



**OFFICIAL MINUTES OF THE OXFORD MAYOR AND COUNCIL MEETING
WORK SESSION
MONDAY, MARCH 17, 2025 – 6:30 PM
CITY HALL**

ELECTED OFFICIALS PRESENT:

David Eady - Mayor
George Holt – Councilmember
Jim Windham – Councilmember
Laura McCanless – Councilmember
Jeff Wearing – Councilmember
Mike Ready – Councilmember
Erik Oliver – Councilmember

STAFF PRESENT:

Marcia Brooks –City Clerk/Treasurer
Bill Andrew – City Manager
Mark Anglin – Police Chief
Jody Reid – Utilities Supervisor
David Strickland – City Attorney

OTHERS PRESENT: Roderick Stubbs (Oxford College), Laura Gafnea (Oxford College), Daniel Parson (Oxford College), Nick Cole, Kip Hart, Mike McQuaide, Jane Fadely

Agenda (Attachment A)

1. Mayor's Announcements

None.

2. Committee Reports

- a. **Trees, Parks, and Recreation Board** – No report.
- b. **Planning Commission** – No report.
- c. **Downtown Development Authority** – No report.
- d. **Sustainability Committee** – No report.

3. Discussion to Improve Safety at the Oxford College Athletic Field (Appendix B)

Roderick Stubbs, Athletic Director for Oxford College, spoke to the City Council regarding recent occurrences of balls from the soccer field rolling out into the street. There are nets installed on the Moore Street side and the Stone Street side of the field. On the Haygood side, most balls are blocked by the opposing team fans. Some still get through on all three sides.

Possible solutions discussed included additional netting, caution signs, and temporary signs that would be put up during the games.

Mayor Eady asked Mr. Stubbs to consult with his colleagues and come back to the City with some recommendations to mitigate the situation. Mayor Eady also reminded Mr. Stubbs of the agreement with Oxford College concerning cutting off the field lights around 9:00 p.m. so they do not disturb residents at a late hour.

4. Trail Selection for the Governor's Office of Planning and Budget (OPB) Funding (Appendix C)

After discussion and input from the public, the Councilmembers took a straw vote to decide which trail would be eliminated. The vote was 4-3 to eliminate Trail #3. Trails 1, 2 and 4 will be voted on at the April regular session.

5. Newton County Request to Continue Use of Community Room for a Polling Place During 2025 and 2026 (Appendix D)

There were no concerns raised about continuing to use the Community Room as a polling place.

6. Task Order from AtkinsRealis for Coordination between Oxford and GDOT on the New I-20 Bridge (Attachment E)

There was no opposition to proceeding with the task order. A vote will be taken at the April regular session.

7. Task Order from AtkinsRealis for a Sign Inventory and Traffic Control Plan (Attachment F)

Mayor Eady clarified that the scope of the task order would be limited to traffic control signs. A majority of the Councilmembers were in favor of proceeding. A vote will be taken at the April regular session.

8. Purchasing Card Agreement with Bank of America (Attachment F)

Several City Councilmembers had reservations about why another credit card is needed. Laura McCanless was opposed to giving credit cards to department heads and recommended limiting participation to use of the card for central procurement processing. Ms. McCanless and George Holt felt that there may be more burden keeping up with the increased requirements. Bill Andrew suggested developing written controls that would guide use of the purchasing card. Marcia Brooks will work on a policy for this purpose.

9. Revised Proposal from TSW for Planning Services (Attachment G)

Erik Oliver expressed concerns about discussing changes to Oxford zoning related to anticipated development of properties outside the Oxford City limits. A vote will be taken at the April regular session.

10. Other Business

- a. Code Enforcement Update – Bill Andrew announced that he and Chief Anglin have been working on their approach for several properties.

b. City Manager Update

11. Work Session Meeting Review

12. Executive Session

Erik Oliver made a motion to enter Executive Session at 8:36 p.m. to discuss real estate matters. Mike Ready seconded the motion. The motion was approved unanimously (7/0).

Jim Windham made a motion to exit Executive Session at 8:48 p.m. Jeff Wearing seconded the motion. The motion was approved unanimously (7/0).

13. Adjourn

Mayor Eady adjourned the meeting at 8:48 p.m.

Respectfully Submitted,



Marcia Brooks
City Clerk/Treasurer

**Oxford Mayor and Council
Work Session
Monday, March 17, 2025 – 6:30 P.M.
Oxford City Hall
110 W. Clark Street, Oxford, Georgia
Agenda**

1. **Mayor's Announcements:** The City's Arbor Day Celebration will be held at City Hall on Saturday, February 22 from 10:00 a.m. to Noon.
2. **Committee Reports:** The Trees, Parks and Recreation Board, Planning Commission, Downtown Development Authority, and the Sustainability Committee.
3. ***Discussion to Improve Safety at the Oxford College Athletic Field:** Recently, several soccer balls were observed crossing both Moore and Haygood Streets. Representatives from the college will be on hand to discuss a strategy to improve safety.
4. ***Trail Selection for the Governor's Office of Planning and Budget Funding:** Our engineering team needs a decision on which three trails we should move forward with. Budget and location information is provided. The grant award is \$2,200,000 and the City Match is \$1,315,397.90 for a total budget of \$3,315,397.90.
5. ***Newton County Request to Continue Use of Community Room for a Polling Place During 2025 and 2026:** The Board of Elections and Registration has asked to continue the use of our building. Please see the attached memo and related information to confirm its use and to plan for changes in the Council meeting schedule.
6. ***Consider a Task Order from AtkinsRéalis for Coordination between Oxford and GDOT on the New I-20 Bridge:** GDOT's current proposals for the bridge have some alignment issues and have raised concerns by not initially including bike/pedestrian accommodations. AtkinsRéalis would assist the city in representing our needs for a structure that is likely to be in place for another 60 or more years.
7. ***Consideration of a Task Order from AtkinsRéalis for a Sign Inventory and Traffic Control Plan:** This effort would provide an inventory of the existing traffic control signage within the city limits and provide recommendations on future traffic control signage improvements to conform with the 11th Edition of the Manual of Uniform Traffic Control Devices.
8. ***Consideration of a Purchasing Card Agreement with Bank of America:** Please see attached memorandum (008) for details on this request.
9. ***Revised Proposal from TSW for Planning Services:** During the Council Retreat the City Manager was directed to find a path to update the City's Planning, Development, and Zoning Code to meet the likely development pressures along Oxford Road and

Airport Road. Since the last voting meeting, Mr. Caleb Racicot and Ms. Allison Stewart-Harris (TSW) had a Zoom meeting with Mayor Eady, Councilmember Laura McCanless, Planning Commission Chair Jonathan Eady, and City Manager Bill Andrew. Please see the revised proposal from that meeting.

10. Other Business:

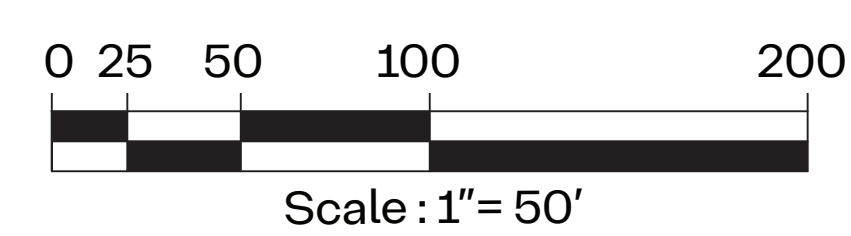
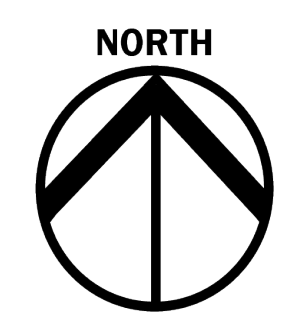
- a. Code Enforcement Update – Bill Andrew and Mark Anglin will report on progress.
- b. *Questions or concerns on the City Manager Update.

11. Work Session Meeting Review: Mayor Eady will review all the items discussed during the meeting.

12. Executive Session: An Executive Session could potentially be held for Land Acquisition/Disposition, Addressing Pending or Potential Litigation, and/or Personnel.

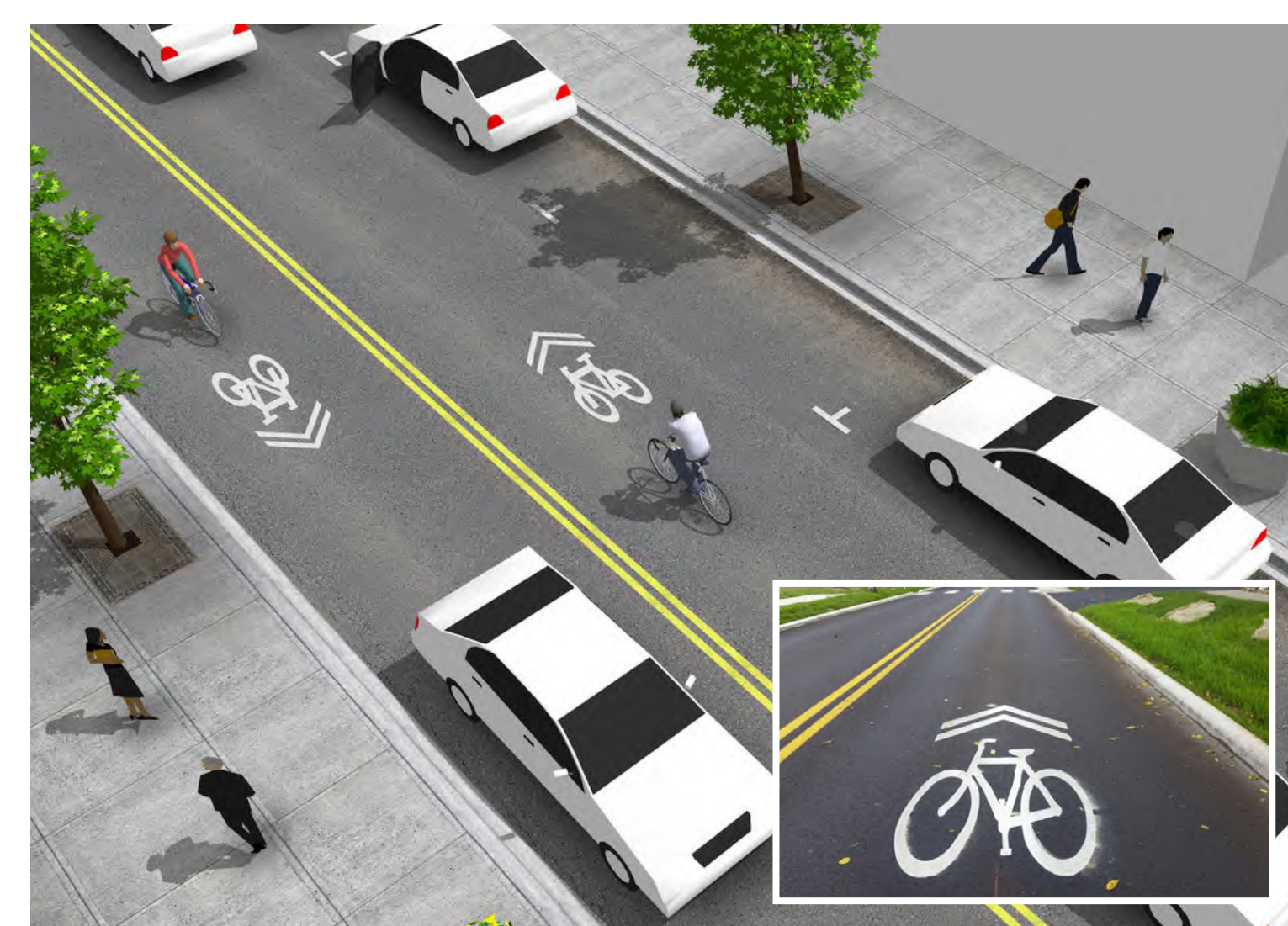
*Attachments

TRAIL 1 | E BONNELL ST TO KEEGAN CT



Key

- Proposed Multi-Use Trail
- Proposed Bridge Over Catova Creek
- Proposed Bike Route Along E Bonnell St
- Planned Catova Creek Trail



