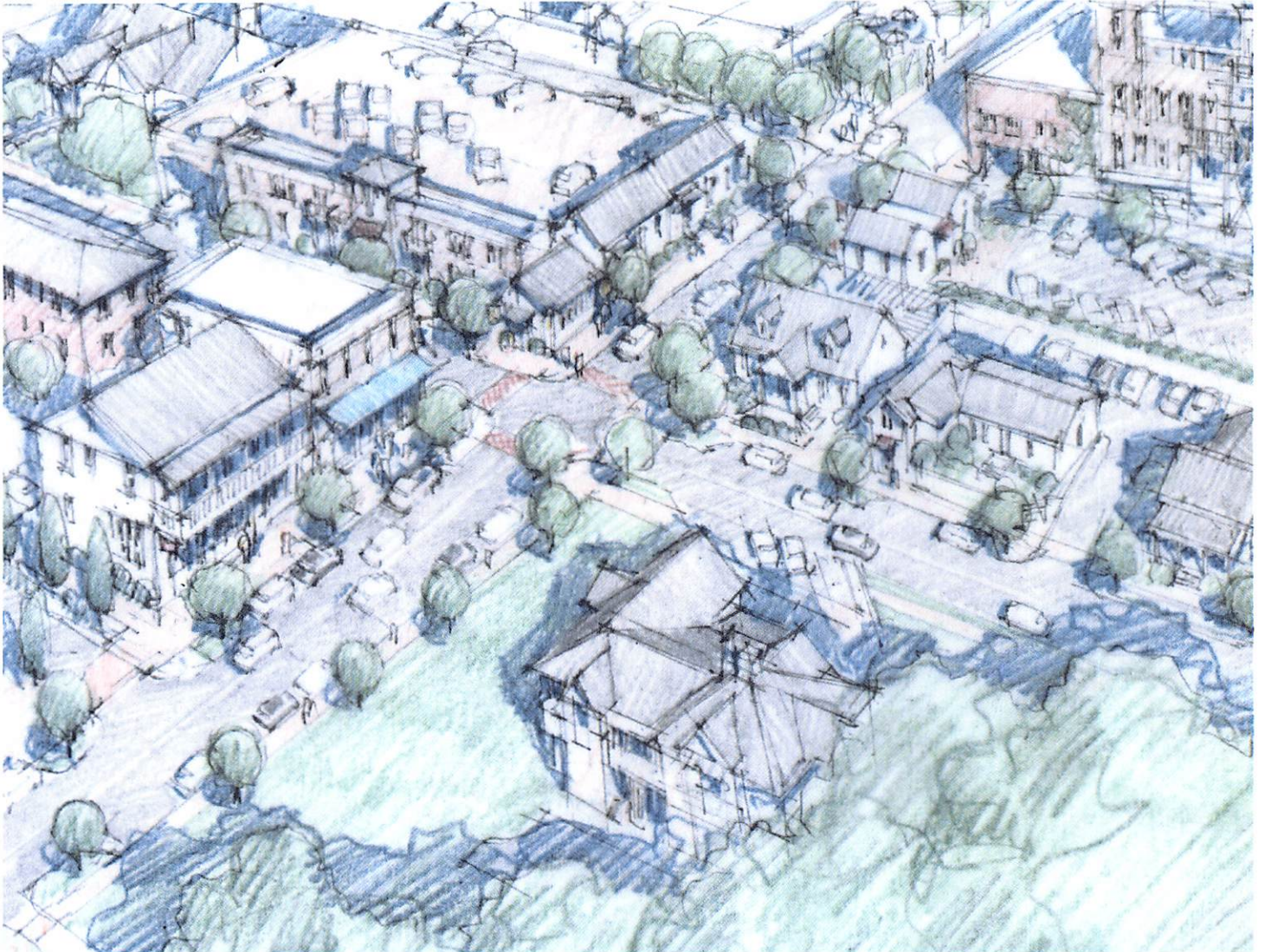


RFP NO: 23-001 / DUE: FEBRUARY 29, 2024

ORIGINAL

City of Cartersville

Downtown Master Plan



SUBMITTED BY:

TSW

Primary Contact: Adam Williamson, Principal

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February 27, 2024

Ms. Lillie Read, Executive Director
Cartersville Downtown Development Authority
1 Friendship Plaza
Cartersville, GA 30120

Dear Ms. Read and Selection Committee:

On behalf of the **TSW Team**, it is my pleasure to submit the enclosed proposal to the Cartersville Downtown Development Authority to develop a long-term vision for your downtown area. The TSW Team has been assembled to bring expertise in community engagement, placemaking, urban design, land use planning, economics, branding, and transportation strategies. The team will be managed by **TSW**, which will guide land use and zoning, urban design, transportation, community engagement, and implementation strategies. Assisting TSW is **Arnett Muldrow** for market analysis, feasibility, and redevelopment strategies. Below are aspects of TSW and our team that set us apart from the competition:

TSW has extensive experience with downtown master planning and community outreach. Over the past 30 years, TSW has been committed to developing economically and environmentally sustainable downtowns, activity centers, and corridors throughout the Southeast. TSW's planning process is based on accurate data, valuable public input, best practices, and realistic recommendations, ensuring a community-supported and actionable plan.

TSW focuses on implementation. Implementation is a key focus from the beginning of all our planning and redevelopment efforts. This focus allows us to develop visionary, yet realistic plans. Our plans have seen implementation results with transportation dollars, zoning code updates, new mixed-use developments, and public spaces in communities.

TSW is a leader in creating plans that embody the principles of livable communities—multimodal main streets, sense of place, public spaces, human-scaled buildings, and connectivity—and those principles are evident in all our planning and built work. In recent years we have been fortunate to take these ideas from concept to reality in a range of diverse places from Rock Hill, South Carolina, to Conway, Arkansas. In these areas and others, we have been involved at all stages of placemaking, including outreach, visioning, coding, public and private planning, architecture, and streetscape design.

After reviewing the enclosed materials, we hope you will agree that the TSW Team's unique experience in both planning and implementing great communities makes us ideally suited to work with the City of Cartersville and community on this effort. Please do not hesitate to contact me if you have any questions.

Sincerely,

Adam Williamson, Principal

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TSW TEAM PROPOSAL:

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SECTION 1:

Qualifications

TSW Team Overview

The TSW Team has been assembled to bring expertise in community engagement, placemaking, urban design, land use planning, economics, and transportation strategies. The team will be managed by **TSW**, which will guide land use and zoning, urban design, community engagement, transportation, and implementation strategies. Assisting TSW is **Arnett Muldrow** for market analysis and feasibility, and redevelopment strategies. TSW and Arnett Muldrow have a long, collaborative relationship spanning almost 20 years.

TSW Overview

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

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

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

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

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



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

SECTION I: QUALIFICATIONS

TSW Contract Management

This effort will be managed out of our Atlanta, Georgia, office with support from staff members from Atlanta and Chattanooga offices.

Adam Williamson, Principal-in-Charge

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TSW History

Originally known as Tunnell, Spangler & Associates, Inc., the planning, architecture, and landscape architecture firm was founded in 1990 by partners William Tunnell and Jerry Spangler in Atlanta, Georgia. Since its founding, the firm's name changed to Tunnell-Spangler-Walsh & Associates in September of 2002 when principal Thomas Walsh became a partner in the firm and shortened to TSW in 2013. TSW has expanded to include offices in Tulsa, Oklahoma, Chattanooga, Tennessee, and Lexington, Kentucky.

TSW Experience with Federally Assisted Projects

Through TSW's experience with planning and design projects that use grant and/or Federal funding, we've gained a thorough understanding of requirements, specifications, bidding process, and most importantly, the critical aspect of staying on time and on budget due to grant parameters. Below is a list of recent or current projects that were grant or Federally funded.

- **Southwestern North Carolina Regional Vision and Comprehensive Planning for Graham and Cherokee Counties** - Federal Highway Administration, North Carolina Division, NCDOT, Appalachian Regional Commission, Eastern Band of the Cherokee Indians
- **Cherokee County Long Swamp Creek Park** - Georgia Outdoor Stewardship Program (GOSP) "Conserve Georgia" grant
- **City of Rome Banty Jones Park** - American Rescue Plan Act (ARPA)
- **City of Stockbridge Police Department** - American Rescue Plan Act (ARPA)
- **City of Hawkinsville Veterans Park** - Land and Water Conservation Fund (LWCF)
- **City of Hogansville Lake Jimmy Jackson Park** - Land and Water Conservation Fund (LWCF)
- **City of Jonesboro Broad Street Plaza** - Community Development Block Grant (CDBG)
- **USDA Forest Service - PR-191 Recreation Sites in El Yunque National Forest, Puerto Rico**
- **USDA Forest Service - Ocala Springs Boardwalks**
- **Midtown Alliance Juniper Street Streetscape** - Federal Transit Administration grant and State Road and Tollway Authority/Georgia Transportation Infrastructure Bank (SRTA/GTIB) state grant
- **Midtown Alliance 5th Street Complete Street** - State Road and Tollway Authority/Georgia Transportation Infrastructure Bank (SRTA/GTIB) state grant

In addition to these examples, TSW has also led more than **40 Livable Centers Initiative studies and implementation projects**, with 80% of each project funded through the Surface Transportation Block Grant (STBG) and 20% through local matches.

SECTION 1: QUALIFICATIONS

Arnett Muldrow Overview

At Arnett Muldrow, we are committed to making better communities. Based in Greenville, South Carolina, Arnett Muldrow was created in 2002 to help communities that want to rebuild their aging downtown, reinvigorate their urban neighborhoods, and create economic development opportunities. Our team of professionals has worked in over 550 communities in 40 states and 5 countries. We are a four-person firm that focuses on client service. We work very closely with our clients to define the planning issues for their communities. Whether our solutions focus on an economic development strategy, retail market research, urban design, or historic preservation – we craft a custom process for each community built around three strategies:

Economic Solutions: Any plan can offer a vision for the future of a community. At Arnett Muldrow, we back the vision with thorough and thoughtful research into the economics that lead to implementation. Our research typically includes detailed retail market assessment and demographic analysis followed by real marketing solutions because getting the word out can be as important as crafting the plan.

Plans that Get Implemented: All of our planning efforts include detailed implementation strategies and action plans that detail the who, what, how, and when for every plan recommendation.

Arnett Muldrow Contact Information

Aaron Arnett, Principal
316 W. Stone Avenue
Greenville, SC 29609
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Web: www.arnettmuldrow.com

SECTION 1: **QUALIFICATIONS**

Recent TSW Project Experience Overview

TSW focuses on designing sustainable, healthy, and vibrant communities through a public engagement process that involves educating, listening, envisioning, and testing. TSW works closely with municipalities, private developers, and non-profit organizations to develop downtowns, activity centers, and corridor plans that protect historic resources, encourage compatible infill development, complement surrounding neighborhoods, and are community-supported, while focusing on market conditions and transportation impacts. Our experience means we are familiar with the breadth of issues important to communities and understand the tools available to make them more livable places. The matrix shows our team’s experience followed by our team’s highlighted experience and references.

