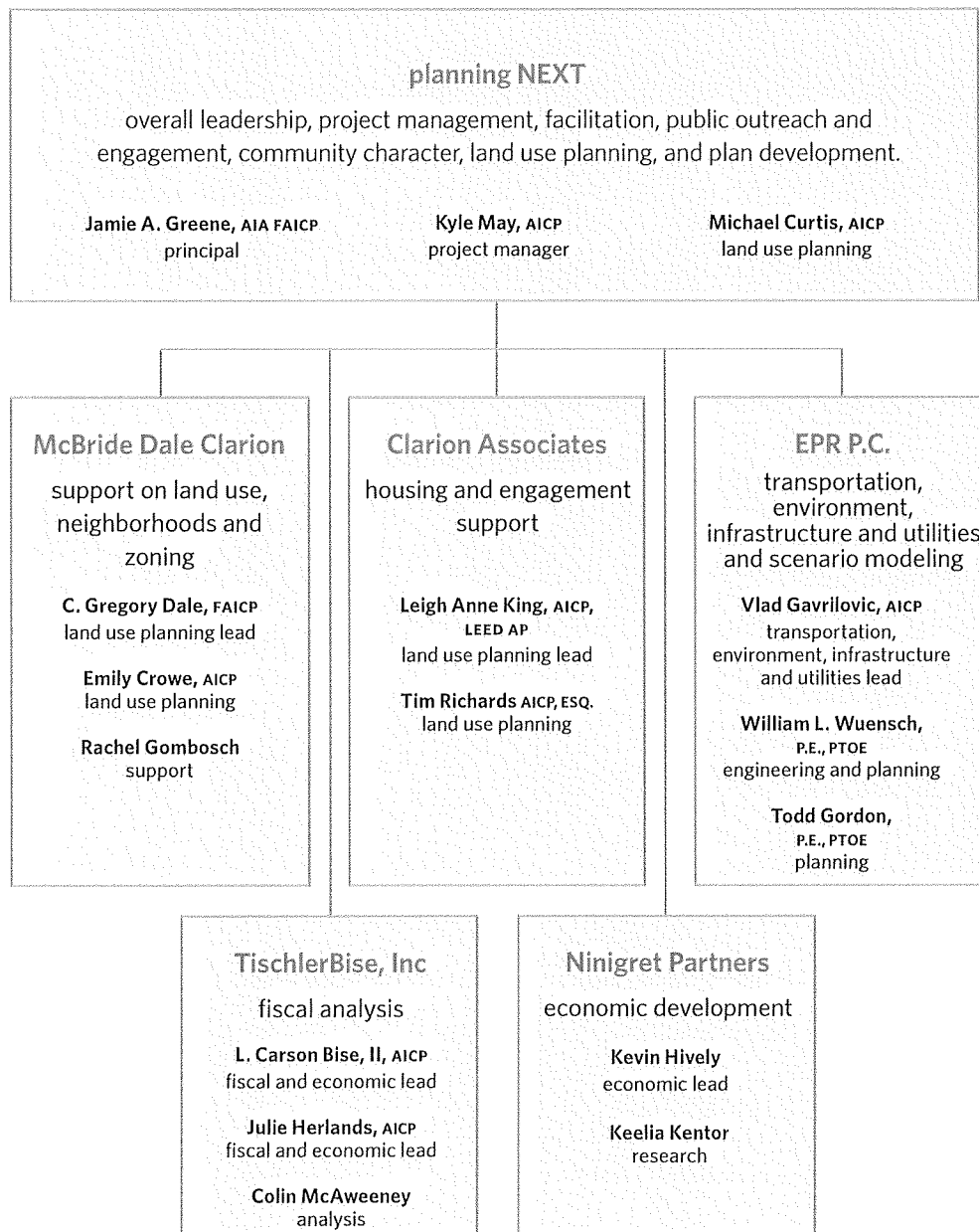
- Review draft plan and provide comments and edits.

# D. STAFFING

This section provides information of the individuals who will be working on the contract.

## Project Team Organization Chart

The following organization chart shows all members of the planning team including the lead firm and all sub-consultants. The Team was assembled to provide The City of Suffolk best-in-class national expertise coupled with strong local knowledge and state of the art technical planning expertise. Four of the five firms have worked together as a Team on numerous occasions, and two of the firms took part in facilitating and preparing the 2035 Comprehensive Plan (2015).





## Jamie A. Greene, AIA FAICP

PRINCIPAL / PLANNING NEXT

Jamie’s top priority is always to complete the mission and achieve outstanding results. Perhaps that comes from his time as an Army officer. It’s his passion for communities, however, that drives him and our work. As hands-on principal of our practice, Jamie spent the past 20 years being inspired by the voices and commitments of the communities we serve. Today he strives to help communities of all sizes and conditions answer their most fundamental question: “What’s next?”

### Education

- Masters of Urban and Environmental Planning, University of Virginia
- Bachelors of Science in Architecture, The Ohio State University

### Certifications and Licenses

- Fellow of the American Institute of Certified Planners (FAICP)
- Registered Architect

### Affiliations

- American Planning Association
- American Institute of Architects

### Recent Speaking

- 2019 Miami Valley Planning and Zoning Workshop [onMain: Development Leadership by Anchor Institutions]
- 2019 Ohio APA Conference [Kindling and Rekindling: Firing Up Innovation in a Cool Place]
- 2018 APA National Conference [Place-based Branding: Essential for Economic Development]
- 2018 International Town Gown Association Conference [Partnerships with Purpose: Opportunity through Real Estate Collaboration]
- 2017 APA National Conference [Coordinating Progress in Multijurisdictional Planning]
- 2016 MFR Connect Conference [Engaging with Impact- How to use community engagement to build momentum for planning and action]
- 2016 APA National Conference [Your plan is finished, so what...]

As a part of Framework Tuscaloosa’s process, Jamie led the Forum on the Future—the public workshop brought over 300 people together to share ideas and shape the plan’s direction.

### Relevant project experience includes:

- **Build One Portsmouth**, comprehensive plan for the City of Portsmouth, VA;
- **Envision Loudoun**, a vision and comprehensive plan for Loudoun County, VA.
- **Framework**, a comprehensive plan and city code update for the City of Tuscaloosa, AL;
- **OneDecatur**, comprehensive plan for the City of Decatur, AL;
- **Envision Montgomery 2040**, a comprehensive plan for the City of Montgomery, AL;
- **Map for Mobile**, comprehensive plan for the City of Mobile, AL;
- **Plan Together**, comprehensive plan processes for Richland County and the City of Columbia, SC;
- **Horizons 2026**, comprehensive plan update for the City of Greenville, NC;
- **Plan Cincinnati**, a comprehensive plan for the City of Cincinnati, OH;
- **Comprehensive Plan**, for the City of Morgantown, WV;
- **What’s Next Davidson**, engagement for a comprehensive plan for the City of Davidson, NC;
- **Comprehensive Plan**, for Millcreek Township, OH; and
- **Regional Vision**, for the Morgantown Monongalia Metropolitan Planning Organization; and **Comprehensive Plan**, for the City of Morgantown, WV.

Jamie has presented the work of Planning NEXT at many national, regional and local conferences, including: American Planning Association (APA), America Institute of Architects, Society of College and University Planners, and Railvolution. He has served as an adjunct faculty member of the Knowlton School of Architecture at The Ohio State University. Among other professional and civic activities, Jamie serves on the Collaborative Brand Marketing Committee for central Ohio, an extensive multi-year effort designed to advance the identity and prosperity of the region.





## Kyle May, AICP

SENIOR PLANNER / PLANNING NEXT

Kyle is no ordinary team member. Highly involved yet good humored, congenial yet conscientious, he’s deeply committed to helping citizens and other community stakeholders have their say about the kind of place they want to live, work and play. It is hard to match Kyle’s enthusiasm for communities of all kinds—from vibrant cities, to growing suburbs, to challenged regions striving for a better future.

Relevant project experience includes:

### Education

- Masters of City and Regional Planning, The Ohio State University
- Bachelors of Science, Urban Planning, Ohio University

### Teaching

- Adjunct Professor of Land Use Planning, Dept. of Geography, Ohio University

### Certifications and Licenses

- American Institute of Certified Planners (AICP)

### Affiliations

- American Planning Association
- Education Chair, APA Ohio

### Recent Speaking

- 2019 APA Ohio Conference [Stuck without the “Middle”: How Timid Housing Policies Could Hold Ohio Back]
- 2019 APA National Conference [Tackling Equity: Crafting Communities of Opportunity]
- 2018 APA Ohio Kentucky Indiana (OKI) Conference [Avoiding Shelf Syndrome: Lessons from Vibrant Communities]
- 2018 APA Georgia Spring Conference [From College Town to Complete Community]
- 2018 APA Indiana Spring Conference [Building Vibrant Communities: Economic Resiliency and Quality of Place in Elkhart County]
- 2017 APA Ohio Conference [Keeping up with the Jones’s: Five Lessons from our Indiana Neighbors]
- 2016 Ohio-Kentucky-Indiana Regional Planning Conference [What Makes a Vibrant Community?: Linking Economic Development to Quality of Place in Elkhart County]

- **Envision Loudoun**, a vision and comprehensive plan for Loudoun County, VA;
- **Envision Athens**, a vision and strategic plan for Athens-Clarke County, GA;
- **Imagine One 85**, a comprehensive plan for Wabash County, IN;
- **Envision Montgomery 2040**, a comprehensive plan for the City of Montgomery, AL;
- **Connect Athens**, corridor plans for Athens-Clarke County, GA;
- **Vibrant Communities**, community strategic plan for La Porte County, IN;
- **Connecting Our Future Upstate**, mobility and connectivity initiative for the Upstate Region, SC;
- **Comprehensive Plan**, for Millcreek Township, OH;
- **Vibrant Communities**, an action agenda for Elkhart County, IN;
- **Forward Together**, a strategic economic vitality plan for Genessee County, MI;
- **Regional Vision**, for the Morgantown Monongalia Metropolitan Planning Organization; and **Comprehensive Plan**, for the City of Morgantown, WV; and

Kyle’s work with Planning NEXT has focused on engagement. In a wide variety of communities, he’s helped to reach past the typical voices, and engage a broader and more representative range of citizens and stakeholders. Kyle also believes that strong plans start with strong data. In his technical analysis, he’s able to communicate complex demographic, economic or place-based conditions and trends through attractive, community-facing documents. Kyle has volunteered with Camp Architecture where he designed and facilitated a City Planning Day.

Kyle has helped to manage complex planning efforts, delivering thousands of voices to the process and building a solid foundation of community engagement.





## Michael A. Curtis, AICP

SENIOR PLANNER / PLANNING NEXT

It's uncommon for someone to be both a talented planner and a gifted designer. Fortunately for us, Michael is that rare person. Masterful at simplifying the complex, he translates ideas, concepts and plans into visual communications with easy-to-understand graphics. For the past 12 years, he's made all of us—including our clients—"look good." Proof positive? His work for Dublin, Ohio's community plan, Abu Dhabi's transportation vision and Cary, North Carolina's "Imagine Cary" online initiative.

### Education

- Masters of City and Regional Planning, The Ohio State University
- Bachelors of Fine Arts in Graphic Design from Mississippi State University.

### Certifications and Licenses

- American Institute of Certified Planners (AICP)

### Affiliations

- American Planning Association

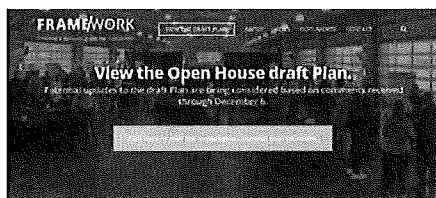
### Recent Speaking

- 2017 Central Ohio Planning and Zoning Workshop [Leveraging Insight2050 to Inform Local Planning - Learning from Grove City]
- 2017 DesignColumbus Sustainable Building Education Day and Trade Show [GroveCity2050]
- 2015 American Planning Association National Conference [Making Old Office Parks New Again]

### Relevant project experience includes:

- **Plan Together**, comprehensive plan processes for Richland County and the City of Columbia, SC;
- **Framework**, a comprehensive plan and city code update for the City of Tuscaloosa, AL;
- **Map for Mobile**, comprehensive plan for the City of Mobile, AL;
- **OneDecatur**, comprehensive plan for the City of Decatur, AL;
- **Horizons 2026**, comprehensive plan update for the City of Greenville, NC;
- **Comprehensive Plan**, for the City of Morgantown, WV;
- **Forward Madison County**, a comprehensive plan for Madison County, IN;
- **The Next Ten**, a 10-Year evaluation and appraisal of the comprehensive plan for the City of College Station, TX;
- **Land Use and Character Plan**, for a zoning code rewrite for the City of Anniston, AL;
- **Guiding the Future for a Lasting Lowcountry**, comprehensive plan for Charleston County, SC;
- **Regional Vision**, for the Morgantown Monongalia Metropolitan Planning Organization; and **Comprehensive Plan**, for the City of Morgantown, WV;
- **Forward Madison County**, a comprehensive plan for Madison County, IN;

Prior to joining Planning NEXT, Michael worked for the City of Dublin, Ohio where he provided long-range planning support, GIS mapping, and oversaw design components of the City's Community Plan Update. As a member of a planning team from the Ohio State University, he developed comprehensive plans for two unincorporated areas of Harrison County, Mississippi following Hurricane Katrina.

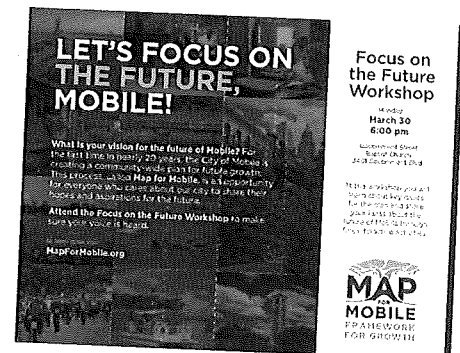


Framework is an opportunity for everyone who cares about our community to share ideas and create a plan to guide Tuscaloosa's growth for years to come.



When not providing technical expertise to our planning efforts, Michael contributes print and interactive online tools as part of our public engagement campaigns.

Recent examples include:  
[envisionmontgomery2040.org](http://envisionmontgomery2040.org)  
[framework.tuscaloosa.com](http://framework.tuscaloosa.com)  
[forwardop.org](http://forwardop.org)  
[2045inmotion.com](http://2045inmotion.com)





## C. Gregory Dale, FAICP

PRINCIPAL / MCBRIDE DALE CLARION

Greg Dale is a founding Principal with McBride Dale Clarion. He has managed planning projects throughout the country and has expertise in comprehensive plans, growth management plans, land use regulations, citizen outreach programs, and planning for historic areas. He also provides expert testimony on planning, zoning, and land use development issues.