Sharrows/Bike Markings



Bridge Crossing



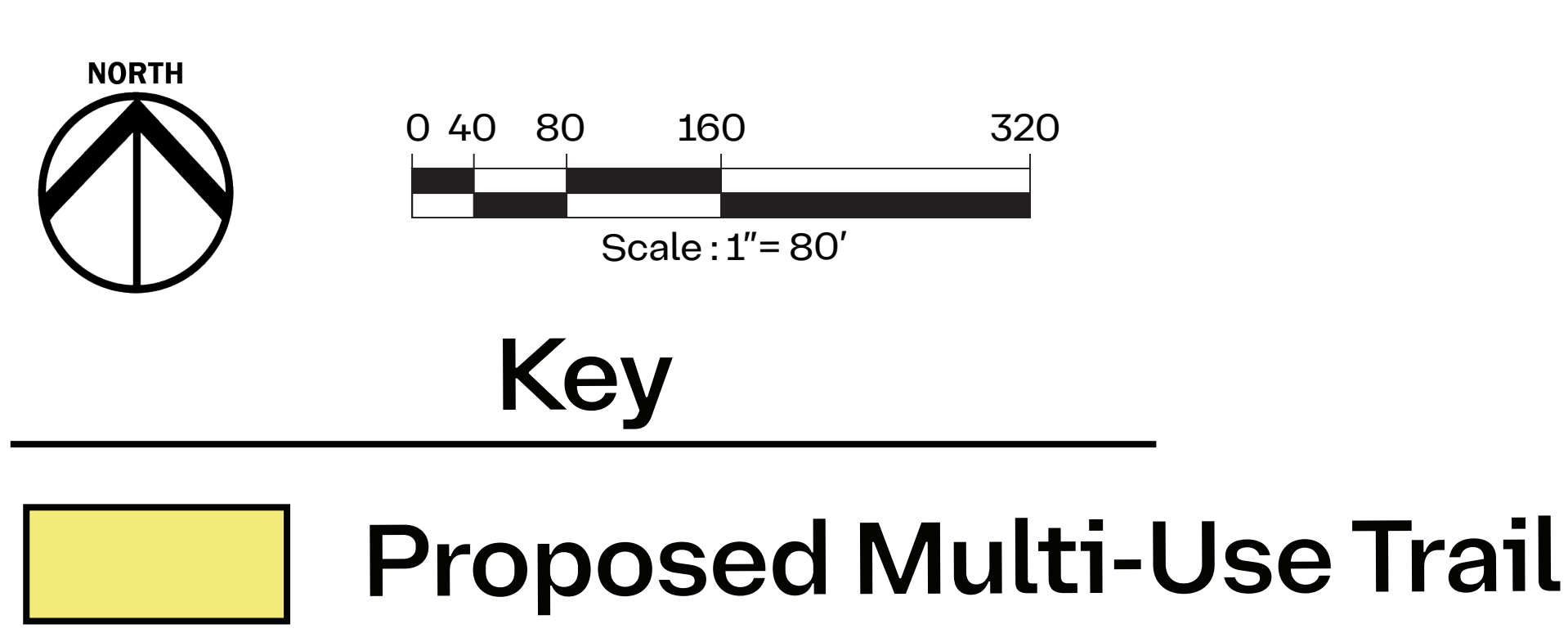
Multi-Use Trail

Proposed Trail Extensions | Open House

City of Oxford, Georgia
February 26th, 2025



TRAIL 2 | COUSINS MIDDLE SCHOOL TO W WADE STREET



Trailhead



Crosswalk with Signage



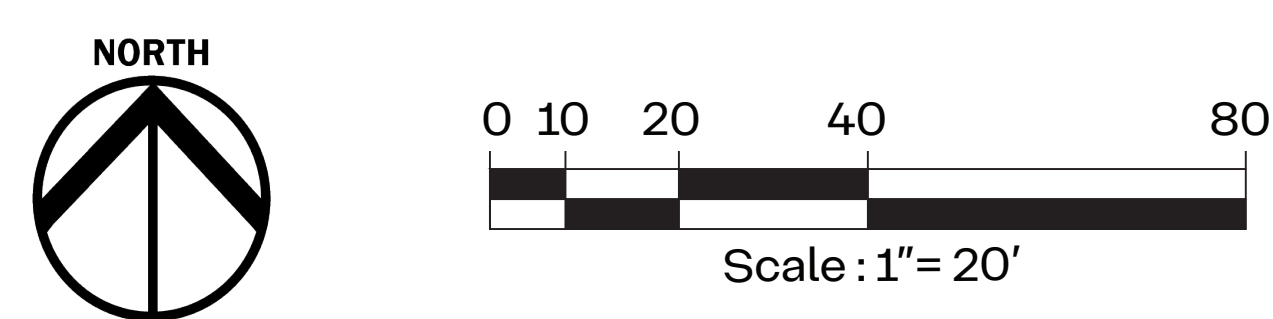
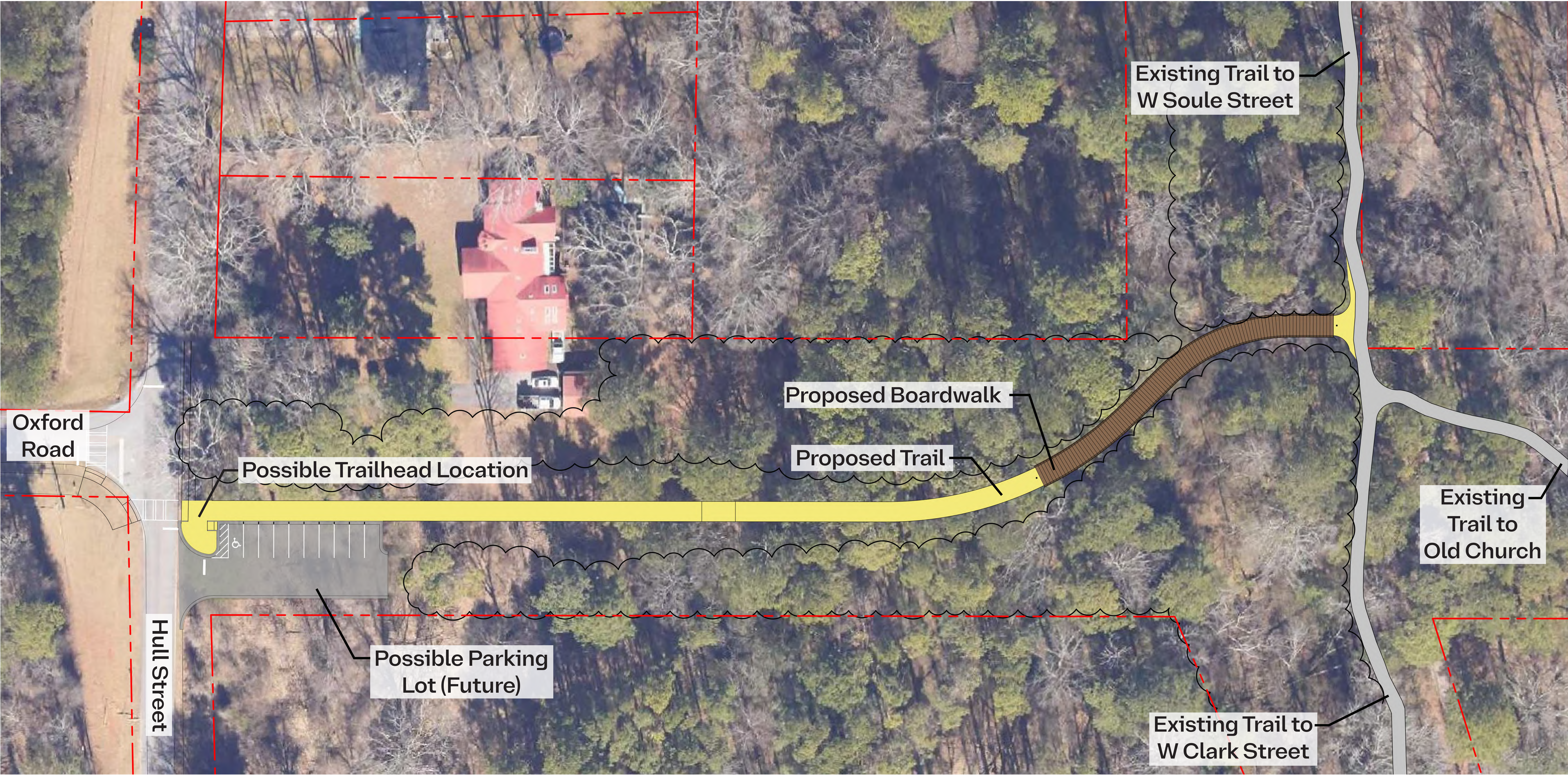
Multi-Use Trail

