
PROPOSAL TO UPDATE THE

LAND USE PLAN

FOR

WALDEN, TN

COMMON GROUND URBAN DESIGN + PLANNING

www.commongrounddesign.com

KEITH COVINGTON, RA, AICP (contact)

Principal

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with

KCI TECHNOLOGIES, INC.

ZANETTA ILLUSTRATION

11.01.2020



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executive summary

On behalf of the Common Ground team, I am pleased to submit our proposal to prepare the Land Use Plan Update for Walden. We believe this proposal illustrates that we are the best team to undertake this project and create an actionable plan that will provide clear guidance for managed growth along the Taft Highway Corridor. Our team has worked on dozens plans and has first-hand knowledge of what is necessary for a thriving and vibrant community. We have also worked in a number of small communities across the country and helped them balance growth with the preservation of existing character when desired.

If selected, senior staff will execute the bulk of the work for this project, representing a diversity of disciplines and backgrounds, including planning, urban design, land use regulations, transportation, and community engagement. A brief overview of our team is below:

Common Ground Urban Design + Planning (lead consultant)

Franklin, TN

Roles: project management; planning; urban design; mapping; and public engagement

Common Ground is an award winning land planning and urban design firm based in Middle Tennessee. Founded in 2006 under the name Third Coast Design Studio, the firm has completed over 100 projects in 22 states. Celebrating their 10th anniversary in 2016, the firm decided to rebrand the company as Common Ground, a reflection of their commitment to working side-by-side with communities to achieve the greatest outcomes in their planning efforts. Prior to establishing the firm, Principal Keith Covington led the Metro Nashville Planning Department's Urban Design Studio. The firm has worked across the country enhancing existing downtowns, designing new communities, revitalizing transportation corridors, and planning for regional growth management. Covington's background in architecture provides a unique insight into the urban design and planning challenges of today.

KCI Technologies, Inc.

Nashville, TN

Roles: Transportation Planning

KCI is a recognized leader in the field of transportation engineering having one of the state's largest practices exclusively dedicated to traffic engineering and transportation planning. By focusing its practice solely on transportation, the firm has developed outstanding expertise in designing innovative solutions to problems caused by urban traffic congestion. KCI is committed to sustainable planning and design practices and as a standard practice, every transportation planning and engineering project evaluates the complete transportation system including bicycle and pedestrian facilities. This "Complete Streets" focus and creative design approach has led to award-winning, innovative traffic design solutions that have been successfully implemented by their clients.

Zanetta Illustration Pittsburgh, PA

Role: 3-D illustrations

Zanetta Illustration is an architectural illustration studio dedicated to creating hand drawn architectural renderings. Their goal is to work alongside our clients, collaborating to help create imagery that communicates the visual narrative of their project's core vision. Beyond the technical aspects of a drawing, the firm seeks to help its clients reach their audience on an emotional level. The composition of the renderings are focused on breathing life into the design. Whether remotely or on charrette, Zanetta Illustration's ability to quickly conceptualize and visually communicate plays an integral role on the design team.

We believe there are three reasons you should hire our team:

1. **Emphasis on Community Engagement.** Stakeholder engagement is the foundation of this team's work, we're deeply experienced in it, and we believe the project's success depends on it. Our ability to bring experts and stakeholders together to work toward an implementable solution is unsurpassed.
2. **Regional Experience.** We have decades of experience working on small town and corridor planning across the country as well as this region, including Marshall County, Chatanooga, and Lookout Mountain, Georgia.
3. **Comprehensive Expertise.** We bring seasoned experts in land planning, design, and transportation planning to this project and this team has worked together in the past. We know the expertise that each team member brings to the project.

We thank you for the opportunity to partner with you on this project, and we look forward to hearing from you.

Sincerely,



KEITH COVINGTON, RA, AICP
Project Contact
615.678.8640
keith@commongrounddesign.com

project approach

This section outlines our proposed approach, or methodology, for completing this project, which consists of four phases: **UNDERSTAND, PLAN, REFINE, AND IMPLEMENT**. On the following pages, you will find a description of each task including key deliverables. This work program is negotiable. If selected, we will work closely with the client during the contract negotiation phase to fine tune the scope to meet the needs of the project within the budget and time constraints of the project.



UNDERSTAND



PLAN



REFINE

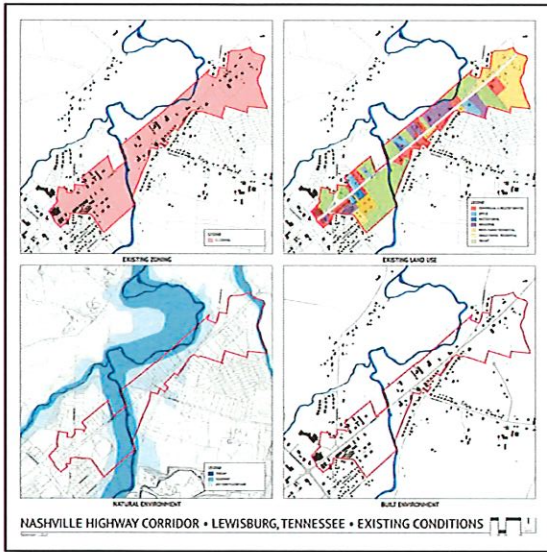


IMPLEMENT

phase 1: understand

1.1 PROJECT INITIATION

The team will work with the Town to establish the logistics for the project and gather data and background information necessary to complete the project. Members of the team will coordinate with the Town to discuss the preliminary project boundary; fine tune the project schedule; discuss public engagement—particularly as it relates to the pandemic; begin to identify key stakeholders; and collect background information and mapping data (in GIS format) in order to create a project base map and set of existing conditions maps.



Existing Condition Maps

1.2 PUBLIC ENGAGEMENT STRATEGY

Public participation in the planning process will be crucial in building consensus on an updated Land Use Plan and regulations. The team will prepare and submit a Public Engagement Strategy with recommendations on how to generate effective public input and document it throughout the process. This strategy will include specifics on face-to-face meetings outlined in this approach, but also details on proposed informational and outreach tools such as surveys, records of meetings, and the use of social media.

1.3 PROJECT KICK-OFF (TRIP 1)

On a pre-determined date, members of the team will travel to Walden for a one and a half-day project kick-off event centered on the objective of gaining initial insight into the project. Given the COVID-19 pandemic, we are prepared to conduct portions of this trip virtually; however, it is critical that the team visit the community in-person. Specific tasks will include:

Meeting with Town

The team will meet with staff and/or a Steering Committee (if established) to discuss project goals and specific issues.

Guided Tour of the Study Area

A key team task during this trip will be a guided tour of the study area. It will be critical for Town staff, elected officials, and others, if desired, to lead the tour in order to provide firsthand insight into area issues, opportunities, and constraints.

Stakeholder Meetings

The team will conduct up to four socially-distanced or virtual stakeholder meetings via Zoom to initiate discussion with various groups that may have a common and vested interest in the study area. Stakeholder groups will be identified in conjunction with staff and may include, but are not limited to, Town/County/State department representatives, business leaders, neighborhood leaders, institutional/non-profit leaders, developers, and/or real estate/design professionals.

Public Kick-off Meeting and Survey

The team will host a public Kick-off Meeting in a socially-distanced setting or virtually via Zoom to introduce the project, explain the process, confirm the project boundary and gather initial input via discussion and a current conditions survey.

1.4 REVIEW AND ANALYSIS

The team will conduct a thorough review and analysis of all the data collected in or-



Stakeholder meetings are a great way to hear from individuals that share similar interests in the project within a smaller, more intimate setting. Such meetings make up an important part of the overall public engagement process.

der to gain a better understanding of issues that may affect planning for the project and its implementation. Specific analysis to be performed includes:

Policy and Regulations Analysis

A review of existing adopted plans, ordinances, and studies related to the study area will be completed in order to build on recent, relevant work.

Physical Assessment

A general analysis of existing physical conditions in the study area will be completed. The analysis will include:

- an assessment of existing land use, ownership patterns, and the general condition of buildings and lots;
- documenting the established “character” of development in the study area;
- an assessment of environmental and other site constraints such as topography, wetlands, etc. that may impact future development; and
- A general inventory of existing and proposed streetscape and public spaces within and near to the study area.

