

# City of Loganville Zoning Ordinance Re-Write



Submittal Date: July 18, 2025



Goodwyn Mills Cawood

Building  
Communities



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



**Goodwyn Mills Cawood**

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Our GMC planning team has

**75+**

years of experience in  
comprehensive planning

GMC has completed

**7**

Comprehensive plans in past  
three years in Georgia

**1** July 18, 2025

City of Loganville  
Attn: Robbie Scwhartz  
4303 Lawrenceville Road  
Loganville, GA 30052

Re: **City of Loganville Zoning Ordinance Re-Write**

Dear Members of the Selection Committee,

Goodwyn Mills Cawood (GMC), along with our teaming partner Foresite Group, LLC, is pleased to submit our proposal to the City of Loganville to assist with the re-writing of the Zoning Ordinance and to complete the related tasks needed to implement the updated Code. We believe we are uniquely qualified to assist the City of Loganville with this project for the following reasons:

### Multi-Disciplined Firm

GMC is one of the largest regional, multi-disciplined firms in the Southeast and has 77+ years of experience serving numerous local government clients. We have the full capacity to provide professional engineering services, water/wastewater, civil, transportation, geotechnical, electrical engineering, landscape architecture, disaster recovery, community/master planning and aviation. GMC has a staff of 650+ professionals and experts located in 26 offices across the Southeast.

### Relevant Experience

Our GMC Project Team specializes in providing Zoning Re-writes and Unified Development Ordinance services to communities throughout Georgia. The GMC Team's senior personnel assigned to this project have recently assisted the Georgia communities of Jekyll Island, Lowndes County, and Newton County with updates to their Unified Development Ordinances. We have also assisted our Team in Alabama with zoning ordinance projects in the cities of Tuscumbia, Argo, Southside, Cherokee Ridge, and Henegar. We understand the complexity of a Unified Development Ordinance, the necessary due diligence required in the refinement of a Unified Development Ordinance, and the importance of stakeholder engagement to create a process that is user-friendly and widely accepted by the community. Our Project Team fully understands the need to communicate with stakeholders of varying opinions and perspectives, which consequently results in a very deliberate and facilitated process for involving government, citizens, and businesses at the heart of our planning approach.

### Technical Expertise

Our project team is led by Glenn Coyne, FAICP, who has over 35 years of Comprehensive Planning experience, including assisting communities with Zoning Ordinance updates, development and implementation. He has served as Planning Director in Columbia County and Duluth, Georgia as well as Cuyahoga County, Ohio. Robin Cailloux, AICP with our subconsultant Foresite Group, will serve as Deputy Project Manager, brings over 25 years of planning and development experience to communities throughout Georgia. She most recently served as planning director for the City of Peachtree City, Georgia. Our team also includes Ed DiTommaso, Kalanos Johnson, Kealan Millies-Lucke, AICP and Julianne Harper, AICP, who are all planners with local government planning experience in Zoning Re-writes and Ordinance Updates. We are committed to developing and maintaining personal long-term relationships with our clients, ensuring that our team clearly understands every client's unique and individual needs.

Not only do we have the qualifications and experience necessary for successful project implementation, but you have our personal assurance that the City of Loganville will get the full benefit of our expertise and passion for this project. Thank you for your consideration of our proposal. If you require any additional information, I can be reached at glenn.coyne@gmcnetwork.com, or at (404) 433-6808.

All appropriate Georgia professional registrations and licenses for our project team are included below:



**Glenn Coyne, FAICP**  
#06666



**Kealan Millies-Lucke, AICP**  
#34671



**Julianne Harper, AICP**  
#36653



**Ed DiTommaso, AICP**  
#22580

Sincerely,

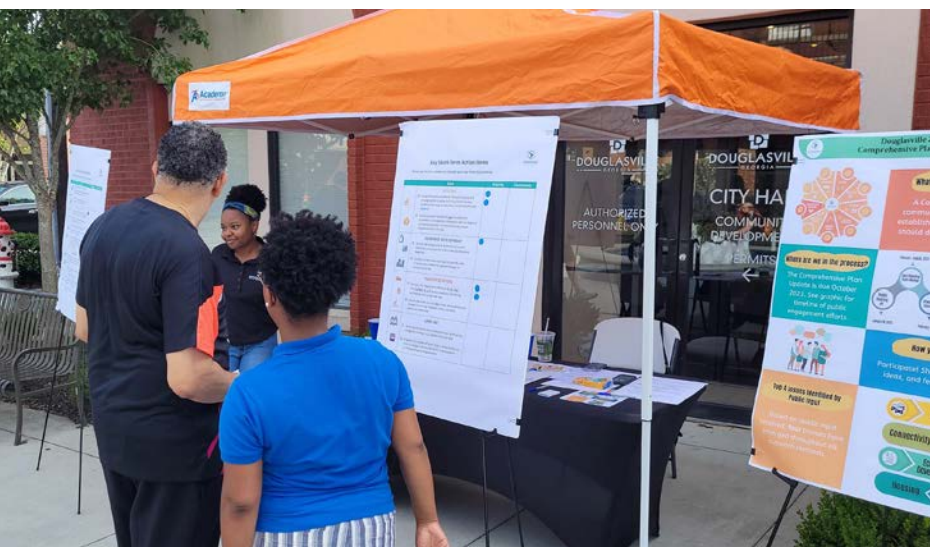
**Glenn Coyne, FAICP**  
Project Manager  
glenn.coyne@gmcnetwork.com  
(404) 433-6808





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## 2024



**Design Firm of the Year**  
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**#40**  
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**#151**  
**Top 500 Design Firms in the Country 2024**  
*ENR Record*

## 2 Meet the Team

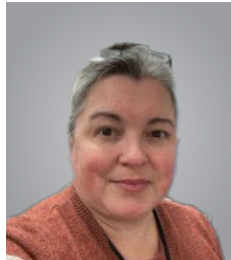
Our extensive history of collaboration showcases our productive and successful partnership, underscoring our dedication to both our clients and the projects we undertake. We assure the City of Loganville that our senior personnel will be accessible throughout the duration of this project. The team you see here will be the same team that delivers the final section of the comprehensive plan as outlined in this RFP.