Proposed Trail Extensions | Open House

City of Oxford, Georgia
February 26th, 2025

TRAIL 3 | HULL ST TO EXISTING TRAILS NEAR OLD CHURCH

OPTION 1



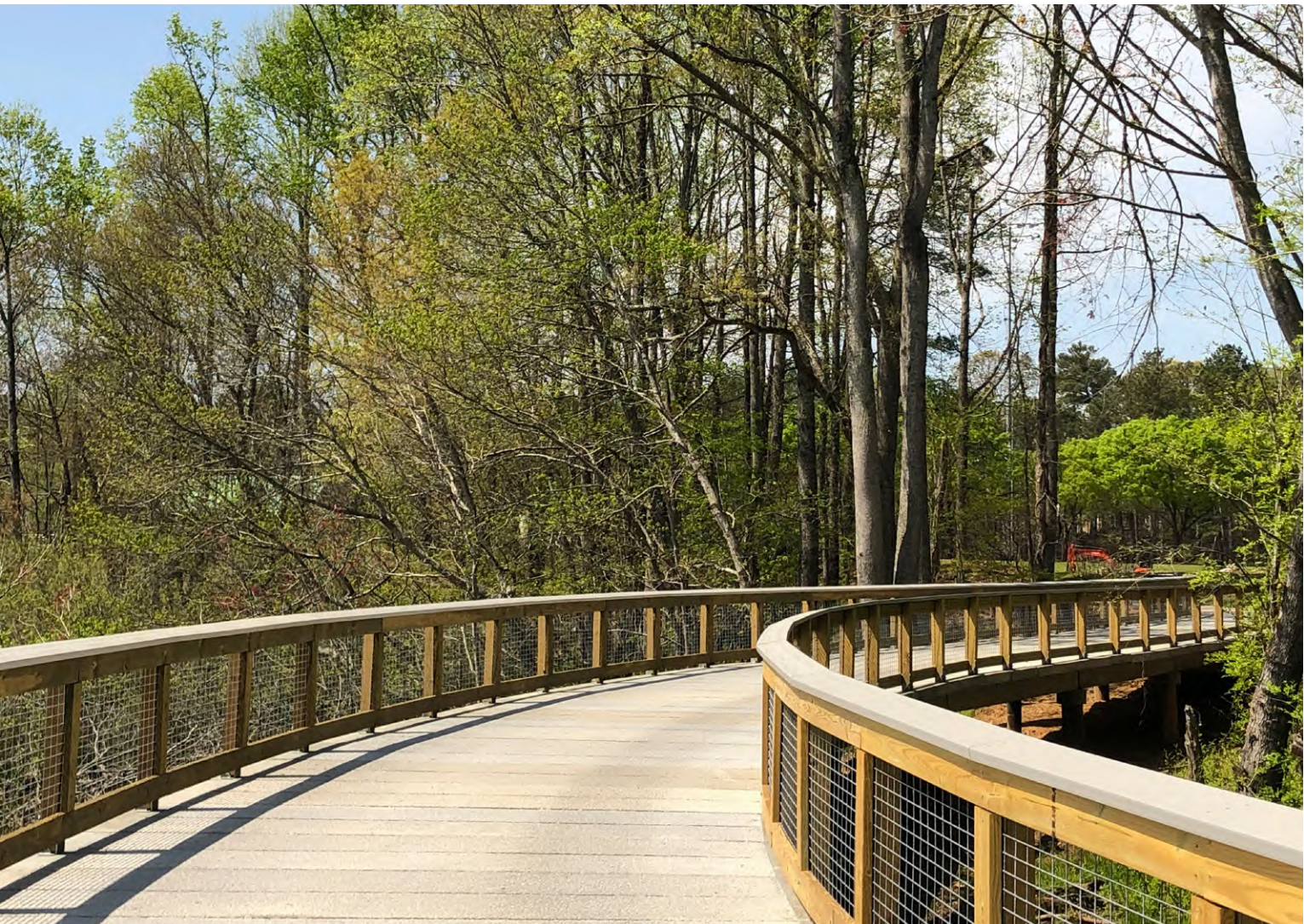
- Key**
- Proposed Multi-Use Trail
 - Proposed Boardwalk
 - Possible Trailhead and Parking Lot (Future)



Trailhead



Multi-Use Trail

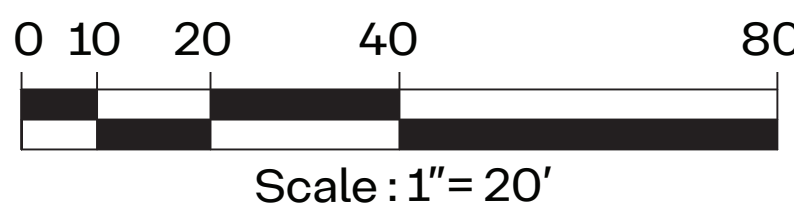


Concrete Boardwalk

Proposed Trail Extensions | Open House

City of Oxford, Georgia
February 26th, 2025

TRAIL 4 | HWY 81 TO CATOVA CREEK ALONG SOULE STREET



Key



Proposed Multi-Use Trail



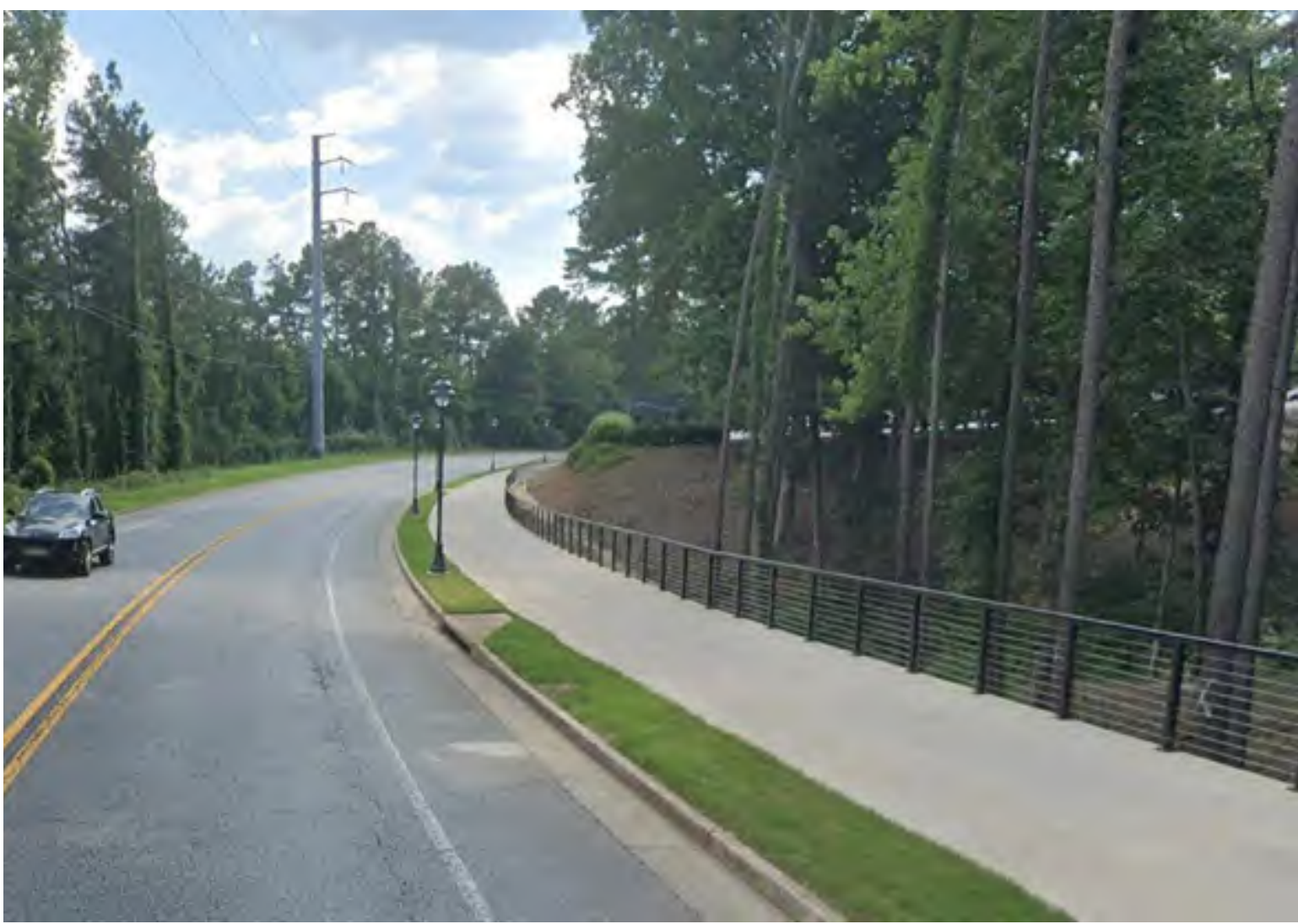
Planned Catova Creek Trail



Signage



Trailhead



Multi-Use Trail

Proposed Trail Extensions | Open House

City of Oxford, Georgia
February 26th, 2025



1600 Riveredge Parkway Suite 700 Atlanta, GA 30328 ph:678-247-2565

CITY OF OXFORD, GEORGIA, NEWTON COUNTY

Prepared by: Atkins North America, Inc.,

Date 3-10-25

I. GRANT BREAKDOWN

GOPB AWARD AMOUNT	\$2,200,000.00	60% of the total construction
CONSTRUCTION AMOUNT	\$2,000,000.00	60% of the total construction
CONTINGENCY	\$200,000.00	Can be used for repairs, maintenance, bonding, insurance, etc.
CITY OF OXFORD LOCAL MATCH (City's General Fund) (Min.)	\$1,315,397.90	40%+- of the total construction
TOTAL PROJECT COST (Min.)	\$3,315,397.90	

II. TOTAL PROJECT CONSTRUCTION COST ESTIMATE FOR FOUR (4) TRAIL SECTIONS WITHOUT CITY MATCH AND CONSTRUCTION CONTINGENCY

1	SITE #1- E. BONNELL ST.	\$947,635.74
2	SITE #2- W. BONNELL ST.	\$1,072,018.24
3	SITE #3- OLD CHURCH TRAIL	\$1,113,530.00
4	SITE #4 E. SOUL STREET	\$811,476.72
TOTAL PROJECT CONSTRUCTION COST ESTIMATE FOR FOUR (4) TRAIL SECTIONS.		\$3,944,660.70

III. CITY OF OXFORD MATCH/CONTRIBUTION TOWARDS COMPLETING MULTI-USE TRAIL PROJECTS

SITE #1 E. BONNELL STREET- MULTI-USE TRAIL (FROM HWY 81 TO KEEGAN CT.- 12' WIDE CONCRETE TRAIL)

A.	CONTINGENCY 15%	Site #1 Subtotal	\$142,145.36
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Site #2 - W. BONNELL STREET TO COUSINS MIDDLE SCHOOL - 12' WIDE CONCRETE TRAIL (3,000 LF) (.57 MILES) POWER & SANITARY EASEMENT

A	PURCHASE OF PARCEL#	\$150,000.00
B	CONTINGENCY 15%	\$160,802.74
Site #2 Subtotal		\$310,802.74

Site #3 - OLD CHURCH TRAIL (Fletcher St. to HULL STREET) - 12' WIDE CONCRETE TRAIL (710+- LF)(0.13 MILE)

A	CONTINGENCY 15%	Site #3 Subtotal	\$167,029.50
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SITE #4 SOULE STREET MULTI-USE TRAIL (FROM HWY 81 TO DRY INDIAN CREEK - 10'+- WIDE CONCRETE TRAIL)

A	RELOCATE UTILITY POLES	EST.	1	\$100,000.00	\$100,000.00
B	RIGHT OF WAY/ EASEMENTS SCHOOL PROPERTY	EST.	1	\$25,000.00	\$25,000.00
C	CONTINGENCY 15%				\$121,721.51
Site #4 Subtotal					\$246,721.51

OTHER COST CONTRIBUTED BY THE CITY

A	ENGINEERING SERVICES	LS	1	\$597,165.00
B	CONSTRUCTION MATERIAL TESTING	EST.	1	\$75,000.00

Overall Contribution by the City of Oxford for the four trails \$1,538,864.11

COST ESTIMATE IS BASED ON CONCEPTUAL TRAIL ALIGNMENT, GDOT MEANS PRICING SUMMARY REPORT.