TSW Team Relevant Experience Matrix		TSW PROJECT	ARNETT MULDROW PROJECT	DOWNTOWN / ACTIVITY CENTER PLANNING	MARKET ANALYSIS / RECOMMENDATIONS	TRANSPORTATION RECOMMENDATIONS	DESIGN STANDARDS / CODING	COMMUNITY/STAKEHOLDER ENGAGEMENT	VISIONING GRAPHICS
Albany Downtown Master Plan: Albany, GA		●		●	●	●		●	●
Alpharetta Downtown Master Plan: Alpharetta, GA		●		●	●	●	●	●	●
Alpharetta Envision Main Street: Alpharetta, GA		●		●		●		●	●
Auburn Downtown LCI: Auburn, GA		●		●	●	●		●	●
Austell Downtown Master Plan LCI Update: Austell, GA		●		●	●	●	●	●	●
Banks Crossing Redevelopment Plan: Commerce, GA		●	●	●	●	●	●	●	●
Buford Town Center LCI: Buford, GA		●	●	●	●	●	●	●	●
Canton Downtown Master Plan: Canton, GA		●		●	●	●	●	●	●
Clayton Downtown Master Plan: Clayton, GA		●		●	●	●		●	●
Crabapple Downtown Placemaking Plan: Milton, GA		●		●	●	●	●	●	●
Dawsonville Downtown Strategic Plan: Dawsonville, GA		●		●	●	●	●	●	●
Decatur Strategic Plan, LCI, Comp Plan: Decatur, GA		●		●	●	●	●	●	●
Douglasville Downtown Redevelopment: Douglasville, GA		●		●	●	●		●	●

SECTION 1: QUALIFICATIONS

TSW Team Relevant Experience Matrix	TSW PROJECT	ARNETT MULDRON PROJECT	DOWNTOWN / ACTIVITY CENTER PLANNING	MARKET ANALYSIS / RECOMMENDATIONS	TRANSPORTATION RECOMMENDATIONS	DESIGN STANDARDS / CODING	COMMUNITY/STAKEHOLDER ENGAGEMENT	VISIONING GRAPHICS
	Duluth Downtown Master Plan: Duluth, GA	●		●	●	●	●	●
Evans Town Center Development: Evans, GA	●		●	●	●	●	●	●
Goose Creek Comprehensive Plan: Goose Creek, SC	●	●		●	●	●	●	●
Jonesboro LCI Downtown Master Plan: Jonesboro, GA	●	●	●	●	●	●	●	●
Kingsport Downtown Master Plan: Kingsport, TN	●		●	●	●	●	●	●
Knowledge Park Master Plan: Rock Hill, SC	●	●	●	●	●	●	●	●
Lake City Downtown Master Plan: Lake City, SC	●	●	●	●	●	●	●	●
Lawrenceville Downtown Master Plan: Lawrenceville, GA	●		●	●	●	●	●	●
Loganville Downtown LCI: Loganville, GA	●	●	●	●	●		●	●
Monroe Town Center LCI: Monroe, GA	●	●	●	●	●	●	●	●
Pooler Main Street Master Plan: Pooler, GA	●	●	●	●	●	●	●	●
Powder Springs Downtown LCI: Powder Springs, GA	●		●	●	●	●	●	●
Peachtree City LCI: Peachtree City, GA	●		●	●	●	●	●	●
Statesboro Downtown Master Plan: Statesboro, GA	●		●	●	●	●	●	●
Stockbridge Downtown LCI: Stockbridge, GA	●		●	●	●		●	●
Sumter Downtown Master Plan: Sumter, SC	●		●	●	●	●	●	●
Suwanee Downtown Master Plan: Suwanee, GA	●		●	●	●	●	●	●
Tucker Downtown Master Plan: Tucker, GA	●		●	●	●		●	●
Winder Downtown LCI: Winder, GA	●	●	●	●	●	●	●	●

SECTION 1: QUALIFICATIONS

Springs in Motion – Livable Centers Initiative Plan Update & Implementation

Powder Springs, GA



TSW was retained to lead a multidisciplinary team to update the City of Powder Springs Town Center Planning LCI Study from 2002. The update focused on a community engagement process to craft a vision for revitalization for the downtown. An extensive community engagement process included public meetings, visioning workshop, online survey, visual preference survey, stakeholder interviews, core team meetings, and information booth at the Pink Ribbon 5K.

The framework plan that was developed included recommendations for on-street bike facilities to connect to the Silver Comet Trail, compact residential development along Lewis Road, infill development in the Downtown and Town Square areas, and enhanced streetscapes to improve mobility and sense of place. Overall, the plan calls for 258 new residential units and 30,500 square feet of new commercial space.

Following the LCI, TSW was retained to provide planning and full design services for the Town Green park, Amphitheater, and three historic building renovations.

CLIENT:

City of Powder Springs

PROJECT STATUS:

LCI completed in 2016

Town Green completed in 2020

PROJECT HIGHLIGHTS:

- LCI update to build on the 2002 study focusing on Downtown and Town Square areas
- Extensive community engagement process that included a variety of outreach techniques

RECOGNITION:

- 2019 Georgia Planning Association - Outstanding Plan Implementation
- 2020 Atlanta Regional Commission - Development of Excellence - Great Places Award for Powder Springs LCI Implementation: Town Green and Historic Building Renovations



OUTREACH // SURVEYS

BEAUTY IN POWDER SPRINGS

One question asked respondents what they found beautiful in Powder Springs. The top 3 features are (a three-way tie for third place)

- 1 Historic Buildings / Character
- 2 Small Town Feel
- 3 Fresh / Silver Comet / Transit / The People



More than 50% of people who visit Downtown are "just passing through" however nearly 25% come for the restaurants, or errands and special events. Respondents could choose more than one option.



Most respondents said that restaurants would enhance their daily lives. Additionally, night life (47%), boutique / leisure shopping (35%), and festivals / events (35%) were noted as important additions. Respondents chose their top 3.



Major issues identified for the study area were a lack of retail options for both daily needs and leisure shopping (80% for each), a lack of parks, and a lack of job opportunities.



How Should the Study Area Be Revitalized?

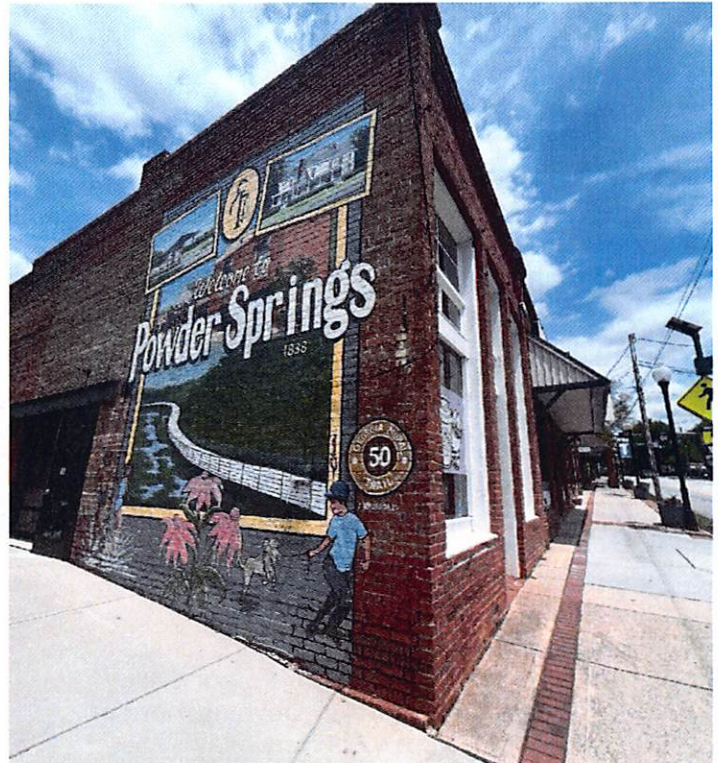
Respondents noted that restaurants, retail options, and a bar / brewery should be added to the study area to start the revitalization process. Additional revitalization methods included a park or plaza, art galleries or studios, infill development and building rehabilitation and townhomes. Respondents chose their top 3 options.



SECTION 1: QUALIFICATIONS

Springs in Motion – Livable Centers Initiative Plan Update & Implementation

Powder Springs, GA



SECTION 1: QUALIFICATIONS

Duluth Downtown Master Plan & Implementation

Duluth, GA



TSW was retained by the City of Duluth to develop their Downtown Master Plan to help establish a vision for the future of the downtown area as a true hometown and a regional magnet for commerce. The Master Plan details an implementation strategy of municipal projects, needed policy changes, and catalytic projects to fulfill that vision.

Following the Master Plan, TSW designed streetscapes for the downtown area focusing on a balance between vehicles and pedestrians. The streetscape is a two phase project on historic Main Street designed to accommodate outdoor dining, buskers, and mid-block crossings. The project has also increased the amount of on-street parking available in downtown Duluth.

Another implementation project that resulted from recommendations in the Master Plan is the catalytic project, the Parsons Alley Block. TSW developed Construction Documents for the site that includes a plaza area to serve the downtown area and adjacent restaurants with seating, bocce ball court, entertainment screen, play art structure, public art, and redesigned surface parking area.

CLIENT:

City of Duluth

PROJECT STATUS:

Completed in 2015

PROJECT HIGHLIGHTS:

- Master Plan for Duluth's downtown core to establish a vision for the future of the area
- Streetscape design and construction documentation
- Design and construction documents for Parsons Alley Block, a catalytic project

RECOGNITION:

- 2016 The Council for Quality Growth and Partnership Gwinnett - Neighborhood Redevelopment Award for Parsons Alley
- 2017 CNU - Charter Award for Parsons Alley
- 2017 ULI (Atlanta Chapter) - Development of Excellence for Duluth's Parsons Alley



SECTION 1: QUALIFICATIONS

Duluth Downtown Master Plan & Implementation

Duluth, GA



SECTION 1: QUALIFICATIONS

Cultivate Lake City: Lake City Downtown Master Plan

Lake City, SC



TSW led a team, including Arnett Muldrow, to develop Lake City's Downtown Master Plan. Lake City has a deep agricultural history, and has experienced recent revitalization through Downtown facade grants, new public spaces, private development, and the annual ArtFields festival. Downtown has an extensive collection of historic buildings home to many local businesses, and many important community resources are within walking distance. However, a CSX rail line accommodating 22 trains per day bisects the Downtown core, causes connectivity and safety issues. The plan's vision was to create an active and inclusive Downtown by cultivating history, the arts, and the people of Lake City. The project involved an extensive public outreach effort with an online and paper survey (296 responses), focus groups, and a 3-day charrette with the entire consultant team that included open houses and public input.



The Master Plan consisted of design and policy goals to reach the vision:

- Support the relocation of Florence-Darlington Technical College Downtown;
- Encourage appropriate residential and commercial development Downtown;
- Make walking and biking easier;
- Facilitate the improvement of schools;
- Improve the inter-agency communication;
- Grow the arts and tourism industries.

CLIENT:

Greater Lake City Community Development Office

PROJECT STATUS:

Completed in 2016

PROJECT HIGHLIGHTS:

- Downtown Master Plan to guide future development and greater connectivity in the area
- Extensive public participation to ensure that the vision was community-supported



SECTION 1: QUALIFICATIONS

Cultivate Lake City: Lake City Downtown Master Plan

Lake City, SC



SECTION I: QUALIFICATIONS

Pooler Main Street Master Plan

Pooler, GA



The City of Pooler was originally founded in 1838 and was known as the last railroad station stop before Savannah on the Central of Georgia Railway during the Civil War. In the early years of Pooler's development, dairies played a vital role in the economy and eventually a post office, gas stations, a theater, and a drug store were built in town. As the city continued to develop, Highway 80/Main Street was split into two roadways in the historic core, which created an island of parcels in between them.