### Project Management



**Glenn Coyne, FAICP**  
Project Manager / Primary Contact



**Robin Cailloux, AICP**  
Deputy Project Manager



**Kalanos Johnson, MBA**  
Senior Planner



**Kealan Millies-Lucke, AICP**  
Community Planner



**Julianne Harper, AICP**  
Community Planner



**Ed DiTommaso**  
Project Principal & GIS Manager



**Lori Cox, AICP**  
Planner

## Section 1 Project Team and Qualifications

### Glenn Coyne, FAICP

Project Manager/Primary  
Contact

(404) 433-6808

glenn.coyne@gmcnetwork.com

801 Broad St. Suite 900, Augusta, GA 30901



**Education:** Master of City Planning, Georgia Institute of Technology, 1987; Bachelor of Arts in Urban Studies, Cleveland State University, 1984

**Licenses and Certifications:** American Institute of Certified Planners (AICP); College of Fellows of AICP (2012)

**Affiliations:** Georgia Planning Association, Chapter President (1997-1999), Board Member (1991-1999, 2003-2005), Professional Development Officer (2003-2005); City of Lakewood, Ohio Planning Commission Member (2016-2019); Northeast Ohio Areawide Coordinating Agency (MPO) Board Member (2014-2019); Atlanta Regional Commission Community Planning Academy Faculty (2008-2012); Augusta Regional Transportation Study (MPO) Technical Coordinating Committee Member (1992-1997); Leadership Augusta, 1995

Glenn brings immense experience in professional land use and transportation planning to GMC. His past roles include planning leadership in the Georgia communities of Augusta and Savannah. Glenn has served as a consultant to many local governments throughout the Southeast.

### Selected Project Experience

- Fulton County Comprehensive Plan Update - Fulton County, GA
- Statesboro-Bulloch County Long Range Transportation Study - Statesboro, GA
- Douglasville Urban Redevelopment Plan- Douglasville, GA
- Newton County Comprehensive Plan - Covington, GA
- Bryan County Comprehensive Plan - Bryan County, GA
- City of Douglasville Comprehensive Plan - Douglasville, GA
- City of Griffin Comprehensive Plan - Griffin, GA
- Comprehensive Plan Update - Glynn County, GA\*
- Comprehensive Plan Update - Brunswick, GA\*
- Columbia County Growth Management Plan - Evans, GA
- City of Savannah Neighborhood Redevelopment Plans - Savannah, GA\*
- Comprehensive Plan and Zoning - Argo, AL
- Comprehensive Plan - Fort Payne, AL
- Comprehensive Plan - Henagar, AL
- Comprehensive Plan - Mount Pleasant, SC\*
- City of Suwanee Comprehensive Plan Update - Suwanee, GA\*
- Bryan County Bicycle and Pedestrian Plan - Richmond Hill, GA
- Southside Corridor Zoning - Southside, AL

### Robin Cailloux, AICP

Deputy Project  
Manager



**FORESITE**  
group

**Education:** Certified Public Manager, Carl Vinson Institute of Government; Master of City and Regional Planning, Georgia Institute of Technology; Bachelor of Arts in Art History, University of Georgia

Robin is an accomplished and AICP-certified planner with extensive experience in both the public and private sectors. With a deep understanding of project management, zoning codes, and the interaction between land use and transportation, Robin excels at developing strategic solutions that balance community needs and regulatory requirements. A skilled leader and communicator, Robin is adept at fostering collaboration among stakeholders, facilitating public engagement, and delivering compelling presentations. Their expertise in budget management, community outreach, and customer service ensures the successful execution of projects from planning to implementation. With strong writing and communication skills, Robin effectively translates complex ideas into clear and actionable plans, helping communities and organizations achieve their long-term goals.

### Relevant Experience

- Director, Planning & Development, City of Peachtree City - Peachtree City, GA\*
- Senior Planner, City of Peachtree City - Peachtree City, GA\*
- Principal Planner, Cailloux Planning - Atlanta, GA\*
- Planner, EDAW | AECOM - Atlanta, GA\*
- Senior Land Use Planner, Georgia Regional Transportation Authority - Atlanta, GA\*
- Planner, Columbia County - Columbia County, GA

\* Work completed at prior firms.

\* Projects completed prior to GMC.

## Kalanos Johnson, MBA

### Senior Planner

(678) 613-3670

kalanos.johnson@gmcnetwork.com

6120 Powers Ferry Rd NW, # 500, Atlanta, GA 30339



**Education:** Master of Business Administration, Strayer University, 2013; Master of Planning, University of Akron, 1997; Bachelor of Science, Social Work, Fort Valley State, 1995

**Affiliations:** Development Authority of Clayton County, Vice Chairman (2009-2017); Arts Clayton Board Member (2017-2019); Leadership Clayton, 2005

Kalanos brings almost 30 years of experience in public and private sector planning and community development. He has management experience on a wide variety of planning projects in various stages from conception through construction.

### Selected Project Experience

- Fulton County Comprehensive Plan Update – Fulton County, GA
- Douglasville Urban Redevelopment Plan– Douglasville, GA
- Bryan County Comprehensive Plan Update – Bryan County, GA
- Statesboro-Bulloch County Long Range Transportation Study – Statesboro, GA
- City of Douglasville Comprehensive Plan – Douglasville, GA
- Griffin Comprehensive Plan – Griffin, GA
- Newton County Comprehensive Plan – Covington, GA
- Rockdale County Planning and Development Dept. – Organizational Audit, GA\*
- City of Fairburn Comprehensive Plan Update, GA\*
- Clifton Corridor Transit Initiative, MARTA, GA\*
- GA 400 Corridor Alternatives Analysis, MARTA, GA\*
- I-20 East Transit Initiative, MARTA, GA\*
- Paulding County Comprehensive Transportation Plan, GA\*
- City of Norcross Comprehensive Plan, GA\*
- GDOT Project Delivery Assessment, GA\*
- MLK, Jr. Drive Corridor Study, GA\*
- Downtown Carrollton Master Plan, GA\*
- Delk Road LCI Study, GA\*
- Sandtown/Campbellton Road LCI Traffic Study, GA\*
- Henry County Comprehensive Plan, GA\*
- City of LaGrange Comprehensive Plan, GA\*
- Columbia County Long Range Transportation Study, GA\*
- Cascade Road/B.E. Mays Drive Streetscape Project, GA\*
- Hartsfield Planning Collaborative (HPC), Airport Land Use Planning Project, GA\*

\* Projects completed prior to GMC.