1600 Riveredge Parkway Suite 700 Atlanta, GA 30328 ph:678-247-2565

CONCEPTUAL COST ESTIMATE

Site 1 - E. BONNELL STREET TO DRY INDIAN CREEK (KEEGAN CT. BOB WILLIAMS PKWY) - 12' WIDE CONCRETE TRAIL (1,100 LF)(0.21 MILE)

CITY OF OXFORD, GEORGIA, NEWTON COUNTY

Prepared by: AtkinsRéalis

Date 3-10-2025

GRANT APPLICATION CONSTRUCTION ITEMS

Item Number	Item Description	Unit	Quantity	Unit Price	Cost
CLEARING & GRADING					
150-000	TRAFFIC CONTROL	LS	1	\$10,000.00	\$10,000.00
210-0100	GRADING COMPLETE (INCLUDES MOBILZATION, GC CLEARING AND GRADING, IMPORTING AND EXPORTING MATERIAL AS NEEDED TO COMPLETE PROJECT)	LS	1	\$200,000.00	\$200,000.00
				Subtotal:	\$210,000.00
EROSION CONTROL ITEMS					
163-0232	TEMPORARY GRASSING	AC	1.30	\$1,000.00	\$1,300.00
163-0300	CONSTRUCTION EXIT	EA	2	\$2,500.00	\$5,000.00
165-0030	MAINTENANCE OF TEMPORARY SILT FENCE, TP C (DOUBLE ROW, SENSITIVE)	LF	2200	\$5.00	\$11,000.00
165-0101	MAINTENANCE OF CONSTRUCTION EXIT	EA	2	\$1,000.00	\$2,000.00
167-1000	WATER QUALITY MONITORING AND SAMPLING (8 mo. Construction project)	EA	8	\$500.00	\$4,000.00
167-1500	WATER QUALITY INSPECTIONS	MO	8	\$1,350.00	\$10,800.00
171-0030	TEMPORARY SILT FENCE, TYPE C (DOUBLE ROW, SENSITIVE)	LF	2200	\$9.00	\$19,800.00
643-8200	BARRIER FENCE (ORANGE) 4 FT. (TREE PROTECTION)	LF	2200	\$5.00	\$11,000.00
716-2000	EROSION CONTROL MATS, SLOPES	SY	1000	\$1.50	\$1,500.00
UNDEF	CONCRETE WASHOUT	EA	2	\$2,000.00	\$4,000.00
610-0355	REMOVE CONC. CURB & GUTTER	LF	20	\$30.00	\$600.00
				Subtotal:	\$71,000.00
AGGREGATE, CONCRETE, AND ASPHALT ITEMS					
310-5040	GR AGGR BASE CRS, 6 INCH, INCL MATL	SY	1435	\$25.00	\$35,875.00
441-0106	CONC SIDEWALK, 6 INCH WWM (INCLUDES ADA RAMPS AND DETECTABLE WARNING STRIP)	SY	1310	\$95.00	\$124,450.00
441-6012	CONC CURB & GUTTER, 6 IN X 24 IN, TP 2	LF	25	\$30.00	\$750.00
444-1000	SAWED JOINTS IN EXISTING PAVEMENTS - PCC	LF	25	\$6.00	\$150.00
				Subtotal:	\$161,225.00
RETAINING WALL ITEMS					
500-3120	GDOT 9031L CONCRETE GRAVITY WALL -FOR BRIDGE (6'-8' ht x 20 lf)	CY	75	\$1,200.00	\$90,000.00
500-3120	BRIDGE RAILING	LF	160	\$200.00	\$32,000.00
UNDEF	PED. BRIDGE (30'+- from TB to TB) 50' +- BRIDGE	EA	1	\$300,000.00	\$300,000.00
				Subtotal:	\$422,000.00
STORM DRAINAGE ITEMS					
603-2024	STN PLACED RIVER ROCK, TP 1, 24 IN	SY	150	\$150.00	\$22,500.00
441-0600	CONCRETE HEADWALL	EA	2	\$2,000.00	\$4,000.00
550-1240	STORM DRAIN PIPE, 24 INCH	LF	35	\$75.00	\$2,625.00
				Subtotal:	\$29,125.00
SIGNING AND MARKING ITEMS					
653-0095	THERMOPLASTIC PVMT MARKING, (sharrows bike road marking)	EA	6	\$1,000.00	\$6,000.00
611-5551	RESET TRAFFIC SIGN	EA	0	\$800.00	\$0.00
UNDEF	TRAIL SIGNAGE	EA	4	\$1,500.00	\$6,000.00
UNDEF	ROAD SIGNAGE (REMOVE AND REPLACE NEW)	EA	2	\$2,500.00	\$5,000.00
				Subtotal:	\$17,000.00
LANDSCAPE ITEMS					
STREAM RESTORATION PLANTINGS					
UNDEF	PERENNIALS, BRUSH BUNDLES & LIVE STACKS	SF	160	\$25.00	\$4,000.00
BULK AND OTHER MATERIALS					
UNDEF	RIPARIAN SEED MIX	AC	1.00	\$2,500.00	\$2,500.00
700-9300	SEED - NATIVE GRASS SLOPE MIX	AC	1.00	\$2,500.00	\$2,500.00
700-9300	SOD - BERMUDA (TIFTUF)	SY	310	\$12.00	\$3,720.00
702-9025	LANDSCAPE MULCH - PINE STRAW MULCH - 4" THICK LAYER (perennials)	SY	20	\$4.00	\$80.00
708-1000	PLANT TOPSOIL (4" for sod areas)	CY	35	\$50.00	\$1,750.00
700-7000	AGRICULTURAL LIME	TN	5	\$77.24	\$386.20
700-8000	FERTILIZER MIXED GRADE	TN	3	\$735.58	\$2,206.74
700-8100	FERTILIZER NITROGEN CONTENT	LB	60	\$2.38	\$142.80
				Subtotal:	\$17,285.74
SITE FURNISHINGS					
900-0526	TRAIL RETRACTABLE BOLLARD	EA	8	\$2,500.00	\$20,000.00
				Subtotal:	\$20,000.00

Subtotal Construction Cost for Grant Application Items Only \$947,635.74

COST ESTIMATE IS BASED ON CONCEPTUAL TRAIL ALIGNMENT, GDOT MEANS PRICING SUMMARY REPORT, AND IS APPROXIMATE ONLY,



1600 Riveredge Parkway Suite 700 Atlanta, GA 30328 ph:678-247-2565

CONCEPTUAL COST ESTIMATE

Site 2 - W. BONNELL STREET TO COUSINS MIDDLE SCHOOL) - 12' WIDE CONCRETE TRAIL (3,000 LF) (.57 MILES) POWER EASEMENT/

SEWER EASMENT TO W. WADE STREET.
CITY OF OXFORD, GEORGIA, NEWTON COUNTY

Prepared by: AtkinsRéalis

Date 2-13-2024

GRANT APPLICATION CONSTRUCTION ITEMS

Item Number	Item Description	Unit	Quantity	Unit Price	Cost
CLEARING & GRADING					
150-000	TRAFFIC CONTROL	LS	1	\$20,000.00	\$20,000.00
210-0100	GRADING COMPLETE (INCLUDES MOBILZATION, GC CLEARING AND GRADING, IMPORTING AND EXPORTING MATERIAL AS NEEDED TO COMPLETE PROJECT)	LS	1	\$300,000.00	\$300,000.00
				Subtotal:	\$320,000.00
EROSION CONTROL ITEMS					
163-0232	TEMPORARY GRASSING	AC	2.00	\$1,000.00	\$2,000.00
163-0240	MULCH	TN	0	\$130.00	\$0.00
163-0300	CONSTRUCTION EXIT	EA	2	\$2,500.00	\$5,000.00
163-0550	CONSTRUCT AND REMOVE INLET SEDIMENT TRAP	EA	1	\$500.00	\$500.00
165-0010	MAINTENANCE OF TEMPORARY SILT FENCE, TP A (NON SENSITIVE)	LF	6000	\$3.00	\$18,000.00
165-0101	MAINTENANCE OF CONSTRUCTION EXIT	EA	2	\$1,000.00	\$2,000.00
165-0105	MAINTENANCE OF INLET SEDIMENT TRAP	EA	1	\$90.00	\$90.00
171-0010	TEMPORARY SILT FENCE, TYPE A (NON SENSITIVE)	LF	6000	\$3.00	\$18,000.00
643-8200	BARRIER FENCE (ORANGE) 4 FT. (TREE PROTECTION)	LF	6000	\$5.00	\$30,000.00
716-2000	EROSION CONTROL MATS, SLOPES	SY	0	\$1.50	\$0.00
UNDEF	CONCRETE WASHOUT	EA	2	\$2,000.00	\$4,000.00
610-0355	REMOVE CONC. CURB & GUTTER	LF	40	\$30.00	\$1,200.00
				Subtotal:	\$80,790.00
AGGREGATE, CONCRETE, AND ASPHALT ITEMS					
310-5040	GR AGGR BASE CRS, 6 INCH, INCL MATL	SY	4000	\$25.00	\$100,000.00
441-0106	CONC SIDEWALK, 6 INCH WWM (INCLUDES ADA RAMPS AND DETECTABLE WARNING STRIP)	SY	4000	\$95.00	\$380,000.00
441-6012	CONC CURB & GUTTER, 6 IN X 24 IN, TP 2	LF	40	\$30.00	\$1,200.00
444-1000	SAWED JOINTS IN EXISTING PAVEMENTS - PCC	LF	30	\$6.00	\$180.00
				Subtotal:	\$481,380.00
STORM DRAINAGE ITEMS					
603-2024	STN PLACED RIVER ROCK, TP 1, 24 IN	SY	100	\$150.00	\$15,000.00
550-1180	STORM DRAIN PIPE, 18 INCH	LF	60	\$65.00	\$3,900.00
441-0600	CONCRETE HEADWALL	EA	4	\$2,000.00	\$8,000.00
				Subtotal:	\$26,900.00
SIGNING AND MARKING ITEMS					
653-1804	THERMOPLASTIC SOLID TRAF STRIPE, 8 INCH, WHITE (CROSSWALKS)	LF	335	\$2.50	\$837.50
653-0095	THERMOPLASTIC PVMT MARKING, (sharrows bike road marking)	EA	4	\$1,000.00	\$4,000.00
UNDEF	RESET TRAFFIC SIGN	EA	0	\$800.00	\$0.00
UNDEF	TRAIL SIGNAGE	EA	10	\$1,500.00	\$15,000.00
UNDEF	ROAD SIGNAGE (REMOVE EXISTING REPLACE NEW)	EA	10	\$2,500.00	\$25,000.00
999-3800	PEDESTRIAN CROSSING SIGN/BEACON (RRFB) (includes 2 signs w/ flashing beacons)	EA	1	\$25,000.00	\$25,000.00
				Subtotal:	\$69,837.50
LANDSCAPE ITEMS					
BULK AND OTHER MATERIALS					
700-9300	SEED - BERMUDA (TIFTUF)	AC	1.75	\$2,500.00	\$4,375.00
700-9300	SOD - BERMUDA (TIFTUF) (18" strip both sides conc. Walk)	SY	950	\$12.00	\$11,400.00
708-1000	PLANT TOPSOIL (4" for sod areas)	CY	100	\$50.00	\$5,000.00
700-7000	AGRICULTURAL LIME	TN	5	\$77.24	\$386.20
700-8000	FERTILIZER MIXED GRADE	TN	3	\$735.58	\$2,206.74
700-8100	FERTILIZER NITROGEN CONTENT	LB	60	\$2.38	\$142.80
				Subtotal:	\$23,510.74
SITE FURNISHINGS					
UNDEF	BIKE RACK-3 RINGS	EA	3	\$1,500.00	\$4,500.00
UNDEF	TRAIL RETRACTABLE BOLLARD	EA	12	\$2,500.00	\$30,000.00
643-8210	WOOD PRIVACY FENCE	LF	540	\$65.00	\$35,100.00
				Subtotal:	\$69,600.00
Subtotal Construction Cost for Grant Application Items Only \$1,072,018.24					