Select publications:

### The Citizens Guide to Planning

Mr. Dale coauthored this publication along with Christopher J. Duerksen and Donald L. Elliott. The guide has recently been updated to better serve the activists, bureaucrats, and elected officials that have consulted the book for decades. The publication is primarily aimed at nonprofessionals, being an ideal guide to newly elected officials learning about planning for a sustainable world.

### The Planning Commissioner's Guide 2013

Mr. Dale, along with Anne McBride and Ben Herman, have authored The Planning Commissioners Guide. The publication has been designed to create a step by step guide for new planning commission members off on the right foot. The eight chapters cover the roles and responsibilities of planning commissioners, how to prepare for and be an active informed commissioner and how to run effective meetings while steering clear of ethical issues.

### Planning Commissioner's Journal

Mr. Dale has been a contributing columnist for the Planning Commissioners Journal since it was established in 1991. He has contributed forty articles dealing with a range of planning issues, including how to address difficult ethical issues.

Select relevant project experience includes:

- **A Comprehensive Plan Update** for Williamson County, TN;
- **A Comprehensive Plan** for Town of Mount Pleasant, SC;
- **Regional Area Plans** for Beaufort County, SC;
- **A Comprehensive Plan Update** for the City of Suffolk, VA; and
- **BCC2035**, a joint Strategic Plan for the City of Cleveland, and Town of Charleston, TN.

#### Education

- University of Cincinnati, College of Design, Architecture, Art and Planning, Master's Degree in Urban Planning
- Georgetown College, Georgetown, KY, B.S., Political Science and Sociology, Cum Laude

#### Certifications

- Fellow of the American Institute of Certified Planners 004684

#### Areas of Expertise

- Comprehensive Plans
- Land Use Planning
- Growth Management Plans
- Intergovernmental Coordination
- Public Participation

#### Public Service

- Ohio Chapter of the American Planning Association, President, 1986-1988
- APA Chapter Presidents' Council, Executive Committee, 1988-1990
- APA Planning and Law Division, Secretary/Treasurer, 1990-1992
- Cincinnati Historic Conservation Board, Former Board Member
- Victory Neighborhood Services Board of Directors, Former Board Member
- Columbia Tusculum Economic Development Corporation, Founding Trustee
- American Planning Association, Member
- Ohio Chapter of the American Planning Association, Member



## Emily Crow, AICP

PLANNER / MCBRIDE DALE CLARION

Ms. Crow is a certified planner and has worked as a planning consultant since 2001. She has created award winning plans, design guidelines, and worked with communities throughout the U.S. Midwest, and Southeast. She has developed skills in land use, policy, and comprehensive plans. She has also conducted plan review and permitting for numerous communities. Ms. Crow has experience working with growth demand forecasting for public facilities, form based planning, and context sensitive design guidelines, and special area redevelopment plans and regulations.

### Education

- University of Cincinnati  
College of Design, Architecture,  
Art and Planning  
Bachelor of Urban Planning

### Certifications

- American Institute of Certified  
Planners 019504

### Areas of Expertise:

- City and County Comprehensive  
Plans
- Land Use Planning
- Growth Management Plans
- Design Guidelines
- Redevelopment Plans

### Memberships/Affiliations

- Member, American Planning  
Association
- Member, Ohio Chapter of the  
American Planning Association
- Cincinnati Chapter Secretary/  
Treasurer-Current

### Award Winning Projects

- Williamson 2040 Plan
- Build One Portsmouth, Virginia
- Montgomery Ohio Gateway  
Redevelopment
- Columbia, South Carolina-Land Use  
Plan, 2015
- Culpeper, Virginia - Comprehensive  
Plan, 2012
- Charleston County, South Carolina -  
Comprehensive Plan, 2010
- Williamson County, Tennessee  
- Comprehensive Land Use Plan,  
2008
- Montgomery, Ohio - Corridor  
Design Guidelines, 2006

### Comprehensive, Area, and Strategic Plans

Ms. Crow has managed and worked on comprehensive plans contributing in all aspects of the plan process including research and analysis, public outreach, visioning and goal setting, policy development, and plan writing. She also contributes mapping and scenario planning and graphics to comprehensive plan documents.

### Design Guidelines and Standards

Ms. Crow has prepared special zoning districts and corridor design guidelines for a number of communities including Downtown Harrison, OH; Morgantown, WV; Aiken, SC; Madeira, OH; and Montgomery, OH conducting context analysis, citizen involvement, guideline creation and illustrations, and public presentations of concepts. She has also helped translate several of her plans to updated zoning regulations such as Columbia, SC.

### Corridor, Area and Redevelopment Plans

Ms. Crow has prepared corridor, area, and redevelopment plans with site specific recommendations including access management considerations, land use alternatives, and buffering and site planning considerations.

### Planning Staff

Ms. Crow has served as planning staff for the City of Huber Heights, Ohio and the City of Montgomery, Ohio conducting plan review for large scale planned unit developments and reviewing zoning variance applications.

Select relevant project experience includes:

- **A Comprehensive Plan Update** for Deerfield Township, OH;
- **A Comprehensive Plan** for the City of Parkersburg, WV;
- **A Comprehensive Plan Update** for Williamson County, TN;
- **A Comprehensive Plan and Uptown District Land Use Study** for the City of Portsmouth, VA;
- **A Comprehensive Plan** for the Town of Mount Pleasant, SC; and
- **A Land Use Plan** for the City of Columbia, SC.



## Rachel Gombosch

SUPPORT / MCBRIDE DALE CLARION

Ms. Gombosch is a planner with McBride Dale Clarion and 2018 graduate from the University of Cincinnati. She has worked with McBride Dale Clarion for 3 years and has assisted in drafting the City of Harrison, OH Comprehensive Plan; the City of Portsmouth, VA Comprehensive Plan; and the Columbia Township, OH Comprehensive Plan. While still establishing herself as a professional planner, she is a competent and detail oriented individual who won't accept anything but the best from herself or her work.

### Education

- University of Cincinnati
- College of Design, Architecture, Art and Planning
- Bachelor of Urban Planning - 2018
- Urban Design Certificate

### Areas of Expertise:

- Document Design
- GIS Analysis
- Research and Analysis
- Urban Design
- Comprehensive Plans

### Memberships/Affiliations

- American Planning Association ID-330306

### Award Winning Projects

- Portsmouth, VA - Build One Portsmouth Comprehensive Plan, 2018

### Comprehensive Plans and area plans

Ms. Gombosch has worked primarily on comprehensive and long-range planning projects with a focus on engagement materials, document design, GIS research and analysis, and public engagement events. Her efforts with the Envision Harrison Plan have met great applause from the client and city council who are excited about the user-friendly, readable document. Her work with Ms. Crow on the interactive Build One Portsmouth Plan is already setting a new standard for the expectations of what a comprehensive plan should be and was awarded as the 2019 Resilient Virginia Community of the Year.

### Zoning Regulations

Ms. Gombosch has been involved in content design for previous zoning code projects. Her work includes drafting graphic content for zoning codes to create a visual understanding for specific regulations and standards. Her work can be found in the Delhi Pike Business Corridor Zoning Regulations.

### Relevant Project Experience:

- **A Comprehensive Plan** for the City of Parkersburg, VA;
- **A Comprehensive Plan** for Deerfield Township, OH;
- **A Comprehensive Plan** for the City of Delaware, OH;
- **A Comprehensive Plan** for the City of Hillsboro, OH;
- **A Comprehensive Plan** for Williamson County, TN;
- **A Comprehensive Plan** for the City of Harrison, OH;
- **A Comprehensive Plan** for the City of Portsmouth, VA;
- **A Multi-Jurisdictional Area Plan** for Lady's Island, SC; and
- **A Comprehensive Plan Update** for Columbia Township, OH.





## Leigh Anne King, AICP, LEED AP

DIRECTOR / CLARION ASSOCIATES

Leigh Anne King is a Director in Clarion’s Chapel Hill office and leads the east coast planning practice. She has nearly 20 years of experience working with local governments to develop sustainable community plans, comprehensive plans, affordable housing studies, growth management strategies, and open space planning initiatives. She was the lead author of seven award winning plans in the Carolinas. Leigh Anne speaks regularly at national and state conferences on the topics of comprehensive and strategic planning, affordable workforce housing, and other planning topics. She serves as a co-chair for the APA-NC’s Affordable Housing Task Force. Before joining Clarion, Leigh Anne worked for a national land conservation nonprofit.

Relevant project experience includes:

### Education

- University of North Carolina, Chapel Hill, Master of City and Regional Planning,
- University of Tennessee, Knoxville Bachelor of Arts

### Professional History

- Clarion Associates, LLC 2005 - Present
- Center for Urban and Regional Studies Research Assistant, 2004-2005
- The Conservation Fund Land Use Programs Coordinator, 2000 - 2003
- American Secure Care Project Manager, 1998 – 2000
- Office of State Senator, Nashville, Tennessee Alumni Legislative Intern, 1998

### Professional Associations

- Member, American Institute of Certified Planners
- American Planning Association, North Carolina Chapter
- Leadership in Energy & Environmental Design Accredited Professional

### Publications

- Identifying and Addressing Local Affordable Housing Challenges in North Carolina, Carolina Planning Journal, Summer 2019
- Eating Our Own: How Planners Can Foster the Development of Local Food Systems, Carolina Planning Journal, Summer 2013
- Workforce Housing and the Courts, Planning and Environmental Law, October 2011
- Green Infrastructure Plan Evaluation Frameworks, Journal of Conservation Planning, March 2005

- **Engage 2045**, a Comprehensive Plan for James City County, VA;
- **2035 Strategic Plan**, for James City County, VA;
- **Charlotte Future 2040**, a Comprehensive Plan for the City of Charlotte, NC;
- **What’s Next Davidson?** a Comprehensive Plan for the Town of Davidson, NC;
- **Grow With Us Lexington County**, a Comprehensive Plan for Lexington County, SC;
- **PLANWake**, a Comprehensive Plan, for Wake County, NC;
- **Columbia Compass**, a Comprehensive Plan for the City of Columbia, SC; and
- **OneMooresville**, a Comprehensive Plan for the City of Mooresville, NC.

### Other Comprehensive and Sustainable Community Plans

Camden County, NC	Fredericksburg, VA	Richland County, SC
Cary, NC	Greenville, NC	Rock Hill, SC
Charlotte, NC	Iredell County, NC	Statesville, NC
Clemmons, NC	James City County, VA	Tupelo, MS
Columbia, SC	Kannapolis, NC	Union County, NC
Davidson, NC	Lexington County, SC	Wake County, NC
Eastern Orangeburg County, SC	Manassas, VA	Wilson, NC
	Mooresville, NC	



### Tim Richards, AICP, ESQ.

PRINCIPAL / CLARION ASSOCIATES

Tim Richards is a Principal in Clarion's Chapel Hill office. His practice focuses on zoning and plan implementation, with an emphasis on procedural efficiencies and sustainable development practices. Prior to joining Clarion, Mr. Richards worked as a planner for Onslow County, North Carolina, where he served as staff lead on a variety of projects involving comprehensive planning, small area planning, and amendments to land development regulations. Since joining Clarion, he has worked on a number of development code updates. In his work, Mr. Richards seeks to provide communities with the best tools available to realize their desired land use outcomes.

**Education**

- The University of Arizona, AZ, Master of Science, Planning
- Brigham Young University, Provo, UT, Juris Doctor
- Brigham Young University, Provo, UT Bachelor of Arts, Linguistics

**Professional History**

- Clarion Associates, LLC  
Senior Associate  
2018 - present  
Associate, 2015 - 2017
- Onslow County, North Carolina  
Planner, 2009-2015

**Professional Associations**

- American Institute of Certified Planners
- American Planning Association, North Carolina Chapter

**Project Skills**

- Zoning code assessments and drafting
- Comprehensive planning and implementation
- Legislative support
- Mapping and graphics
- Project management

Relevant project experience includes:

- **Zoning Ordinance Update** for Fairfax County, VA;
- **Zoning Ordinance Update** for Henrico County, VA;
- **Zoning Ordinance Update** for Prince George's County, VA;
- **Zoning Ordinance Update** for the City of Columbia, SC;
- **Unified Development Code Update** for the City of Kannapolis, NC;
- **Zoning Ordinance Update** for the City of Maitland, FL;
- **Zoning Ordinance Update** for the Town of Mooresville;
- **Land Development Code Update** for Richland County, SC;
- **Zoning Ordinance Update** for State College, PA; and
- **Zoning Ordinance Evaluation** for the City of Statesville, NC.



## Vlad Gavrilovic, AICP

PRINCIPAL / EPR P.C.

Vlad Gavrilovic is a principal with EPR and has over 30 years of experience in the integration of land use, urban design and transportation planning practice. He has managed a wide variety of complex projects throughout his career and has designed innovative and context sensitive solutions for communities throughout the country. His experience includes land use and transportation planning, multi-modal transportation design, urban design, environmental planning, and facilitation, public involvement and consensus building.

Relevant project experience includes:

### Education

- University of Virginia, M.A. Urban and Environmental Planning
- University of Illinois, B. Arch. Architecture

### Registrations

- American Institute of Certified Planners, No. 91410

### Affiliations

- University of Virginia, Department of Planning, Adjunct Faculty, *Instructor in Environmental Planning and Design*, 2000-2003
- George Washington University, CCEW Division of Landscape Design, *Instructor in Design Theory*, 1992-1995

### Transportation Planning (Virginia)

- **Multimodal Transportation Master Plan** for the City of Norfolk;
- **Bicycle Plan** for the Town of Altavista;
- **Hampton Roads Regional Connectors Study** for the Hampton Roads Transportation Planning Organization (HRTPO);
- **Central Virginia Connectivity Plan** for the Office of Intermodal Planning and Investment (OIPI);
- **Local Government Assistance for Urban Development Areas** for the Virginia Department of Transportation (VDOT);
- **Multimodal System Design Guidelines**, for the Virginia Department of Rail and Public Transportation (DRPT);
- **Transportation Efficient Land Use and Design Guide** for VDOT;
- **Broad Street Bus Rapid Transit Study** for DRPT; and
- **Route 58 Economic Development and Land Use Plan** for Isle of Wight County.