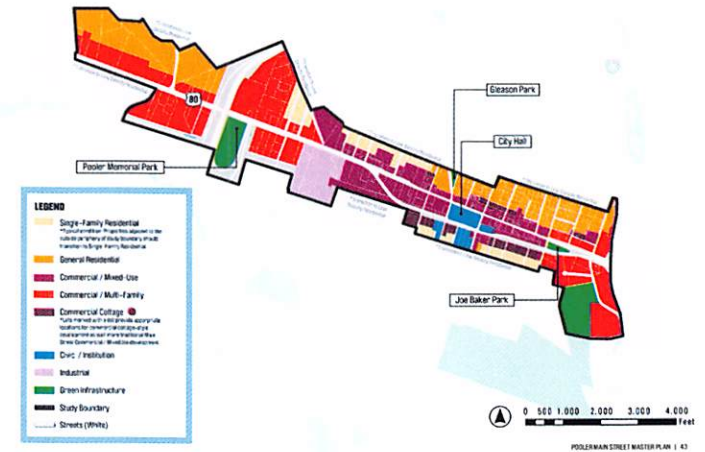
TSW was retained by the City of Pooler to develop their Main Street Master Plan and address the challenges along Main Street, focusing on leveraging the area's history and recent development success; attracting businesses, jobs, and people; and developing recommendations to encourage quality design and development. As part of the process, TSW analyzed existing zoning, future land use, transportation/connectivity, community resources, demographics and economic conditions, and susceptibility to change. The public outreach process included public meetings, visual preference survey, SWOT analysis, stakeholder interviews, online survey, 3-day design workshop, and draft plan open house.

Using the plan's vision to create "a thriving revitalized Main Street built on its small-town history and charm, with a connected pedestrian-friendly environment and active business community," TSW developed recommendations based on the following design and policy goals:

- Design a comfortable transportation system for people of all ability levels
- Ensure appropriate transition between single-family areas and new development
- Create usable public spaces and encourage usage at parks
- Ensure that policies support desired business development growth of Main Street
- Protect historic structures and encourage their rehabilitation where feasible
- Promote compact infill development to serve the community and increase the residential population

FRAMEWORK PLAN

Figure 19



CLIENT:

City of Pooler

PROJECT STATUS:

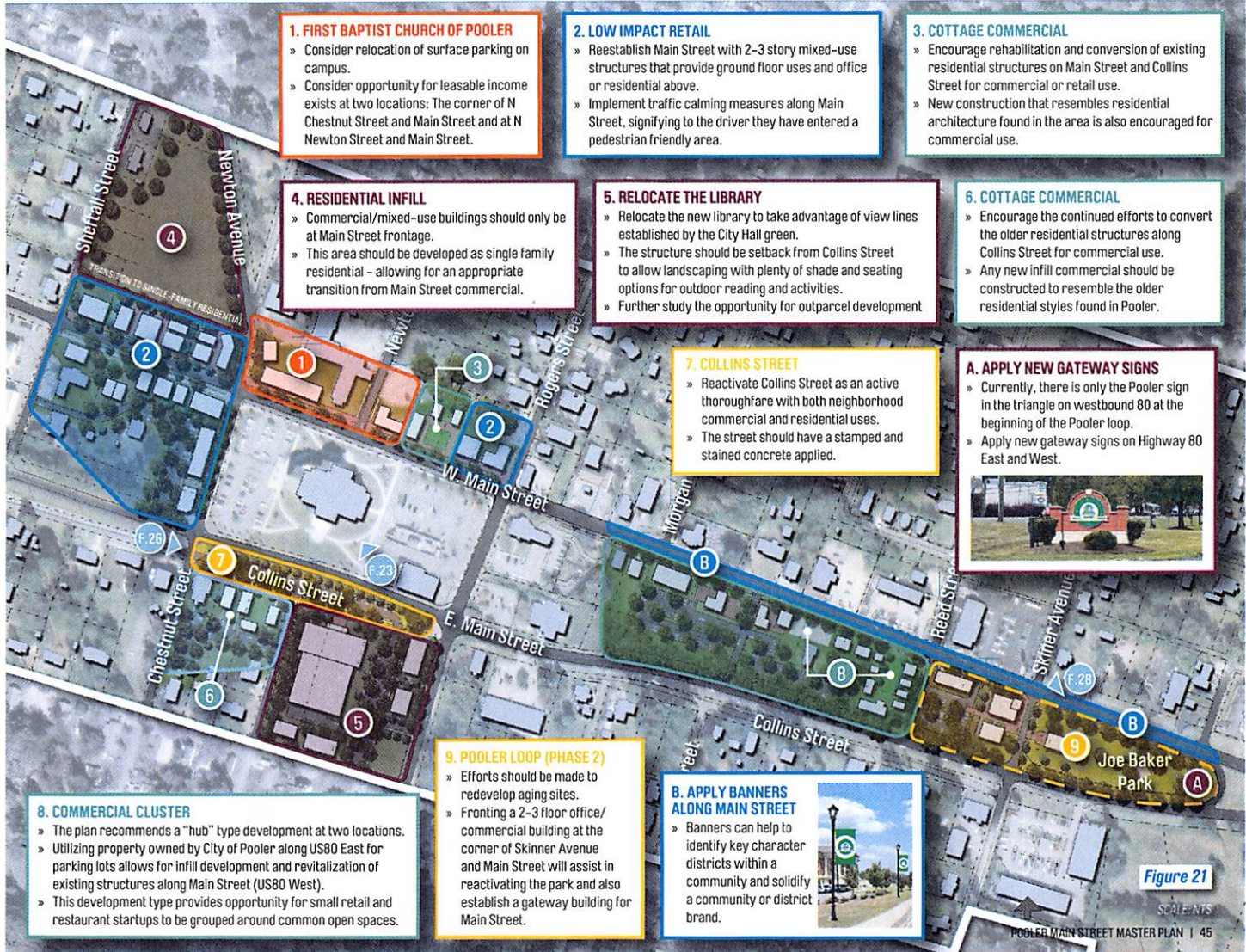
Completed in December 2023

PROJECT HIGHLIGHTS:

- Master planning process that included a variety of community engagement activities
- Framework plan to guide future growth and development
- Examined key catalyst project opportunities, including low impact retail, residential infill, relocation of civic uses to capitalize on development opportunities, and activation of underused public spaces and streets

SECTION 1: QUALIFICATIONS

Pooler Main Street Master Plan Pooler, GA



SECTION 1: QUALIFICATIONS

Douglasville Downtown Master Planning & Catalyst Projects

Douglasville, GA



Located in Douglas County, 20 miles west of Atlanta, the City of Douglasville is a growing community of approximately 35,000 residents. The City of Douglasville first retained TSW to create a plan for the City's downtown district that would outline a clear vision and achievable action items to further catalyze development. If fully implemented, the plan would add nearly 1 million square feet of new development, and recommended improvements would cost around \$40 million.

As part of the planning process, TSW sought input from the public with a variety of methods, including a Downtown Block Party booth and intercept survey, Visioning Workshop, Community Input Survey, Master Plan Committee, and a Draft Plan Presentation.

Following the Downtown Master Plan, TSW was retained by the City to create a downtown park from concept to construction documents. The goal was to create a park for the downtown district that would further catalyze the surrounding area. Designed to accommodate events ranging from community festivals to traveling shows, the Douglasville Town Green totals 2 acres, including an amphitheater (GreyStone Amphitheater) and supporting buildings, flex lawn, restrooms, playable art area, splash pad, iconic gateway sign and pedestrian bridge, art displays, custom outdoor furniture, large plaza, and surrounding streetscapes.

Recently, TSW was asked to continue design services for a Town Green addition and went through a competitive process to be selected for an update of the Downtown Master Plan, which will focus on building on the momentum of the previous plan.

CLIENT:

City of Douglasville, Downtown Development

PROJECT STATUS:

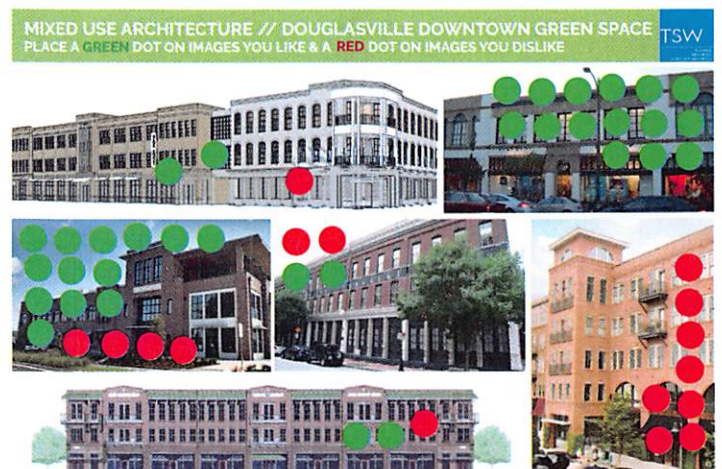
- Master Plan completed in 2017
- Downtown Greenspace completed in 2023
- Master Plan Update estimated completion December 2024

PROJECT HIGHLIGHTS:

- Downtown Master Plan & 10-Year Strategic Plan to guide development activities and physical improvements
- Community-based planning process with a variety of methods to gather feedback
- Planning and design for Town Green & GreyStone Amphitheater catalyst project
- Recently selected to lead the Downtown Master Plan Update

RECOGNITION:

- 2024 GA Association of Convention & Visitors Bureaus Trailblazers Award for the Town Green & GreyStone Amphitheater



SECTION 1: QUALIFICATIONS

Douglasville Downtown Master Planning & Catalyst Projects

Douglasville, GA



SECTION I: QUALIFICATIONS

Maryville Downtown Master Plan

Maryville, TN



The City of Maryville (population 31,907) has a rich history dating back to its original incorporation in 1795. From its founding over two centuries ago to present day, downtown Maryville continues to be the heart of the city representing its past, present, and future. The planning area for downtown Maryville encompasses approximately 210 acres bordered by US-321/Lamar Alexander Parkway, Washington Street and the northeast edge of the city limits with Alcoa.

The TSW Team was retained by the City of Maryville in early 2023 to develop a master plan for the downtown area, creating a long-term vision for the downtown. The planning process has included a public engagement process to gauge the community's long-term goals and desired outcomes for the downtown area and build on those goals for project and policy recommendations. Some of the key components of the Master Plan will include:

- Conducting an existing conditions analysis of the study area - regulatory, economics, transportation, parking, etc.
- Developing a complete building inventory
- Strengthening the city's designation as a Main Street community
- Identifying regulatory or other impediments to future development
- Incorporating downtown brand and ongoing downtown initiatives
- Developing small area studies for three catalytic sites in the downtown area
- Identifying capital projects consistent with the community vision and possibility of implementation

CLIENT:

City of Maryville Development Services

PROJECT STATUS:

Estimated completion early 2024

PROJECT HIGHLIGHTS:

- Comprehensive Downtown Master Plan detailing the state of downtown and its future vision, focusing on economic investment, housing options, public spaces, placemaking, connectivity and accessibility, and increasing downtown's customer base
- Public engagement process that included a variety of activities

MARKET SNAPSHOT

RETAIL MIX

One in four businesses in Downtown Maryville are retailers and restaurants, with a strong concentration of neighborhood services.