COST ESTIMATE IS BASED ON CONCEPTUAL TRAIL ALIGNMENT, GDOT MEANS PRICING SUMMARY REPORT, AND IS APPROXIMATE ONLY



1600 Riveredge Parkway Suite 700 Atlanta, GA 30328 ph:678-247-2565

CONCEPTUAL COST ESTIMATE					
Site 3 - OLD CHURCH TRAIL (Fletcher St) TO HULL STREET - 12' WIDE CONCRETE TRAIL (710+- LF)(0.13 MILE)					
CITY OF OXFORD, GEORGIA, NEWTON COUNTY					
Prepared by: AtkinsRéalis					
Date 2-20-2024					
GRANT APPLICATION CONSTRUCTION ITEMS					
Item Number	Item Description	Unit	Quantity	Unit Price	Cost
CLEARING & GRADING					
150-000	TRAFFIC CONTROL	LS	1	\$10,000.00	\$10,000.00
210-0100	GRADING COMPLETE (INCLUDES IMPORTING AND EXPORTING MATERIAL AS NEEDED TO COMPLETE PROJECT)	EST.	1	\$250,000.00	\$250,000.00
				Subtotal:	\$260,000.00
EROSION CONTROL ITEMS					
163-0232	TEMPORARY GRASSING	AC	1.00	\$1,000.00	\$1,000.00
163-0300	CONSTRUCTION EXIT	EA	2	\$2,500.00	\$5,000.00
165-0030	MAINTENANCE OF TEMPORARY SILT FENCE, TP C (DOUBLE ROW, SENSITIVE)	LF	1420	\$5.00	\$7,100.00
165-0101	MAINTENANCE OF CONSTRUCTION EXIT	EA	2	\$1,000.00	\$2,000.00
167-1000	WATER QUALITY MONITORING AND SAMPLING	EA	8	\$500.00	\$4,000.00
167-1500	WATER QUALITY INSPECTIONS	MO	8	\$1,350.00	\$10,800.00
171-0030	TEMPORARY SILT FENCE, TYPE C (DOUBLE ROW, SENSITIVE)	LF	1420	\$9.00	\$12,780.00
643-8200	BARRIER FENCE (ORANGE) 4 FT. (TREE PROTECTION)	LF	1420	\$5.00	\$7,100.00
716-2000	EROSION CONTROL MATS, SLOPES	SY	2900	\$1.50	\$4,350.00
UNDEF	CONCRETE WASHOUT	EA	2	\$2,000.00	\$4,000.00
				Subtotal:	\$58,130.00
AGGREGATE, CONCRETE, AND ASPHALT ITEMS					
310-5060	GR AGGR BASE CRS,6 INCH, INCL MATL	SY	700	\$25.00	\$17,500.00
310-5060	GR AGGR BASE CRS, 6 INCH, INCL MATL (GRAVEL DRIVEWAYS)	SY	400	\$25.00	\$10,000.00
441-0106	CONC SIDEWALK, 6 INCH (INCLUDES PAVER BASE AND ADA RAMPS AND DETECTABLE WARNING STRIP)	SY	700	\$95.00	\$66,500.00
441-6012	CONC CURB & GUTTER, 6 IN X 24 IN, TP 2	LF	50	\$30.00	\$1,500.00
444-1000	SAWED JOINTS IN EXISTING PAVEMENTS - PCC	LF	50	\$6.00	\$300.00
				Subtotal:	\$95,800.00
RETAINING WALL ITEMS					
500-3120	BOARDWALK RAILING	LF	400	\$200.00	\$80,000.00
UNDEF	BOARDWALK (12 FT, WIDE) PERMATRAK	LF	200	\$2,250.00	\$450,000.00
				Subtotal:	\$530,000.00
STORM DRAINAGE ITEMS					
603-2024	STN PLACED RIVER ROCK, TP 1, 24 IN	SY	200	\$150.00	\$30,000.00
UNDEF	STORM PIPE - 18 INCH	LF	40	\$65.00	\$2,600.00
UNDEF	CONCRETE HEADWALL	EA	2	\$2,000.00	\$4,000.00
				Subtotal:	\$36,600.00
SIGNING AND MARKING ITEMS					
UNDEF	TRAIL SIGNAGE	EA	8	\$1,000.00	\$8,000.00
UNDEF	ROAD SIGNAGE (REMOVE AND REPLACE NEW)	EA	2	\$2,500.00	\$5,000.00
				Subtotal:	\$13,000.00
LANDSCAPE ITEMS					
STREAM RESTORATION PLANTINGS					
UNDEF	PERENNIALS, LANDSCAPE PLANTING	ALLOW	1	\$100,000.00	\$100,000.00
BULK AND OTHER MATERIALS					
UNDEF	RIPARIAN SEED MIX	AC	1	\$2,500.00	\$2,500.00
700-9300	SEED - BERMUDA (TIFTUF)	SY	1	\$2,500.00	\$2,500.00
700-9300	SOD - BERMUDA (TIFTUF)	SY	500	\$12.00	\$6,000.00
				Subtotal:	\$111,000.00
SITE FURNISHINGS					
UNDEF	TRAIL BOLLARD FIXED	EA	6	\$1,500.00	\$9,000.00
				Subtotal:	\$9,000.00
Subtotal Construction Cost for Grant Application Items Only \$1,113,530.00					
COST ESTIMATE IS BASED ON CONCEPTUAL TRAIL ALIGNMENT, GDOT MEANS PRICING SUMMARY REPORT AND IS APPROXIMATE ONLY.					

<div><div><div></div></div><div>AtkinsRéalisis</div></div>					
1600 Riveredge Parkway Suite 700 Atlanta, GA 30328 ph:678-247-2565					
CONCEPTUAL COST ESTIMATE					
SITE #4 SOULE STREET MULTI-USE TRAIL (FROM HWY 81 TO DRY INDIAN CREEK - 12'+- WIDE CONCRETE TRAIL)					
CITY OF OXFORD, GEORGIA, NEWTON COUNTY					
Prepared by: Atkins North America, Inc.,					
Date 3-10-25					
GRANT APPLICATION CONSTRUCTION ITEMS					
150-1000	TRAFFIC CONTROL	LS	1	\$50,000.00	\$50,000.00
				Subtotal:	\$50,000.00
CLEARING & GRADING					
210-0100	GRADING COMPLETE (INCLUDES IMPORTING AND EXPORTING MATERIAL AS NEEDED TO COMPLETE PROJECT)	LS	1	\$200,000.00	\$200,000.00
				Subtotal:	\$200,000.00
DEMOLITION					
201-1500	CLEARING AND GRUBBING (TREE & STUMP REMOVAL AND UNDERGROWTH VEGETATION)	LS	1	\$50,000.00	\$50,000.00
UNDEF	REMOVE CULVERT, INCLUDES PIPE, CONCRETE, HEADWALLS, ASPHALT ROAD BASE	EA	1	\$25,000.00	\$25,000.00
UNDEF	CONCRETE REMOVAL (DRIVEWAYS)	SY	375	\$35.00	\$13,125.00
UNDEF	CONCRETE REMOVAL (SIDEWALKS)	SY	75	\$25.00	\$1,875.00
UNDEF	ASPHALT PAVEMENT REMOVAL (DRIVEWAYS)	SY	150	\$20.00	\$3,000.00
UNDEF	ASPHALT PAVEMENT AND BASE REMOVAL	SY	500	\$30.00	\$15,000.00
UNDEF	REMOVE GUARDRAIL	LF	65	\$10.00	\$650.00
UNDEF	REMOVE PAVEMENT MARKINGS	SY	1000	\$5.00	\$5,000.00
				Subtotal:	\$113,650.00
EROSION CONTROL ITEMS					
163-0232	TEMPORARY GRASSING	AC	2.50	\$800.00	\$2,000.00
163-0240	MULCH	TN	5	\$130.00	\$650.00
163-0300	CONSTRUCTION EXIT	EA	1	\$1,712.00	\$1,712.00
163-0550	CONSTRUCT AND REMOVE INLET SEDIMENT TRAP	EA	4	\$500.00	\$2,000.00
165-0010	MAINTENANCE OF TEMPORARY SILT FENCE, TP A (NON SENSITIVE)	LF	1000	\$1.21	\$1,210.00
165-0030	MAINTENANCE OF TEMPORARY SILT FENCE, TP C (DOUBLE ROW, SENSITIVE)	LF	1000	\$1.21	\$1,210.00
165-0101	MAINTENANCE OF CONSTRUCTION EXIT	EA	1	\$710.00	\$710.00
165-0105	MAINTENANCE OF INLET SEDIMENT TRAP	EA	4	\$90.00	\$360.00
167-1000	WATER QUALITY MONITORING AND SAMPLING	EA	4	\$500.00	\$2,000.00
167-1500	WATER QUALITY INSPECTIONS	MO	10	\$1,350.00	\$13,500.00
171-0010	TEMPORARY SILT FENCE, TYPE A (NON SENSITIVE)	LF	2000	\$2.53	\$5,060.00
171-0030	TEMPORARY SILT FENCE, TYPE C (DOUBLE ROW, SENSITIVE)	LF	2000	\$3.82	\$7,640.00
643-8200	BARRIER FENCE (ORANGE) 4 FT. (TREE PROTECTION)	LF	2000	\$2.00	\$4,000.00
716-2000	EROSION CONTROL MATS, SLOPES	SY	1000	\$1.04	\$1,040.00
UNDEF	CONCRETE WASHOUT	EA	1	\$2,000.00	\$2,000.00
				Subtotal:	\$45,092.00
AGGREGATE, CONCRETE, AND ASPHALT ITEMS					
310-5040	GR AGGR BASE CRS, 4 INCH, INCL MATL	SY	1350	\$20.00	\$27,000.00
310-5040	GR AGGR BASE CRS, 4 INCH, INCL MATL (GRAVEL DRIVEWAYS)	SY	225	\$25.00	\$5,625.00
402-3103	RECYC ASPH CONC 9.5 MM SUPERPAVE, TYPE II, GP 2 ONLY, INCL BITUM MATL & H LIME (DRIVEWAYS)	TN	20	\$110.00	\$2,200.00
441-0106	CONC SIDEWALK, 6 INCH (INCLUDES PAVER BASE AND ADA RAMPS AND DETECTABLE WARNING STRIP)	SY	1350	\$55.00	\$74,250.00
441-0016	DRIVEWAY CONCRETE, 6 IN TK	SY	100	\$70.00	\$7,000.00
441-6012	CONC CURB & GUTTER, 6 IN X 24 IN, TP 2	LF	1250	\$25.00	\$31,250.00
444-1000	SAWED JOINTS IN EXISTING PAVEMENTS - PCC	LF	750	\$5.70	\$4,275.00
				Subtotal:	\$151,600.00
STORM DRAINAGE ITEMS					
603-2024	STN PLACED RIVER ROCK, TP 1, 24 IN	SY	300	\$75.00	\$22,500.00
UNDEF	STORM PIPE - 48 INCH	LF	0	\$130.00	\$0.00
UNDEF	CONCRETE HEADWALL	EA	1	\$10,000.00	\$10,000.00
550-1180	STORM DRAIN PIPE, 18 INCH	LF	750	\$75.00	\$56,250.00
668-1100	CATCH BASIN	EA	4	\$5,000.00	\$20,000.00
				Subtotal:	\$108,750.00
SIGNING AND MARKING ITEMS					
653-1704	THERMOPLASTIC SOLID TRAF STRIPE, 24 INCH, WHITE (STOP BAR)	LF	24	\$7.00	\$168.00
653-1804	THERMOPLASTIC SOLID TRAF STRIPE, 8 INCH, WHITE (CROSSWALKS)	LF	600	\$2.50	\$1,500.00
653-0095	THERMOPLASTIC PVMT MARKING, HANDICAP SYMBOL (AT SCHOOL)	EA	3	\$400.00	\$1,200.00
UNDEF	HANDICAP SIGNAGE (INCLUDES DECORATIVE POLE) (AT SCHOOL)	EA	3	\$1,200.00	\$3,600.00
UNDEF	SOLID WHITE, 4 INCH (PARKING STALLS) (AT SCHOOL)	LF	300	\$1.00	\$300.00
UNDEF	RESET TRAFFIC SIGN	EA	10	\$500.00	\$5,000.00
UNDEF	TRAIL SIGNAGE	EA	4	\$1,000.00	\$4,000.00
				Subtotal:	\$15,768.00
LANDSCAPE ITEMS					
TREES					
UNDEF	SHADE TREE - 10'-12' HT.	EA	10	\$1,200.00	\$12,000.00
UNDEF	MID-STORY TO UNDERSTORY TREE - 8'-10' HT.	EA	20	\$800.00	\$16,000.00
SHRUBS					
UNDEF	LARGE SHRUBS - 3 GAL. (4'-6' HT.)	EA	200	\$75.00	\$15,000.00
UNDEF	SMALL SHRUBS - 3 GAL. (3'-4' HT.)	EA	100	\$50.00	\$5,000.00
PERENNIALS AND GROUNDCOVERS					
UNDEF	PERENNIALS & GROUNDCOVERS - 1 GAL.	EA	500	\$20.00	\$10,000.00
BULK AND OTHER MATERIALS					
UNDEF	RIPARIAN SEED MIX	AC	1.00	\$2,500.00	\$2,500.00
700-9300	SEED - BERMUDA (TIFTUF)	SY	2	\$2,500.00	\$5,000.00
700-9300	SOD - BERMUDA (TIFTUF)	SY	2000	\$7.58	\$15,160.00
702-9025	LANDSCAPE MULCH - PINE STRAW MULCH - 4" THICK LAYER	SY	2000	\$4.00	\$8,000.00
708-1000	PLANT TOPSOIL	CY	200	\$50.00	\$10,000.00
700-7000	AGRICULTURAL LIME	TN	10	\$77.24	\$772.40
700-8000	FERTILIZER MIXED GRADE	TN	4	\$735.58	\$2,942.32
700-8100	FERTILIZER NITROGEN CONTENT	LB	500	\$2.38	\$1,190.00
702-9025	LANDSCAPE MULCH - PINE STRAW MULCH - 4" THICK LAYER	SY	238	\$4.00	\$952.00
				Subtotal:	\$104,516.72
SITE FURNISHINGS					
754-5000	BENCH, 8 FT	EA	2	\$2,000.00	\$4,000.00
UNDEF	RELOCATE WASTE RECEPTACLE UNIT	EA	2	\$300.00	\$600.00
UNDEF	BIKE RACK	EA	1	\$1,500.00	\$1,500.00
UNDEF	TRAIL BOLLARD	EA	6	\$1,000.00	\$6,000.00
				Subtotal:	\$12,100.00
UTILITY RELOCATION, RESET AND ADJUST ITEMS					
UNDEF	RELOCATE PED. SIGNAL PUSH BUTTON POLE	EA	2	\$5,000.00	\$10,000.00
				Subtotal:	\$10,000.00
Subtotal Construction Cost for Grant Application Items Only \$811,476.72					
COST ESTIMATE IS BASED ON CONCEPTUAL TRAIL ALIGNMENT, GDOT MEANS PRICING SUMMARY REPORT AND IS APPROXIMATE ONLY.					