### Comprehensive Planning (Virginia) for:

- James City County,
- Chesterfield County
- Augusta Count
- Powhatan County
- City of Winchester

### Community Planning

- **Warren County Vision** for Warren County, VA;
- **Strasburg Vision** for the Town of Strasburg, VA;
- **Toano Community Character Area Study** for James City County, VA;
- **Bladensburg Town Center Design Plan** for the City of Bladensburg, MD;
- **National Mall Master Plan for Site Improvements** for the Smithsonian Institution;
- **Stonestreet Area Redevelopment Plan** for the City of Rockville, MD;
- **Waterfront Design Guidelines and Master Plan** for the Town of Cape Charles, VA;
- **Broad Street Bus Rapid Transit Study**, City of Richmond, VA Virginia Department of Rail and Public Transportation;
- **Round Hill Design Charrette** for Loudoun County, VA.



## William L. Wuensch, PE., PTOE

PRINCIPAL TRANSPORTATION ENGINEER AND PLANNER / EPR P.C.

Bill Wuensch is a transportation engineer / planner who understands the importance of a transportation system that provides for multimodal mobility options within the context of the community and region. He works with stakeholders and agencies to understand and address the livability of a region or community by finding solutions that balance and optimize vehicular capacity needs, traffic circulation and parking opportunities, travel demand management, transit service strategies, and the needs of pedestrians and bicyclists. He has consulted with communities and agencies in the northeast, mid-Atlantic, and Florida providing transportation planning and engineering services.

Relevant project experience includes:

**Central Virginia 2035, 2040, and 2045 Long Range Transportation Plan Updates.** Bill managed the prior three updates to the regions LRTP for the Central VA MPO. Each of the planning process varied, ranging from a scenario approach, creation of a prioritization tool, and collaborating with recent economic development planning. Bill has also managed numerous other planning studies, including multimodal corridor studies, for the region over the past 12 years.

**Danville MPO 2045 Long Range Regional Transportation Plan Update.** Bill led the 2045 LRTP update for the Danville MPO region. The planning process included two public meetings, extensive stakeholder coordination, technical analyses, and assembly of a plan for the region’s roads and multimodal needs over the next 25 years. Bill has also managed numerous corridor studies and other planning efforts for the MPO over the past 5 years.

**Urban Development Area Planning.** Bill served as the lead transportation engineer for small area (UDA) studies in Montgomery and Fauquier Counties. Bill’s role was to identify appropriate transportation network improvements to accommodate the desired type and density of future growth.

**NSC Connector Study, Suffolk, VA .** Bill led a traffic analysis effort to develop traffic projections and traffic operational analyses for multiple possible alignments for the NSC Connector Route. The study culminated in a preferred alignment and recommendations for intersection laneage.

**On-Call Services - City of Charlottesville, VA.** Bill has provided traffic engineering assistance for the past eighteen years, including three terms as the City’s Temporary City Traffic Engineer. Typical assignments through this contract included traffic operations analysis, responding to citizen concerns, preparation and review of traffic studies, signal retiming, neighborhood traffic calming, and assisting with the update to the City’s long-range transportation plan.

**Continuing Traffic Analysis and Engineering City of Lynchburg, VA.** Bill has provided traffic engineering assistance to the City of Lynchburg for the past seventeen years. Typical assignments include conducting traffic studies, reviewing traffic studies, designing signalization and other traffic control device improvements, and serving as a resource for providing advice on transportation matters.

### Education

- University of Central Florida, BS Civil Engineering

### Registrations

- Professional Engineer VA, NC and FL

### Affiliations

- American Society of Civil Engineers Institute of Transportation Engineers
- Virginia Section of ITE (Past President)
- Vice President of JAUNT Board of Directors (Paratransit Agency for Charlottesville VA region)

### Lectures

- University of Virginia, School of Architecture - transportation planning and placemaking through urban design



## Todd Gordon, AICP, PMP

SENIOR PLANNER / EPR P.C.

Todd Gordon has over 15 years of professional experience as a land use planning, transportation, and project management consultant for local, regional, and state governments. His work is focused on creating clear and concise community strategies based on sound analysis and local participation. He is well-versed in public involvement workshops, community surveys, and stakeholder facilitations that drive engaging and realistic plans.

Todd has also worked extensively in the real estate development industry on site analysis, entitlement, site planning, and project management, guiding numerous private sector real estate projects from concept to construction. Todd's experience in both public and private sector planning allows him a unique perspective on the growth and development of rural, suburban, and urban places and produces integrated and realistic plans for neighborhood and community growth.

Relevant project experience includes:

### Education

- University of Virginia, M.A. Urban and Environmental Planning
- University of Virginia, Bachelors, Urban and Environmental Planning

### Registrations

- American Institute of Certified Planners
- Certified Project Management Professional

- **Urban Development Areas** for the Virginia Department of Transportation;
- **Transportation Efficient Land Use Guide** for Local Governments - Virginia Department of Transportation
- **Bicycle and Pedestrian Master Plan** for the City of Harrisonburg, VA;
- **Commonwealth Boulevard Corridor Study** for the City of Martinsville, VA;
- **Comprehensive Plan Update** for the Amelia County, VA;
- **Comprehensive Economic Development Strategy** - Commonwealth Regional Council
- **Comprehensive Plan Update** for the Town of Middleburg, VA;
- **Bus Rapid Transit Route and Station Concept Plans** for the City of Tallahassee, FL;
- **Small Area Plans** for Sussex County, VA;
- **Comprehensive Plan Update** for the City of Hopewell, VA;
- **Fiscal Impact Model** for the King George County, VA;
- **Comprehensive Zoning and Subdivision Ordinance Revision** for the City of Martinsville, VA;
- **Zoning and Subdivision Regulation Evaluation** for the Town of Bedford, VA
- **Comprehensive Plan Update** for James City County, VA;
- **Village Area Planning and Urban Design** for New Kent County, VA.



## Carson Bise, II, AICP

PRESIDENT / TISCHLERBISE

Carson Bise started his career as a local Planner in Virginia, and now has 30 years of fiscal, economic and planning experience. He has conducted fiscal and infrastructure finance evaluations in 39 states, including the Commonwealth of Virginia. Mr. Bise has developed and implemented more fiscal impact models than any consultant in the country. The applications which Mr. Bise has developed have been used for evaluating multiple land use scenarios, specific development projects, annexations, urban service provision, tax-increment financing, and concurrency/adequate public facilities monitoring. Mr. Bise is also a leading national figure in the calculation of impact fees, having completed over 350 impact fees. Mr. Bise has also written and lectured extensively on fiscal impact analysis and infrastructure financing. His most recent publications are *Fiscal Impact Analysis: Methodologies for Planners*, published by the American Planning Association, a chapter on fiscal impact analysis in the book *Planning and Urban Design Standards*, also published by the American Planning Association, and the ICMA IQ Report, *Fiscal Impact Analysis: How Today's Decisions Affect Tomorrow's Budgets*. Mr. Bise was also the principal author of the fiscal impact analysis component for the Atlanta Regional Commission's Smart Growth Toolkit and is featured in the recently released AICP CD-ROM Training Package entitled *The Economics of Density*. Mr. Bise is currently on the Board of Directors of the Growth and Infrastructure Finance Consortium and recently Chaired the American Planning Association's Paying for Growth Task Force. He is an Affiliate of the National Center for Smart Growth Research & Education.

### Education

- Shenandoah University, M.B.A., Economics
- East Tennessee State University, B.S., Geography/Urban Planning,
- East Tennessee State University, B.S., Political Science/Urban Studies,

### Speaking Engagements

- *Fiscal Impact Assessment*, AICP Training Workshop, APA National Planning Conference
- *Dealing with the Cost of Growth: From Soup to Nuts*, ICMA National Conference
- *Demand Numbers for Impact Analysis*, National Impact Fee Roundtable
- *Calculating Infrastructure Needs with Fiscal Impact Models*, Florida Chapter of the APA Conference
- *Economic Impact of Home Building*, National Impact Fee Roundtable
- *Annexation and Economic Development*, APA National Conference
- *Economics of Density*, APA National Conference
- *The Cost/Benefit of Compact Development Patterns*, APA National Conference
- *Fiscal Impact Modeling: A Tool for Local Government Decision Making*, ICMA National Conference
- *Mitigating the Impacts of Development in Urban Areas*, Florida Chapter of the APA
- *Impact Fee Basics*, National Impact Fee Roundtable
- *Fiscal Impact Analysis and Impact Fees*, National Impact Fee Roundtable

Relevant Virginia project experience includes:

- **Fiscal Impact Model** for the City of Chesapeake, VA;
- **Fiscal Impact Analysis of General Plan Alternatives** for the City of Anchorage, AK;
- **Fiscal Impact Analysis of Annexation Alternatives** for the City of Clovis, CA;
- **Fiscal Impact Analysis of Growth Scenarios** for Mesa County, CO;
- **Fiscal Impact Analysis of Great Pond Village** for the Town of Windsor, CT;
- **Fiscal Impact Analysis for** Hernando County, FL;
- **Fiscal Impact Model**; Northeast Florida Regional Council;
- **Fiscal Impact Analysis of Two Growth Scenarios** for the City of Champaign, IL;
- **Fiscal Impact Analysis of Growth Scenarios; Cost of Land Uses Study** for the City of Lawrence, KS;
- **Fiscal Impact Analysis of Growth Scenarios** for Prince George's County, MD;
- **Fiscal Impact Analysis of Growth Scenarios** (Metro Council Study) for the City of Minneapolis, MN
- **Fiscal Impact Analysis of Urban Services Provision** for the City of Wilmington, NC;
- **Fiscal Impact Analysis of Growth Scenarios; Fiscal Impact Model** for Oklahoma City, OK;
- **Fiscal Impact Analysis of Future Land Use Plan** for the City of Denton, TX; and
- **Cost of Land Uses Fiscal Impact Analysis** for the City of San Antonio, TX.



## Julie Herlands, AICP

VICE PRESIDENT / TISCHLERBISE

Julie Herlands is Vice President with TischlerBise and has 18 years of planning, fiscal, and economic development experience. Prior to joining TischlerBise, Ms. Herlands worked in the public sector in Fairfax County, Virginia, for the Office of Community Revitalization and for the private sector for the International Economic Development Council (IEDC) in their Advisory Services and Research Department. Her economic, fiscal impact, and impact fee/infrastructure finance experience with TischlerBise includes a wide-range of assignments in over 15 states with significant presence in Virginia. She is a frequent presenter at national and regional conferences. She is a Past Chair of the Economic Development Division of the APA and recently chaired the APA Task Force on Planning and Economic Development.

Relevant Virginia project experience includes:

### Education

- University of Maryland, Masters of Community Planning
- University of Buffalo, Bachelor of Arts, Political Science

### Speaking Engagements

- What Are the Costs to Serve Development? APA National Planning Conference
- Local Fiscal Challenges and Planning Solutions, APA National Planning Conference
- *Cash Proffers and Impact Fees*, APA Virginia Chapter Annual Conference
- Economic Development for Planning Practitioners, Training Workshop, APA National Planning Conference
- Proffers vs. Impact Fees: The Virginia Experience, National Impact Fee Roundtable
- Impact Fee—Or Is It? APA National Planning Conference
- Integrating Planning with School Demands, APA National Planning Conference
- Planning and Fiscal Reality, APA National Planning Conference
- Land-Value Capture for Community Benefits, 2018 APA Learn Online Course

- **Fiscal Impact Model** for the City of Alexandria, VA;
- **Fiscal Impact Model** for the City of Fairfax, VA;
- **Fiscal Impact Model** for the City of Falls Church, VA;
- **Capital Impact Model and Study** for Fauquier County, VA;
- **Capital Impact Model and Study** for Frederick County, VA;
- **Capital Impact Model and Study** for Goochland County, VA;
- **Impact Fee Study; Cash Proffer Study; Fiscal Impact Model** for Henrico County, VA
- **Cash Proffer Study** for Prince George County, VA
- **Impact Fee Study** for Prince William County, VA
- **Impact Fee Study** for Spotsylvania County, VA
- **Impact Fee** for Study Stafford County, VA



## Colin McAweeney

FISCAL/ECONOMIC ANALYST / TISCHLERBISE

Colin McAweeney is a Fiscal and Economic Analyst at TischlerBise with specialties in finance and economic development planning. Prior to joining TischlerBise, Mr. McAweeney completed his M.S. at Erasmus University Rotterdam where he specialized in economic development. Here, Mr. McAweeney became knowledgeable in planning that involves fiscal, social, and environmental sustainability. In Rotterdam, Mr. McAweeney conducted several field studies of local at-risk neighborhoods and presented planning solutions to city leaders. Additionally, he brought together a team of academics and consultants to plan a biking corridor in Kenya. He finished his degree with a thesis surrounding the urban aspects that attract investment. Before pursuing his M.S., Mr. McAweeney worked in the finance sector for several years. While performing at a high level, he was able to become very familiar with financial markets and business financing.

### Education

- M.S., Urban Management and Development, Erasmus University Rotterdam
- B.S., Economics with an emphasis on Mathematics, University of Wisconsin - Madison

Relevant project experience includes:

- **Fiscal Impact Study** for the City of Blue Lake, CA;
- **Fiscal Analysis of Annexation Study** for the City of Bryan, TX;
- **Fiscal Impact Study** for the Village of El Portal, FL;
- **Fiscal Impact Model** for the City of Falls Church, VA;
- **Capital Impact Model** for Frederick County, VA;
- **Capital Impact Model** for Goochland County, VA;
- **Regional Governance Structure Study** for Harris County, TX;
- **Fiscal Impact (Expenditures) Study** for Hanover County, VA;
- **Fiscal Impact Study** for the City of Henderson, NV;
- **Fiscal Impact Study** for the City of Lake Tahoe, CA;
- **Cost of Land Use Study** for La Plata County, CO;
- **Fiscal Impact Study** for the City of Little Rock, AR;
- **Policy Documents, Economic & Fiscal Impact Study, Cost of Land Use Study, Residential Linkage to Nonresidential Study** for Loudoun County, VA;
- **Fiscal Impact Model** for the City of Nassau County, FL;
- **Cost of Land Use Study** for New Castle County, DE;
- **Fiscal Impact Study** for North Myrtle Beach, South CA;
- **Economic & Fiscal Impact Study** for the City of Portsmouth, VA; and
- **Revenue Structure Study** for Shreveport-Caddo Parish, LA.





## Kevin Hively

PRESIDENT / NINIGRET PARTNERS

Kevin is founder and President of Ninigret Partners. He brings 22 years of experience working with corporations, governments and leading non profits on key strategic and economic issues. Private clients have include four USNWR top ranked hospitals, and leaders in the fields of medical devices, property and casualty insurance, polymers, and electronics. Public clients include the state development agencies in MA, CT, RI; major cities including Detroit MI, Boston MA, Philadelphia PA, Grand Rapids MI, Muncie IN, Pittsburgh PA, Youngstown OH, Hartford CT, Pittsburgh PA, New Haven CT, Stamford CT, Providence RI, and Springfield MA.