Mobility Assessment

To document existing conditions and trends, our team will move quickly to collect, analyze, and synthesize the available data on

the Town’s transportation system, describing the issues and opportunities clearly and succinctly. The topics under this task will include:

- Pedestrian and bicycle networks
- Vehicular capacity, management and operations
- Crash analysis (pedestrian, bicycle, vehicle)
- Public services (police and fire services, hospitals, schools, and parks and greenways)
- Environmental resources and conditions (water, parklands, historic and archaeological resources, community resources, environmental justice, and hazardous materials)
- Economic conditions (commercial areas, visitor/tourism destinations, industry/freight)

Current Projects Assessment

The team will review capital improvement projects, proposed or underway within or near the study area, as well as recently approved projects, such as the proposed commercial development, so that the team can evaluate their impact and incorporate those designs as needed into the final plan.



The team recognizes the importance of studying and building on recent and past efforts such as the RPA plan that led to Village Center zoning and the controversial, recently-approved commercial development at the intersection of Timesville Road and Taft Highway.

phase 2: plan

2.1 PLANNING CHARRETTE PREPARATION

Our team proposes a partially or wholly “virtual” planning charrette to engage the broader community in the planning process; however, the team will prepare to be on-site to conduct the process. The coronavirus pandemic has forced us to consider alternative approaches to engagement that maximize public input in a safe manner. As you may well know, a charrette is an intense brainstorming session over a short period of time that includes multiple opportunities to engage with stakeholders in the planning process. Prior to the charrette, the team will work with the Town to establish logistics for the charrette. This will include, but is not limited to, confirming the tools that will be used; promotion through a variety of means to maximize participation; and discussion regarding deliverables.

2.2 PLANNING CHARRETTE (TRIP 2)

On a pre-determined date, the team will travel to Walden to conduct the planning charrette using. Virtual components will be conducted using tools such as Zoom. The charrette will occur over four days. Key tasks to be accomplished during the char-

rette include:

- Working with the community to establish a clear updated vision for the future of the Taft Highway Corridor;
- Conceptual plans for future land use and development form.
- Conceptual design related to mobility improvements, streetscape, connectivity between amenities such as the McCoy property, Pumpkin Patch Development, Town Hall, and similar areas; and
- Preliminary strategies for implementation.

There will be two key deliverables from this charrette:

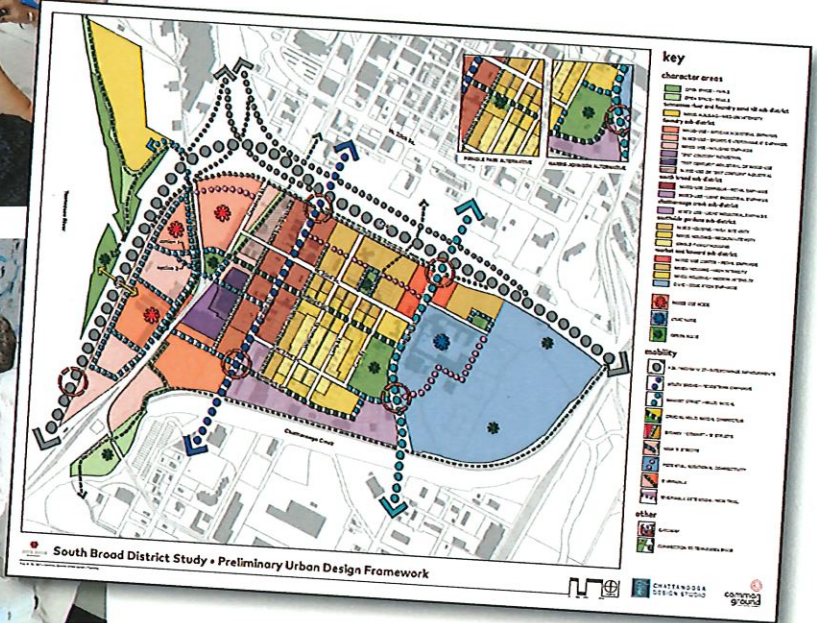
A conceptual **FRAMEWORK PLAN** that diagrams the major concepts for the study area that balances the community’s vision, site constraints, and sound planning principles. The Framework Plan will identify major ideas regarding future land use mix; the form of development; enhancements to the mobility network; civic open space opportunities; as well as related concepts. The Framework Plan also lays the groundwork updated zoning.



A typical Hands-on Planning Session is a dynamic event that sets the tone for the rest of the charrette. Tools such as Zoom, Facebook Live, Menti, and others can be used to create similar effect within a virtual, and safe, environment.



After consolidating the ideas heard during the Hands-on Planning Session, the team begins its work by developing the Conceptual Framework Plan. A virtual “Show and Tell” may be conducted at a point during the process so that the public can peek into what the team is working on in preparation for the Work-in-Progress Presentation. The Framework Plan will be the basis for the Illustrative Plans and other supporting work.



An **ILLUSTRATIVE PLAN** for portions of the study area. The Illustrative Plans are 2D drawings that realistically illustrate how buildings, parking, access, streets, and open spaces might be arranged and designed according to the Framework Plan. Diagrams and precedent imagery will accompany the plans to further illustrate the potential form, massing, and character of future development and public spaces.

The following is a preliminary sequence of events for the charrette:

"HANDS-ON" PLANNING SESSION. The charrette officially kicks off with a public Planning Session. If virtual, we will use Zoom. The session begins with a brief presentation that introduces the project; reports on the review and analysis of existing conditions, and provides “food for thought” for a hands-on exercise. Following the presentation, participants will be placed in groups or

virtual “breakout rooms” where the group will be led in a hands-on exercise. At the conclusion of the exercise, a spokesperson from each group presents their “big ideas” to the larger group. During these presentations common ideas typically emerge that become the foundation for the plan.

INITIAL BRAINSTORMING. After the Hands-on Planning Session, members of the team will analyze the information gathered and brainstorm initial ideas.

CONCEPTUAL FRAMEWORK PLAN. During the brainstorming session, the team will develop a rough Conceptual Framework Plan that incorporates the common themes learned during the hands-on session as well as initial ideas on development form, mobility, and public spaces. The Framework Plan will become the basis for the Illustrative Plan work.

STAFF/STEERING COMMITTEE MEETING.

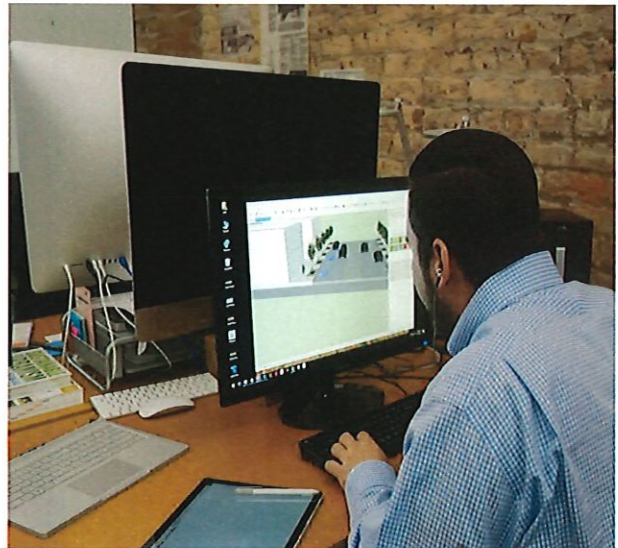
The Consultant team will meet virtually with Town staff and Steering Committee (if established) for an informal presentation of the Conceptual Framework Plan a couple of days after the Planning Session. The purpose will be to present what the team learned from the Hands-on Planning Session and initial concepts for the framework. Meeting participants will provide critical input and confirm the direction of the plan.