## Kealan Millies-Lucke, AICP

### Community Planner

(770) 952-2481

kealan.millieslucke@gmcnetwork.com

6120 Powers Ferry Rd NW, # 500, Atlanta, GA 30339



**Education:** Bachelor of Urban and Regional Planning, Michigan State University, 2018

### Licenses & Certifications:

American Institute of Certified Planners, #332695

Kealan Millies-Lucke has been practicing city planning for nearly four years, with experience throughout Tennessee and Georgia. Her previous experience includes planning leadership in the City of Portland, TN as the planning director and regional planning experience as a community planner for the Greater Nashville Regional Council. In her previous roles and her current position as a community planner at GMC, Kealan has led a variety of projects at the local and regional levels including comprehensive plans, subdivision regulation and zoning ordinance writing, transportation plans, and capital improvement plans.

### Selected Project Experience

- Griffin Comprehensive Plan Update – Griffin, GA
- City of Douglasville Urban Redevelopment Plan – Douglasville, GA
- City of Douglasville Comprehensive Plan Update – Douglasville, GA
- Statesboro Bulloch County Long Range Transportation Study – Statesboro, GA
- Southeast Bulloch Area Plan – Bulloch County, GA
- Bryan County Comprehensive Plan Update – Bryan County, GA
- Etowah County Interchange for Mega Site – Etowah County, GA
- Statesboro Corridor Connectivity Study – Statesboro, GA
- Sumner County Comprehensive Plan – Sumner County, TN\*
- Portland Comprehensive Plan– Portland, TN\*
- Millersville Comprehensive Plan – Millersville, TN\*
- Dover- Stewart County USDA TA Capital Improvements Plan – Dover, TN\*
- Provide Technical Assistance to local communities – Coopertown, TN, Ridgetop, TN, Hartsville-Trousdale County, TN, Portland, TN, Humphreys County, TN, Dover, TN, Dickson County, TN, Dickson, TN & Burns, TN\*

\* Projects completed prior to GMC.



## Julianne Harper, AICP

### Community Planner

(704) 247-5800

julianne.harper@gmcnetwork.com

4601 Park Road #520, Charlotte, NC 28209



**Education:** Master of Public Administration, Augusta University, 2019; Bachelor of Arts in Political Science, Augusta University, 2014

**Licenses and Certifications:** AICP License # 36653; Certificate in Urban Planning and Community Development, Augusta University, 2021

**Licenses and Certifications:** Georgia Planning Association, Mentee in GPA Mentor Program, 2019-2020; Leadership Jefferson County, 2019-2020; Georgia Academy for Economic Development, 2019; Louisville Downtown Development Association, Board Member, 2020-2021; Jefferson County Tourism Board, Board Member, 2020-2021; Jefferson County Ogeechee Park Advisory Board, Board Member, 2019-2021

Julianne serves as a community planner at GMC. Her previous experience includes planning leadership in the City of Louisville, GA as the Planning and Development Administrator. In combination with her current role as Community Planner at GMC and her past role in Louisville, Julianne has experience serving local governments of all sizes and has completed comprehensive plans, as well grant writing and housing related projects.

### Selected Project Experience

- Douglasville Comprehensive Plan Update 2023 - Douglasville, GA
- Bryan County Comprehensive Plan Update 2023 - Bryan County, GA
- Newton County Comprehensive Plan Update 2023 - Newton County, GA
- Columbia County Utility Master Plan - Columbia County, GA
- City of Richmond Hill Comprehensive Plan - Richmond Hill, GA
- City of Commerce Parks and Recreation Master Plan - Commerce, GA
- City of Jasper Water and Wastewater Master Plan - Jasper, GA
- City of Fort Payne Comprehensive Plan - Fort Payne, AL
- Jekyll Island Code Revisions - Jekyll Island, GA
- Rockdale Planning Audit - Rockdale, GA
- Southside Corridor Zoning - Southside, AL
- Improving Neighborhood Outcomes in Disproportionately Impacted Communities (INODIC) Grant - Butts County, GA\*
- CHIP Grant for City of Louisville - Louisville, GA\*
- DNR Recreational Trails Grant for City of Louisville - Louisville, GA\*

\* Projects completed prior to GMC.

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“The Plan does a very good job of explaining the unique situation that Fulton County is in regarding its planning area. The Plan itself is solid and in line with our previous plans and philosophy. I think they did a great job overall.”

Randy Beck, Public Works Department,  
Fulton County, Georgia





## Ed DiTommaso, AICP, GISP

### Project Principal

(912) 226-1667

ed.ditommaso@gmcnetwork.com

114 Barnard St., #114-2B, Savannah, GA 31401



**Education:** Master of Urban Planning, University at Buffalo, 2002; Bachelor of Science, State University of New York's College of Environmental Science and Forestry, 2000

**Licenses and Certifications:** American Institute of Certified Planners (AICP) CPN: 022580; Certified Geographic Information Systems Professional (GISP) #48560; MS4 Compliance and Enforcement Certified Inspector

Ed has an extensive background in GIS database development, infrastructure inventory and condition assessment, natural resources planning, and stormwater utility development. He has served as project manager for a number of GIS database development and management projects throughout Georgia and serves as the GIS database manager for several local government clients. Ed recently developed a GIS application that allows local government staff to field, collect, and manage their stormwater infrastructure inventories with existing hardware and no additional software needs. Ed's technical understanding of GIS, coupled with his extensive experience with the planning process, gives him a unique ability to effectively communicate technical information to a wide variety of audiences.