Previously he was a member of the Global Leadership Management Group for Telesis, the strategy consulting arm of Towers Perrin. While at Telesis he worked with the firm’s energy group and co-led the healthcare life science strategy team. Prior to Telesis, Mr. Hively was Director of Policy for the Governor of Rhode Island.

Kevin has coauthored or been a contributing writer on books and publications involving key business issues in the energy industry, risk management and mergers and acquisitions.

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### Education

- Bachelors of Arts, Public Policy, Brown University
- MIT Professional Development Institute

### Affiliations

- EDF-RI (BD of Directors)
- Hope Street Group (former BD of Directors)
- Urban Ventures (former BD of Directors)
- Energy Policy Forum Member, American Enterprise Institute
- Strategic Development Organizations Working Group, Aspen Institute



## Keelia Kentor

SPECIALIST / NINIGRET PARTNERS

Keelia Kentor is a specialist for Ninigret Partners for physical planning and design. She has worked on a variety of projects, including comprehensive plans, traffic planning, environmental impact analyses, open space planning, and campus and facilities master plans. Keelia has experience working for a variety of clients including municipalities and educational institutions. She enjoys projects that provide opportunities to innovate new ways to convey information.

For the past 10 years, Keelia’s work has focused on visioning, master planning and facilities planning. In addition to developing campus and facilities master plans, she has assisted clients in outlining and prioritizing capital development programs and is well versed in coordinating facilities condition assessments. Her work for these clients has included developing compelling presentations for fundraisers and public engagement events.

Prior to her campus and facilities work, Keelia was a principal planner for the City of Providence, where she worked on community development, streetscape design, and development of the City’s comprehensive plan. Her community engagement work with the Providence Tomorrow initiative has given her a unique perspective on stakeholder inclusion and analysis.

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### Education

- Masters of Science, Urban Planning, Columbia University
- Bachelors of Arts, Architectural Studies and Urban Design, New York University

### Affiliations

- American Institute Of Certified Planners
- Association for Learning Environments

# E. QUALIFICATIONS

This section presents the Team’s qualifications to perform the work and specific project examples of similar size and scope.



[planning-next.com](http://planning-next.com)

75 West Third Ave.  
Columbus, OH 43201  
(614) 586-1500

**Year Established:** 1997

**Professional Services Offered**

- Pre-Planning
- Visioning + Strategic Planning
- Comprehensive Planning + Urban Design
- Community Engagement (in person + virtual)
- Social Media + Web-Based Engagement
- Visual Communication

**Select Comprehensive Planning Experience**

- Aiken, South Carolina
- Athens-Clarke, Georgia
- Cary, North Carolina
- Charleston County, South Carolina
- Cincinnati, Ohio
- Clark County, Ohio
- College Station, Texas
- Columbia and Richland County, South Carolina
- Davidson, North Carolina
- Decatur, Alabama
- Deerfield Township, Ohio
- Delaware, Ohio
- Lebanon, Ohio
- Lee County, Alabama
- Loudoun County, VA
- Mobile, Alabama
- Montgomery, Alabama
- Morgantown, West Virginia
- Tuscaloosa, Alabama
- Wabash County, Indiana
- Wayne County, Ohio
- Whitley County, Ohio

Since 1997, Planning NEXT has helped communities come together to create plans that move them forward. Planning NEXT is a multidisciplinary community visioning and planning practice that brings people together for a shared sense of purpose and place. The firm is organized around senior project managers with dedicated, creative and smart support staff. Some keys to our success:

**Create an enduring place.** Community character sets a place apart, incites loyalty, and attracts business and growth. It draws people to call a place “home.” Every community has it; but not every community knows how to manifest it. We help communities understand and embrace their physical character. Then we create a character-enhancing plan rooted in quality development.

**Invite genuine participation.** When it comes to a community’s future, most agree that citizens should have their say. The problem, though, is getting a broad and fair representation—and then deciding what to do. We attract participation from a cross-section of community members, including those typically not involved in planning efforts, and ensure that involvement is a real choice to be excited about.

**Manage the effort.** Every project brings its share of complexity. Whether engaging diverse stakeholders, dealing with budgetary constraints, coordinating the efforts of multiple jurisdictions, or all of these at once, we’re known for skillfully facilitating, managing and bringing together personalities, ideas and possibilities into a single, actionable plan.

**Communicate clearly.** True understanding and acceptance are always more favorable than superficial buy-in or forced resignation. That’s why we believe in integrating insight into even the most complex planning issues. We help stakeholders make informed decisions about potential solutions while promoting dialogue and open communication among internal and external audiences.

**Cultivate understanding.** For real impact, a plan needs to include a strategic communications effort that informs and inspires. We help to express the plan in a way that empowers participants and encourages community-wide support. From marketing material to web sites to social media, we leverage graphic design and collateral to educate stakeholders about the process while building emotional attachment to the plan.

**Advance prosperity.** Planning is about getting results. From the initiation of a project, we are focused on implementation. To get there, it takes envisioning what is possible, engaging at the grassroots and leadership levels, affirming direction, and developing a realistic action plan with clear implementation steps. To the extent a community’s prosperity is improved—individuals, business, institutions and government—so much else is possible.



[www.mcbridedale.com](http://www.mcbridedale.com)

5721 Dragon Way, Suite 300  
Cincinnati, Ohio 45227  
(513) 518-1345

Year Established: 1999

**Areas of Expertise**

- Multi-jurisdictional and regional planning
- Comprehensive plans
- Neighborhood plans and design standards
- Downtown plans and strategies
- Area plans
- Redevelopment and development plans
- Zoning regulations
- Citizen participation strategies
- Sustainable development practices
- Architectural and development guidelines or standards
- Client representation with communities
- Land use plans

**Award Winning Projects**

- Williamson 2040 Plan for Williamson County, TN: 2020 Excellence in Land Use Initiatives award by the Greater Nashville Regional Council (GNRC)-In association with KCI, and TischlerBise
- Build One Portsmouth, a Comprehensive Plan for Portsmouth, VA: 2019 APA Award for Resilient Virginia Community of the Year - In association with Clarion Associates, The Miles Agency, TischlerBise, UNC Asheville, planning NEXT & Kimley-Horn
- Plan Together, City of Columbia & Richland County, SC: 2016 SCAPA Outstanding Multi-Jurisdictional Plan - In association with Clarion Associates & planning NEXT
- Plan Cincinnati, a Comprehensive Plan for Cincinnati, OH: 2014 Daniel Burnham Award for a Comprehensive Plan and 2013 Ohio APA Outstanding Plan - In association with planning NEXT
- East Franklinton Creative Community District Plan for Columbus, OH: 2013 National Planning Excellence Award for Innovation in Economic Development & Planning - In association with Goody Clancy & planning NEXT
- A Comprehensive Plan for Culpeper, VA: 2012 Virginia APA Outstanding Plan Award

McBride Dale Clarion (MDC) is a consulting firm based in Cincinnati, Ohio, whose staff focuses on comprehensive and land use planning, zoning codes, and development services. Anne McBride and Greg Dale founded MDC in 1999. The professionals at MDC strive to provide customized services to all of their clients. The firm’s planners consistently produce award winning plans. MDC assist clients across the country and navigate planning processes and stakeholder engagement to create implementable plans with a perspective in both the public and private sectors of development.

**PHILOSOPHY**

The firm’s philosophy is to focus on community values, the regulatory, fiscal and administrative capacities, and the recognition of the form and function of the built and natural environment as the framework to provide direction on all the other components of the comprehensive plan.

**Respect individual community character and values.** MDC team members have significant experience drafting innovative plans and regulations to ensure that new development respects and protects established community character. The firm’s planning process helps use valuable public input to identify community character and design preferences, as well as establish guiding principles for the plan recommendations.

**Sound intelligent information.** As important as community values and character are to the planning process, it is also essential to understand the technical realities of executing a vision. The professionals of MDC have the ability and experience to conduct a thorough analysis of existing conditions and trends in a community. This allows for true issue identification and a solid foundation for the planning process that can parallel the public opinion and input.

**Practical actions.** MDC has a track record of successful implementation strategies. The professionals of MDC are creative thinkers, but are also hard-nosed and realistic when it comes to drafting plans that work in practice. Team members are intimately familiar with the range of land use and economic development tools available to make codes and plans functional, including private/public partnerships, intergovernmental land use planning, and regulatory agreements.

**COMPREHENSIVE AND REGIONAL PLANS**

MDC has written and managed comprehensive plans for a variety of jurisdictions in many states including counties, incorporated cities, towns and villages, townships, and multi-jurisdictional regional projects. MDC manages these broad scope projects to address the various challenges facing diverse communities.

By combining meaningful public input, and a strategic way of looking at traditional development patterns, MDC is able to help focus community resources on the strategies in a comprehensive plan that will make the biggest long-term impacts towards realizing the community’s vision.

# CLARION

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**clarionassociates.com**

101 Market Street, Suite D  
 Chapel Hill, NC 27516  
 (919) 967-9188

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**Year Established:** 1992

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**Areas of Expertise**

- Community, regional, and neighborhood planning
- Downtown and suburban zoning systems
- Design standards and development regulations
- Historic Preservation
- Development Financing
- Downtown plans and strategies
- Growth Management strategies for cities and regions
- Citizen participation strategies.
- Implementation strategies

Clarion Associates is a national land-use consulting firm with offices in Chapel Hill, North Carolina; Denver and Fort Collins, Colorado; and affiliate offices in Chicago, Philadelphia, and Cincinnati. Our unusual combination of talents in land use and urban planning, design, land use law, and real estate economics allows us to develop creative solutions to difficult land use and design questions. Clarion is particularly known for its expertise in land use and plan implementation. Clarion Associates has represented both private and public sector clients on a variety of land-use planning and zoning matters. Its principals have written plans and drafted ordinances, regulations and design standards throughout the United States.

Clarion is particularly known for our expertise in:

**PLANNING AND ZONING**

Clarion Associates has represented both private and public sector clients on a variety of land-use plans, design guidelines and standards, and ordinances and regulations throughout the United States, with particular emphasis on historic preservation, development financing, design standards, natural resource protection, and both downtown and suburban zoning systems.

**MARKET ANALYSIS**

The members of Clarion Associates have diverse backgrounds in finance, economics, marketing, planning, urban design, environmental studies, political science and land use law. With integration of this combination of skills, we develop creative solutions to difficult real estate questions. Clarion Associates has extensive experience in analyzing the market for every type of property—including residential, office, industrial, major mixed-use developments, convention centers, large transportation facilities, tourism complexes—in a variety of locations such as suburban sites, downtowns, lakefronts, and rural areas.

**DEVELOPMENT ECONOMICS**

Clarion specializes in advising public sector clients on the economics and fiscal impacts of development proposals, incentives needed to encourage development, and other aspects of project feasibility. We have analyzed the economics of numerous types of real estate development in both urban and rural contexts and the impacts of proposed plans and cost recovery systems on different forms of development.

# TischlerBise

FISCAL | ECONOMIC | PLANNING

[tischlerbise.com](http://tischlerbise.com)

4701 Sangamore Road, S240  
Bethesda, MD 20816  
(301) 320-6900

**Year Established:** 1977

**Services offered**

- Fiscal Impact Analyses
- Impact Fees
- Capital Improvement Plans
- Infrastructure Financing Strategies
- Economic Impact and Market Analyses
- Fiscal Software

**Commonwealth of Virginia Experience**

- Albemarle County
- Alexandria\*
- Augusta County
- Charles County
- Chesterfield County
- Chesapeake\*
- Fairfax\*
- Falls Church\*
- Fauquier County^
- Frederick County\*\*
- Goochland County^
- Henrico County\*
- Isle of Wight County^^
- James City County
- Leesburg\*
- Norfolk
- Poquoson
- Powhatan
- Prince George County
- Prince William County
- Pulaski
- Spotsylvania County
- Stafford County†
- Suffolk
- Sussex County

\* Fiscal Impact Model

^ Capital Impact Model (to comply with Cash Proffer law)

^^ Under contract to develop a Capital Impact Model

† Impact Fee Study

TischlerBise, Inc., was founded in 1977 as Tischler, Montasser & Associates. The firm became Tischler & Associates, Inc., in 1980 and TischlerBise, Inc., in 2005. The firm is a Subchapter (S) corporation, is incorporated in Washington, D.C., and maintains offices in Bethesda, Maryland and Boise, Idaho.

TischlerBise is a fiscal, economic, and planning consulting firm specializing in fiscal/economic impact analysis, impact fees, market feasibility, infrastructure financing studies and related revenue strategies. Our firm has been providing consulting services to public agencies for forty years. In this time, we have prepared over 900 fiscal/economic impact evaluations and over 900 impact fee/infrastructure financing studies – more than any other firm. Through our detailed approach, proven methodology, and comprehensive product, we have established TischlerBise as the leading national expert on revenue enhancement and cost of growth strategies.

**Virginia Experience**

TischlerBise has significant relevant and direct experience working in the Commonwealth of Virginia, including development and implementation of first-of-its-kind Capital Impact Models for jurisdictions to comply with recent changes to cash proffer law. The table below provides a list of our Virginia clients, where we have developed capital and/or fiscal impact models and/or conducted cash proffer, impact fee, or fiscal impact studies.

**National Experience**

TischlerBise is the national leader in advancing the “state of the practice” for one-time capital costs (e.g., impact fees in other parts of the country) and fiscal impact models and evaluations. For example, TischlerBise pioneered impact fees by housing size and/or bedroom count, tiered transportation fee schedules, techniques for mitigating high fees for nonresidential development, and integrating transportation impact fees as part of an overall funding strategy. Clients are highlighted on the map below.





[epr-pc.com](http://epr-pc.com)

902 East Jefferson Street, Suite 101  
 Charlottesville, VA 22902  
 (434) 202-5082

**Year Established:** 2011

**Services offered**

- Transportation Planning
- Corridor Studies
- Land Use Planning
- Feasibility Studies
- Multimodal Planning + Design
- Roadway Design
- Traffic Impact Studies + Control Device Design
- Maintenance of Traffic Design
- Roadway + Site Lighting
- Parking Studies
- Public Involvement + Facilitation
- Urban Design
- Comprehensive Plans
- Zoning Audits and Codes
- Grant Application Support
- Stormwater / Drainage Studies and Design
- Landscape Architecture

EPR, P.C. (EPR), headquartered in Charlottesville Virginia, is a multidisciplinary planning and design firm providing traffic and transportation engineering, land use and transportation planning, urban design, and civil engineering services throughout the Mid-Atlantic and southeast. Founded in 2011, our company includes a group of fourteen Engineers, Designers, and Planners holding licenses throughout the southeast and mid-Atlantic. EPR is a professional corporation and is certified as a Disadvantaged Business Enterprise (WBE/DBE) firm.