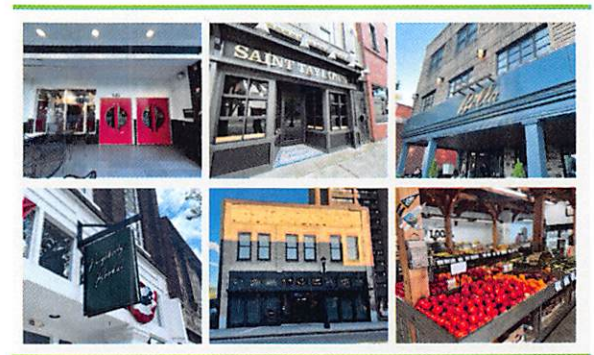
Downtown Maryville's retail orientation is predominately locally serving based on the retail mix, signifying opportunities to bolster the retail mix towards more of a destination.

14% of Maryville's retailers are located in the study area.

Approximately 8% of the city's merchandise retail spending and 10% of restaurant spending occurs downtown

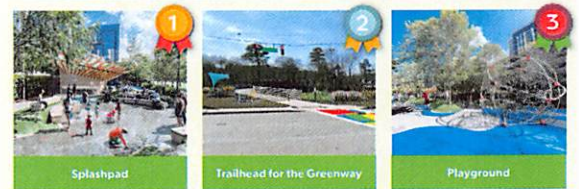


Data Source: Infigroup (2021)



VPS RESULTS

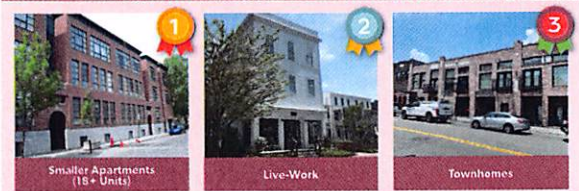
TOP THREE MOST NEEDED GREENSPACE ELEMENTS



TOP THREE MOST NEEDED STREETScape ELEMENTS



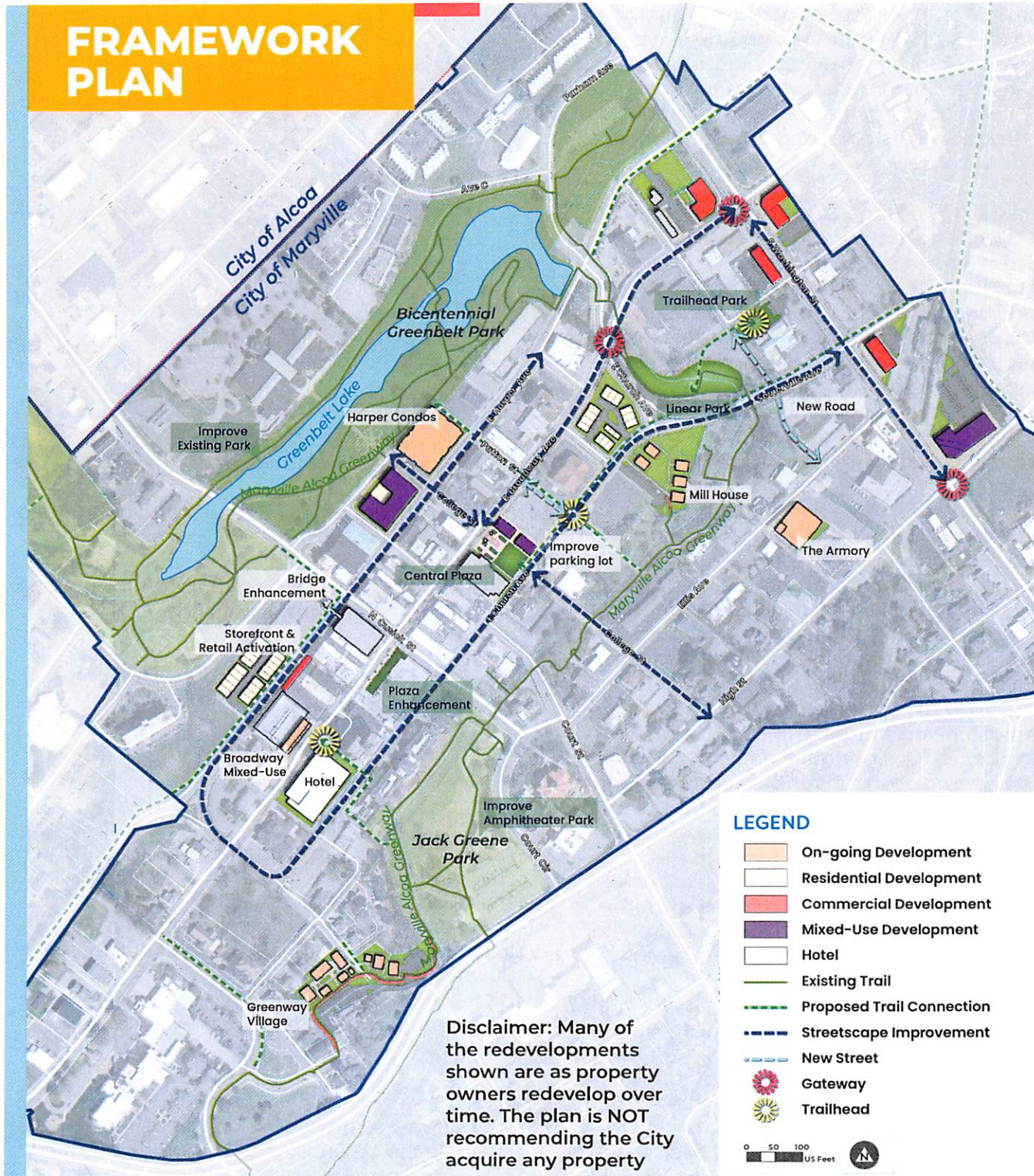
TOP THREE PREFERRED RESIDENTIAL BUILDING SCALES



SECTION 1: QUALIFICATIONS

Maryville Downtown Master Plan

Maryville, TN



SECTION 1: QUALIFICATIONS

Blueprint Jonesboro LCI + Supplemental Study + Broad Street Implementation

Jonesboro, GA



In 2017, the City of Jonesboro adopted Blueprint Jonesboro (led by TSW), a 10-year update to its 2003 Livable Centers Initiative (LCI) plan. It focused on attracting new restaurants and businesses, increasing housing opportunities, constructing a new City Hall facing the park, and creating a more walkable downtown.

In 2018, the City of Jonesboro applied for additional LCI funds to undertake a supplemental study that would build upon the concept plan developed by the original Blueprint, while incorporating new ideas and advancing implementation funding. Like the previous plan, meaningful community involvement was a critical component to the planning process. The process involved close collaboration with the City of Jonesboro staff and elected/appointed officials, an Advisory Group, and residents of Jonesboro and nearby communities.

The resulting plan had three components: the Downtown Core Master Plan, the Trails Master Plan, and design development for the Municipal Complex. The Downtown Core Master Plan suggests opportunities to reinforce and revitalize Downtown Jonesboro, such as affordable housing for active adults, diverse housing options, improvements to the adult learning center fronting the park, and improvements to Lee Street Elementary School. The Trails Master Plan sought to improve upon the existing active transportation network and connect downtown destinations by recommending new sidewalks, trail alignment, connections to the nearby Clayton Connects trail system, secondary connections, and shared streets. Lastly, the Municipal Complex design was the result of case study analysis and workshops and meetings with City staff and police department. The supplemental study produced a site plan, elevations, floor plans, and 3-D renderings.

Following the Supplemental Study, TSW was tasked with transforming a City-owned block of downtown along Broad Street. The Broad Street Plaza and Streetscapes project was a collaborative effort that involved all of TSW's studios. The Planning Studio completed master planning and overall site



design, the Landscape Architecture Studio designed the public spaces and streetscapes, and the Architecture Studio focused on the rehabilitation of the former fire station into a restaurant/brewery and designed the new performance stage.

CLIENT:

City of Jonesboro

PROJECT STATUS:

Completed in 2018

PROJECT HIGHLIGHTS:

- The Downtown Core Master Plan built upon the previous plan.
- The Trails Master Plan created a network of new multi-use paths and sidewalk improvements to connect destinations within and outside Downtown Jonesboro.
- Case studies of City Halls provided design and programming inspiration for the Municipal Complex concept.

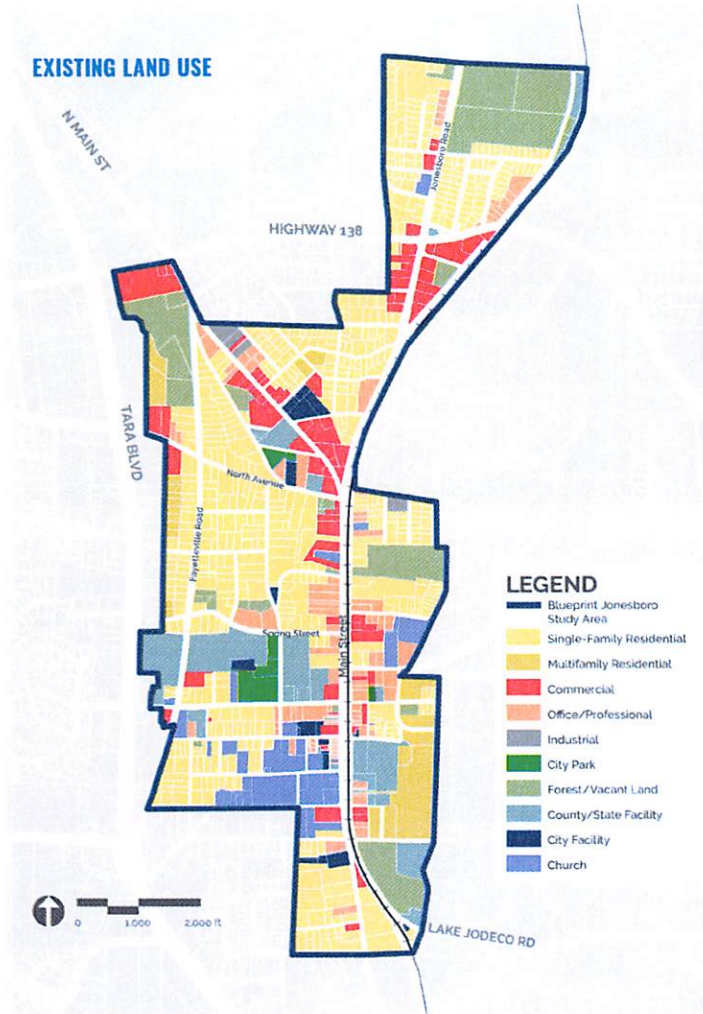
RECOGNITION:

- 2021 Metro Atlanta Redevelopment Summit Award in the category of Small Redevelopment

SECTION 1: QUALIFICATIONS

Blueprint Jonesboro LCI + Supplemental Study + Broad Street Implementation

Jonesboro, GA



SECTION I: QUALIFICATIONS

Blueprint Jonesboro LCI + Supplemental Study + Broad Street Implementation

Jonesboro, GA



SECTION 1: QUALIFICATIONS

MASTER PLANNING



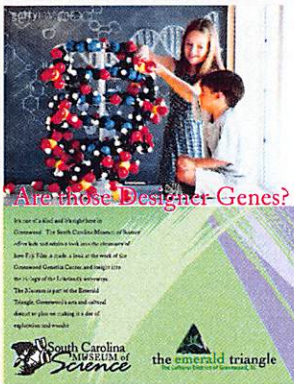
Greenwood, South Carolina

Winner 2017 Great Places in America Award
by the American Planning Association



Client Contact

Charlie Barrineau
Field Services Manager
Municipal Association of SC
cbarrineau@masc.sc
803.354.4792



Greenwood, South Carolina is the urban center of a five-county area with a population of over 200,000. From its start as a railroad stop, Greenwood quickly grew into a city of textile mills. With the decline of the textile industry, Greenwood has reinvigorated its economy through diversifying its industry.