OXFORD TRAILS - SURVEY RESULTS

We had 11 responses to the trail survey (this includes online and from the open house). The image below shows the current trail priority ranking from the survey:

1. Please rank the proposed trail segments in order of priority to be constructed. Please use 1 for highest priority and 4 for lowest priority

[More details](#)



And here are the comments/responses we have received from the survey:

- A waste of money. We need streets paved not more useless trails. Only trail 4 from 81 to Catova will benefit citizens if it was a golf cart path too or only a golf cart path. The others a complete waste of money. Nobody uses the existing ones. We need lower taxes and utilities.
- The ones we've have don't get used that much for that price tag use the money pave the roads or something useful stop wasting taxpayers money
- I dislike the idea of opening residential community to industrial park to Keegan Ct. But I see the benefits in having bike access to town square. I dislike adding parking lots to trail heads or benches. Benches are fine being added on the actual trail.
- I love that the trails are being expanded and excited about the Catova creek trail getting installed eventually!!
- While I am not unopposed to any of these trails. I would love the nice sidewalks (without the lights!) to be extended to the bridge. It would be easier to then continue down E Bonnell to Keegan Ct. Still a little confused as to what's planned for the creek trail. I think I was told it would be a nature trail? I hope there will be more meetings in the future. We enjoyed the meeting and it was very informative!
- Connection to Covington is so important and the Keegan Ct option provides that. The Wade St trail would add the most to recreation/connection in town.



Memo

To: Bill Andrew

From: Marcia Brooks

Date: March 5, 2025

Re: Use of Community Room as Polling Place

I have received the election calendar for 2025 for Newton County along with a form to commit the City of Oxford Community Room as a Newton County polling place for the years of 2025-2026 (attached). If you approve, I request that the Mayor and City Council address a couple of items related to this memo and form.

1. Do the Mayor and Council wish to continue committing the Community Room for the next two years as a Newton County polling place? There are no insurmountable problems that arise when elections are held. I just wanted to give the Mayor and City Council an opportunity to weigh in on this since I do not know when they were last involved in this decision.

The issues that we encounter are:

- a. We may have to reschedule City Council meetings because the Newton County Board of Elections and Registration delivers the voting equipment on Monday, the day before an election, and sets it up for voting.
 - b. Parking for employees and customers is less abundant.
 - c. Police must adjust their schedule to accommodate early arrival of poll workers and securing the building when they are finished counting votes.
 - d. There is a constant flow of voters coming into the office and asking where to vote, even though there are signs outside directing them to the west end of the building.
2. If we allow use of the Community Room as a polling place in 2025, there are two City Council meetings on the 2025 Calendar that conflict with election dates and the meeting dates will need to be changed (schedule attached):
 - a. June 16, 2025 Work Session – recommend change to June 18 (Wednesday) or June 23 (Monday).
 - b. December 1, 2025 Regular Session – recommend change to December 3 (Wednesday) or December 8 (Monday).

I will be happy to address any questions regarding this matter.



NEWTON COUNTY BOARD OF ELECTIONS AND REGISTRATION

February 24, 2025

To: Newton County Polling Locations

I would like to Thank You for all of your support for the past elections. We are working on the election cycle of 2025 - 2026. The assigned Poll Managers to your location will be in contact with you around April 01, 2025 if not before just to remind your location of the dates of delivery and pick up for equipment.

Again, I want to Thank each of you for your support. Without the community we would not be able to conduct a successful election.

This is an odd year election cycle. We are more subject to 'Special Elections' during this cycle. Per O.C.G.A 21-2-540

Special elections and special primaries are called due to some special need outside of the usual routine. ♦ Referendums ♦ SPLOST ♦ Resignation or death of election official

Scheduled below are the current dates confirmed for this election cycle.

Special Election Primary (Public Service Commissioner- PSC) - **June 17, 2025** (Tuesday) Statewide
Special Election Primary Run Off (PSC) **July 15, 2025** (Tuesday) Statewide (TBD)

Municipal General / Special Election (PSC) - **November 4, 2025** (Tuesday) Statewide
Municipal General / Special Election (PSC) Runoff - **December 2, 2025** (Tuesday) Statewide (TBD)

Delivery of equipment will always be the Monday before and election and pick up will the Wednesday following the elections. (Unless other arrangements have been discussed)

Full Election Calendar can be viewed : <https://www.newtoncountyga.gov/171/Election-Calendar>
Info- Public Service Commissioners - <https://psc.ga.gov/about-the-psc/commissioners/>

Our main office will be moving to a new location Old RL Cousins School off of Geiger St. Covington, Ga (Still under construction) Estimated move Mid- March 2025

We are always welcoming more poll workers so if you know of a person who may have interest please have them complete and application on line. We also have applications in the office available.

Enclosed: Election Calendar – Polling Place Reservation Form

Thanks again for all of your support

Angela White-Davis, Director

Newton County Board of Elections / Registration.



BOARD OF ELECTIONS AND REGISTRATION

Administration Building
1113 Usher St Ste. 101
Covington, Ga 30015
770-784-2055

2025 – 2026 POLLING PLACE RESERVATION

March 18 / April 15, 2025	Special Election / Special Run Off – Nothing Currently Scheduled
June 17, 2025	Special Primary (Public Service Commissioner) - PSC
July 15, 2025	Special Primary (PSC) TBD
September 16, 2025	Special Election (TBD)
October 14, 2025	Special Election Run Off (TBD)
November 4, 2025	Municipal General / Special Elections (PSC)
December 2, 2025	Municipal General / Special Elections (PSC) Run Off

Precinct Name :

Precinct Address:

Precinct City, St Zip Code:

Preferred Mailing Address:

FACILITY PHONE #: FACILITY FAX #:

FACILITY EMAIL:

AREA / ROOM IN FACILITY TO BE USED FOR VOTING:

**** PERSONS RESPONSIBLE FOR PROVIDING FACILITY ACCESS TO ELECTION WORKERS ****

PRIMARY CONTACT PERSON:

CELLULAR PHONE #: ALTERNATE PHONE #:

SECONDARY CONTACT PERSON:

CELLULAR PHONE #: ALTERNATE PHONE #:

ELECTION EQUIPMENT IS DELIVERED MONDAY PRIOR TO THE ELECTION DAY
DELIVERY TIMES RANGE FROM 8:30AM – 2:00PM (COUNTY PUBLIC WORKS DEPT)

POLL WORKERS ARRIVAL TIME ON ELECTION DAY WILL BE AT 5:30AM TO SET UP.
WILL THE POLL MANAGER HAVE ACCESS TO KEY? YES / NO
IF NO, WHO WILL BE THE CONTACT PERSON/ NUMBER?

CAN THE POLL MANAGER SET UP THE POLLING SUPPLIES THE EVENING PRIOR TO THE ELECTION? YES / NO
Additional Information: Voting Equipment will need to be stored in a secured locked location pre and post-election.

PLEASE PROVIDE AVAILABILITY OF (10-12) RECTANGULAR TABLES & (12) CHAIRS FOR THE ELECTIONS
STAFF. ARE TABLES & CHAIRS AVAILABLE FOR ELECTION USE AT THE FACILITY? YES / NO
ADDITIONAL INFORMATION:

ELECTIONS EQUIPMENT IS PICKED UP ON THE WEDNESDAY AFTER THE ELECTION
FOR ANY DELIVERY AND/OR PICKUP QUESTIONS PLEASE CALL THE ELECTIONS OFFICE AT (770) 784-2055

1. The facility will need to have suitable and appropriated access for disabled electors during voting hours and adhere to ADA specifications. 183-1-6-.04 (Georgia Election Code)
2. If at any point in time the facility can no longer accommodate the Board with use as a polling place, the Board would like adequate notice (six months, if at all possible) prior to an election to locate another polling place. O.C.G.A.21-2-265
3. The Board will compensate the facility in the amount of \$100.00 per election to cover the use of the facility, janitorial services, utilities, and other miscellaneous expenses. In the case of an election run-off the board will compensate the facility in the amount of \$100.00. O.C.G.A. 21-2-268
4. All checks will be mailed after certification of election to the mailing address on file.
5. If your location is used for Advance Voting compensation will be \$100.00 per voting day.
6. Checks are made out to the Precinct Name and address listed above.