EPR has a unique focus on cross-disciplinary approaches - integrating transportation, land use and community design considerations to create effective and lasting plans and designs. We also have a strong focus and legacy of community involvement and bring to each of our projects a creative approach to engaging stakeholders in the planning and design process. Our approach is centered on building consensus as we go so that our projects have lasting positive results for each community and each client.

As part of our qualifications for Suffolk’s Comprehensive Plan, EPR’s has a strong history of providing planning and engineering services to similar cities in Virginia such as Norfolk, Charlottesville, Lynchburg, Danville, and Winchester and other localities such as James City County. EPR is also conducting the scenario planning process for the Hampton Roads region as part of the Regional Connectors Study for the HRTPO. EPR efficiently provides a wide range of municipal transportation engineering and planning services. In the planning realm, EPR supports MPOs to update LRTPs and provide corridor and multimodal plans, and EPR also leads comprehensive plan update efforts for localities ranging from Abingdon to James City County, Virginia.



[ninigretpartners.com](http://ninigretpartners.com)

11 South Angell St., #494  
 Providence, RI 02906  
 (401) 276-2618

**Experience**

- Regional Growth Strategy, East Central Indiana (greater Muncie), IN
- US 422 Corridor Plan, Youngstown, OH
- Lower CT River Valley Smart Growth Plan
- North Central Massachusetts Industrial Land Reuse Strategy, MA
- Manufacturing Strategy, Philadelphia, PA
- Midtown Cleveland Master Plan and Housing Study, Cleveland OH
- Downtown Retail Development Strategy, Macon, GA
- Uptown District, Pittsburgh, PA
- Downtown Housing Affordability, Fargo, ND
- Forward Downtown Plan, Grand Rapids, MI

Ninigret Partners LLC (NP) is a boutique economic design firm that specializes in the art and science of blending customer insights, behavioral economic concepts and design principles to achieve desired economic goals.

**Management Consulting .** NP has over 20 years of experience providing management consulting services. Our focuses on providing customized business strategy services to clients in industries undergoing rapid change. We also work with institutions and non profits on key service design and economic questions.

**Economic Development.** NP has a unique approach to economic development. In our view economic development is the result of a robust, growing business sector. We start with a basic understanding of how businesses make investment decisions and the key success factors needed to build a competitive product or service. We break this knowledge into component pieces that align with areas public policy can influence.

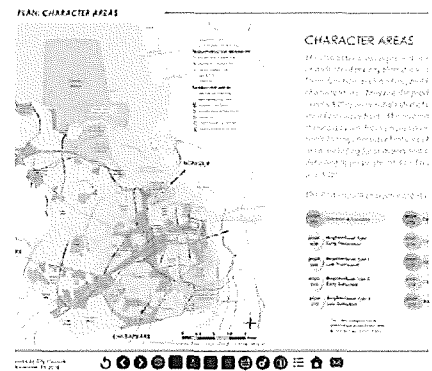
**Strategic Communications.** NP takes a targeted approach to public engagement and communications. We focus first on understanding the client or constituent to find out what they find of interest and how best to reach them. We use this understanding to develop messages that resonate and help clients choose communications and engagement tools that foster the types of conversations they need to reach their goals.

## Project Experience

The following pages provide relevant examples of relevant comprehensive planning project examples conducted by the Team. These projects are of similar scale and scope, and were completed in the last three years unless otherwise noted.

### Build One Portsmouth

PORTSMOUTH, VIRGINIA / MCBRIDE DALE CLARION



#### CLIENT REFERENCE

Brian Swets  
Planning Administrator  
City of Portsmouth, Virginia  
(757) 393-8836  
swetsb@portsmouthva.gov

Project website: [buildoneportsmouth.org/](http://buildoneportsmouth.org/)

Team members involved:  
McBride Dale Clarion (lead)  
planningNEXT  
Clarion Associates

Project duration: 2016 - 2018

The City of Portsmouth desired a process to build a more sustainable and resilient future. Emily Crow lead the MDC Team which also included Clarion Associates and planning NEXT to assist in the completion of this project. The city's goals were to generate strategies for economic prosperity, flood mitigation and resiliency, as well as ways to support a more resilient community from public health and education to facilities and services. The MDC Team worked with many stakeholders including the Navy, Coast Guard, and Virginia Port Authority to understand the unique forces and trends shaping Portsmouth's future.

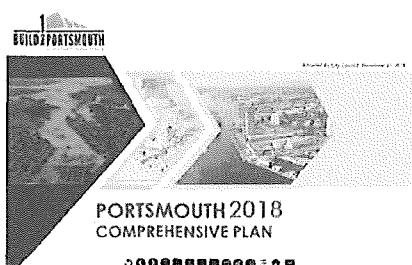
Considerable emphasis was placed on identifying strategies to manage the city's future under the threat of sea level rise which is already creating flooding implications throughout the region.

The final adopted plan is an innovative interactive strategic plan endorsed by David Rouse from APA as a pilot project for Sustainability Scoring. The plan can be downloaded at [www.buildoneportsmouth.org](http://www.buildoneportsmouth.org)

MDC also completed a land use study for the city's uptown district for economic development and revitalization under updated and revised development regulations.

#### AWARD

Resilient Community  
APA Virginia



# What's Next Davidson?

TOWN OF DAVIDSON, NORTH CAROLINA / CLARION ASSOCIATES



### CLIENT REFERENCE

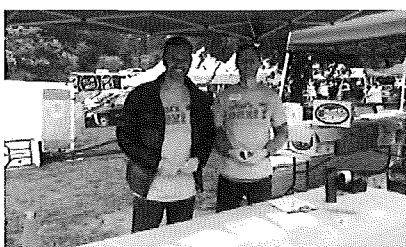
**Jason Burdette**  
Planning Director  
Town of Davidson, NC  
(704) 940-9621  
jburdette@townofdavidson.org

**Team members involved:**  
Clarion Associates (lead)  
planning NEXT

**Project duration:** 2018- 2020

### AWARD

Marvin Collins Planning  
Award, Comprehensive Plan/  
Small Community (less than  
25,000 persons)  
APA North Carolina



The Town of Davidson is known nationally for its progressive planning, urban placemaking, and small college-town character. Home to the historic Davidson College and located in northern Mecklenburg County, Davidson has worked carefully over the last two decades to manage growth and enhance community design.

Building on several recent planning efforts, including the Davidson Rural Area Plan, the Davidson Mobility Plan, and the Town's Strategic Plan, Town leaders initiated a process to create a renewed community vision. The Town hired Clarion Associates with Planning NEXT in the fall of 2018 to lead the process to update the Comprehensive Plan - What's Next Davidson. The project scope included development and facilitation of the public engagement process, analysis of conditions and trends, and drafting the Comprehensive Plan.

Recent community discussions raised ideas about how past plans had been implemented. To address these ideas and honor prior planning efforts, the process began with a decentralized public engagement strategy focused on high-level planning principles. The second phase of the engagement process included a *Conversation on What's Next* community forum that offered small group opportunities to discuss three critical questions for the Town's future, and the *Shaping What's Next* multi-day workshop that resulted in a growth framework and visual preferences for community placemaking.

With that guidance, the Clarion team worked with the Plan Advisory Group over a series of meetings to share the draft plan and refine for public review and comment. Several important new tools were included in this draft, including a new Growth Management Tiers Map and related Utility Service and Annexation Criteria, and the Conservation and Growth Framework that identifies character areas to guide development in the Town's planning area and priority areas for public or private conservation efforts.

The final version of the comprehensive plan was adopted by commissioners in January 2020. Clarion is currently working with Davidson in preparing and Implementation Guidebook for the plan. The plan won a special recognition award by the North Carolina Chapter of the American Planning Association.



## Comprehensive Plan Update

JAMES CITY COUNTY, VIRGINIA / EPR, P.C.




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### CLIENT REFERENCE

**Tammy Rosario**  
Senior Planner  
James City County, VA  
(757) 253-6685  
trosario@james-city.va.us

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Project website: [jamescitycountyva.gov/engage2045](http://jamescitycountyva.gov/engage2045)

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Team members involved:  
EPR, P.C. (lead)  
Clarion

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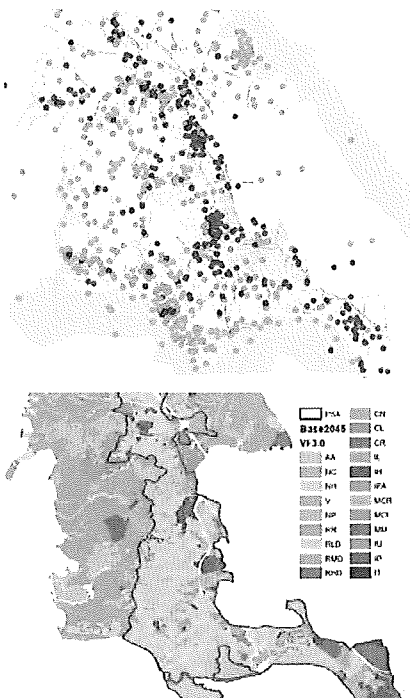
Project duration: ongoing since 2019

James City County surrounds the city of Williamsburg, VA and contains some of the nation’s most important historic sites. As the County continues to grow, new residential and service sector development creates pressure on existing transportation infrastructure, rural lands, important environmental assets, and other public facilities. The County’s Comprehensive Plan is one tool for managing growth to preserve local character while promoting local prosperity.

EPR, P.C. is leading a team to update James City County’s Comprehensive Plan for the next 25 years. EPR brings its multi-disciplinary approach to this project, combining land use, transportation, urban design, and environmental analysis, while leading a team of sub-consultants with special expertise in transportation modeling, fiscal impact analysis, and innovative community engagement to produce a highly detail and comprehensive strategy for an engaged community.

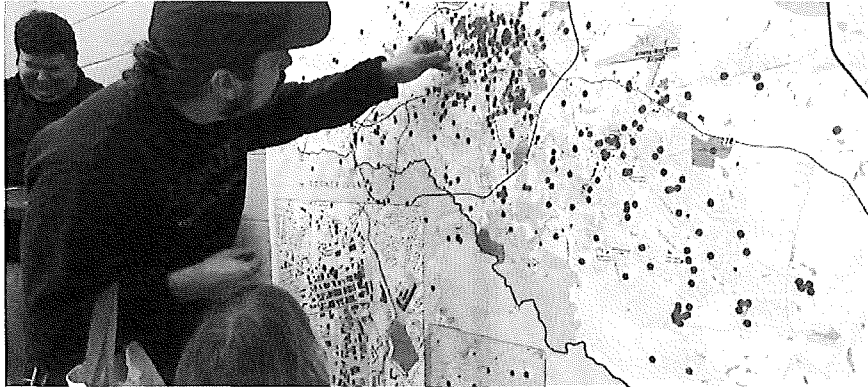
Community Engagement. EPR is working closely with planning staff , elected leaders, and local committees to engage residents of James City County is planning for the future of their community. The engagement process is grounded in a public engagement strategy document, driven by the goal to reach at least twice as many residents as previous plans, and guided by a Citizen Participation Team of leading residents. Engagement activities have included opinion surveys, visual preference exercises, interactive online mapping, and live polling during simulcast public open houses in each of the County’s magisterial districts to inform a plan that meets the vision of County residents at every step.

Scenario Modeling. In addition to best practices in growth management and long-range strategic planning, EPR is bringing data-driven scenario modeling to James City County for the first time. Using a variety of local and national data sources, along with the CommunityViz modeling system, EPR planners are testing the future impacts of growth and development levels, trends, and strategies on land consumption, traffic, pedestrianism, emissions, and the County’s fiscal balance. This scenario modeling is one more way that EPR is helping community leaders to make informed and rational decisions about community issues.



## Envision Athens

ATHENS-CLARKE COUNTY, GEORGIA / PLANNING NEXT



### REFERENCE

**Erin Barger**  
Project Manager,  
(864) 481-0511  
erin@envisionathens.com

Project website: [envisionathens.org](http://envisionathens.org)

Team members involved:  
planning NEXT  
Ninigret Partners

Athens-Clarke County, Georgia is a diverse and dynamic community that was experiencing demographic changes, including an increase in residents over 65 and a growing population. Home to the University of Georgia, the local economy benefits from its position as a university town. At the same time, the community is in transition, with a decline in manufacturing and the growth of the health care sector. The number of families living in poverty has been steadily rising. To ensure the community was prepared for this growth and change, a team led by Planning NEXT and assisted by Ninigret Partners was engaged to help the community envision the future through a strategic Action Agenda. This process, Envision Athens, addressed core community issues to ensure future growth takes advantage of Athens-Clarke’s assets and potential.

### AWARD

Outstanding Public Planning Process - APA Georgia

**Vital public engagement.** Envision Athens kicked-off in January 2016 and was guided by a 38-member Steering Committee. Public outreach and engagement was vital throughout the process. A series of publicized workshops attracted more than 600 participants and resulted in 4,000 unique comments and ideas. These meetings were coupled with 23 focus group interviews and a two-day stakeholder workshop. The themes derived from this input served as the foundation for the action plan and informed the community’s ten goal statements. For the Community Summit, more than 250 people gathered to hear about major revelations of the process and affirm the plan’s early direction.

**An aspirational plan.** The final plan was aspirational and represented the ideas of thousands of citizens and stakeholders. The Action Agenda prioritized projects, policies and programs selected through the process. In five topical chapters, it addressed pressing challenges and key opportunities related to: land use, environment, neighborhoods, housing, agriculture, economic development, education, health, safety, social services, arts and culture, civic engagement, transportation, and infrastructure.