Like so many towns, however, its downtown has suffered as retailers have moved to suburban locations. Recognizing that a healthy core is vital to overall economic development, the Greenwood Partnership Alliance hired Arnett Muldrow & Associates to conduct a detailed study of Uptown.

The plan included detailed design for new visitor amenities to the district in a central area that Arnett Muldrow coined "The Emerald Triangle." The Emerald Triangle will include a history center, theatre, arts complex, and ultimately a major regional science center, a market assessment of the Center City, a

marketing plan, and a financial strategy to implement the plan.

The financing plan calls for a series of bonds over a ten-year period to provide phased public improvements alongside major private investment initiatives to bring residential living into the community and new shops and restaurants.

Since the completion of the plan, Greenwood was awarded a \$1 million grant from the SC Department of Commerce for revitalization and has implemented a financing plan that is underwriting nearly all of the improvements recommended in the plan.

Arnett Muldrow & Associates, Ltd. continues to work with the Greenwood Partnership Alliance and is currently working on a plan to better link Uptown Greenwood with the community's research park and medical facilities at Self Regional Hospital.



SECTION 1: QUALIFICATIONS

ECONOMIC DEVELOPMENT



Botetourt County Virginia

Client Contact

Heather Fay
Regional Program Director
Roanoke Regional Small Business
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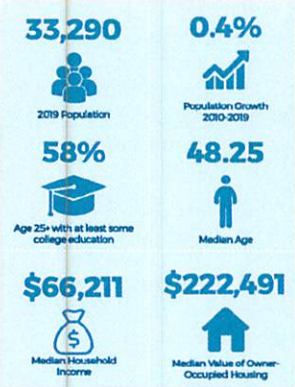
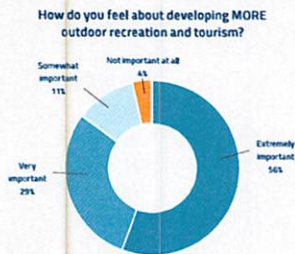


In 2019, the Roanoke Regional Small Business Development Center and Botetourt County Economic Development hired Arnett Muldrow to develop a Small Business Development Framework for Outdoor Recreation, Agritourism and Ecotourism.

In addition to stakeholder interviews and community meetings, a public input process included an online survey to gauge residents and recreation users' perspectives. A SWOT analysis detailed opportunities and challenges within the county and a market analysis identified demand for new or expanded businesses.

The process was a collaborative effort, engaging the county's towns and communities as well as local businesses and regional development partners. The focus was on building economic prosperity for local businesses that support the county's outdoor recreation, ecotourism, and agritourism industry.

The planning effort culminated in a Small Business Summit and a Small Business Development Framework that includes business development strategies for RRSBDC, Botetourt County Economic Development, and the towns and communities of Botetourt to build a healthy small business and entrepreneurial ecosystem.



SECTION 1: QUALIFICATIONS

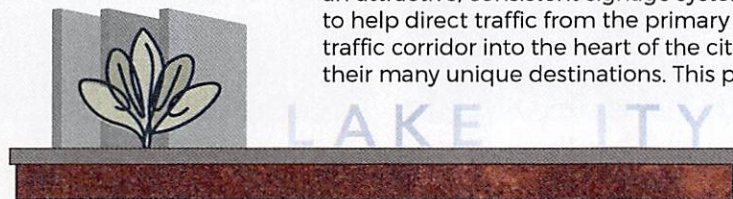
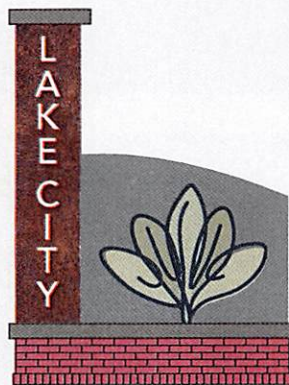
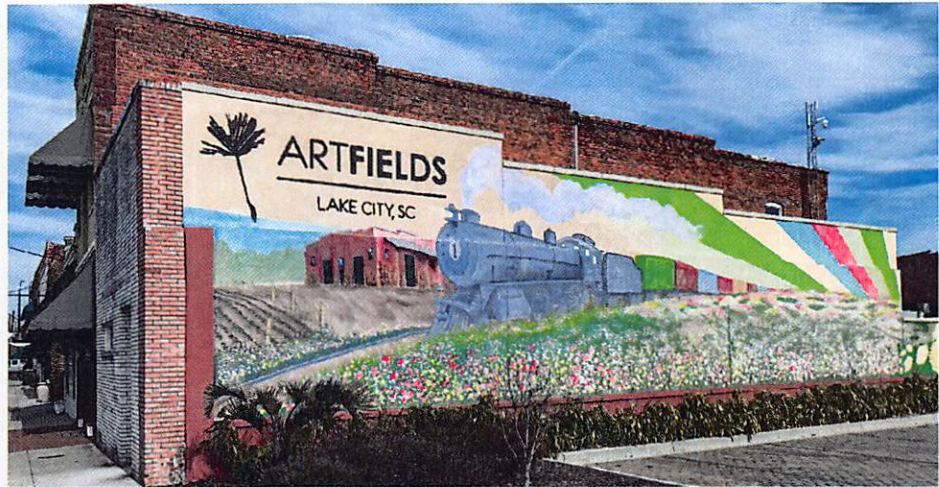
WAYFINDING



Lake City South Carolina

Client Contact

Randy Wilson
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Greater Lake City Community
Development Office
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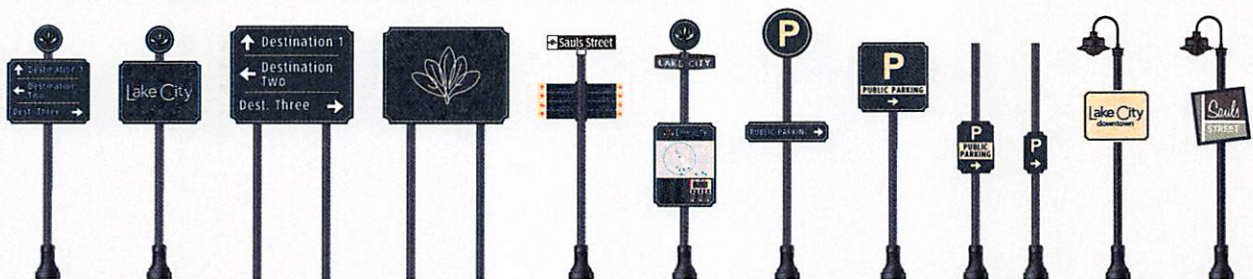
In 2017, Arnett Muldrow was hired by Greater Lake City Community Development Office to develop a wayfinding master plan for Lake City, South Carolina.

The goal of the wayfinding master plan was to cultivate the visitor experience, generate community pride, and develop an attractive, consistent signage system to help direct traffic from the primary traffic corridor into the heart of the city to their many unique destinations. This plan

also included pedestrian signs, parking signs, custom street signs, and recommendations for signage for the Sauls Street character district.

This system was inspired by the historic architecture and agricultural heritage of downtown Lake City.

The process consisted of reconnaissance of existing conditions, stakeholder roundtable sessions, identifying and ranking system destinations, designing sign typology, developing a sign schedule, as well as providing cost estimates phasing strategies and for implementation.



SECTION I: QUALIFICATIONS

TSW Team Organizational Chart

TSW TEAM PROJECT MANAGEMENT:

Principal-in-Charge: Adam Williamson

Project Manager: Ryan Snodgrass

COMMUNITY ENGAGEMENT

Adam Williamson
Ryan Snodgrass
Bert Kuyrkendall
Beverly Bell
Alanna Fairburn
Aaron Arnett
+ Support Staff



LAND USE, URBAN DESIGN & PLACEMAKING

Adam Williamson
Ryan Snodgrass
Bert Kuyrkendall
Beverly Bell
Alanna Fairburn
+ Support Staff

TRANSPORTATION

Bert Kuyrkendall
Adam Williamson
+ Support Staff

ECONOMICS & FEASIBILITY

Aaron Arnett
Adam Williamson
Ryan Snodgrass
+ Support Staff

RECOMMENDATIONS & FINAL DOCUMENT

Adam Williamson
Ryan Snodgrass
Bert Kuyrkendall
Beverly Bell
Alanna Fairburn
Aaron Arnett
+ Support Staff

SECTION 1: QUALIFICATIONS



Adam Williamson, AICP, PLA, LEED AP Principal-in-Charge / Community Planner

Adam, a Principal at TSW with over 20 years of experience, is a planner and landscape architect who specializes in planning and revitalization of downtowns and corridors. He has worked on a variety of implemented projects, including rural to urban master plans, coding efforts, streetscape revitalization projects, and parks and open spaces. Adam has extensive experience leading public charrettes and workshops to develop realistic community vision plans.

Education:

1997 Bachelor of Landscape Architecture
University of Georgia

Professional Status:

- Registered Landscape Architect: GA, NC, SC
- AICP
- LEED Accredited Professional

Professional Affiliations:

- American Planning Association
- Georgia Planning Association
- Urban Land Institute
- CNU

Awards:

- 2020 GPA Outstanding Planning Process for One Chamblee Comprehensive Plan
- 2019 APA Small Town and Rural Planning Division – Vernon Deines Award: Downtown Kingsport Master Plan



Representative Projects:

City of Kingsport Downtown Master Plan (Kingsport, TN) – Principal-in-Charge for downtown master plan focusing on redevelopment opportunities and physical enhancements to promote a more sustainable core.

Douglasville Downtown Master Plan & 10-Year Strategic Plan (Douglasville, GA) – Principal-in-Charge to create a plan for the City's downtown district that outlines a clear vision and achievable actions items to build on catalytic development, adding nearly 1 million square feet of new development and much needed physical enhancements of streetscapes and public spaces.

City of Duluth Downtown Master Plan and Main Street Streetscape (Duluth, GA) – Principal-in-Charge for a 30-acre downtown area focusing on planning of mixed-use projects with a developer and City. The project included recommendations on how to improve the existing three acre downtown park and construction documents for Main Street and Parsons Alley that have outdoor dining, art, and entertainment space.

City of Clarksville Downtown Parking & Street Network Study (Clarksville, TN) – Principal-in-Charge/Project Manager for community-based vision for on-street parking, connectivity, and pedestrian and bike travel.