### Selected Project Experience

- Bayou la Batre Stormwater Mapping - Mobile County, AL
- GIS Database Development and Management - Powder Springs, GA
- NPDES MS4 Stormwater Inventory and Inspection GIS Database Management - Port Wentworth, Garden City, Thunderbolt, Brookhaven and Senoia, GA
- E911 Computer Aided Dispatch - Hapeville and Fairburn, GA
- Stormwater Infrastructure Inventory and Condition Assessments - Grantville, Darien, Richmond Hill, Port Wentworth, Garden City, Thunderbolt, Cornelia, Clarkesville, Statesboro and Effingham County, GA
- Vision 2035 Comprehensive Plan Update - Columbia County, GA
- Urban Tree Canopy Inventory and Assessment - Dunwoody, GA
- Opportunity Zone Annual Reporting - Hapeville, GA
- Housing Assessment - Garden City, GA
- Safe Growth Audit - Garden City, GA
- Risk and Vulnerability Assessment - Garden City, GA
- Comprehensive Plans - Port Wentworth, Garden City, Tybee Island, Fairburn and Fayetteville, GA

## Lori Cox, AICP Community Planner



**FORESITE**  
group

**Education:** Master of Science in Urban and Regional Planning, Florida State University; Bachelor of Science in Geography specialization in Environmental Studies, Florida State University

**Licenses & Certifications:** Certified Urban Planner, AICP # 024141  
Lori is a versatile, highly skilled strategist with a distinguished career in cultivating business growth, securing financial resources, and leading complex initiatives. Her proven ability to develop and execute effective strategies has been instrumental in addressing pressing challenges at the intersection of climate change and economic stability. Through a community-centric approach, Lori is dedicated to providing exceptional solutions that foster resilience and sustainability.

### Relevant Experience

- Project Manager/Grant Writer, Villa Rica SS4A Grant Execution - Villa Rica, GA
- Project Manager Effingham County Bike/Ped Plan - Springfield, GA
- Public Involvement, Hillsboro Blvd Complete Streets Study - City of Hollywood, FL\*
- Transportation Planning and Grants Specialist, Raise Grant Application for Chesterfield Transportation Department - Chesterfield County, VA\*
- Transportation Planning and Grants Specialist, Department of Public Works and Transportation 2022 SS4A Grant Application - Prince George's County, MD\*
- Principal Planner and Resiliency Project Manager Brevard County Resilience Plan (FDEP Resilient Florida Grant, 2021) - Brevard County, FL\*
- Principal Planner and Resiliency Project Manager, Eatonville Economic Resilience Plan (FDEO Grant, 2021) - Eatonville, FL\*
- Senior Transportation Planner, FDOT District Five, SIS Funding Plan (Through General Planning) - Brevard, Flagler, Lake, Marion, Orange, Osceola, Seminole, Sumter, Volusia Counties, FL\*
- Principal Planner and Task Manager, FDOT District Five, East Central Florida Corridors Evaluation Study - Brevard, Orange and Osceola Counties, FL\*
- Principal Planner and Task Manager for Transportation Data Resources, FDOT Central Office Transit Office, Freight and Modal Data Inventory - Statewide, FL\*

\* Work completed at prior firms.



# 3 Project Understanding and Approach

## Project Understanding

We are pleased to respond to the request to aid the City of Loganville by working with the City staff, elected leaders and the local community to re-write the current Subpart B-Land Development and Related Ordinances of the City's Code of Ordinances. The GMC/Foresite Project Team understands that this effort may require the incorporation of form-based standards where possible, updating conventional zoning standards in built-out areas and solidifying standards that support walkable, mixed-use neighborhoods in the yet-to-be developed areas of the City. We will work with staff and other stakeholders to identify the issues, discuss the desired objectives and recommend the most effective revisions to the existing Code of Ordinances. The description of our project approach and methodology that follows demonstrates the application of GMC and Foresite's experience and expertise to the benefit of the City of Loganville. The key components of project understanding are:

### Knowledge of Code Issues

We believe that the City should administer Land Development Ordinances (LDO) that provide clarity, consistency, and convenience of use. Regulations should say what is meant, in plain English. The regulations should be based on and designed to implement the Comprehensive Plan. In particular, land development codes, design guidelines and land development regulations should, to the greatest extent possible, be internally consistent across the spectrum of codes. The code should be convenient to use and accessible, for staff – those who interpret, enforce, and explain the code – developers, residents and the general public. The GMC/Foresite team is well experienced in these code issues.

### Knowledge of Contemporary Techniques and Legal Requirements

Contemporary approaches may look good on paper but, in many cases, do not meet expectations. This experienced team stays abreast of current practices in regulations to achieve desired results and maintains a current working knowledge of requirements of law. While each and every legal issue will be reviewed and confirmed by the city attorney, the members of this team strive to ensure consistency with legal requirements and expect to coordinate closely with the City of Loganville staff.

## Section 2 Project Understanding and Approach

### Knowledge of Planning Principles and Practice

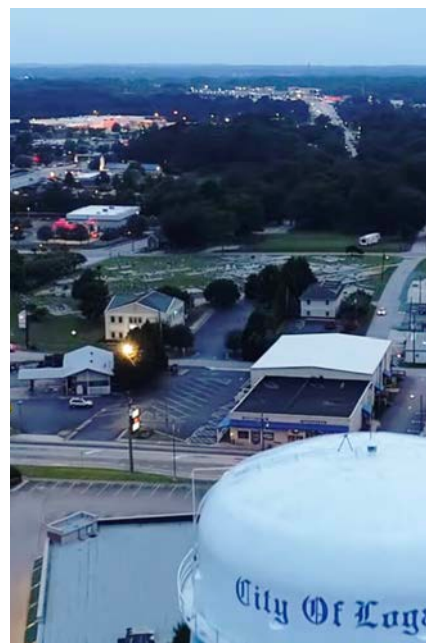
The review and update of development regulations demand a project team with experience in such work. The GMC/Foresite Project Team is thoroughly familiar with the standard principles and practices in land use planning and development, land use regulations, as well as allied disciplines that contribute to the code, such as architecture, historic preservation, landscape architecture, environmental and engineering.