CONCEPTUAL ILLUSTRATIVE PLAN. The team will begin work on illustrative scenarios for downtown. The scenarios will be in the form of Conceptual Illustrative Plans for future development, streetscape, gateways, a

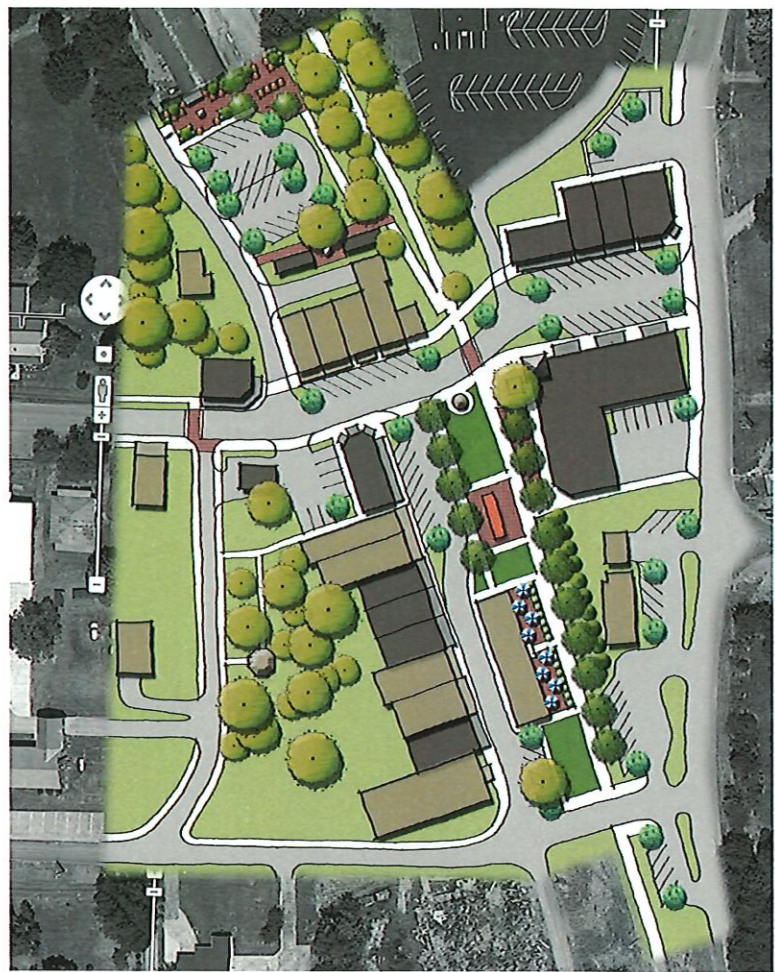
downtown public space, and/or other design concepts that could improve the downtown, if implemented. The public will be invited to drop-in virtually at designated times to view progress and provide informal feedback.

WORK-IN-PROGRESS PRESENTATION.

Approximately six days after the start of the charrette, the team will host a virtual public meeting to present the conceptual Framework Plan and Illustrative Plans, supporting graphics, and other materials produced during the charrette. At the conclusion of the presentation, copies of the presented materials will be provided to be placed on the Town's website so that the community can take a closer look and provide feedback.



The Consultant team will work on initial concepts immediately after the public planning session and provide opportunities for the public to view the process and provide feedback on concepts at the Work-in-Progress Presentation.



The Illustrative Plans realistically illustrate potential development and redevelopment of the study area according to the Framework Plan. The use of 2D and 3D graphics and precedent imagery help the community visualize the concepts to provide feedback..



phase 3: refine

3.1 PLAN REFINEMENT

The team will refine the work completed to date based on feedback received during Phase 2. This will include producing the final versions of the Framework Plan and Illustrative Plans as well as the final touches on the supporting concepts and graphics. The multifaceted Framework Plan will become the graphic representation of the proposed policies on land use and form, mobility, and other elements and the foundation for regulation updates. The Illustrative Plan realistically illustrates how the corridor could develop as a result of the policies. It is imperative that the final graphics clearly convey the ideas developed during the charrette and provide clear guidance for future decisions.

3.2 DRAFT PLAN DOCUMENT

Once the concepts have been refined and finalized, the team will begin to develop the Draft Plan Document. The plan will more than a summary of the planning effort. It will be the blueprint for its realization. The Draft Plan will not simply illustrate what the community's vision is for the future of the Taft Highway Corridor, but how that vision can be achieved through private development, public investment, and proper oversight. The preliminary proposed elements of the Draft Plan include:

- Introduction and Purpose
 - Planning process summary (maybe appendix)
 - Review and Analysis summary (maybe appendix)
 - Community Engagement Summary (maybe appendix)
- Plan Recommendations
 - Framework Plan (land use, form, mobility, public space)
 - Illustrative Plan
 - Recommendations for regulation updates, potential capital projects, and other policies
- Implementation
 - Implementation Matrix

Key recommendations in the Implementation Matrix will include proposed timeframe, potential funding source (as applicable), and responsible parties.

When the draft is complete, the team will submit the Draft Plan to Town staff (and Steering Committee, if established) for review and comment.

3.3 DRAFT PLAN PRESENTATION (TRIP 3)

On a pre-determined date, members of the team will travel to Walden to present the Draft Plan to the public. As this will most likely occur in the spring, it is our hope this presentation can occur in person. Following the presentation, there will be an opportunity for open discussion.

Our hope is to present the draft Plan in-person for feedback and discussion.

The Implementation Matrix is an important element of the plan document and acts as checklist for key recommendations. The matrix includes timeframe (typically short, medium, or long term); identification of responsible parties; potential funding sources; and reference to elsewhere in the plan document where additional information can be found.



IMPLEMENTATION MATRIX

The IMPLEMENTATION MATRIX lists all of the policies from Chapter 3 along with useful information, where applicable, regarding time-frame, responsible party, and potential funding sources. The matrix timeframes are short term (0-3 years), medium term (4-10 years), and long term (11-20 years). The matrix should act as a checklist to measure progress.

Policy #	Recommendation	Page	Time-frame	Responsible Party	Funding	Objective
Economic Development						
ED1a	Retain, strengthen, develop, and promote the city's Machine Component Manufacturing Cluster through business growth and assistance, recruitment, promotion, and investment	62	Short term	City/ Fairview Chamber/ Williamson Co. Chamber	City	Objective ED1
ED1b	Contract for a retail (and lodging) market analysis	63	Short term	City/ Fairview Chamber	City/ Fairview Chamber/ Local Businesses	Objective ED1
ED1c	Recruit information services businesses including web-base businesses as well as other entrepreneurial opportunities for self-employment through and economic development package targeting recruitment and offering assistance for Fairview residents and entrepreneurs	63	Short term	City/ Williamson Co. Chamber/ Fairview Chamber	City/ Williamson Co. Chamber	Objective ED1
ED1d	Retain and grow Fairview's building & construction supply cluster through development of marketing, recruitment, and retention strategies	63	Short term	City/ Williamson Co. Chamber	City/ Williamson Co. Chamber	Objective ED1
ED1e	Create opportunities for and recruit distribution & logistics companies through an introduction of the concept to different entities	63	Mid term	City/ Williamson Co. Chamber/ City of Hickory/ Dickson Co./ Tennessee DECD	N/A	Objective ED1

The Final Plan document will be a comprehensive guide that not only illustrates the future vision for Downtown Harrisonburg, but identifies the specific strategies necessary to implement the plan. The document will include drawings, precedent imagery, recommendations, and implementation matrix.

4 implementation

Action No.	Action	Page No.	Time-frame	Responsible Party	Funding Source	Goal No.
OVERVIEW						
OV-1	create development parcels with street frontage including 2-13 ft. travel lanes with informal on-street parking, 7 ft. planting strips each side with street trees, 5 ft. sidewalks each side			ce and Martin to encourage active uses at the sidewalk		
OV-2						
OV-3				Blocks just off Main and along Whyte-Hardee could have commercial, office, or residential		

3 plan

FOCUS AREA SCENARIO NORTH OF MAIN

The Illustrative Scenario of Downtown Hardeeville core

- A Changes to Whyte-Hardee and Deerfield and Garfield streetscape, including
- B Changes to Main Street between Whyte-Hardee and Martin to create a pedestrian-friendly environment, including narrower travel lanes, curb-outs, street trees, and wide sidewalks
- C Changes to Main Street between Whyte-Hardee and Martin to create a pedestrian-friendly environment, including narrower travel lanes, curb-outs, street trees, and wide sidewalks

3 plan

WHYTE-HARDEE BOULEVARD/MAIN STREET SECTION AND INTERSECTION DESIGN

A walkable created on Whyte-Hardee Road following features configuration:

- On-street parking
- Street trees through view
- Wide sidewalk on the east curvy line

2 background

COMPREHENSIVE PLAN • FUTURE LAND USE

The Land Use Element of the City's 2019 Comprehensive Plan contains a Future Land Use Plan that guides the appropriate

1 introduction

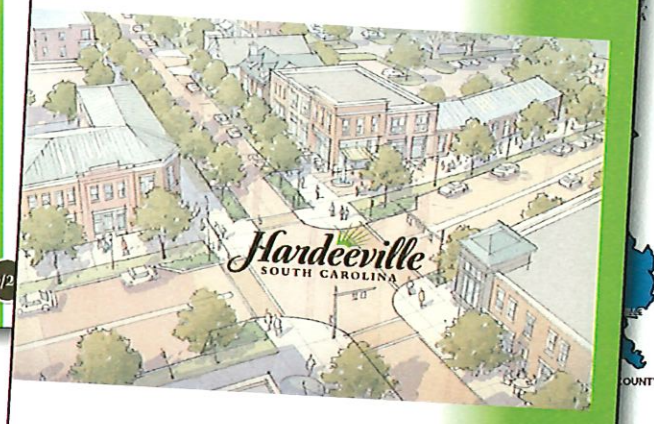
PLAN AREA OVERVIEW

The Whyte-Hardee Boulevard Master Plan covers an area that extends along Whyte-Hardee Boulevard (U.S. Highway 247) from just west of Exit 8 to just south of Exit 5. Specifically, the northern boundary is Independence Boulevard (U.S. Highway 278), and the southern boundary is Strain Place. While the study area predominantly includes properties with frontage on Whyte-Hardee, the study area expands near the intersection of Main Street (State Route 46) to encompass the area identified as "downtown" Hardeeville and a cluster of existing civic buildings, known as the Municipal Hub.