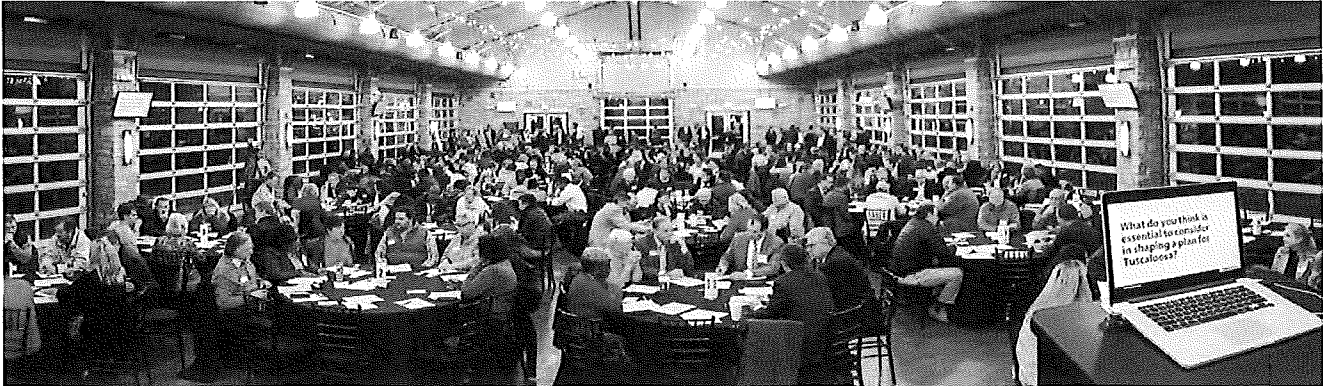
**Making it happen.** During the process, Envision Athens team members began meeting with core institutional partners to discuss implementation activities. These partners have since met to finalize an agreement, two-year budget and scope of work for implementation; and Planning NEXT has been re-engaged by Athens-Clarke County to assist with these implementation efforts.



Envision Athens Summit one year celebration

## Framework Tuscaloosa

CITY OF TUSCALOOSA, ALABAMA / PLANNING NEXT




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### REFERENCE

**Brendan Moore**  
 Executive Director  
 Office of Urban Development  
 City of Tuscaloosa, Alabama  
 (205) 248-5032  
 bmoore@tuscaloosa.com

Project website: [framework.tuscaloosa.com](http://framework.tuscaloosa.com)

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**Team members involved:**  
 Planning NEXT  
 Clarion Associates  
 Ninigret Partners

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Project duration: 2018 - 2020

Planning NEXT is currently leading a multidisciplinary team helping the City of Tuscaloosa through a process to create a new comprehensive plan and overhaul its land development regulations. Tuscaloosa, home to the University of Alabama (UA), has been the fastest growing of the five largest cities in the State over the past two decades. Since its previous land use plan was prepared in 2009, the community experienced an EF5 tornado that destroyed 12% of the City, significant population growth largely driven by growth at UA, notable demographic shifts, and a global recession which has changed the context for economic development.

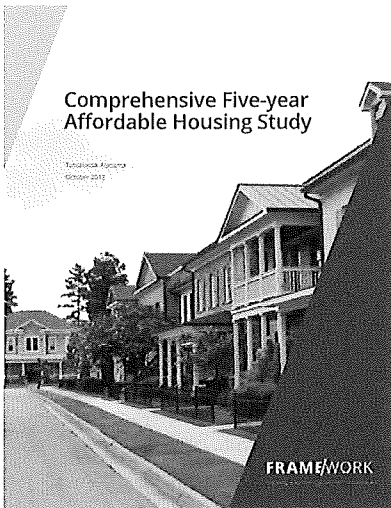
**A first of its kind effort for the City.** This effort, known as Framework, will create Tuscaloosa's first comprehensive plan. It will update, integrate and reconcile many plans and studies into a single city-wide policy guide. To help with this process, Planning NEXT is facilitating a 30-member Steering Committee, with two subcommittees focused on housing (workforce and student housing) and lakes (development, recreation, and environmental issues around the city's three reservoirs). The first public workshop called Forum on the Future brought over 300 people together to share ideas and shape the plan's direction.

**Addressing unique housing market challenges.** A major component of the analysis was the development of a *Comprehensive Five-year Affordable Housing Study*. Team member Ninigret Partners provided an understanding of the housing market, forecasted demand, and identified opportunities and potential strategies to encourage more quality rental and for-sale housing. As UA's enrollment has grown and its football program has gained popularity, there has been an influx of development catering to relatively affluent students and short-term rentals (game-day houses). This development has been reshaping the character of existing neighborhoods and reducing the supply of affordable (workforce) housing.

**Commitment to update development regulations.** As part of the Framework process, the City has committed to updating its zoning and land development regulations. Tuscaloosa's zoning code was last updated in 1972. The ordinance is cumbersome and no longer reflects best practices of modern planning and zoning techniques. Once the comprehensive plan is adopted, the zoning code rewrite will address such issues and develop new regulations for the city to reflect the policy direction set forth in the new comprehensive plan.

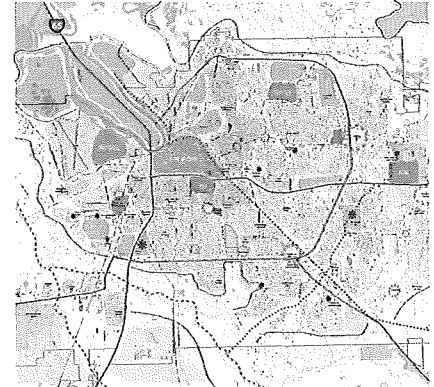
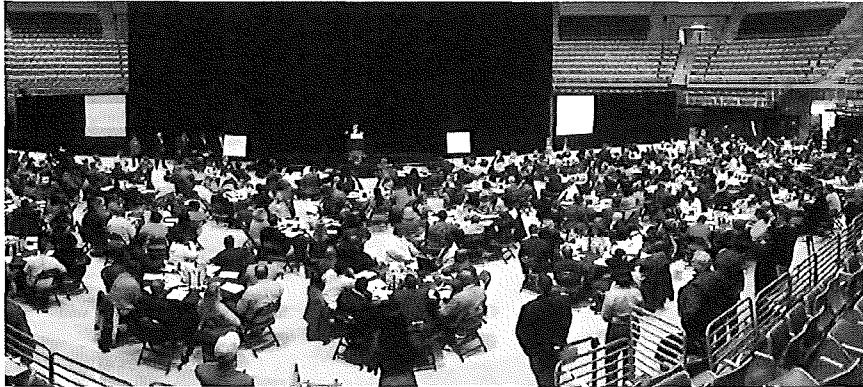
## FRAMEWORK

Creating a dynamic guide for Tuscaloosa



# Envision Montgomery 2040

CITY OF MONTGOMERY, ALABAMA / PLANNING NEXT



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## REFERENCE

**Robert Smith**  
Director of Planning  
City of Montgomery  
25 Washington Ave 3rd Floor  
Montgomery, AL 36104  
(334) 625-2218  
rsmith@montgomeryal.gov

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**Project website:**  
[envisionmontgomery2040.org](http://envisionmontgomery2040.org)

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**Team members involved:**  
Planning NEXT  
Ninigret Partners

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**Project duration:** 2017 - 2020

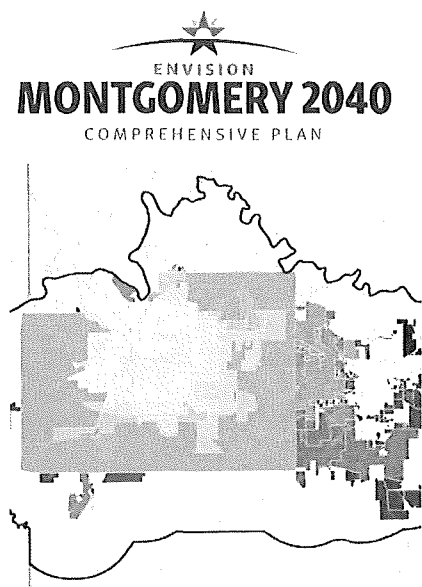
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The City of Montgomery has been at the forefront of social change in America, as the central heart of the Civil Rights Movement. But the City, home to major institutions and corporations including Maxwell Air Force Base and Hyundai Motor Manufacturing, is also poised and ready to look to the future. Envision Montgomery 2040 is the City's first comprehensive planning process in more than 50 years.

**Unprecedented participation.** Envision Montgomery's Community Summit featured the Alabama State University Marching Hornets, community speakers, a presentation from the planning team and public discussion. During the event, just under 500 participants contributed directly to the City's comprehensive plan by offering their insights and priorities into key community issues related to mobility, housing, education and land development. The project's culminating Open House drew 350 individuals who came together to celebrate the plan's completion, offer comments on the draft document and share ideas about the plan's implementation.

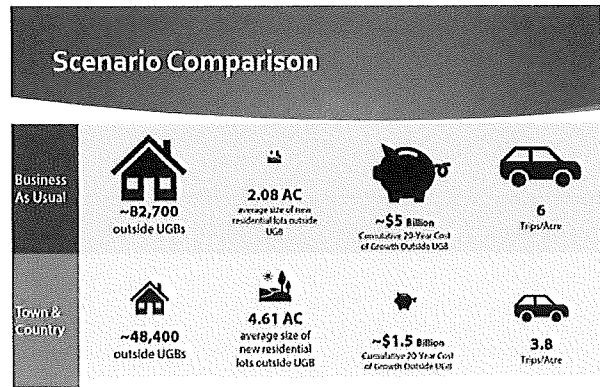
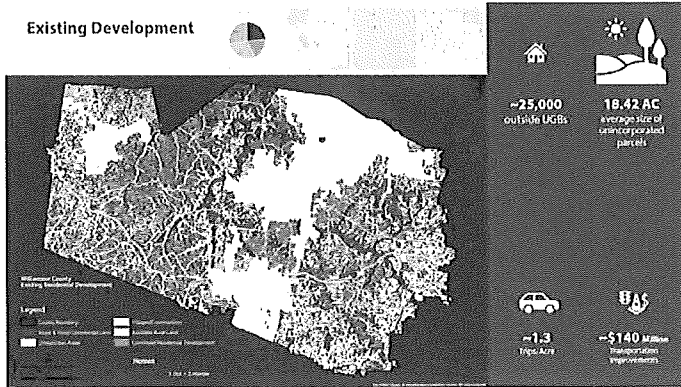
**Community-driven process.** Community engagement events throughout the process have been led by a 48-member Steering Committee. Members of the Steering Committee were intentionally selected to represent the wide range of interests and backgrounds in Montgomery today. The group has committed to a community-driven process where the public will inspire, shape and ultimately affirm the final plan.

**Increasing community prosperity.** The new comprehensive focuses on emerging opportunities while also mitigating negative trends of poverty and population decline. Increasing the Montgomery community's prosperity has been paramount for this project. The plan is a chance for the community to "connect the dots" of quality of place, infrastructure, mobility, and more, all to enhance the underlying economics for government, businesses, institutions, and individuals. When completed, Envision Montgomery 2040 will serve as a guide for long-term preservation, revitalization and growth so that the City can achieve the goals and aspirations of its citizens.



# Comprehensive Land Use Plan Update

WILLIAMSON COUNTY, TENNESSEE / MCBRIDE DALE CLARION



**CLIENT REFERENCE**

**Michael Matteson**  
 Planning and Zoning Director  
 Williamson County, Tennessee  
 (615) 790-5726  
 Michael.Matteson@williamsoncounty-tn.gov

**Team members involved:**  
 McBride Dale Clarion (lead)  
 Clarion Associates  
 TischlerBise

**Project website:** [www.williamsoncounty-tn.gov/113/Comprehensive-Plan](http://www.williamsoncounty-tn.gov/113/Comprehensive-Plan)

**Project duration:** 2019 - 2020

Williamson County, Tennessee, is home to the fast-growing City of Franklin. It has experienced a tremendous amount of growth pressures and changes as a result of new regional transportation improvements and substantial investment from the country music industry since 2000. In 2005, MDC and Clarion Associates assisted the county with the development of the Williamson County Comprehensive Land Use Plan. The foundation of the plan is a set of seven major themes, each with corresponding goals and strategies, which set the stage for the vision of the county's future.

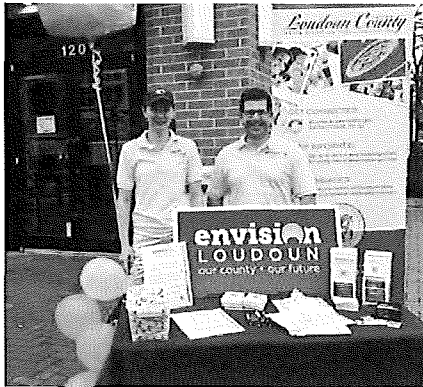
In 2018, MDC was retained to update the plan to help reassess the rural development densities. In November of 2020, the County passed new zoning regulations to down zone from one unit per acre to one unit per five acres to protect community character and manage costs. Currently, the citizen's, steering committee, and Board of Mayor and Aldermen have all endorsed a reduction of density from one unit an acre to one unit per five acres based on the findings of the scenario analysis.

**AWARD**

Excellence in Land Use Initiatives  
 Greater Nashville Regional Council (GNRC)

## Envision Loudoun

LOUDOUN COUNTY, VIRGINIA / PLANNING NEXT




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### REFERENCE

**Alaina D. Ray, AICP**

Deputy Director of Planning and Zoning  
Loudoun County

Alaina.Ray@loudoun.gov  
(703) 777-0246

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**Firm's Role:** Engagement

More than 1,400 individuals contributed 4,500+ ideas in the first round of engagement alone.



Between 2000 and 2015 Loudoun County, Virginia grew by more than 200,000 people. Located just outside Washington DC's beltway, the county's location and available land helped it to become the fifth fastest growing county in the US over this period. This growth presents many opportunities and also many challenges. Even with ambitious building projects, like the extension of the Silver Line Metro and the expansion of a number of major roadways, the county has struggled to keep up and address the congestion associated with its explosive growth. In 2016, as a response to these pressures, the county Board of Supervisors initiated a process to replace the community's comprehensive plan.

**Inspiring excitement.** The Envision Loudoun process kicked off in the fall of 2016. Over five meetings more than 900 participants convened to share their ideas. The planning team's community engagement was led by Planning NEXT and supported by county staff. The Envision Loudoun brand and identity were developed by Planning NEXT to promote the process and the inspire excitement to get involved.

**Ensuring broad awareness.** A successful publicity campaign ensured broad awareness of the process and its importance to the county. This effort was bolstered by a robust outreach effort through which major community networks, demographic groups and organizations were asked to engage in the process.

**Guiding document.** The Envision Loudoun process has addressed growth, land use, transportation, community facilities and amenities, economic development, and fiscal management. Envision Loudoun resulted in a new comprehensive plan that will serve as Loudoun County government's guiding document for land use and development for the foreseeable future.