City of Powder Springs LCI Update (Powder Springs, GA) – Principal-in-Charge for Livable Centers Initiative Study that focuses on the study area's preservation and enhancement and includes an extensive public engagement process.

Argenta District Downtown Master Plan (North Little Rock, AR) – Co-Project Manager for comprehensive master plan for this downtown district, including detailed analysis maps, conceptual redevelopment plans, and form-based zoning recommendations.

Tucker Downtown Master Plan (Tucker, GA) – Principal-in-Charge for planning study that focuses on creating a walkable, active, and prosperous downtown that supports retail and offices uses, and enhances the connectivity and vibrancy of the area.

City of Austell Downtown Master Plan Update LCI (Austell, GA) – Principal-in-Charge for a Livable Centers Initiative study that created an ambitious redevelopment plan that focuses on enhancing housing choice, job creation, public spaces, placemaking, and connectivity and accessibility.

SECTION I: QUALIFICATIONS



Ryan Snodgrass, CNU-A

Project Manager / Community Planner

Ryan, an Associate at TSW, is a planner specializing in placemaking and redevelopment studies. With a combined background in landscape design, urban design, and historic preservation, Ryan provides a unique understanding of the built environment. His applied skills include community planning, infill development/strategies, heritage and historic preservation, design guidelines, community engagement, and research. In everything he does, Ryan seeks to understand a place's culture and develop implementation strategies that are grounded in best practices and community input.

Representative Projects:

Blueprint Jonesboro (Jonesboro, GA) – Project Manager for Livable Centers Initiative plan focusing on creating a vision for the future of downtown that will grow the local economy, leverage Lee Street Park, encourage appropriate development, make walking and biking easier, and revitalize Main Street.

Blueprint Jonesboro – Supplemental Study (Jonesboro, GA) – Project Manager for a supplemental Livable Centers Initiative plan focusing on furthering the vision of Blueprint Jonesboro to redevelop downtown, create a new municipal complex, and develop a system of multi-use trails.

City of Pooler Main Street Master Plan (Pooler, GA) – Project Manager for a strategic master plan for the city's historic Main Street, focusing on redevelopment and infill efforts to help grow and enhance the downtown area.

Roswell Historic District Master Plan (Roswell, GA) – Project Planner for a master plan and code changes for the Roswell Historic District, a 544-acre area that includes hundreds of historic buildings and key civic sites. The plan sought to develop a vision for the district's future that would allow future growth without compromising its beloved historic character.

Auburn Town Center (Auburn, GA) – Project Manager for a master plan study to explore development and phasing scenarios within historic downtown Auburn, including a new City Hall/Municipal Complex, residential units, and adaptive reuse of underutilized historic structures.

City of Sandy Springs North End Design Redevelopment Concepts (Sandy Springs, GA) – Project Manager for redevelopment concept plans for four underutilized redevelopment sites focusing on policies with key metrics, Opportunity Zones, potential for site re-zonings, code changes, and development incentives. Process included an extensive public participation effort to guide design direction.

Downtown Main Street (Alpharetta, GA) – Project Planner for 13-acre mixed-use development site in downtown Alpharetta. The site plan includes a 25,000 SF brewery, 64,500 SF of office, 25,800 SF of retail and restaurants, and a variety of residential. TSW developed a conceptual site plan that includes plaza areas, streetscapes, private courtyards and amenity areas, and a multi-use trail to connect to other parts of the city.

Education:

2012 Master of Urban Design, Savannah College of Art and Design

2009 Bachelor of Science in Environmental Design, Auburn University

Professional Status:

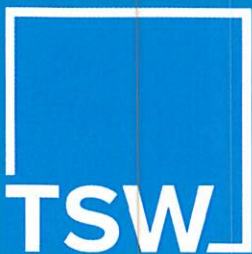
- Congress for the New Urbanism - Accredited

Professional Affiliations:

- Congress for the New Urbanism
- American Planning Association

Awards:

- 2020 GPA Outstanding Planning Process: One Chamblee Comprehensive Plan
- 2013 GPA Outstanding Planning Document: Augusta Sustainable Development Implementation Program



SECTION 1: QUALIFICATIONS



Bert Kuyrkendall, AICP, PE

Senior Associate / Transportation Planner and Engineer

Bert, a Senior Associate at TSW, has more than 25 years of experience as a Transportation Planner and Engineer. Bert's planning work focuses on helping cities and towns become more sustainable, just, and livable places. He has led and collaborated on numerous comprehensive plans, corridor studies, multimodal network plans, and Complete Streets design projects. As an engineer and planner, Bert is able to bring a balanced approach to transportation planning and implementation. He has shepherded many projects from concept design and public input, to estimating and budgeting, grant application, schematic and engineering design, bidding, construction oversight, and maintenance.

Education:

1995 Bachelor of Science in Civil Engineering
Mississippi State University

1993 Bachelor of Arts in Mathematics
Belhaven University

Professional Status:

- Registered Engineer: AL, GA, MS, TN
- American Institute of Certified Planners

Professional Affiliations:

- Bike Walk Tennessee, Board Member
- APA
- CNU (Accredited)
- Association of Pedestrian and Bicycle Professionals



WORK EXPERIENCE:

Prior to joining TSW, Bert was a Transportation Planner and Engineer with Orion Planning + Design, MOD Transportation Consulting, Gresham Smith, and City of Chattanooga.

Representative Projects:

City of Maryville Downtown Master Plan (Maryville, TN) - Mobility Lead for Downtown Master Plan to help city and civic leaders activate streets, fill vacate store fronts, and create more vibrant and welcoming public spaces. The mobility sector of the plan contributes to this effort with the goal of creating a more walkable town center, recommending streetscapes which accent and serve existing and new development, facilitate walking and biking connections from neighborhoods, and proposed street sections which promote traffic calming, add on-street parking and provide multimodal facilities.

Knox County Greenway Corridor Studies* (Knox County, TN) - Engineering Lead to develop conceptual greenway corridors and detailed alignment plans to enable the County to take next steps in developing a county-wide network of greenways and sidepaths. Multiple public workshops were held to garner broad engagement with residents, businesses, stakeholder groups and elected officials. The final plan detailed specific planned greenway routes, cost estimates for construction and ROW, and prioritization based on analysis criteria.

Madison Comprehensive Plan* (Madison, AL) - Mobility Lead for Madison on Track 2045 Comprehensive Plan. Mobility plan components include: city-wide plan for greenways, sidepaths, natural trails, and bikeways; prototypical street sections for future development; sidewalk mapping update and gap analysis; street connectivity analysis; travel demand model update; intersection improvement recommendations; and recommendations to accommodate proposed regional bus rapid transit.

Tuscaloosa Transportation Standards* (Tuscaloosa, AL) - Project Lead to develop transportation standards that regulate the design process and standards for pedestrian, bicycle, transit, and vehicular facilities and help set the vision for how the City develops from a mobility perspective.

* Completed while with another firm

SECTION 1: QUALIFICATIONS



Beverly Bell Community Planner

Beverly is a Project Manager and Community Planner in TSW's Planning Studio and lives in Chattanooga, Tennessee. She has a background in sustainable development with a range of professional experience that includes community planning, urban design, public parks, campus design, multifamily residential, and ecological assessment. She serves as Chair of the Chattanooga Form-Based Code Committee.

Education:

2014 Master of Landscape Architecture
University of Georgia

2011, Bachelor of Science, Sustainable Development: Community, Regional & Global Development Concentration
Appalachian State University

Awards:

- 2021 National ASLA Honor Award in Urban Design: Market + Georgia Public Space, "The Porch"

Work Experience:

Beverly was at TSW for 3+ years (2016-2019) before moving to Chattanooga where she was an urban designer for 2.5+ years (2019-2022) with the Chattanooga Design Studio.

Representative Projects:

The Porch (Chattanooga, TN) - Project Manager and Planner for community-led design process to transform the public space surrounding downtown's densest residential building, into a community meeting grounds, with connections to the surrounding public spaces. The community engagement strategy focused on a combination of traditional methods such as surveying, in addition to creative artist-led engagements and pop-up events.

Town Center CID Creative Placemaking Plan (Kennesaw, GA) - Project Manager and Planner for placemaking master plan to facilitate community connections and encourage economic development. The plan emphasizes public art and cultural arts programming developed through a community outreach strategy and provides recommendations that include costs, phasing, funding, and maintenance strategies.

Hall County Forward Comprehensive Plan (Hall County, GA) - Project Manager and Planner for Comprehensive Plan intended to balance opportunities for economic growth with the desire to maintain rural character.

East Kenosha Corridor Study (Broken Arrow, OK) - Planner for approximately 5-mile corridor study focusing on land use and design regulations to help implement the Broken Arrow NEXT Plan and foster development that creates a strong sense of place.

City of Maryville Downtown Master Plan (Maryville, TN) - Project Manager and Community Planner to develop a comprehensive Downtown Master Plan detailing the state of downtown and its future vision, focusing on economic investment, housing options, public spaces, placemaking, connectivity and accessibility, and increasing downtown's customer base. The planning process included a public engagement process to gauge the community's long-term goals and desired outcomes for the downtown area and build on those goals for project and policy recommendations.



SECTION 1: QUALIFICATIONS



Alanna Fairburn

Community Planner + Designer / Community Engagement Support

Alanna is a community planner and designer in the Planning and Landscape Architecture Studios. She is passionate about planning harmonious environments through human centered design. Alanna's other areas of focus include Environmental Graphics, Marketing, and Graphic Design, and Community Outreach.

Work Experience:

Prior to joining TSW in 2021, Alanna was a product designer at Rustic Trades Furniture, creating custom furniture and branding items for commercial spaces.

Representative Projects:

City of Statesboro Downtown Master Plan (Statesboro, GA) - Planner for development of a Downtown Master Plan for Statesboro, focusing on market-driven redevelopment strategies, using the Downtown District as the city's gateway, review and recommendations for the Design Standards for the Downtown District, and detailed guide for implementation.

City of Austell Downtown Master Plan Update LCI (Austell, GA) - Environmental and Wayfinding Designer for Livable Centers Initiative Study to create an implementable vision for the City of Austell, driving economic development and focusing on creative placemaking. Responsible for identifying opportunities for public art, wayfinding, lighting, outdoor furniture, and streetscape enhancements. Detailed work included three different wayfinding themes that focused on color palette and materials, conceptual designs for city entrance monument, light post directional signage and banners.

Decatur Destination 2030 (Decatur, GA) - Planner for a streamlined process for developing updates to the Strategic Plan, Livable Centers Initiative, and Comprehensive Plan into one effort with the mission to: 1) Think holistically, 2) Confront climate challenges, 3) Work together, 4) Embrace accountability, and 5) Pioneer innovation.

Town Center CID Creative Placemaking Plan (Kennesaw, GA) - Planner, Graphic Designer, and Outreach Coordinator for placemaking master plan to facilitate community connections and encourage economic development. The plan emphasizes public art and cultural arts programming developed through a community outreach strategy and provides recommendations that include costs, phasing, funding, and maintenance strategies.

City of Pooler Main Street Master Plan (Pooler, GA) - Planner for a strategic master plan for the city's historic Main Street, focusing on redevelopment and infill efforts to help grow and enhance the downtown area.