U.S. Highway 17 (known as Whyte-Hardee Boulevard) extends from

THE WHYTE-HARDEE BOULEVARD MASTER PLAN

DRAFT 10.13.20



p/90

p/78

p/76

p/2

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phase 4: implement

4.1 DRAFT REGULATION UPDATES

Based on feedback received during the Draft Plan presentation, the team will finalize proposed updates to the current zoning for the study area. The updates to the regulations will focus on the following elements:

- Form/Use Standards
 - Permitted uses
 - Building placement (setbacks);
 - Building height; and
 - Building articulation and transparency (massing, windows, etc.)
- Site Standards
 - Parking location and access
 - Buffering and screening of equipment, refuse storage, etc.
- Basic Architectural Standards

Limited graphics will supplement the standards. Additionally, photographs may also be used to accompany text where appropriate and to illustrate other standards.

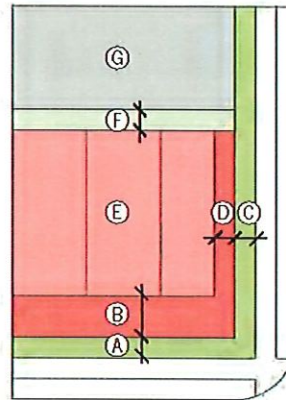
4.2 FINAL REVISIONS

Town staff will collect all comments from its internal review and review by others and provide a single list of requested revisions to the Draft Plan and Regulations. The team will then produce a final draft, and submit both an editable and printable version in electronic format to the Town for approval.

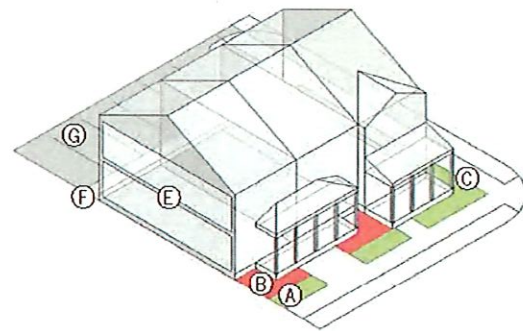
4.3 TOWN COUNCIL PRESENTATION (TRIP 4)

Members of the team will be available to attend one, public meeting where the Plan and Regulations are to be considered for approval. The purpose of the team's attendance is to answer questions related to the final documents.

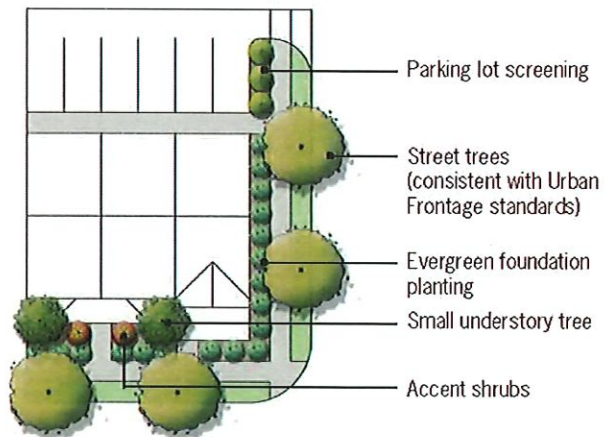
Building Placement



- (A) Front Yard Area
- (B) Front Facade Area
- (C) Side Yard Area
- (D) Side Facade Area
- (E) Private Area
- (F) Rear Pedestrian Area
- (G) Parking Area



Landscaping



While limited due to budget constraints, the team will utilize graphics where possible to illustrate recommended updates to the development regulations related to the study area.

firm experience

As described in the Executive Summary, the Common Ground team has wide breadth of experience in planning projects for small and mid-sized communities, particularly related to corridors and centers. The following pages highlight several projects that we believe are relevant to your project.



Pike Road Long Range Planning

2006 to Present

Pike Road, Alabama

CLIENT:

Town of Pike Road

CONTACT:

Gordon Stone
Mayor

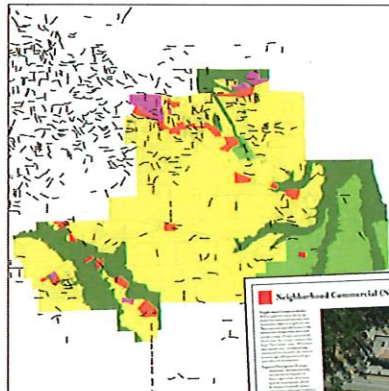
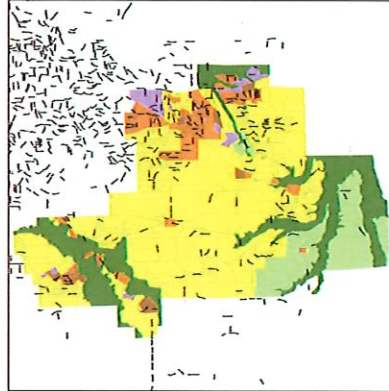
P: 334.272.9883

E: gspikeroad@aol.com

WHY IS THIS RELEVANT?

The Town of Pike Road's population grew almost 20-fold between 2000 and 2010, making it one of the fastest growing rural incorporated places in the state of Alabama. Common Ground has worked with the Town of Pike Road since 200 on a variety of long range planning efforts that attempt to balance quality new development and the protection of Pike Road's rural character.

The Town is made up of several historic crossroads. Building upon and enhancing these historic crossroads provides residents with an experience and quality of life that is unique to the region. Nodes provide centers of activity for the community and promote the efficient use of land and public services such as water, sanitation, fire and police protection, recreation and open space, and transportation. This allows the land between nodes to be developed at a much lower density or altogether preserved.



Above, Left: Pike Road is a fast growing community centered on a series of historic crossroads.

Top, Right: Community engagement was organized according to these historic crossroads and visioning sessions occurred in the heart of these areas.

Above, Right: Based on input from the visioning session, Future Character and Land Use maps were prepared for each area along with descriptions and precedent imagery, and then presented to the community for feedback.

Top, Left/Above, Middle: Pike Road has conventional zoning and a SmartCode available by right, so two guiding maps that generally mirror one another were developed to provide a clear choice of development pattern for the community. The accompanying mobility and open space elements were developed in coordination with the guiding maps.

Fairview Comprehensive Plan

2018-2019

Fairview, Tennessee

CLIENT:

City of Fairview

CONTACT:

Scott Collins

City Manager

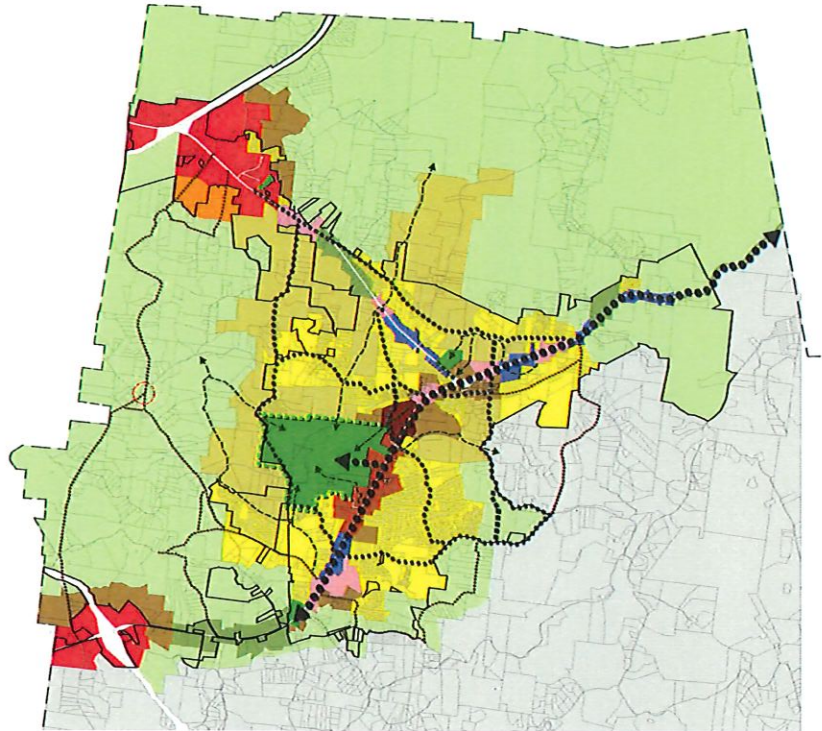
P: 615.387.6084

E: scollins@fairview-tn.org

WHY IS THIS RELEVANT?