### Knowledge of Participation Techniques

The preparation of updated and rewritten land development regulations requires a balancing of interests represented by the City Council, Planning Commission, City staff, stakeholders, development interests and the general public. A successful project requires recognition of the desires to protect neighborhoods, maintain community integrity, provide an easy-to-understand and administer review process, and achieve high-quality development. This team provides the experience to achieve that balance. A series of public engagement strategies, including public meetings, will be included throughout the process.

Based on our experience described above, GMC, along with our partner Foresite, is pleased to present our proposed Scope of Work to guide the Zoning Ordinance Rewrite. This approach incorporates the nine (9) primary tasks as enumerated in the RFP:

- **Project Administration**
- **Task 1: Current Zoning Ordinance and Adopted Plans Diagnosis**
- **Task 2: Review of the Fee Structure**
- **Task 3: Evaluation of Existing Neighborhoods, Corridors and Districts**
- **Task 4: Community Engagement/Public Outreach**
- **Task 5: Drafting the Document**
- **Task 6: Executive Summary Report**
- **Task 7: Zoning Map**
- **Task 8: Staff Training**
- **Task 9: Legal Review**



Each of these tasks are described in detail below, bringing together our experience in developing and updating land development regulations, design guidelines and zoning ordinances. At the end of the Scope of Work, the Project Schedule provides a detailed timeline of all of the Tasks followed by the initial Project Budget Proposal.

This proposed Scope of Work represents our recommendations based on our understanding of the needs of the City of Loganville. The GMC/Foresite Project Team is absolutely willing and fully expects to work with staff to refine and tailor this approach, schedule, and budget proposal to meet the specific goals of the City.

With that in mind, and before outlining our specific Scope of Work, we would like to emphasize two important topics; Collaboration on Project Management and Public Involvement.

### Collaboration with the City of Loganville Staff on Project Management

We have learned over the years that when addressing the sensitive topic of regulating land development and amendment of zoning ordinances that the process requires close collaboration – a partnership – between the technical guidance provided by the GMC/ Foresite Project Team's role as the consultant and the day-to-day experiences of the City of Loganville staff. We are looking forward to developing this partnership and very much desire to serve as an extension of City staff throughout the process. We will rely on each other for assistance as we, together, conduct a public process to review and re-write the City's LDO.



## Section 2 Project Understanding and Approach

The GMC Project Team will also coordinate with the City staff to review the goals, objectives, recommendations and implementation steps in the City of Loganville Comprehensive Plan to ensure the proposed revisions to the LDO and Zoning Ordinance will be consistent with the Short-Term Work Program and other applicable recommendations in the plan.

### Public Involvement

The GMC Project Team recommends a public outreach strategy designed to inform community stakeholders and the general public on the benefits of the review and update to the Zoning Ordinance as well as assist the City to conduct regular meetings and web/social media interaction throughout the process.

We have incorporated and synthesized public involvement into each Task within the Scope of Services. We anticipate the following elements will provide the basis of the engagement process, with this summary of meetings:

- Regular Meetings with the City of Loganville staff and GMC/Foresite Project Team on a schedule to be determined
- Meetings with the Stakeholders, including group or one-on-one interviews, which may be conducted in-person, through email or over telephone conference calls
- Seven (7) Public Meetings according to the following distribution:
  - Project Kick-off Meeting to introduce the project/project team (1)
  - Public Meeting to review existing plans and Zoning Ordinance (1)
  - Public Meeting to discuss specific neighborhoods, corridors, and districts (2)
  - Public Meeting to discuss the initial draft document (1)
  - Public Meeting to discuss updated Zoning Map (1)
  - Public Hearing for approval of the final document (1)
- Presentations to the Planning Commission and City Council



The public involvement effort must incorporate a diverse approach that includes a combination of traditional as well as innovative, technology-based techniques. In addition to hosting the traditional meetings, we will prepare content for posting on a dedicated page of the City of Loganville website, on social media platforms. This information will serve to educate the public about the process, provide regular updates on the progress of the code updates, provide meeting schedules and announcements, present draft updated code sections as they are developed and post a series of user-friendly graphics and web-based GIS maps for ease of reference.

## Project Administration

A Project Team that works well together will be paramount to the success of this project. To ensure that all project partners understand and execute their roles in accordance with the wishes of the City, we will ensure that there is an open line of communication between our Project Team and City of Loganville staff. We propose having regularly scheduled coordination meetings for the duration of this project. While our preference is the level of coordination that comes from face-to-face meetings, meetings may be held via conference call, Microsoft Teams or another acceptable electronic format. We will provide meeting agendas and summaries and will facilitate these meetings in accordance with the staff's schedule. Furthermore, our Project Managers are available to the City Staff for conference calls and email communication. Project Management functions will also be closely coordinated with City staff. We propose that invoices be submitted to the City monthly, accompanied by a detailed report of accomplishments for the preceding month.

- a. The GMC/Foresite Project Team will assign a single person to serve as GMC Project Manager (PM). The City will also assign a Project Manager to work closely with our Project Team.
- b. Internal Kick-off Meeting. GMC/Foresite and the City will hold a project kick-off meeting no more than two (2) weeks after the Notice to Proceed. The Kick-off meeting will be held at a date and time satisfactory to both parties. The purpose of

## Section 2 Project Understanding and Approach

the project Kick-off meeting is to:

1. Introduce the Project Team;
  2. Understand the project background;
  3. Understand the expected quality of deliverables;
  4. Understand what needs to be done; and
  5. Agree on a schedule and milestones.
- c. The GMC Project Manager is responsible for the overall project management necessary to ensure the satisfactory review and update of the LDO and Zoning Ordinance, on time and on budget, and in accordance with the scope of services.
- d. GMC will prepare and maintain a project schedule, indicating the time frame for the project. At a minimum the project schedule must include:
1. Target dates for all deliverables;
  2. Activity beginning and completion dates; and
  3. Milestones important to maintaining the project schedule.
- e. GMC will submit a monthly invoice to the City supported by a Monthly Progress Report.