Cherokee County Parks and Trails Area Plan (Cherokee County, GA) - Planner for development of a parks and trails area plan for the northeast portion of the county that addresses underutilized parcels owned or leased by the County to provided new recreational opportunities along with a system of arterial trails to connect the parks.

Education:

2018 Bachelor of Industrial Design
Auburn University

Awards:

- 2021 Georgia Planning Association Outstanding Planning Process for City of Decatur's Destination 2030



Aaron Arnett, AICP

Principal



Aaron Arnett has over twenty years experience in a variety of planning areas including economic development, downtown planning, neighborhood planning, and historic preservation. His focus has been on helping communities realize their true economic potential through urban planning and design.

Aaron has worked at all levels of local government including municipal, county, and regional planning organizations. He has created economic development strategic plans and market studies for communities across the country, and has worked extensively on downtown master plans, comprehensive planning, tourism development, and marketing plans.

Aaron is a skilled presenter having addressed various community interest groups and organizations. He has presented at the NC Institute of Government's Summer Planning Institute, NC Main Street Conferences, SC Main Street Managers' workshop, Southwest Virginia Creative Economy Conference, NCDDA Planning Workshop, and lectured at both Clemson University and the University of Georgia.

Aaron enjoys living in Greenville, SC and served his community in various planning capacities including chairing the Design and Preservation Commission for downtown and its historic neighborhoods, as well as a being a committee member for the Plan-It Greenville Comprehensive Plan.

Education

Bachelor of Science in Design, Clemson University (1993)

Master of City and Regional Planning, Clemson University (1996)

Experience

2002-Present - Arnett Muldrow & Associates

Principal/Business Manager, Greenville, SC

Performs downtown and community master planning with specialization in historic preservation and economic development.

2001-2002 - MCA Urban Planning

Urban Planner, Greenville, SC

Project manager for a variety of planning projects in the areas of economic development and historic preservation.

1997-2001 - City of Salisbury, NC

Senior Planner, Salisbury, NC

Managed the City's historic preservation, neighborhood improvement, and annexation activities. Served as staff planner for comprehensive plan, downtown master plan implementation team, and various corridor studies.

1996 - London Planning Advisory Committee (LPAC)

Planning Technician, London, England

Performed planning services of LPAC, the statutory transportation and planning committee for London's 33 Burroughs, and the London Walking Forum to design, assemble, and market a 2000km network of green walking routes throughout greater London.

Professional Memberships

American Planning Association

American Institute of Certified Planners

National Trust for Historic Preservation

Scope & Methodology

Planning Process Overview

The development of a Downtown Master Plan for Cartersville will provide a clear vision for future growth and development and public area enhancements. This process will engage the community, local leaders, and City staff to better understand goals and priorities, determine changing conditions, and develop an implementation plan that will direct decision-making and administrative actions. Below are some key areas that our team will focus on during the planning process.



Community + Stakeholder Engagement

TSW believes that the most successful plans are supported through meaningful community and stakeholder outreach and effective listening. Whether we are working with a local government, neighborhood organization, or private entity, we believe that engaging stakeholders in the planning process results in a better outcome for everyone. In the past 10 years, our staff has conducted over 300 workshops in more than 50 cities and counties. This gives us a deep respect for the fact there is no one-size-fits all approach to engagement, and that every effort must be customized to the needs of a specific place. The TSW Team will work with City staff to finalize a Public Engagement Plan that will ensure widespread participation through in-person public meetings, virtual opportunities, workshops, interviews, and “pop-up” engagements at community events.



Visioning

TSW grounds the visioning process in reality – upholding creative thought, but using market research, similar project case studies, site analysis, and community and stakeholder engagement, to inform the vision – in order to guarantee a community-supported and actionable plan. Through our research and engagement, we establish guiding principles specific to the project that we use to ensure that master planning decisions address the overall vision.



Placemaking

TSW focuses on compelling layers of design that can be implemented in immediate-, short-, and long-term timelines. Our plans focus on building and enhancing the “bones” of a community – starting with a connected street network; incorporating parks and public spaces; providing a variety of housing opportunities to accommodate people at various stages in life; and creating vibrant activity centers that meet the needs of nearby residents while also serving as employment hubs.



Implementation

Through community and stakeholder engagement, existing conditions and technical analyses, understanding market conditions findings, visioning, and placemaking, we create plans and designs that can be realized. We balance and prioritize recommendations with cost feasibility to form plans that can be effectively phased. We work with municipalities to develop regulations and standards that will direct not only growth, but also character and sense of place.

SECTION 2: SCOPE & METHODOLOGY

Task 1: Existing Plan Assessment

1.1: Hold an Initial Consultation Session & Site Visit with the City and DDA staff to finalize:

- Study area boundary
- Available data resources
- Detailed schedule for meetings, review periods, and deliverables
- Public Engagement Plan
- Roles and responsibilities

The session will also include a walking tour of the study area with City and DDA staff to better understand challenges and opportunities.

1.2: Collect Available Data from Local, Regional, State, and Private Resources as determined in the Initial Consultation Session. (Note: City to provide GIS data.)

1.3: Conduct an Assessment of Existing Planning Studies to avoid duplication of efforts and build on the work already accomplished.

1.4: Prepare Land Use & Zoning Analysis:

- Identify existing land use patterns
- Evaluate existing Downtown Overlay District
- Identify vacant and underutilized buildings and land
- Examine future land use policies
- Identify infill development/redevelopment opportunities

1.5: Prepare Transportation & Infrastructure Analysis:

- Review transportation plans and traffic data
- Assess existing street network connectivity and circulation
- Inventory pedestrian and bicycle facilities, including ADA facilities
- Inventory and assess parking supply
- Assess stormwater management infrastructure and regulations

Task 2: Housing & Market Analysis

2.1: Data Collection:

- Assessment of existing retail, office, and residential in the study area (type, size, utilization of space, number of employees, sales tax generation, etc.)
- Underutilized retail and office space

2.2: Market and Trade Analysis:

Conduct market and trade area analysis that outlines baseline market conditions and area-wide competitive assessment for primary, secondary, and potentially tertiary trade areas:

- Economic and demographic analysis - population and household growth; households by age and income profiles; market segmentation analysis of various household characteristics; retail spending patterns; employment and job sector characteristics; and daytime population and commuting patterns
- Residential Demand - for-sale residential market activity, product type, and development pipeline; performance of rental housing market, residential demand in the market area and how much could be captured in the study area; and suggest potential future demand for for-sale and for-rent residential

SECTION 2: SCOPE & METHODOLOGY

- Commercial Demand – current inventory and planned development; potential commercial demand from residents, visitors, and daytime workers; current and future demand potential of retail sales to determine greatest potential for future retail growth in the study area (convert potential spending to potential future retail square feet)
- Conclusions regarding future development potential – estimates for future demand in the study area for residential and commercial and identify best practices and/or new development incentives or financing mechanisms for including public and private sources of funding

Task 3: Public Input

The TSW Team will work with the City of Cartersville and DDA to finalize Public Input activities during the Initial Consultation Session. Based on the RFP and similar planning efforts, we are recommending the following:

3.1: Public Engagement Plan. The TSW Team will work with the City of Cartersville and DDA to finalize Public Input activities during the Initial Consultation Session that will include:

- Goals for public engagement
- Outreach methods and outline of activities
- Calendar of events
- Identify participants for the Core Team and other important groups to engage with

3.2: Conduct Project Management Meetings via Teams/conference calls at a consistent time and day each month to report on progress, discuss upcoming public meetings, discuss outstanding tasks, and review draft materials. Additional interim meetings may be added as needed.

3.3: Conduct Core Team Meetings throughout the planning process (approximately 1 in-person and 3-4 virtual meetings) to review draft materials, provide guidance regarding local preferences, provide direction for the plan's recommendations, and assist with outreach. The Core Team will be established by the City of Cartersville, with assistance from the TSW Team, to represent local stakeholder groups including:

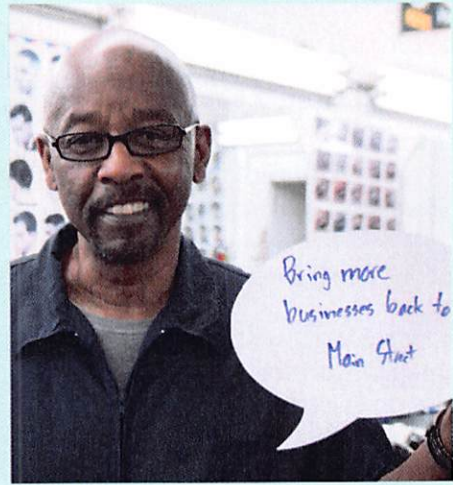
- Project Management Team
- State, regional, and local agencies and authorities responsible for land planning, transportation, and housing
- Business owners
- Property owners
- Special interest groups
- Neighborhood and citizen groups

3.4: Conduct a Public Project Kick-off Meeting to introduce the Downtown Master Plan process, discuss the study purpose and goals, provide dates for other public input opportunities, and gather and document comments regarding study area challenges and issues. Potential meeting activities may include:

- Presentation of existing conditions and analyses
- Develop community visioning goals
- Interactive session to develop SWOT analysis (strengths, weaknesses, opportunities, threats)
- Key dates for public input and planning process

3.5: Facilitate a One-Day Design Workshop that focuses on the entire downtown area. Working as a whole group for some activities and in specified teams for others, TSW will lead groups and activities that focus on sustainability, connectivity, land use patterns, retail and housing options, development identity, architectural character and scale, historical sensitivity, public open spaces, and key building placement.

Previous Community Engagement Efforts



SECTION 2: **SCOPE & METHODOLOGY**

3.6: Conduct a Final Plan Open House focusing on presenting recommendations and implementation plan to the community for review and comments. Participants will have the opportunity to submit feedback anonymously or talk one-on-one to TSW Team members. We envision the Open House as a fun community experience for participants.

3.7: Facilitate Final Plan Review and Transportation Coordination Meeting with various organizations to discuss potential transportation improvement projects before they are finalized within the plan. The meeting's agenda will also include discussion on the plan's process, any outstanding issues, and other future projects.

Task 4: Updated Plan

Based on findings and direction from Tasks 1-3, the TSW Team will develop recommendations to guide the future of Cartersville.

4.1: Prepare Land Use & Zoning Recommendations, including:

- Land Use Framework Map showing desired development character (height, density, etc.)
- Land use and zoning changes to support plan
- Illustrative (or Massing) Plan showing potential building development/density in key areas

4.2: Prepare Catalytic Site Recommendations, including:

- Detailed planning for three (3) catalytic sites in the area, including regulatory recommendations, visioning graphics, including plans and perspective renderings.