Fairview is a rural community of approximately 8,000 people in Williamson County. While large in area, it is rural and suburban in character with no downtown. Large portions of the community are limited to septic systems. Common Ground and KCI were hired by the City to update its Comprehensive Plan. It was the first update since 2000.

The Town sought to better manage its growth while maintaining much of its rural character. The biggest request by the community was to define an area for the community to create a true downtown. Three areas were studied and the community chose the preferred location. The entire project had a robust public engagement that involved input in-person and digitally via the web.



Jena Town Plan

2009 (approximately 4 months)

Jena, LA

CLIENT:

Code-Studio for the Town of Jena

CONTACT:

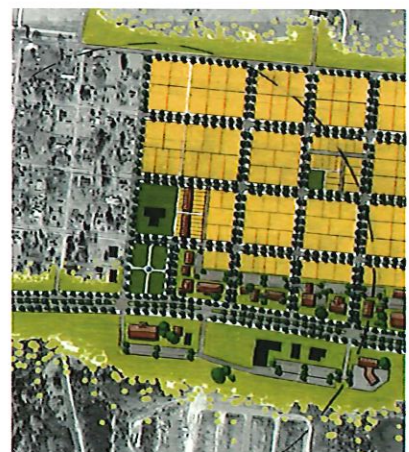
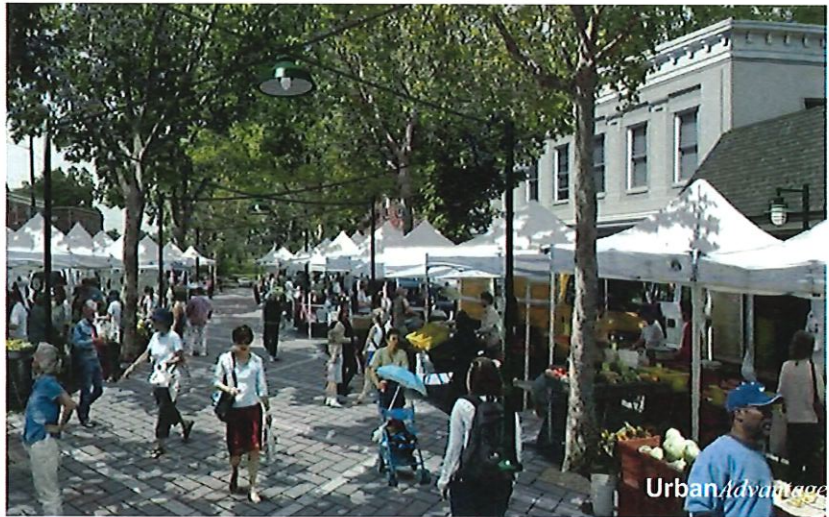
Lee Einsweiler

P: 512.478.2200

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WHY IS THIS RELEVANT?

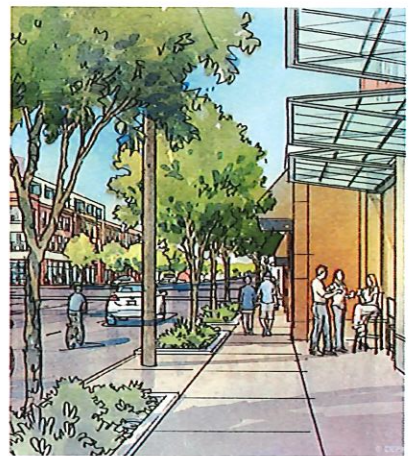
Common Ground served as lead designer, under the leadership of Code Studio, on a town-wide plan for Jena, Louisiana (pop. 2000). As part of this effort we studied three focus areas. First, a downtown study provided concepts for the proposed expansion of Highway 84 through downtown, guidance on preservation and infill, additional options for necessary housing, and the creation of active public space in order to reinforce the heart of the community. Second, a study for the Trout community preserves the historic block structure and homes within the existing neighborhood. We also illustrated a plan for the expansion of the community. Third, the Hemp's Creek study illustrated how the City could achieve a development containing a much-needed mixture of housing types, on an undeveloped piece of land, within walking distance of Downtown Jena; rather than continuing to permit subdivisions on the outskirts of town containing a monoculture of housing types.



Other Regional Experience

2009 to Present

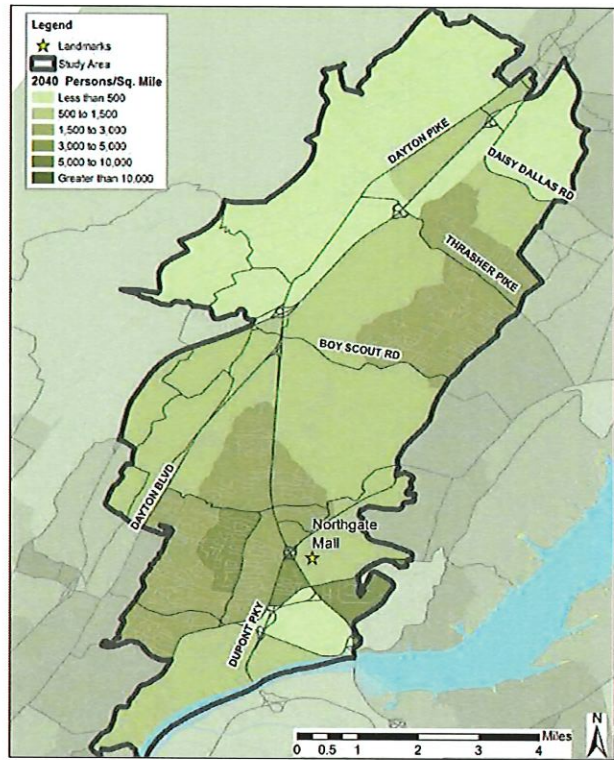
Common Ground has worked in the Chattanooga region on a number of projects including the Lookout Mountain, GA Comprehensive Plan and Town Center Guidelines; the Downtown Chattanooga Form-based Code Charrette; and the South Broad Study for the Chattanooga Design Studio. All of these projects included extensive public outreach that informed the designs, plans, and resulting regulations.



Highway 153 Transit Corridor Land Use and Transportation Study

WHY IS THIS RELEVANT?

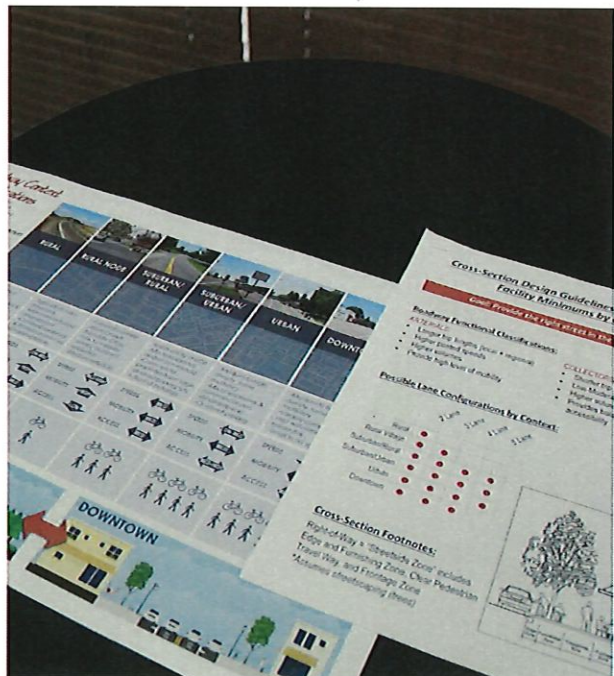
Advanced pedestrian-oriented level boarding with a complete streets retrofit is recommended for Highway 153, an important commuter and commercial corridor in the Chattanooga region, in Chattanooga's 2040 Regional Transportation Plan (RTP). This recommendation, along with two other transit projects, were identified to be studied further (in conjunction with one another) to better understand how these new transit projects would function in concert with other proposed roadway and transportation improvements. KCI completed an existing and future condition analysis, which included demographic, land use, and travel characteristics, to analyze current and potential transit user needs and demand. A range of transit service options were identified along with the necessary supportive land use and transportation components, including urban form and non-motorized connectivity. Given existing and projected growth, a recommended transit service package was developed for the Highway 153 corridor. Study recommendations included a set of phased transit service expansions, as well as necessary supportive policy, roadway, and non-motorized recommendations.