## Charlotte Future 2040 Comprehensive Plan

CITY OF CHARLOTTE, NORTH CAROLINA / CLARION ASSOCIATES

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### CLIENT REFERENCE

**Alysia Osborne**

Division Manager, Long Range and Strategic Planning

City of Charlotte, NC

(704) 336-8364

alysia.osborne@charlottenc.gov

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**Project website:** [cltfuture2040.com/home/](http://cltfuture2040.com/home/)

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**Project duration:** ongoing since 2018



Charlotte, North Carolina, embarked upon a monumental effort to lead the south in developing the most robust, equitable and inclusive comprehensive planning effort. The process focused on including people of color and marginalized residents in the planning engagement and was designed to take an equitable lens in evaluating all components of the plan framework. This effort began by fully embracing the legacy of racial injustice and how past policies led to inequities. The Charlotte Future 2040 Comprehensive Plan is focused on providing a new path forward that creates an equitable growth framework for all residents to reach their full potential.

Working with a multidisciplinary team, Clarion’s role on this project was developing a policy synthesis and analysis of over 50 community plans – setting the foundation for the new comprehensive plan. Clarion then led development of a multi-departmental and city partner effort to develop the Plan Framework. Guided by ten visionary goals, this plan framework sets the stage for implementing several “big ideas” for Charlotte including eliminating exclusionary zoning policies for neighborhoods, creating a culture of developer-community collaboration, creating a robust program of reparations and restorative justice, prioritizing equitable TOD (E-TOD) along trail and trail corridors, implementing the City’s Strategic Energy Action plan through development of Resilient Innovation Districts, and directing at least half of public infrastructure spending over the next 20 years to the most vulnerable communities.

A public review draft of the plan will be released at a community drive-through event on October 30. The plan is scheduled for adoption in the spring of 2021.

## Comprehensive Plan Update

CITY OF SUFFOLK, VIRGINIA / MCBRIDE DALE CLARION

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### CLIENT REFERENCE

**Claire Jones, AICP**

Former Comprehensive Planning Manager - Isle of Wight, VA | Asst. Dir. Community Development

City of Suffolk, Virginia

(757) 365-6276

cjones@iwus.net

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**Team members involved:**

McBride Dale Clarion (lead)

Clarion Associates

TischlerBise

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**Project completion:** 2015 (project more than 3 years old, but relevant to the Team’s qualifications and experience as it relates to this RFP)

Suffolk is a unique city located in the Hampton Roads region which has the governance characteristics of a City but the land use patterns and jurisdiction of a county. The character and development patterns within the City vary greatly from the traditional downtown, a variety of suburban neighborhoods, quaint rural villages, vast rural areas, beautiful waterways, and the Great Dismal Swamp. In 2012, Suffolk selected the McBride Dale Clarion Team to prepare the 2035 Comprehensive Plan. The plan updated the city’s land use plan to better address growth pressures while meeting the stringent requirements of the Code of Virginia for comprehensive plans and includes growth, housing, transportation, public facilities and services, and natural and cultural resources elements. The plan was adopted in April 2015.

## Fiscal/Economic Impact Model

CITY OF CHESAPEAKE, VIRGINIA / TISCHLERBISE

### CLIENT REFERENCE

**Mark Woodward**  
Senior Planner  
City of Chesapeake, VA  
(757) 382-8549  
mwoodward@cityofchesapeake.net

Dates of performance: 2006; 2017-2020

## Capital Impact Study and Model

GOOCHLAND COUNTY, VIRGINIA / TISCHLERBISE

### CLIENT REFERENCE

**JoAnn Hunter**  
Director of Community Development  
Goochland County, VA  
(804) 657-2006  
jhunter@goochlandva.us

Dates of performance: 2005; 2017-18

The City of Chesapeake has been a long-time client of TischlerBise. The City was one of the original users of the firm’s highly successful MUNIES system in the late 1980’s. As computer technology has evolved, Chesapeake has hired TischlerBise on several occasions to design and develop state-of-the-art fiscal models for use in evaluating specific development proposals. We have just recently completed implementation of the latest City fiscal/economic impact model which is used to evaluate specific development proposals and incentive packages. We are currently on a three-year contract for annual updates to the fiscal model.

TischlerBise developed a Capital Impact Model and Study for Goochland County in a compressed time period to meet the County’s deadlines for pending rezoning applications with several applicants. TischlerBise worked closely with a project team, developed the model, produced a written Study report, Model User Manual, and conducted presentations with the Board of Supervisors, resulting in approval and adoption of the Capital Impact Model. The resulting model produced capital impact statements used in rezoning applications and accepted by applicants and the County.

INFRASTRUCTURE CATEGORY	Total for the Development Proposal					
	FULL CAPITAL IMPACT			CAPACITY TRIGGERED		
	RESIDENTIAL	NONRESIDENTIAL	TOTAL	RESIDENTIAL	NONRESIDENTIAL	TOTAL
SCHOOLS	\$957,193	\$0	\$957,193	\$478,874	\$0	\$478,874
PARKS AND RECREATION	\$84,076	\$0	\$84,076	\$30,690	\$0	\$30,690
SHERIFF	\$47,890	\$0	\$47,890	\$0	\$0	\$0
FIRE	\$126,538	\$0	\$126,538	\$126,538	\$0	\$126,538
ANIMAL PROTECTION	\$9,987	\$0	\$9,987	\$0	\$0	\$0
TRANSPORTATION	\$331,304	\$0	\$331,304	\$331,304	\$0	\$331,304
LIBRARIES	\$11,568	\$0	\$11,568	\$11,568	\$0	\$11,568
GEN. GOVT	\$24,347	\$0	\$24,347	\$24,347	\$0	\$24,347
COURTS	\$40,874	\$0	\$40,874	\$40,874	\$0	\$40,874
ENV. SVCS	\$1,480	\$0	\$1,480	\$1,480	\$0	\$1,480
<b>GRAND TOTAL CAPITAL COSTS</b>	<b>\$1,635,257</b>	<b>\$0</b>	<b>\$1,635,257</b>	<b>\$1,045,675</b>	<b>\$0</b>	<b>\$1,045,675</b>
<b>*CASH PROFFER CATEGORIES</b>	<b>\$1,547,001</b>	<b>\$0</b>	<b>\$1,547,001</b>	<b>\$967,406</b>	<b>\$0</b>	<b>\$967,406</b>

\*Cash proffer categories limited to public transportation facilities, public safety facilities, public school facilities, and public parks.

The Capital Impact Study and Model determines new growth’s impact on capital facilities in the County: (1) Public Schools, (2) Parks and Recreation, (3) Public Safety: Sheriff, (4) Public Safety: Fire and Rescue, (5) Public Safety: Animal Protection, (6) Transportation, (7) Library, (8) General Government, (9) Courts, and (10) Environmental Services/Solid Waste. The Capital Impact Model was designed specifically for Goochland County in a user-friendly format (i.e., Excel and Visual Basic) to allow for use by the County in evaluating re-zoning applications on a case-by-case basis. The Model was in response to recent changes to Virginia Cash Proffer legislation, which delineates additional requirements on the process to implement and collect cash proffers. Facility capacity triggers were programmed into the model to automatically calculate a development’s impact if it were to exceed the County’s capacity. Additionally, development types were customized for Goochland County, such as age-restricted housing developments. Prior to this assignment, TischlerBise had conducted a Transportation Cash Proffer Study for the County in 2005.



# Fiscal Impact Analysis; Fiscal Impact Models; Cash Proffers

OSCEOLA COUNTY, FLORIDA /  
TISCHLERBISE

## CLIENT REFERENCE

Susan Caswell, AICP  
Assistant Community Development  
Administrator  
Osceola County, FL  
(407) 742-0350  
susan.caswell@osceola.org

Dates of performance: 2016-2017

**PLACE TYPES**  
To gain a better understanding of property and land values, TischlerBise analyzed portions of the district development patterns for the County's adopted plan from its study. Place types, which were identified by County staff, include both residential and non-residential uses. Place types were identified based on location and age of development as well as dominant characteristics such as housing density, urban form, and street connectivity. With the exception of rural and commercial, all place types include residential or mixed residential, the place types include various forms and levels of residential and non-residential development. The place types below are the representative areas of the County analyzed as follows:

- 1. Residential**
  - Rural (Orange Ridge, Ocala)
  - Outer Ring Suburban (Kissimmee)
  - Outer Ring Suburban (The Oaks)
  - Inner Ring Suburban (The Florida Parkland)
  - Mature Ring Suburban (Columbia Drive)
- 2. Mixed Use**
  - Traditional Downtown (Kissimmee, DE Cloud)
  - Urban Center (Kissimmee Parkland)
  - Commercial Suburban (The Oaks)
  - Transit Corridor (The Oaks, Lake Wales, W122)

**METHODOLOGY FOR ANALYSIS**  
A series of maps for each place type (with maps 1-3 shown right) identify land uses, acreage, value per acre, and taxable value per acre. In general, the following comparisons were made between place types:

1. Comparison of type of land uses and associated value per acre.
2. Comparison of type of land uses and taxable value per acre. It should be noted that this does not reflect a complete evaluation, but rather an average by land use, specific to the respective land use.

TischlerBise worked with Osceola County to explore Fiscal Sustainability in the County. TischlerBise conducted a two-part analysis. Phase I was an evaluation of “place types” in the County with a detailed examination of property values and revenue potential per acre. This initial analysis included revenues only and culminated in the Strategy for a Sustainable Future: Fiscal Sustainability, presented to the County Commission and local municipalities. The analysis identified the current effects of land consumption and development patterns in the County with key findings of higher relative value of higher density and mixed-use place types.

Phase II of the study was a more complete investigation into fiscal impacts of development patterns and growth in the County that included both revenues and costs. It included the estimated operating and capital costs to serve existing development as well future growth in three geographic areas of the County. The study areas reflected three stages of development:

- 1. Developing Community:** An area of the County that is rapidly growing in a traditional suburban land use pattern.
- 2. Future Development:** An area of the County slated for future development with additional connectivity and planned for a mix of uses. The Future Development Area includes two timeframes—development at the end of Year 25 and projected total at Buildout (given the anticipated long-term nature of future growth in this area).
- 3. Mature Community:** An area of the County that is almost built out with a traditional suburban land use pattern.

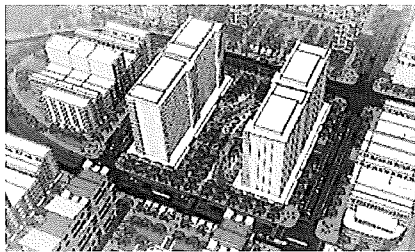
## Urban Development Areas Program

VIRGINIA OFFICE OF INTERMODAL PLANNING & INVESTMENT, VIRGINIA / EPR, P.C.

### CLIENT REFERENCE

**Herbert Pegram**  
Principal Transportation Planner  
VDOT program manager  
Virginia Department of Transportation,  
Multimodal Planning Office, Richmond, VA  
herbert.pegam@VDOT.Virginia.gov

**Dates of performance:** ongoing since 2011



EPR is assisting several localities in Virginia as part of a team of consultants selected by the Virginia Office of Intermodal Planning & Investment and VDOT to assist Virginia localities incorporate new Urban Development Area (UDA) legislation into their comprehensive plans and zoning and subdivision ordinances. In 2010, the Virginia Legislature adopted legislation to require high-growth cities, counties and towns to adopt Urban Development Areas as the focus of high density growth for 10 to 20 years. Parallel to the new legislation, VDOT awarded a series of grants to qualifying localities to offer consultant assistance in planning for these high growth areas. Vlad Gavrilovic, while at Renaissance Planning administered ten of these grants to cities, towns and counties throughout the Commonwealth.

In 2016, an additional grant program was developed by OIPI and Vlad assisted in an additional series of locality plans under the grant program and continues to do so at EPR. His extensive experience in implementing smart growth techniques through comprehensive planning, zoning and code writing lead to his being chosen to lead or assist two dozen localities throughout the Commonwealth in adopting and implementing smart growth and traditional neighborhood development principles under the grant program. Techniques and tools used in the project included a variety of innovative code provisions such as incentives for mixed use, traditional neighborhood design, affordable housing, transfer of development rights, multi-modal transportation, access management and road connectivity.

Under this project, Vlad worked with a variety of localities in urban, suburban and rural contexts, including: the counties of Albemarle, Amherst, Bedford, Caroline, Fauquier, Montgomery and Rockingham, the cities of Norfolk and Harrisonburg and the towns of Warrenton, Vinton and Blacksburg.

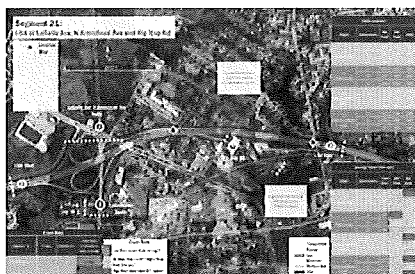
## Regional Connector Study

HAMPTON ROADS TRANSPORTATION PLANNING ORGANIZATION, VIRGINIA / EPR, P.C.

### CLIENT REFERENCE

**Dale M. Stith, AICP, GISP**  
Principal Transportation Planner  
Hampton Roads Transportation Planning Organization, VA  
dstith@hrtpo.org

**Dates of performance:** 2016-2020



Hampton Roads is situated in the middle of the Eastern seaboard where the James, Nansemond and Elizabeth rivers pour into the mouth of the Chesapeake Bay. It is recognized as the 33rd largest Metropolitan Statistical Area (MSA) in the United States, eighth largest metro area in the Southeast United States and the second largest between Atlanta and Washington, DC. As the region looks toward long term economic health, reliable transportation is vital to its security, prosperity and quality of life.

Recent completions of Final and Supplemental Environmental Impact Statements for the March 2001 Hampton Roads Crossing Study have established a framework for major regional transportation projects in the region in the coming decades. In 2016, the Hampton Roads Transportation Planning Organization (HRTPO), commissioned a major study of the components not included in the selected Alternative from the Environmental Impact Statement. This study is intended to establish a regional long-term vision that investigates 21st century transportation options that connect the Peninsula and the Southside across the Hampton Roads Harbor to enhance economic vitality and improve the quality of life in the region.

This 3-year study will be building a regional land use model to conduct one of the largest Scenario Planning projects in Virginia. EPR staff specialties in scenario planning, land use modeling, and performance-based planning will allow it to effectively support this collaborative effort to define, refine and test a future transportation vision for the region of 1.7 million population. The results of the study will be incorporated into the update of HRTPO's Long Range Transportation Plan

## Multimodal Transportation Master Plan

CITY OF NORFOLK, VIRGINIA / EPR, P.C.

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### CLIENT REFERENCE

**Amy Inman**  
Director, Department of Transit  
City of Norfolk, VA  
(757) 664-4313  
Amy.Inman@norfolk.gov

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**Dates of performance:** ongoing since 2019



The City of Norfolk is reimagining its future transportation system so that walking, bicycling, taking transit, and other forms of transportation are safe and viable choices for residents and visitors throughout the city.