4.3: Prepare Market Recommendations, including:

- Appropriate recommended mix of commercial, residential, hospitality, entertainment, events, and mixed-use development
- Mixed-income housing, job/housing match and social issues such as access to healthy foods, health care facilities, and aging-in-place
- Economics of re/development scenarios for identified land parcels
- Partnership opportunities for public-private partnerships
- Potential financing mechanisms
- Other downtown development initiatives

4.4: Prepare Transportation/Street Design Recommendations, including:

- Transportation policies, focusing on transportation demand reduction measures
- Pedestrian, bicycle, and multi-use trail facilities
- ADA crossings and facilities
- Streetscape and gateway enhancements
- Vehicular recommendations, such as intersection upgrades, parking (surface, on-street, shared options), improved connectivity, signalizations, etc.
- Transportation Framework Map showing all recommended upgrades

4.5: Develop Additional Visioning Graphics, Maps, and Narrative as needed to support the Downtown Master Plan recommendations not noted above, including, but not limited to:

- Creative placemaking strategies
- Streetscape sections, renderings, and plans
- Conceptual-level programming for a park/community space
- Phasing of potential improvements

SECTION 2: **SCOPE & METHODOLOGY**

4.6: Develop Implementation Strategy & Plan that includes:

- Policies and programs recommendations aimed at implementing the vision
- Summary of zoning and regulatory changes
- Organizational structure and processes to ensure implementation of the plan
- 100-day action plan that prioritizes no- or low-cost actions and steps needed to maintain momentum and catalyze key implementation items
- Action matrix (5-year implementation plan) to include start and end dates, cost estimates, and responsible parties. Specific actions may include, but are not limited to:
 - Transportation improvement projects
 - Housing strategies
 - Economic development and placemaking strategies
- A list of long term actions beyond the 5-years scope of the action matrix
- An evaluation process used to monitor plan implementation

Task 5: Prepare Deliverables

5.1: Draft Plan. The TSW Team will develop a draft Plan Document that compiles all the relevant findings and recommendations from the planning process and Public Input activities. The document will include, but not be limited to, the following specific components:

- Executive Summary
- Assessment of Existing Plans and Conditions
- Description plan process and methodology, data gathering techniques and findings, and general outcomes
- Description of the Public Input process
- Concept Plan
- Catalytic Project Plans
- Housing & Market Analysis
- Maps and other graphics to support recommendations
- Implementation Strategy with recommendations focusing on collaboration opportunities
- Action Plan for physical enhancements, catalyst projects, and policy updates
- Appendix

5.1: Final Plan. After final review from the City and DDA staff, the TSW Team will make final edits to the Plan Document. The team will provide four (4) printed copies of the Plan Document, along with electronic files on a flash drive (original format and PDF, Excel spreadsheets, GIS shapefiles, and supporting graphics).

SECTION 2: SCOPE & METHODOLOGY

Estimated Schedule

Assumes a start date of April 1, 2024, which is subject to change based on selection timeline.

	APRIL	MAY	JUNE	JULY
Task 1: Existing Plan Assessment				
1.1: Initial Consultation Session & Site Visit	█			
1.2: Data Collection	█			
1.3: Assessment of Existing Plans		█		
1.4: Land Use & Zoning Analysis		█	█	
1.5: Transportation & Infrastructure Analysis			█	
Task 2: Housing & Market Analysis				
2.1: Data Collection	█			
2.2: Market and Trade Analysis		█		
Task 3: Public Input				
3.1: Public Engagement Plan		█		
3.2: Project Management Meetings	█	█	█	█
3.3: Core Team Meetings			█	█
3.4: Public Project Kick-off Meeting			█	
3.5: Design Workshop			█	█
3.6: Final Plan Open House				█
3.7: Final Plan & Transportation Coord. Meeting				
Task 4: Update Plan				
4.1: Land Use & Zoning Recommendations				
4.2: Catalytic Site Recommendations				
4.3: Market Recommendations				
4.4: Transportation/Street Design Recommendations				
4.5: Additional Graphics, Maps, Narrative				
4.6: Implementation Strategy & Plan				
Phase 5: Prepare Deliverables				
5.1: Draft Plan	█	█	█	█
5.2: Final Plan				

Ability to Complete the Project

TSW Team Dedication to the Project

TSW has a stringent policy about only pursuing work that we have available staff for to ensure a detailed, implementation-based planning process that stays on time and on budget. At the conclusion of contract negotiations, our team is committed and ready to commence work immediately. The staff members who are included in this proposal will be assigned to the project, if awarded, and will remain on the project throughout its duration. If a staff member does need to be replaced because of unforeseen circumstances, the City will be notified immediately, and that staff person will be replaced by another staff member with equal or greater qualifications and experience. Below are estimated percentages of time that key personnel will dedicate to this project.

Financial Stability

Please see the letter on the following page from Jones & Kolb regarding TSW's financial stability.

Work History

TSW has an excellent track record of completing projects on time and on budget. TSW works with the client prior to project initiation to finalize project schedule and budget. In the past 10 years, TSW has not failed to complete a project according to a contract. There have been some projects where work extended beyond the original project schedule due to client review periods, the need for additional community engagement, or a longer adoption period than anticipated. In each case, TSW worked closely with the client to rework the schedule and ensure that the project remained on budget.

Litigation History

TSW was in legal discussions with an Atlanta condominium homeowners association regarding the resolution of construction deficiencies claims and the issue was settled in 2014. This is the only legal matter TSW has been involved in or engaged in over the past 10 years.

SECTION 3: ABILITY TO COMPLETE THE PROJECT



February 16, 2024

Lillie Read, Executive Director
Cartersville Downtown Development Authority
1 Friendship Plaza
Cartersville, Georgia 30120

Dear Ms. Read:

At the request of our client, we are providing the following information regarding the financial status of Tunnell, Spangler, Walsh & Associates, Inc. Our firm has prepared the corporate income tax returns for Tunnell, Spangler, Walsh & Associates, Inc. ("the Company" or "TSW") for the past twenty-five years.

Our firm does not prepare audited, reviewed, or compiled financial statements for TSW. Currently, we do consult with the Company personnel periodically regarding their internal financial statements and various other financial matters.

The Company's tax returns are prepared on the cash basis of accounting, but their financial statements are reported on the accrual basis of accounting. I am providing gross revenues, reported on their financial statements, for years 2019 through 2023.

• 2019	\$6,302,867
• 2020	\$6,272,724
• 2021	\$7,154,750
• 2022	\$7,511,561
• 2023	\$9,518,729

The Company is prepared for billing fluctuations in its cash flow and for possible downturns in the industry. They have maintained a line of credit with Truist Bank for over twenty years.

Please call me directly at (678) 399-2363 if you have additional questions.

Sincerely,

A handwritten signature in blue ink that reads 'Laura A. Zugel'.

Laura A. Zugel

cc: Mr. Adam Williamson

SECTION 4:

Budget & Fees

Itemized Project Budget

	HOURS	SUBTASK FEE	TASK FEE
Task 1: Existing Plan Assessment			\$11,500
1.1: Initial Consultation Session & Site Visit	4	\$680	
1.2: Data Collection	12	\$1,640	
1.3: Assessment of Existing Plans	16	\$2,100	
1.4: Land Use & Zoning Analysis	24	\$2,760	
1.5: Transportation & Infrastructure Analysis	24	\$4,320	
Task 2: Housing & Market Analysis			\$10,400
2.1: Data Collection	16	\$3,200	
2.2: Market and Trade Analysis	36	\$7,200	
Task 3: Public Input			\$24,820
3.1: Public Engagement Plan	4	\$460	
3.2: Project Management Meetings	24	\$3,420	
3.3: Core Team Meetings	12	\$1,600	
3.4: Public Project Kick-off Meeting	40	\$4,980	
3.5: Design Workshop	64	\$9,120	
3.6: Final Plan Open House	30	\$4,330	
3.7: Final Plan & Transportation Coord. Meeting	6	\$910	
Task 4: Update Plan			\$34,860
4.1: Land Use & Zoning Recommendations	38	\$4,590	
4.2: Catalytic Site Recommendations	68	\$9,100	
4.3: Market Recommendations	18	\$3,600	
4.4: Transportation/Street Design Recommendations	50	\$8,050	
4.5: Additional Graphics, Maps, Narrative	58	\$7,230	
4.6: Implementation Strategy & Plan	18	\$2,290	
Phase 5: Prepare Deliverables			\$10,980
5.1: Draft Plan	50	\$5,490	
5.2: Final Plan	50	\$5,490	
Reimbursable Expenses			\$2,440
TOTAL:			\$95,000

SECTION 4: **BUDGET & FEES**

Key Personnel Estimated Hours & Hourly Rates

	HOURS	HOURLY RATE
TSW Key Personnel		
Adam Williamson, Principal-in-Charge / Community Planner	54	\$225
Ryan Snodgrass, Project Manager / Community Planner	278	\$115
Bert Kuyrkendall, Transportation Planner and Engineer	96	\$180
Beverly Bell, Community Planner	16	\$115
Alanna Fairburn, Community Planner + Designer / Community Engagement	136	\$95
Arnett Muldrow Key Personnel		
Aaron Arnett, Market Analyst	82	\$200

TSW Team Fee Percentages

	% OF PROJECT FEE
Project Fee Breakdown by Firm	
TSW	80.17%
Arnett Muldrow	17.26%
Reimbursable Expenses	2.57%

Additional Information

STATE OF GEORGIA

Secretary of State
Corporations Division
313 West Tower
2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

ANNUAL REGISTRATION

Electronically Filed
Secretary of State
Filing Date: 1/22/2024 8:31:18 AM

BUSINESS INFORMATION

CONTROL NUMBER	K000173
BUSINESS NAME	TUNNELL, SPANGLER & ASSOCIATES, INC.
BUSINESS TYPE	Domestic Profit Corporation
EFFECTIVE DATE	01/22/2024
ANNUAL REGISTRATION PERIOD	2024, 2025, 2026

PRINCIPAL OFFICE ADDRESS

ADDRESS	1447 Peachtree Street, NE, Suite 850, ATLANTA, GA, 30309, USA
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REGISTERED AGENT

NAME	ADDRESS	COUNTY
Ramsey, Timothy J	3490 PIEDMONT ROAD, #1400, Atlanta, GA, 30305, USA	Fulton

OFFICERS INFORMATION

NAME	TITLE	ADDRESS
Adam Williamson	CEO	1447 Peachtree St, NE, Suite 850, Atlanta, GA, 30309, USA
Bryan Bays	CFO	1447 Peachtree St, NE, Suite 850, Atlanta, GA, 30309, USA
Caleb Racicot	SECRETARY	1447 Peachtree St, NE, Suite 850, Atlanta, GA, 30309, USA

AUTHORIZER INFORMATION

AUTHORIZER SIGNATURE	Adam Williamson
AUTHORIZER TITLE	Officer

APPENDIX: **ADDITIONAL INFORMATION**

TSW References

City of Powder Springs

Pam Conner, City Manager

4484 Marietta Street
Powder Springs, GA 30127
Phone: 770.943.1666
Email: pconner@cityofpowdersprings.org

City of Duluth

James Riker, City Manager

City Hall, 2nd Floor
3167 Main Street
Duluth, GA 30096
Phone: 770.225.8827
Email: jriker@duluthga.net

City of Forest Park

Ricky L. Clark, Jr., City Manager (formerly with the City of Jonesboro)

745 Forest Parkway
Forest Park, GA 30297
Phone: 404.366.4720
Email: rclark@forestparkga.gov

City of Douglasville

Marcus Thompson, City Engineer

6695 Church Street
Douglasville, GA 30134
Phone: 678.449.3242
Email: thompsonm@douglasvillega.gov

City of Maryville

Angela Luckie, Public Services Director

416 West Broadway Avenue
Maryville, TN 37801
Phone: 865.273.3500
Email: amluckie@maryville-tn.gov