Marshall County TN Comprehensive Transportation Plan

WHY IS THIS RELEVANT?

Working alongside TDOT staff, KCI completed the Department's first county-wide multimodal transportation plan through a Community Transportation Planning Grant (CTPG). The initiative was a first for TDOT in terms of developing a roadway classification system that seeks to better tie land use and transportation decisions together through the use of context-based decision-making and roadway design. Access management was a central topic for the plan as a key goal for the county and its municipalities is to develop consciously and in a manner that supports all transportation modes safely and efficiently while supporting community land use and livability goals. Each place type within the classification system has associated context sensitive roadway and multimodal facility design standards broken down by roadway classification, as well as access management standards (such as recommended median and signal spacing).



Main Street Corridor Study

Sneedville, Tennessee

WHY IS THIS RELEVANT?

KCI recently completed a corridor study of Sneedville's (TN) Main Street (SR 33) and identified possible bicycle and pedestrian facility improvements as well as crosswalks and signalized crossings to ensure that the addition of multimodal facilities would not inhibit the existing access to local businesses along the corridor. The KCI team focused on providing a creative design application for the community that was based on flexible, context-sensitive design methods to ensure solutions would remain low-cost and be able to be implemented alongside an upcoming TDOT resurfacing project. Ultimately, KCI's plan informed the resurfacing project and upgraded the resurfacing to include new cross-section and crosswalk striping along this corridor. As an added bonus, since the KCI team is very familiar with the procedures and stipulations of TDOT's grants for constructing facilities, the completion of the study also positioned the town to receive a Community Transportation Planning Grant (CTPG) that secured additional funds to implement more improvements in conjunction with the resurfacing project.

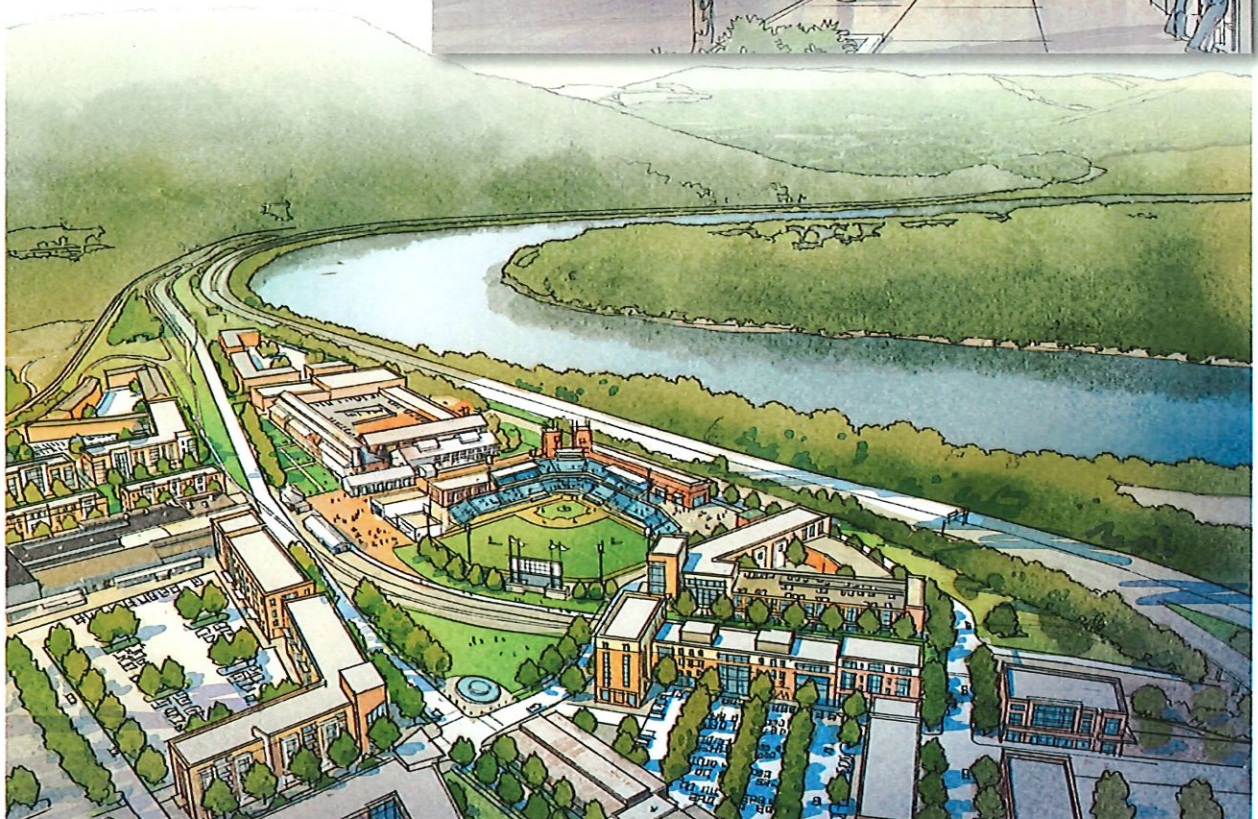
Social media played a large role in the focus of KCI's study recommendations. Survey responses from the town's facebook page made it clear to the KCI team that the community had a significant need for safer and more comfortable crossings as well as ADA access for residents of all abilities to be able to walk or bike to all local destinations. KCI's recommendations for Sneedville—as well as most other plans we complete—were rooted in engineering constructability and cost estimates, and were completed at a planning level while also being accurate for realistic implementation. The team planned from a big picture perspective to suggest solutions that can be implemented realistically without unforeseen cost and engineering issues popping up during construction. Following the study, the TDOT Office of Community Transportation planners worked with the University of Tennessee to develop a more detailed analysis from our estimates, and allowed the CTPG funds to be awarded much sooner due to the realistic constructability of the recommendations.



ZANETTA ILLUSTRATION

3D IMAGERY

Common Ground anticipates utilizing Zanetta Illustration to develop one 3D illustration that capture the future character of the corridor as envisioned in the plan. Such illustrations are important in helping the community visualize the plan and also serve as a marketing tool when generating interest from developers or seeking funding for capital improvement projects. Zanetta Illustration is skilled in watercolor-type renderings from multiple vantage points. Common Ground anticipates Zanetta to assist remotely during the charrette and/or as the plan document is developed.



project team

The Walden Land Use Plan requires a team with an outstanding set of informed perspectives, which will be able to effectively guide the planning effort and provide a realistic path toward implementation. Our team includes experts who are leaders in their respective fields and capable of addressing the key issues of Walden in a holistic manner. Resumes of staff members who will be directly involved in the project are included on the following pages.



staff resumes

“Common Ground has been performing planning services for Lewisburg for over two years and have played an important role in helping us implement our Vision 2035 Plan. Their corridor planning and zoning work is rooted in a public-participatory planning process, which they led. They successfully engaged the community in the process and were eager to address concerns or confront issues even on a case-by-case basis. They are now set to turn their attention to updating the Vision Plan. We look forward to working with them on future projects.”