THANK YOU FOR YOUR COOPERATION

AUTHORIZED SIGNATURE:

PRINT NAME/ JOB TITLE: DATE:

PLEASE RETURN THIS COMPLETED & SIGNED FORM TO
elections@co.newton.ga.us -OR- FAX TO (770) 784-2057



BIRTHPLACE OF EMORY UNIVERSITY

2025 CITY COUNCIL MEETINGS

January 6, 2025	Organizational Meeting and Regular Session
January 21, 2025	Work Session
February 3, 2025	Regular Session
February 17, 2025	Work Session
March 3, 2025	Regular Session
March 17, 2025	Work Session
April 7, 2025	Regular Session
April 21, 2025	Work Session
May 5, 2025	Regular Session
May 19, 2025	Work Session
June 2, 2025	Regular Session
June 16, 2025	Work Session
July 7, 2025	Regular Session
July 21, 2025	Work Session
August 4, 2025	Regular Session
August 18, 2025	Work Session
September 8, 2025	Regular Session
September 15, 2025	Work Session
October 6, 2025	Regular Session
October 20, 2025	Work Session
November 10, 2025	Regular Session
November 17, 2025	Work Session
December 1, 2025	Regular Session
December 15, 2025	Work Session



**Mr. Bill Andrew,
City Manager
City of Oxford,
110 W. Clark Street
Oxford, Georgia, 30054**

**RE: Attachment A
City of Oxford- On Call Services – Task Order 09
Scope of Services: Coordination with Georgia Department of Transportation
on I-20 Bridge Enhancements.**

March 13, 2025

Dear Mr. Andrew,

The City of Oxford has requested that AtkinsRéalis provide assistance with I-20 Bridge design with GDOT. AtkinsRéalis appreciates the opportunity to assist the City of Oxford for this important project. The following is our proposed scope of services.

AtkinsRéalis
1500 & 1600 RiverEdge
Parkway, NW
7th & 8th floor
Atlanta, GA 30328

Project Tasks

AtkinsRéalis will:

- **Attend coordination meetings/conference calls with GDOT to discuss the proposed bridge design.**
- **Atkins anticipates between 3-4 meetings/conference calls with the City and GDOT will be held to discuss the proposed bridge design improvements.**
- **Provide recommendations to the city on the potential enhancements including but not limited to**
 - **Width of the bridge to accommodate sidewalk, side path and or multi-use trail improvements**
 - **Lighting improvements**
 - **Signage improvements**
 - **Barrier wall enhancements**
 - **Fencing improvements**

Professional Fees for proposed Services:

atkinsrealis.com

This task order will be performed for an Hourly Fee to Not To Exceed Fee without prior authorization in the amount of \$2,500.00.

Proposed Schedule:

It is projected this task order will be completed within 2-3 months from the City and Notice to Proceed.

Assumptions/Exclusions: Atkins has identified the following Assumptions and Exclusions for this project. Should the City request an additional service that has been excluded from the proposed scope of services, Atkins will prepare an Additional Task Order for the City review and approval.

The following Assumptions and Exclusions to the proposed scope of work include:

- The City will provide a manager with the authority to review the progress of the work, meeting(s), and make decisions and recommendations that may impact the project.
- The following services are not included in the scope of services:
 - Conceptual and or Final Design Services.
 - As built survey of any kind including utilities
 - Traffic analysis studies, warrants or other traffic studies.
 - Right of Way Documents and/or Easement Plans
 - GDOT Agency approvals
 - Cost Estimating Services
 - Bidding and Construction Assistance

Service will be invoiced monthly. Additional services requested by the Client, not specifically identified in the above scope of services, will be invoiced separately in accordance with our standard hourly rate schedule. To provide the City of Oxford with these proposed services and for our Atkins accounting records, please provide a written Notice to Proceed.

We appreciate the opportunity to serve you and the City of Oxford, and we look forward to assisting the city this effort. Should you have any questions or require additional information, please do not hesitate to contact me at 770.933.0280 or by email at john.boudreau@atkinsglobal.com.

Sincerely,

John Boudreau
Landscape Architecture

TASK ORDER

ATKINSRÉALIS Project Number: TBD

Task Order Number: TO-09

This Task Order is made part of and governed by the terms and provisions of the Master Services Agreement, dated the 5 day of May, 2022 ("Agreement"), by and between AtkinsRéalis ("ATKINSRÉALIS") and City of Oxford (the "Client"). All capitalized terms used but not otherwise defined herein shall have the meanings given to them in the Agreement.

Scope of Services: In performing its work under this Task Order, ATKINSRÉALIS shall perform its services to the standard of care of a reasonable professional that is performing the same or similar work, at the same time and locality and under the same or similar conditions faced by ATKINSRÉALIS. ATKINSRÉALIS agrees to perform the following scope of services in accordance with the Payment Basis set forth below.

[Describe Scope of Services here](#)

Payment Basis: Select the basis of payment for this Task Order:

<input type="checkbox"/> Time and Materials (T&M)	<input type="checkbox"/> Fixed Unit Rates/Prices
Total Labor: _____	Total "NTE" Amount: _____
Total Materials: _____	
Total Ceiling "NTE" Amount: \$2,500.00	
<input type="checkbox"/> Firm-Fixed Price (FFP)	<input type="checkbox"/> Labor-Hour (LH)
Total Task Order Amount: _____	Total Ceiling (NTE) Amount: _____
<input type="checkbox"/> Cost Plus Fixed Fee (CPFF)	<input type="checkbox"/> Other
Total Estimated Costs: _____	Describe basis of payment: _____
Fixed Fee: _____	
Total Price: _____	

APPROVAL/ACCEPTANCE

Acceptance of the terms of this Task Order is acknowledged by the following signatures of the authorized representatives of the parties to the Agreement. This Task Order consists of this document and any supplemental pages attached and referenced hereto.

IN WITNESS WHEREOF, this Agreement is accepted on the date last written below, subject to the terms and conditions above stated and the provisions set forth herein.

AtkinsRéalis:

Name: _____
Title: R. Brian Bolick, PE- Vice President
Date: _____

Name: _____
Title: David S. Eady- Mayor
Date: _____

Transportation Bridge Aesthetics - Sandy Springs, Georgia

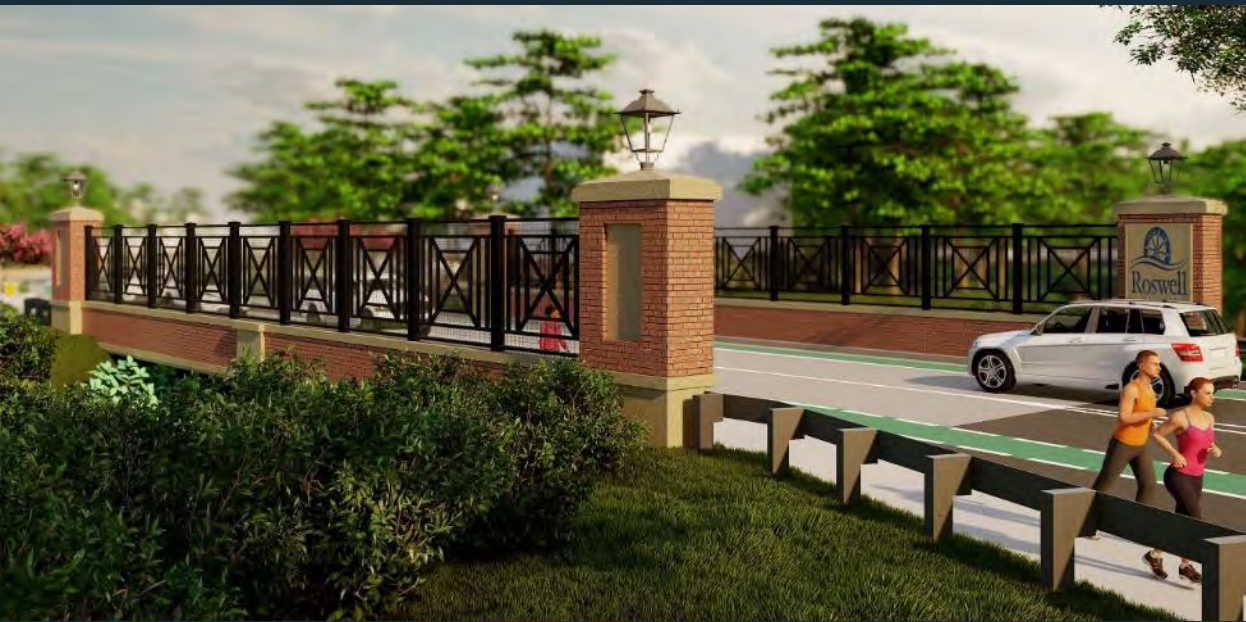


Transportation Bridge Aesthetics - Roswell, Georgia



Transportation

Bridge Aesthetics - Roswell, Georgia





**Mr. Bill Andrew,
City Manager
City of Oxford,
110 W. Clark Street
Oxford, Georgia, 30054**

**RE: Attachment A
City of Oxford- On Call Services – Task Order #8
Scope of Services: Existing Traffic Control Signage Inventory and
Recommendations**

November 13, 2024

Dear Mr. Andrew,

AtkinsRéalis
1500 & 1600 RiverEdge
Parkway, NW
7th & 8th floor
Atlanta, GA 30328

The City of Oxford has requested that AtkinsRéalis provide an inventory the existing traffic control signage within the city limits and provide recommendation on future traffic control signage improvements. AtkinsRéalis appreciates the opportunity to assist the City of Oxford for this important project. The following is our proposed scope of services.

Project Tasks

Task 1. Project Management

AtkinsRéalis will:

- Provide project management to facilitate efficient project progress while maintaining ongoing, clear communication with the City of Oxford and City Manager.
- Services include organizing, managing, and coordinating the services required to perform the scope of work.
- Plan and facilitate a project kick-off meeting and site visit. At the conclusion of this meeting, AtkinsRéalis will develop a final project schedule.
- Conduct project management meetings to review project status, schedule, and budget and provide meeting notes at the conclusion of each meeting.

Deliverables:

- *Kick-off Meeting agenda and notes*
- *Project management meetings/phone calls to discuss project progress and issues with agenda and action items*

atkinsrealis.com

- *Final project management schedule*
- *Monthly invoices and progress reports on task completion and budget status*
- *Agenda and notes for coordination meetings with stakeholders and partners*

Task 2. Site Inventory and Analysis:

AtkinsRéalis Design Team will:

- Attend three-four (3-4) day review of project area, gather signage information related to the existing signage locations.
- During site visit conduct visual assessment/photo site documentation of the existing signage locations. Document location of existing signage in relation to roadway.
- AtkinsRéalis will look at type, location, signage clutter, and missing signage that may be required.

Deliverables:

- Prepare inventory base maps (utilizing available surveys, mapping, aerial photography and/ or Google Street View).
- Document existing traffic signage data. This includes any existing traffic control and street signage within the city limits.

Task 3. Preliminary Signage Plan

The AtkinsRéalis team will prepare preliminary traffic control signage plan, illustrating the proposed signage and its location. The preliminary signage plan will show the signage location and design type. A detailed estimate of probable costs will be provided by the AtkinsRéalis team that will include signage items recommended for future construction.

Deliverables:

- *One proposed city-wide traffic control signage plan.*
- *An estimate of probable costs*
- *Meeting with the City Manager to discuss the proposed traffic control signage and cost.*

Professional Fees for proposed Services:

This task order will be performed for a lump sum (firm -fixed price) of \$20,000.00.