### Task 1: Current Zoning Ordinance and Adopted Plans Diagnosis

The GMC Project Team will research and assess the current Loganville Land Development Ordinances, Zoning Ordinance and other related plans and studies for consistency and continuity with actual existing conditions. We will identify any issues or concerns that should be amended while developing a list of best practices to share with various stakeholders and boards in the City. The process will consist of the following:

#### Review Existing Administrative Sections

- The GMC/Foresite Project Team will work closely with City staff to produce an assessment of the existing codes and guidelines, to identify potential legal issues, antiquated content, inconsistent standards, and enforceability.
- This Task specifically includes the chapters addressing Administrative Sections
- The analysis shall be made in consideration of our knowledge of best practices in other communities, innovative zoning and land use practices, and user-friendly zoning codes.
- This analysis will examine the administrative procedures, forms and meeting policies used in the day-to-day administration of the codes.

#### Outline Topics and Issues in Existing Sections

- The GMC/Foresite Project Team will prepare a complete list of the specific administrative issues to be



## Section 2 Project Understanding and Approach

addressed in the revised Zoning Ordinance. In cooperation with City staff, a detailed inventory of needed updates, edits and clarification in the existing code sections will form the outline of a work plan for addressing the needs of the City of Loganville in the updated Zoning Ordinance.

### ● Compile Updates, Edits and Clarifications

- - Outline of Proposed Code Changes. Once we have identified and agreed on the list of issues to be addressed, we will develop an outline of the proposed changes that will lead to recommendations for amendments and updates for the Administration Sections. This will include:
    - a. Options for addressing issues;
    - b. A recommended approach for each issue; and
    - c. Commentary on the rationale for the recommended approach

## Task 2: Review of the Fee Structure

The GMC/Foresite Project Team will thoroughly assess the City's current fee structure for applications, permitting and other development functions and compare it with peer communities and best practices. The goal is to ensure that the City's fees are competitive, fair, and consistent with industry standards.

## Task 3: Evaluation of Existing Neighborhoods, Corridors, and Districts

The GMC/Foresite Project Team will take a deeper more detailed look at specific areas of the City, namely neighborhoods, roadway corridors and development districts. Because of the unique characteristics of each of these areas, a blanket approach to zoning and/or land use regulations will not work. We will create a toolbox of potential zoning updates and other changes that are consistent with each of these areas that may include neighborhood and corridor overlays, design guidelines, mixed-use districts and form-based components to regulate land development.

## Task 4: Community Engagement/Public Outreach

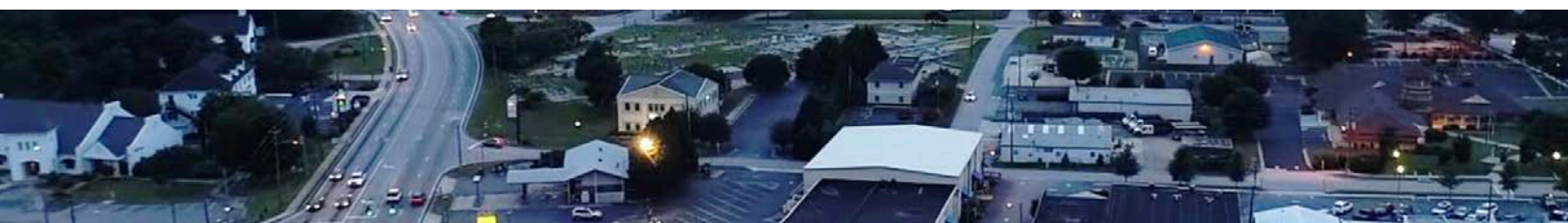
The GMC/Foresite Project Team's Public Engagement Activities will consist of the following:

- Stakeholder Interviews. The Project Team, along with City staff, will conduct up to five (5) Stakeholder Interviews with community leaders, developers, business owners and other key stakeholders
- Public Meetings. The GMC Project Team will prepare for and hold seven (7) public open house meetings to gather input on different sections Zoning Ordinance, including:
  - a. Overview of the Zoning Ordinance Re-write, who is involved, timeline for the work and why it is important to the City of Loganville;
  - b. Presentation of a summary of the scope of the overall Zoning Ordinance updates;
  - c. Presentation on the Administrative Sections of the Zoning Ordinance; and
  - d. Exercises to solicit comments, suggestions and dialogue.

## Task 5: Drafting the Document

The GMC/Foresite Project Team will develop working drafts of each chapter of the Zoning Ordinance for review, comment, discussion revision. These draft chapters will go through up to three (3) revisions each, culminating with a complete Review Draft of the full document. GMC/Foresite will facilitate a series of collaborative working session discussions with City of Loganville staff to exchange ideas and work together to prepare drafts of the Zoning Ordinance Update.

- We will compile up to three (3) Review Drafts of Administrative, Use and Zoning and Development and Permitting Sections of the Zoning Ordinance and prepare a full Review Draft of the complete document in a modifiable digital file for review and approval by the Planning Commission and City Council.
- This will be an updated, revised Zoning Ordinance





## Section 2 Project Understanding and Approach

addressing the identified issues that is easy to understand and interpret for users; provides quick reference tools, which may include visual elements such as drawings, graphics, and cross-reference tables; and clearly detailed processes and procedures that are simple, flexible, and easily administered.

- Public Hearing. Prior to consideration by the Planning Commission and City Council, a formal Public Hearing will be held to present and review the complete Review Draft of the Zoning Ordinance Update. This meeting will be designed to afford an opportunity for the public to provide feedback and comments on the Review Draft.