-RANDALL DUNN, FORMER CITY ADMINISTRATOR

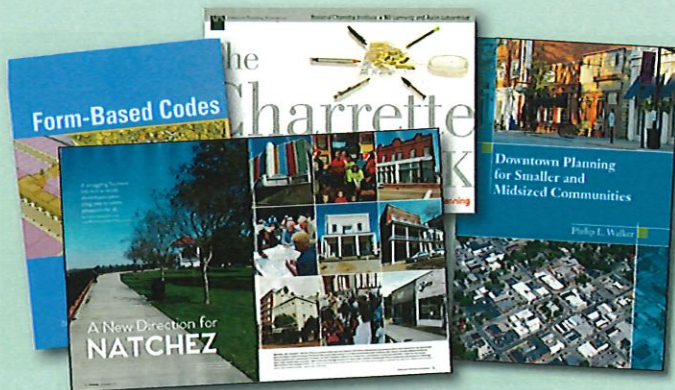
Keith Covington, RA, AICP • Planner, Urban Designer, and Architect

Keith Covington is a registered architect and certified planner who brings over 25 years of professional experience in urban design, land planning, and architecture to Common Ground. He has worked on dozens of downtown plans and studies across the country. Keith earned his Bachelor of Architecture at the University of Tennessee and his Masters of Architecture in Urban Design at Congress for the New Urbanism founders Andres Duany and Elizabeth Plater-Zyberk's program at the University of Miami. As a graduate of these programs, Keith has a unique understanding of traditional patterns of urban design from the regional scale down to the scale of the building. Keith applies time-tested principles of urbanism to all of his projects to achieve a true sense of community in downtowns, neighborhoods, districts, towns and cities. While he is an accomplished architect whose work has been published in national and regional publications, Keith's primary focus is to create walkable, inclusive environments that balance the needs of the pedestrian with those of the automobile. He has lectured extensively on this subject across the country. Prior to starting his private practice in 2006, Keith was the director of the Metro Nashville Planning Department's Design Studio where he helped reinvent Nashville's approach to planning, public engagement, and coding.



Representative Experience for Keith

- Historic Town Center Study, Pike Road, AL (current)
- College Hill Vision Plan and Form-based Code: Cedar Falls, IA (current)
- Columbia Zoning Code Charrette: Columbia, TN
- Downtown Vision Plan and Form-based Code: Cedar Falls, IA
- Downtown Plan, Fayetteville, TN (2020)
- Downtown Vision Plan, Cedar Falls, IA (2019)
- Arts District Master Plan, Columbia, TN (2019)
- Downtown Design Standards, Bernardsville, NJ (2019)
- South Hartmann Drive Form-based Code: Lebanon, TN (2019)
- Residential Infill Overlay: Lebanon, Tennessee (2019)
- Downtown Historic District Guidelines: Lewisburg, Tennessee (2018)
- Quimby Lane Study, Bernardsville, NJ (2018)
- Downtown Strategy, Hopkinsville, KY (2018)
- Fairview Comprehensive Plan, Fairview, TN (2018)
- **South Broad District Study, Chattanooga, TN (2017)**
- Downtown Natchez Plan, Natchez, MS (2017)
- Design Standards Update: Lebanon, Tennessee (2017)
- Downtown Russellville Plan Update, Russellville, AR (2017)
- North Highland and Historic Bottoms Plan, Murfreesboro, TN (2017)
- Pike Road SmartCode Update, Pike Road, AL (2015)
- **Chattanooga Form-based Code Charrette, Chattanooga, TN (2015)**
- Downtown Redevelopment Plan, Pompton Lakes, NJ (2014)
- Downtown Wetumpka Plan, Wetumpka, AL (2013)
- Downtown Jackson Study, Jackson, WY (2013)
- The Flats Revitalization Plan and Pattern Book, Wilmington, DE (2012)
- Downtown Russellville Plan, Russellville, AR (2011)
- Downtown Wilkesboro Plan, Wilkesboro, NC (2010)
- West 30s Plan, Covington, LA (2010)
- **Lookout Mountain Comprehensive Plan, Lookout Mountain, GA (2009)**
- Downtown Simsbury Plan, Simsbury, CT (2009)
- Jena Town Plan, Jena LA (2009)
- Comprehensive Plan, Wilson, NC (2009)
- Clemmons Village Center Study, Clemmons, NC (2009)
- Downtown Northport Plan and Zoning Update, Northport, AL (2007)
- Downtown Portales Master Plan, Portales, NM (2007)



Common Ground's work has been featured in publications such as The Charrette Handbook, Downtown Planning for Smaller and Mid-sized Communities, and Form-based Codes. Covington recently co-authored an article on work completed in historic Downtown Natchez, MS in Planning magazine. The plan won the 2018 Outstanding Planning Award from the Mississippi chapter of the American Planning Association.

Liesel Goethert, AICP • Transportation Planner

Liesel has served KCI as a transportation planner since 2014. She has worked on a range of transportation planning and engineering studies with an emphasis on bicycle and pedestrian planning. Her project experience ranges from updates to multiple community and state planning documents, the development of community bicycle and pedestrian plans, as well as evaluations regarding municipal transportation policy decisions. Liesel currently co-manages Metro Nashville's Neighborhood Traffic Calming Program where she is responsible for scoring and prioritizing requests, coordinating and hosting neighborhood meetings, creatively identifying roadway designs which maximize a street's walkability and bikeability, and completing follow-up evaluations of implemented measures. She has also completed supportive projects for the Program, including the Walking District Neighborhood Pilot Program follow-up evaluation and a county-wide neighborhood speed limit reduction feasibility study in support of the city's commitment to Vision Zero.



Education

- MS / City and Regional Planning
- BA / Geography and Environmental Studies

Project Experience

- Highway 153 Transit Corridor Land Use and Transportation Study for the Chattanooga-Hamilton County Regional Planning Agency
- Cool Springs Area Transportation Network and Land Use Study for Franklin, TN
- Comprehensive Transportation Plan for Marshall County, TN
- Comprehensive Transportation Plans for the Communities of Brentwood, Greenbrier, and Smyrna, TN
- TDOT Community Transportation Planning Grant Studies for the Communities of Atoka, Halls, and Marshall County, TN
- Bowling Green, KY Multimodal Implementation Plan
- Bristol, TN North-South Corridor Needs Assessment Study
- Atoka, TN Complete Streets Study
- Hardin Valley Mobility Study for the Knoxville Regional Transportation Planning Organization and the Knoxville/Knox County Metropolitan Planning Commission

Josh Green, PE

Josh has nearly ten years of experience in multiple aspects of transportation civil engineering including roadway design, roadway drainage, bikeway and pedestrian design, traffic control, transportation planning, traffic engineering, utility coordination, and surveying. He has extensive experience working with cross-functional teams preparing roadway plans, transportation planning packets, and construction documents to satisfied clients. His experience ranges from major urban roadway widening projects to traffic signal design. He also has extensive experience designing state-of-the-art bikeways, as well as working with TDOT's Strategic Investments Division focusing on safety, congestion, and economic development across the state. Josh has extensive knowledge in transportation design software, such as Microstation, Geopak, and InRoads. He is also an active member of the American Society of Highway Engineers (ASHE).



Education

BS / Civil Engineering, Transportation Specialized

Project Experience

- Historic Jefferson Street Traffic Study and Intersection Improvements for Nashville, TN
- 11th Avenue South Corridor Study for Nashville, TN
- 12th & Demonbreun Traffic Impact Study for Nashville, TN
- Bike Feasibility Studies for Nashville, TN
- North Gulch Capitol View Master Plan Development in Nashville, TN
- TDOT SR-11 Improvements in South Nashville, TN
- Tennessee Tech Traffic Design and Signal Modification Plans

Rachel Durham, AICP

Rachel is a planner in KCI's Nashville office. Prior to joining KCI she was a community planner with Williamson County, TN where she was responsible for land use planning, zoning and subdivision reviews, as well as other long range planning initiatives. Rachel has considerable experience in ArcGIS, Adobe Illustrator and InDesign, and has worked on a number of planning studies since joining KCI.