Multimodal Norfolk – the City's first Multimodal Transportation Master Plan – will:

- Define a vision for safe streets for all transportation modes
- Provide a framework for future decisions about transportation projects and priorities
- Recommend changes to improve the transit system
- Identify specific improvement projects for implementation

EPR is leading a team of internationally renowned experts to develop this master plan over an 18-month timeframe and build inclusive consensus for implementation. EPR is leading the development of a Multimodal System Plan, applying the Multimodal System Design Guidelines to identify multimodal centers, placemaking and through corridors, and transit, bicycle, and pedestrian modal emphasis. Partner firm Jarrett Walker + Associates is concurrently leading a redesign of Norfolk's transit system. EPR is leading a robust public and stakeholder engagement process with multiple rounds of public meetings, stakeholder workshops, and online and on-board surveys.

Development of the Master Plan will include evaluating existing and planned bike, pedestrian, and transit infrastructure, identifying strategies for parking and curbside management, analyzing person throughput and multimodal corridor level of service, and developing recommendations for crosswalks and freight movement and a citywide bicycle and pedestrian plan. EPR will also develop a multimodal transportation needs assessment, program of improvement projects, and resource allocation plan for implementation. Strategies for integrating emerging technologies and harnessing newly available data will also be included.



## Request for Proposal

City of Suffolk  
RFP #21034-JA  
November 16, 2020  
Purchasing Division  
442 West Washington Street, Room 1086  
Suffolk, VA 23434-5237  
Phone: (757) 514-7520 / Fax: (757) 514-7524  
<http://www.suffolkva.us/739/Purchasing-Division>

### Review and Update of the 2035 Comprehensive Plan

Electronic proposals will be received at the office of the Purchasing Agent listed above, until the time and date shown below (local prevailing time), for furnishing the items or services described in the solicitation. Offers should be sent by e-mail attachment to: [proposals@suffolkva.us](mailto:proposals@suffolkva.us) with the RFP number and title in the subject line.

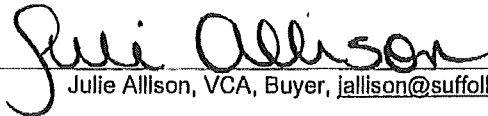
The City of Suffolk has issued this sealed Request for Proposal (RFP) for the sole purpose of obtaining responsive proposals from qualified firms to provide a review and update of the City's 2035 Comprehensive Plan.

The Buyer, Julie Allison is the Contract Officer for the City of Suffolk with respect to this RFP. All questions and/or comments should be directed to her at: [jallison@suffolkva.us](mailto:jallison@suffolkva.us) The respondents to this RFP shall not contact, either directly or indirectly, any other employee or agent of the City regarding this RFP.

**Proposals are due: 3:00 p.m., December 22, 2020**


**Non-mandatory Pre-Proposal tele-conference: 10:00 a.m., December 1, 2020**

Contract Officer:

  
Julie Allison, VCA, Buyer, [jallison@suffolkva.us](mailto:jallison@suffolkva.us)

**\*\*AN ELECTRONIC DOCUMENT SHALL BE PROVIDED\*\***

#### OFFEROR:

Company Name: Planning NEXt  
Address: 75 West Third Avenue  
City / State / Zip: Columbus, OH 43201  
Telephone: 614-586-1500 FAX No.: \_\_\_\_\_  
E-mail: jamie@planning-next.com  
Print Name: Jamie A. Greene Title: Principal  
Signature:  Date: 12.16.20

In compliance with this Request for Proposals, and subject to all the conditions thereof, the Offeror, if the offer is accepted within ninety (90) calendar days from the date of the receipt of proposals, to

# SIGNATURE SHEET

*(Submit with Proposal)*

My signature certifies that the proposal as submitted complies with all Terms and Conditions as set forth.

My signature also certifies that the accompanying proposal is not the result of, or affected by, any unlawful act of collusion with another person or company engaged in the same line of business or commerce, or any act of fraud punishable under Title 18.2, Chapter 12, Article 1.1 of the Code of Virginia, 1950, as amended. Furthermore, I understand that fraud and unlawful collusion are crimes under the Virginia Governmental Frauds Act, the Virginia Government Bid Rigging Act, and Virginia Antitrust Act, and Federal Law, and can result in fines, prison sentences, and civil damage awards.

My signature also certifies that this firm has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to the City of Suffolk and that there are no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to the City of Suffolk, pertaining to any and all work or services to be performed as a result of this request and any resulting contract with the City of Suffolk.

I hereby certify that I am authorized to sign as a Representative for the Firm:

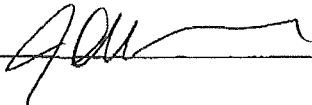
Complete Legal Name of Firm: ACP/GREENE + ASSOCIATES, LLC

Address: 75 WEST THIRD AVENUE, COLUMBUS OH 43201

Federal ID No.: 27-4000525 Telephone No. 614-586-1500 Fax No. N/A

Name (type/print): Jamie A. Greene Title: Principal

E-mail Address: jamie@planning-next.com

Signature: 

# PROPRIETARY/CONFIDENTIAL INFORMATION IDENTIFICATION

RFP #21034-JA

Name of Firm/Offeror: Planning NEXT (ACP/GREENE + ASSOCIATES, LLC)

Trade secrets or proprietary information submitted by an offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the offeror must invoke the protections of §2.2-4342F of the Code of Virginia, in writing, either before or at the time the data or other material is submitted. The written notice must specifically identify the data or materials to be protected, including the section of the proposal in which it is contained, as well as the page number(s), and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute a trade secret or proprietary information. In addition, a summary of proprietary information provided shall be submitted on this form. The designation of an entire proposal document, line item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable. If, after being given reasonable time, the offeror refuses to withdraw such a classification designation, the proposal will be rejected.

SECTION/TITLE	PAGE NUMBER(S)	REASON(S) FOR WITHHOLDING FROM DISCLOSURE
NA	NA	NA

**ANTICOLLUSION/NONDISCRIMINATION/DRUG FREE WORKPLACE CLAUSES**

**ANTICOLLUSION CLAUSE:**

IN THE PREPARATION AND SUBMISSION OF THIS BID, SAID BIDDER DID NOT EITHER DIRECTLY OR INDIRECTLY ENTER INTO ANY COMBINATION OR ARRANGEMENT WITH ANY PERSON, FIRM OR CORPORATION, OR ENTER INTO ANY AGREEMENT, PARTICIPATE IN ANY COLLUSION, OR OTHERWISE TAKE ANY ACTION IN THE RESTRAINT OF FREE, COMPETITIVE BIDDING IN VIOLATION OF THE SHERMAN ACT (15 U.S.C. SECTION 1), SECTIONS 59.1-9.1 THROUGH 59.1-9.17 OR SECTIONS 59.1-68.6 THROUGH 59.1-68.8 OF THE CODE OF VIRGINIA.

THE UNDERSIGNED BIDDER HEREBY CERTIFIES THAT THIS AGREEMENT, OR ANY CLAIMS RESULTING THEREFROM, IS NOT THE RESULT OF, OR AFFECTED BY, ANY ACT OF COLLUSION WITH, OR ANY ACT OF, ANOTHER PERSON OR PERSONS, FIRM OR CORPORATION ENGAGED IN THE SAME LINE OF BUSINESS OR COMMERCE; AND, THAT NO PERSON ACTING FOR, OR EMPLOYED BY, THE CITY OF SUFFOLK HAS AN INTEREST IN, OR IS CONCERNED WITH, THIS BID; AND, THAT NO PERSON OR PERSONS, FIRM OR CORPORATION OTHER THAN THE UNDERSIGNED, HAVE, OR ARE, INTERESTED IN THIS BID.

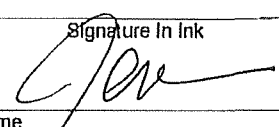
**DRUG-FREE WORKPLACE:**

DURING THE PERFORMANCE OF THIS CONTRACT, THE CONTRACTOR AGREES TO (I) PROVIDE A DRUG-FREE WORKPLACE FOR THE CONTRACTOR'S EMPLOYEES; (II) POST IN CONSPICUOUS PLACES, AVAILABLE TO EMPLOYEES AND APPLICANTS FOR EMPLOYMENT, A STATEMENT NOTIFYING EMPLOYEES THAT THE UNLAWFUL MANUFACTURE, SALE, DISTRIBUTION, DISPENSATION, POSSESSION, OR USE OF A CONTROLLED SUBSTANCE OR MARIJUANA IS PROHIBITED IN THE CONTRACTOR'S WORKPLACE AND SPECIFYING THE ACTIONS THAT WILL BE TAKEN AGAINST EMPLOYEES FOR VIOLATIONS OF SUCH PROHIBITION; (III) STATE IN ALL SOLICITATIONS OR ADVERTISEMENTS FOR EMPLOYEES PLACED BY OR ON BEHALF OF THE CONTRACTOR THAT THE CONTRACTOR MAINTAINS A DRUG-FREE WORKPLACE; AND (IV) INCLUDE THE PROVISIONS OF THE FOREGOING SECTIONS I, II, AND III IN EVERY SUBCONTRACT OR PURCHASE ORDER OF OVER \$10,000, SO THAT THE PROVISIONS WILL BE BINDING UPON EACH SUBCONTRACTOR OR VENDOR.

FOR THE PURPOSE OF THIS SECTION, "DRUG-FREE WORKPLACE" MEANS A SITE FOR THE PERFORMANCE OR WORK DONE IN CONNECTION WITH A SPECIFIC CONTRACT AWARDED TO A CONTRACTOR IN ACCORDANCE WITH THIS CHAPTER, THE EMPLOYEES OF WHOM ARE PROHIBITED FROM ENGAGING IN THE UNLAWFUL MANUFACTURE, SALE, DISTRIBUTION, DISPENSATION, POSSESSION OR USE OF ANY CONTROLLED SUBSTANCE OR MARIJUANA DURING THE PERFORMANCE OF THE CONTRACT.

**NONDISCRIMINATION CLAUSE:**

1. EMPLOYMENT DISCRIMINATION BY BIDDER SHALL BE PROHIBITED.
2. DURING THE PERFORMANCE OF THIS CONTRACT, THE SUCCESSFUL BIDDER SHALL AGREE AS FOLLOWS:
  - A. THE BIDDER, WILL NOT DISCRIMINATE AGAINST ANY EMPLOYEE OR APPLICANT FOR EMPLOYMENT BECAUSE OF RACE, RELIGION, COLOR, SEX, NATIONAL ORIGIN, AGE, DISABILITY, OR ANY OTHER BASIS PROHIBITED BY STATE LAW RELATING TO DISCRIMINATION IN EMPLOYMENT, EXCEPT WHERE THERE IS A BONA FIDE OCCUPATIONAL QUALIFICATION/CONSIDERATION REASONABLY NECESSARY TO THE NORMAL OPERATION OF THE BIDDER. THE BIDDER AGREES TO POST IN CONSPICUOUS PLACES, AVAILABLE TO EMPLOYEES AND APPLICANTS FOR EMPLOYMENT, NOTICES SETTING FORTH THE PROVISIONS OF THIS NONDISCRIMINATION CLAUSE.
  - B. THE BIDDER, IN ALL SOLICITATIONS OR ADVERTISEMENTS FOR EMPLOYEES PLACED ON BEHALF OF THE BIDDER, WILL STATE THAT SUCH BIDDER IS AN EQUAL OPPORTUNITY EMPLOYER.
  - C. NOTICES, ADVERTISEMENTS, AND SOLICITATIONS PLACED IN ACCORDANCE WITH FEDERAL LAW, RULE OR REGULATION SHALL BE DEEMED SUFFICIENT FOR THE PURPOSE OF MEETING THE REQUIREMENTS OF THIS SECTION.
  - D. BIDDER WILL INCLUDE THE PROVISIONS OF THE FOREGOING SECTIONS A, B, AND C IN EVERY SUBCONTRACT OR PURCHASE ORDER OF OVER \$10,000, SO THAT THE PROVISIONS WILL BE BINDING UPON EACH SUBCONTRACTOR OR VENDOR.

Name and Address of Bidder:	Date: 12.16.20
Planning NEXT (ACP/GREENE + ASSOCIATES, LLC)	By: 
75 WEST THIRD AVENUE	Printed Name
COLUMBUS, OH 43201	Jamie A. Greene
Telephone Number: (614) 586-1500	Title
Fax Phone Number: ( )	Principal
FIN/SSN#: 27-4000525	

Is your firm a "minority" business?  Yes  No  
 African American  Hispanic American  American Indian  Eskimo  Asian American  Aleut  
 Other; Please Explain: \_\_\_\_\_  
 Is your firm Woman Owned?  Yes  No Is your firm a Small Business?  Yes  No

## PROOF OF AUTHORITY TO TRANSACT BUSINESS IN VIRGINIA

**THIS FORM MUST BE SUBMITTED WITH YOUR PROPOSAL/BID, FAILURE TO INCLUDE THIS FORM MAY RESULT IN REJECTION OF YOUR PROPOSAL/BID**

Pursuant to Virginia Code §2.2-4311.2 an Offeror/Bidder organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 of the Code of Virginia shall include in its proposal/bid the identification number issued to it by the State Corporation Commission ("SCC"). Any Offeror/Bidder that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law shall include in its proposal/bid a statement describing why the Offeror/Bidder is not required to be so authorized. Any Offeror/Bidder described herein that fails to provide the required information shall not receive an award unless a waiver of this requirement and the administrative policies and procedures establish to implement this section is granted by the City Manager, as applicable.

If this quote for goods or services is accepted by the City of Suffolk, Virginia the undersigned agrees that the requirements of the Code of Virginia Section §2.2-4311.2 have been met.

Please complete the following by checking the appropriate line that applies and providing the requested information.

A. \_\_\_\_\_ Offeror/Bidder is a Virginia business entity organized and authorized to transact business in Virginia by the SCC and such vendor's Identification Number issued to it by the SCC is \_\_\_\_\_.

B.  Offeror/Bidder is an out-of-state (foreign) business entity that is authorized to transact business in Virginia by the SCC and such vendor's identification Number issued to it by the SCC is 11148033.


C. \_\_\_\_\_ Offeror/Bidder does not have an Identification Number issued to it by the SCC such vendor is not required to be authorized to transact business in Virginia by the SCC for the following reason(s):

Please attach additional sheets if you need to explain why such Offeror/Bidder is not required to be authorized to transact business in Virginia.

ACP/GREENE + ASSOCIATES, LLC  
Legal Name of Company (as listed on W-9)

Jamie A. Greene  
Legal Name of Offeror/Bidder

12.16.20  
Date

  
Authorized Signature

Jamie A. Greene  
Print or Type Name and Title