- Final Zoning Ordinance Documents. After comments from the Public and review by the Planning Commission, the GMC/Foresite Project Team will prepare the Adoption Version of the Zoning Ordinance for final consideration and adoption by the City Council. We will prepare a final version of the adopted documents in a modifiable digital file consistent with Municode formatting.

## Task 6: Executive Summary Report

The GMC Project Team will create a summary report of the Zoning Re-write process, including community outreach activities, stakeholder engagement, and recommendations and amendments for updating the Zoning Ordinance. We will include infographics to better communicate the complex elements of the Zoning Ordinance to the public.

## Task 7: Zoning Map

The GMC/Foresite Project Team will review the current City of Loganville Zoning Map for consistency with the Comprehensive Plan and any proposed changes, updates or revisions based on this revision process. The resulting Zoning Map will be provided in GIS with all layers and files included.

## Task 8: Staff Training

The GMC/Foresite Project Team will work closely with the City of Loganville to assist with an onboarding process for actual implementation of the new Zoning Code. This staff augmentation process is expected to take up to three (3) months, with on-call availability for questions and minor edits beyond that time.

## Task 9: Legal Review

The GMC/Foresite Project Team will coordinate with the City Attorney on the enforceability of the proposed changes to the Zoning Ordinance prior to submitting a final product to the City.



## 4 Lowndes County Unified Land Development Regulations (ULDC) Update

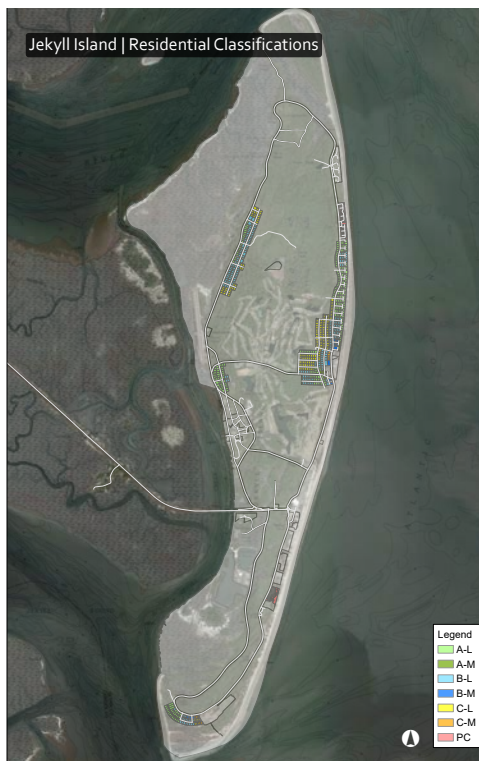
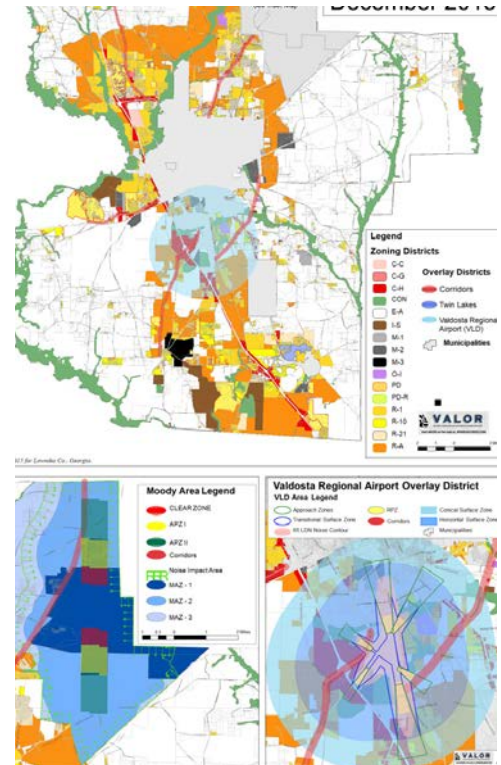
**Location:** Lowndes County, Georgia  
**Status:** Started February 2021;  
 Project is Ongoing  
**Cost:** Awarded \$40,000;  
 Final Cost is TBD

### Client Reference:

Lowndes County Board of Commissioners  
 JD Dillard,  
 Planning and Zoning Director  
 (229) 671-42430  
[jdillard@lowndescounty.com](mailto:jdillard@lowndescounty.com)

GMC is providing technical assistance and project management in the update to the land development regulations for Lowndes County, Georgia. Our team's work includes stakeholder involvement, zoning and coordination with the comprehensive plan update process.

Sections of the ULDC that require revision or updating since the original adoption in 2006 have been identified and prioritized for review. Proposed revisions include subjects that have changed over time due to new regulations at the Federal, State, and Local level, Recommended updates based upon the experience gained over the past 15 years as well as advancements in technology that have reshaped the processes of handling citizen requests in regards to land use and development.



## Jekyll Island Code Revisions

GMC provided technical assistance and project management in the update to the land development regulations for the Jekyll Island Authority, Georgia. Our team's work included updates to a majority of the existing code, stakeholder and public involvement and coordination with the comprehensive plan update. Throughout the project, GMC facilitated four public input sessions and an online survey which culminated in over 165 comments and suggestions.

The Code Revision Project successfully delivered the Jekyll Island Authority Code of Ordinances and Design Review Guidelines to provide an updated, organized, and concise Code that clearly details development processes and procedures related to the residential uses, commercial and business regulations, environment, building codes and life safety, landscaping and tree protection.