Education

- MS / Environmental Planning and Design
- BS / Environmental Science

Project Experience

- Cool Springs Area Transportation Network and Land Use Study for Franklin, TN
- Hardin Valley Mobility Study for the Knoxville Regional Transportation Planning Organi-

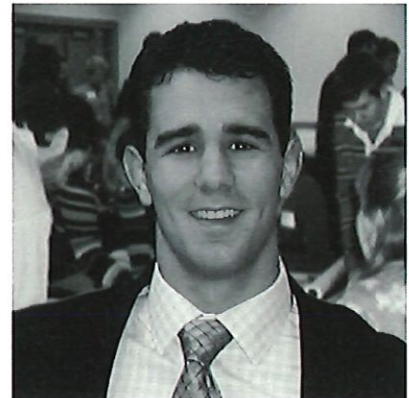
zation and the Knoxville/Knox County Metropolitan Planning Commission•Knoxville, TN Long Range Transportation Plan

- Lakeway MTPO Long Range Transportation Plan
- TDOT I-40 Alternative Fuels Corridor Study
- Nashville MPO Bicycle and Pedestrian Plan Update (2019)
- TDOT Community Transportation Planning Grant Winchester Corridor Study
- TDOT Community Transportation Planning Grant Sneedville Complete Streets Plan
- TDOT Traffic Count Program Review
- Tennessee Statewide Active Transportation Plan
- Williamson County, TN Comprehensive Traffic Strategy

ZANETTA ILLUSTRATION

JJ Zanetta, ASAI • Owner

JJ, owner of Zanetta Illustration, graduated with a degree in Art Education from Mercyhurst University. His interest in drawing and architecture led him to pursue a career in architectural illustration. In 2007, he received his first opportunity to work as an illustrator, and in 2009 he began his own practice. He has extensive experience in urban design and architecture projects of all scales, and has served an important role on design charrette teams creating conceptual renderings on site.



milestone schedule

We are confident we can deliver the final draft plan (including zoning regulation updates) within the timeframe outlined in the RFP. The timeframe below includes tasks up until the point at which the Plan will begin the adoption process. Specific milestones related to key deliverables as well as key public engagement events according to the proposed approach are also included. We look forward to fine tuning this schedule with the Town.

PHASE 1: UNDERSTAND

- 1.1 Project Initiation
- 1.2 Public Engagement Strategy
- 1.3 Project Kick-off (Trip 1)
- 1.4 Review and Analysis

PHASE 2: PLAN

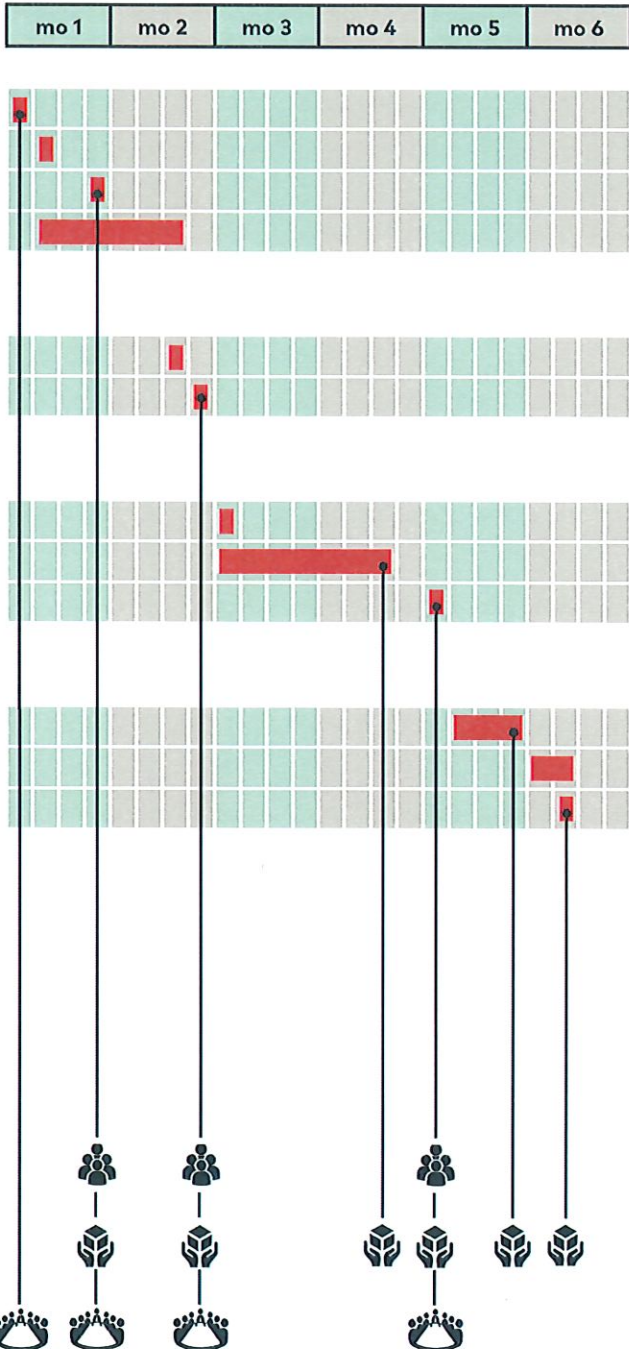
- 2.1 Planning Charrette Preparation
- 2.2 Planning Charrette (Trip 2)

PHASE 3: REFINE

- 3.1 Plan Refinement
- 3.2 Draft Plan Document
- 3.3 Draft Plan Presentation (Trip 3)

PHASE 4: IMPLEMENT

- 4.1 Draft Regulation Updates
- 4.2 Final Revisions
- 4.3 Town Council Presentation (Trip 4 TBD)



- Public Engagement
- Project Milestone
- Town Staff Meetings



proposed fee

Below is our cost proposal for this project organized according to team member and scope task. Expenses have been calculated for each individual team member by phase and are also included below. We bill monthly based on a percentage of work completed. Our team is willing to work with staff, if necessary, to adjust the scope and budget, if necessary.

Team Member	CG Covington	Geothert	KCI Green	Durham	ZI Zanetta	
Rate	\$ 150	\$ 140	\$ 175	\$ 125	\$ 100	
Phase 1: Understand						
1.1 Project Initiation	2	2	0	0	0	
1.2 Public Engagement Strategy	4	0	0	0	0	
1.3 Project Kick-off (Trip 1)	14	14	0	0	0	
1.4 Review and Analysis	12	8	2	4	0	
Sub-total Hours:	32	24	2	4	0	62
Sub-total Fees:	\$ 4,800	\$ 3,360	\$ 350	\$ 500	\$ -	\$ 9,010
Sub-total Expenses:	\$ 660	\$ 335	\$ -	\$ -	\$ -	\$ 995
Total Phase 1:	\$ 5,460	\$ 3,695	\$ 350	\$ 500	\$ -	\$ 10,005
Phase 2: Plan						
2.1 Planning Charrette Preparation	4	4	0	0	0	
2.2 Planning Charrette (Trip 2)	36	36	2	16	0	
Sub-total Hours:	40	40	2	16	0	98
Sub-total Fees:	\$ 6,000	\$ 5,600	\$ 350	\$ 2,000	\$ -	\$ 13,950
Sub-total Expenses:	\$ 1,925	\$ 1,425	\$ -	\$ -	\$ -	\$ 3,350
Total Phase 2:	\$ 7,925	\$ 7,025	\$ 350	\$ 2,000	\$ -	\$ 17,300
Phase 3: Refine						
3.1 Plan Refinement	8	0	0	0	25	
3.2 Draft Plan Document	40	4	2	8	0	
3.3 Draft Plan Presentation (Trip 3)	8	8	0	0	0	
Sub-total Hours:	56	12	2	8	25	103
Sub-total Fees:	\$ 8,400	\$ 1,680	\$ 350	\$ 1,000	\$ 2,500	\$ 13,930
Sub-total Expenses:	\$ 240	\$ 240	\$ -	\$ -	\$ -	\$ 480
Total Phase 3:	\$ 8,640	\$ 1,920	\$ 350	\$ 1,000	\$ 2,500	\$ 14,410
Phase 4: Implement						
4.1 Regulation Updates	32	2	0	0	0	
4.2 Final Revisions	8	2	0	2	0	
4.2 Town Council Presentation (Trip 4)	8	0	0	0	0	
Sub-total Hours:	48	4	0	2	0	54
Sub-total Fees:	\$ 7,200	\$ 560	\$ -	\$ 250	\$ -	\$ 8,010
Sub-total Expenses:	\$ 240	\$ -	\$ -	\$ -	\$ -	\$ 240
Total Phase 4:	\$ 7,440	\$ 560	\$ -	\$ 250	\$ -	\$ 8,250
Grand Total Hours:	176	80	6	30	25	317
Grand Total Fees:	\$ 26,400	\$ 11,200	\$ 1,050	\$ 3,750	\$ 2,500	\$ 44,900
Grand Total Expenses:	\$ 3,065	\$ 2,000	\$ -	\$ -	\$ -	\$ 5,065
Grand Total Budget:	\$ 29,465	\$ 13,200	\$ 1,050	\$ 3,750	\$ 2,500	\$ 49,965

KEY

CG: Common Ground Urban Design + Planning

KCI: KCI Technologies, Inc.

ZI: Zanetta Illustration

ASSUMPTIONS

Client to provide all available data (no non-existing data to be created by team)

Client to make arrangements for meetings and events including notification



common ground

URBAN DESIGN + PLANNING

THANK YOU FOR YOUR CONSIDERATION