**Location:** Jekyll Island, Georgia  
**Status:** Plan adopted June 21, 2022  
**Cost:** \$135,000

### Client Reference:

Noel Jensen, Deputy Executive Director  
 Jekyll Island Authority  
 100 James Road  
 Jekyll Island, GA 31527  
 (912) 635-4091  
[njensen@jekyllisland.com](mailto:njensen@jekyllisland.com)



# Newton County Unified Development Ordinance (UDO)

**Location:** Newton County, Georgia  
**Status:** Completed September 2025  
**Cost:** \$30,000

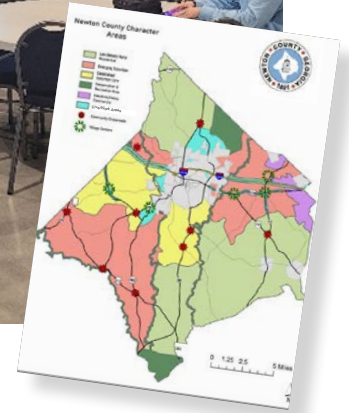
## Client Reference:

Brian Mabry, AICP  
Code Practice Leader  
Kendig Keast Collaborative  
9923 Flax Mill Drive  
San Antonio, TX 78254  
(812) 946-4937  
brian@kendigkeast.com

GMC partnered with Kendig Keast on an effort to update the Newton County Georgia's Unified Development Ordinance (UDO). This UDO update was a recommendation from the County's recent Comprehensive Plan Update that was adopted June 30, 2023.

This UDO Update is intended to:

- Consolidates County's development-related laws into one document
- Removes duplications and inconsistencies
- Acts as a single source of standards, procedures, and definitions related to the development or redevelopment of private property
- Simplifies interpretation, administration, and enforcement
- Increases user-friendliness for the development, real estate, and consultant communities



# Argo Alive Comprehensive Plan



Argo is a small city, but has grown in population by over 145% over the last 20 years. The Argo Alive comprehensive plan focuses on: expanding quality city services to match growth, addressing immediate and long-term transportation improvements, and implementing a community led zoning ordinance for the city. Outside of these core elements, the Argo Alive process is creating strategies for place-based enhancements to the existing business districts with the support of business owners, while also developing a regional approach to economic development.

Argo Alive comprehensive plan highlights:

- Community-led city-wide zoning ordinance and land use development and implementation.
- Existing business-oriented highway-commercial area improvement strategies.
- Aggressive transportation improvement assistance.

**Location:** Argo, Alabama  
**Status:** Adopted 2023  
**Project Timeline:** 12-18 months

## Client Reference:

Mayor Betty Bradley  
City of Argo  
100 Blackjack Road  
Trussville, AL 35173  
(205) 352-2120







## Southside Next Comprehensive Plan

Southside Next is a city-wide strategic master plan that is focused on a partnership between GMC and the city to implement the elements of the plan. Based on extensive community outreach, the strategic plan's key elements included corridor improvements along Highway 77, improved access to the Coosa River that surrounds the City, designing and recruiting a town center style development, and improved parks and recreation opportunities in the City.

**Location:** Southside, Alabama  
**Status:** Ongoing

### Client Reference:

Mayor Dana Snyder  
City of Southside  
2255 Highway 77  
Southside, Alabama 35907  
(256) 442-9775

The Southside Next strategic plan included:

- Zoning ordinance updates for the city's highway corridor.
- Targeted outreach with students in the public school system.
  - BUILD grant application technical assistance.
- The implementation of a new city park design and construction.



City of Loganville Zoning Ordinance Re-Write

5 Project Schedule

	2025				2026								
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Project Administration													
Project Kick-off Meeting	◆												
Project Management Plan and Project Schedule													
Project Management Team Coordination (Bi-Weekly)													
Task 1: Current Zoning Ordinance & Adopted Plans Diagnosis													
Current Ordinances and Plan Review													
Outline Topics and Issues													
Outline Proposed Edits and Clarifications			◆										
Task 2: Review of the Fee Structure													
Review Fees and Research Peer City Fees				◆									
Task 3: Evaluation of Existing Neighborhoods, Corridors & Districts													
Evaluate Neighborhoods, Roadway Corridors and Development Districts													
Task 4: Community Engagement/Public Outreach													
Stakeholder Interviews		■											
Public Open House Meetings		●●			●●		●		●		●		
Website Updates and Posts													
Task 5: Drafting the Document													
Chapter Drafts and Interim Revisions													
Complete Review Draft of Entire Document										◆			
Final Ordinance for Adoption												◆	
Task 6: Executive Summary Report													
Prepare Infographics and Executive Summary											◆		
Task 7: Zoning Map													
Review and Revise Zoning Map in GIS											◆		
Task 8: Staff Training													
Onboarding Process for Implementation of Revised Codes													→
Task 9: Legal Review													
Review with City Attorney												◆	
Adoption Process through Planning Commission & City Council													

6 In-House Procedures

GMC has a project management style that incorporates internal Project Team meetings. As stated above, these bi-weekly meetings are where we discuss the progress, findings, and feedback with the Project Team. We review tasks, deadlines, milestones and discuss responsibility for completion. This is part of our QA/QC culture that helps to maintain communication throughout the schedule. Any unexpected occurrences will be documented and our internal GMC QA/QC process will allow others on our Project Team to remain abreast of the project status and step in if needed.

## COST PROPOSAL – LOGANVILLE ZONING ORDINANCE REWRITE

GMC understands that the City of Loganville is seeking maximum value, innovation, and cost-effective implementation. Our professional services will be focused on providing high-quality deliverables and a robust public engagement process. As per your request, our proposed fee necessary to accomplish each task identified in the RFP is listed below. If selected, GMC is willing to work with the City to amend the scope and associated budget, should the City desire to do so.

Task	Description	Fee
	Project Administration	\$14,560
Task 1	Current Zoning Ordinance & Adopted Plans Diagnosis	\$23,600
Task 2	Review of the Fee Structure	\$17,120
Task 3	Evaluation of Existing Neighborhoods, Corridors & Districts	\$21,440
Task 4	Community Engagement/Public Outreach	\$24,160
Task 5	Drafting the Document	\$26,560
Task 6	Executive Summary Report	\$12,880
Task 7	Zoning Map	\$11,440
Task 8	Staff Training	\$12,080
Task 9	Legal Review	\$12,080
	Subtotal Fee	\$175,920
	Expenses	\$2,500
	Total Fee	<b>\$178,420</b>



# Building Communities.



**Glenn Coyne, FAICP**  
*Project Manager*

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glenn.coyne@gmcnetwork.com



**Building  
Communities**