Proposed Schedule:

It is projected this task order will be completed within 2-3 months from execution of the task order from the City and Notice to Proceed.

Assumptions/Exclusions: Atkins has identified the following Assumptions and Exclusions for this project. Should the City request an additional service that has been excluded from the proposed scope of services, Atkins will prepare an Additional Task Order for the City review and approval.

The following Assumptions and Exclusions to the proposed scope of work include:

- The City will provide a manager with the authority to review the progress of the work, meeting(s), and make decisions and recommendations that may impact the project.
- The following services are not included in the scope of services:
 - As built survey of any kind including utilities
 - Traffic analysis studies, warrants or other traffic studies.
 - Right of Way Documents and/or Easement Plans
 - GDOT Agency approvals
 - Bidding and Construction Assistance

Service will be monthly. Additional services requested by the Client, not specifically identified in the above scope of services, will be invoiced separately in accordance with our standard hourly rate schedule. To provide the City of Oxford with these proposed services and for our Atkins accounting records, please provide a written Notice to Proceed.

We appreciate the opportunity to serve you and the City of Oxford, and we look forward to assisting the city in successfully completing the City Traffic Control Signage Effort. Should you have any questions or require additional information, please do not hesitate to contact me at 770.933.0280 or by email at john.boudreau@atkinsglobal.com.

Sincerely,

John Boudreau
Director of Urban Design
and Landscape Architecture

TASK ORDER

ATKINSRÉALIS Project Number: TBD

Task Order Number: TO-08

This Task Order is made part of and governed by the terms and provisions of the Master Services Agreement, dated the 5 day of May, 2022 ("Agreement"), by and between AtkinsRéalis ("ATKINSRÉALIS") and City of Oxford (the "Client"). All capitalized terms used but not otherwise defined herein shall have the meanings given to them in the Agreement.

Scope of Services: In performing its work under this Task Order, ATKINSRÉALIS shall perform its services to the standard of care of a reasonable professional that is performing the same or similar work, at the same time and locality and under the same or similar conditions faced by ATKINSRÉALIS. ATKINSRÉALIS agrees to perform the following scope of services in accordance with the Payment Basis set forth below.

Describe Scope of Services here

Payment Basis: Select the basis of payment for this Task Order:

<input type="checkbox"/> Time and Materials (T&M)
Total Labor: _____
Total Materials: _____
Total Ceiling "NTE" Amount: _____

<input type="checkbox"/> Firm-Fixed Price (FFP)
Total Task Order Amount: \$20,000.00

<input type="checkbox"/> Cost Plus Fixed Fee (CPFF)
Total Estimated Costs: _____
Fixed Fee: _____
Total Price: _____

<input type="checkbox"/> Fixed Unit Rates/Prices
Total "NTE" Amount: _____

<input type="checkbox"/> Labor-Hour (LH)
Total Ceiling (NTE) Amount: _____

<input type="checkbox"/> Other
Describe basis of payment: _____

APPROVAL/ACCEPTANCE

Acceptance of the terms of this Task Order is acknowledged by the following signatures of the authorized representatives of the parties to the Agreement. This Task Order consists of this document and any supplemental pages attached and referenced hereto.

IN WITNESS WHEREOF, this Agreement is accepted on the date last written below, subject to the terms and conditions above stated and the provisions set forth herein.

AtkinsRéalis:

Name: _____
 Title: R. Brian Bolick, PE- Vice President
 Date: _____

Name: _____
 Title: David S. Eady- Mayor
 Date: _____



Memo

To: Bill Andrew
From: Marcia Brooks
Date: March 13, 2025
Re: Request to Enter Into P-Card Agreement with Bank of America

I am constantly looking for ways to streamline our processes in the City Clerk's office. One change I would like to make is to enter into an agreement with Bank of America to obtain State of Georgia Purchasing Cards.

A few points about how it works:

- The p-card is available via a Statewide Contract with the State of Georgia at no cost to the City of Oxford. There are no monthly fees, transaction fees, or any other costs for the City.
- There is no interest charged for accounts paid in a timely manner.
- The total credit available for the City would be determined by Bank of America upon submission of the attached application and resolution plus copies of our most recent three independent financial audits.
- Account administrators (who would be limited to Stacey Mullen and myself) have control over who gets a card and what the total purchase limit and daily limit are for each card. My recommendations are as follows:
 - Department Heads - limit for each being the maximum they can spend on a single purchase without prior approval of the City Manager (\$2,500).
 - Deputy City Clerk - much higher limit so it can be used for Accounts Payable transactions on a routine basis, but approval requirements would still be enforced by BS&A for each payment before the payment is processed.
 - City Manager – limit of \$10,000, which is the maximum amount of the City Manager's spending authority without prior City Council approval.

Pros:

- Streamline our Accounts Payable processes
- Eliminate many paper checks and associated manual labor and postage
- Pay vendors faster
- Eliminate the need to check out a credit card each time a purchase is required by a Department Head (anyone other than a Department Head or the City Manager would still follow the check-out procedure)
- Reduce the chance of the City hitting its credit limit and being unable to use a credit card

Cons:

- More cards to keep track of and they are more spread out
- Reconciliation of p-card statement must be completed monthly
- More opportunities for fraud – can be mitigated by frequent review of purchases by City Clerk and Deputy City Clerk. The City Manager can also be given access to the purchase records for all cards for periodic reviews/sampling.

I appreciate your consideration. I will be happy to address any questions regarding this matter.



Corporate Purchasing Card

Less process, more productivity.

The Bank of America Corporate Purchasing Card is an all-in-one solution that can help increase your purchasing power, reduce costs associated with routine business purchases and streamline your reporting and accounts payable activities.

Our Corporate Purchasing Card helps you:

- Save hard and soft dollars when converting checks to card payments
- Control unauthorized spending when you leverage greater security features
- Negotiate discounts with preferred suppliers
- Consolidate reporting in multiple languages, across multiple currencies and countries

Spending controls

- Enforce corporate and individual spending policies and practices with flexible spending controls
- Centrally bill certain types of transactions, such as airline expenses, through diversion accounts

Multiple billing and payment options

- Select the frequency cycle and payment method that's right for your organization

Powerful tools

Web-based tools allow you to manage your program locally, regionally or globally. Simplified processing and robust reporting capabilities can help you gain greater control over your travel and procurement expenses throughout the world.

- Make payments locally and globally
- Capture enhanced point-of-sale data required for auditing, tax reporting robust transaction reconciliation
- Consolidate reporting across multiple currencies and countries

Value-added protection

- Protection from card misuse¹ with liability insurance up to \$100,000
- Travel protection with Automatic Accidental Death and Dismemberment insurance of up to \$500,000
- Lost Luggage Insurance for both lost checked and carry-on luggage not covered by the common carrier¹ up to \$3,000 coverage

Real time account activity alerts

Monitor your corporate card account and prevent fraudulent transactions. Companies and cardholders can set up and manage alerts online through our user-friendly website.

Convenient and recognized customer service

- Take advantage of dedicated 24/7 customer service
- Receive implementation and servicing through our world-class service model
- Build a strategic relationship with a provider who understands your industry, unique payments cycle and processes
- Bank of America Global Corporate and Commercial Banking has been recognized by J.D. Power by providing "An Outstanding Customer Service Experience" for Phone support for 13 consecutive years.

Work with a global treasury leader

As a long-time leader in treasury management services, we welcome the opportunity to put our Corporate Purchasing Card program to work for you. To learn more, visit our webpage using the QR code.



¹Certain restrictions, exclusions and limitations apply. Benefits subject to change without notice. ²Disclaimer: J.D. Power 2022 Certified Customer Service Program recognition is based on successful completion of an evaluation and exceeding a customer satisfaction benchmark through a survey of recent servicing interactions. For more information, visit www.jdpower.com/ccc.

STATE OF GEORGIA / BANK OF AMERICA VISA PURCHASING CARD APPLICATION

Does your Organization currently bank with Bank of America?

Yes

No

Organization Information (Please type or print):

Name of Organization (As it will appear on card): Limit 24 spaces:

C I T Y O F O X F O R D

Organization Legal Name City of Oxford

Street Address 110 West Clark Street

City/State/Zip Oxford, GA 30054

Tax ID # 58-6003077

Business Phone 770-786-7004

No. of Employees

Type of Organization:

Community College

Special District (type)

Municipality

District School Board Other (specify)

County

County Constitutional Office (specify)

Program Administrator(s): (attach additional list if necessary)

Name Marcia Brooks

Title City Clerk/Treasurer

Business Address 110 West Clark Street

City Oxford

State GA Zip 30054

Business Phone 770-786-7004

E-mail address mbrooks@oxfordgeorgia.org

Fax number 770-786-2211

Name Stacey Mullen

Title Deputy City Clerk

Business Address 110 West Clark Street

City Oxford

State GA Zip 30054

Business Phone 770-786-7004

E-mail address smullen@oxfordgeorgia.org

Fax number 770-786-2211

Program Information:

- What is the total dollar amount of your annual purchases under \$5,000? 802,239.64
- What is your projected annual spending volume with the Purchasing Card (total)? 250,000
- What is your average small dollar purchase amount (for use as a guideline)? 760
- What types of purchases do you plan to use the Purchasing Card for (travel, office supplies, etc.)? office supplies, equipment, inventory supplies, public works and police supplies and equipment, software licenses/subscriptions, payments for services/contracts
- How many cards do you anticipate initially? 5 At full implementation? 5
- When do you plan to implement a Purchasing Card program (target date)? 5/1/2025

Planned Reporting Method:☒ EDI☐ Statement Billing (ASCII File)☐ InfoSpan 2.0☐ Paper**Planned Payment Method:**☒ ACH Credit☐ ACH Debit☐ Wire Transfer

Signature and Authorization:

The Organization named above (the "Organization"), by the signature of its authorized officer or employee below, requests that a Visa Purchasing Card account be established by Bank of America, N.A. USA in the name of the Organization, and that Visa Purchasing Cards be issued to the representatives of the Organization as the Organization designates from time to time. The Organization agrees to be liable for transactions made on the account, and shall pay Bank of America, N.A. USA the account charges in accordance with Bank of America's response to the State of Georgia's RFP #SWC 40300-224-0000000029 and amendments which may be added from time to time (the "Agreement"). The Organization hereby acknowledges receipt of a copy of the Agreement. The Organization understands that its participation in the Purchasing Card Program may be immediately terminated if it fails to make timely payments hereunder. If Agreement should terminate, Bank of America may, at its option, upon notice to the Organization, terminate Organization's account or issue new terms for the account. I hereby certify that I am authorized to sign this application for the Bank of America Purchasing Card Program and to contractually bind the Organization to all terms and conditions found herein, without limitation, for the duration of the said contract.

Name (print): __David S. Eady____ Title: __Mayor____

Signature: _____ Organization: __City of Oxford____

Date: _____

TO ENSURE PROMPT PROCESSING, CONFIRM THAT THE FOLLOWING IS PROVIDED:**4 Complete Application:** Complete all sections of the Application including Signature(s) and Authorization and Resolution.**4 Financial Statements:** Enclose the three most recent years audited financial statements or three most recent years tax returns (if applicable).**4 Submit the completed Application, along with required documentation to:**

Bank of America
Eric Melson
Public Sector Banking
3455 Peachtree Road NE
Atlanta, GA 30326

For questions about this application contact Eric Melson at (770) 468-9690

Email eric.melson@bofa.com

**State of Georgia
Bank of America
Purchasing Card
Application**

Bank of America



Resolution

Legal Name of Organization _____ City of Oxford _____

Headquarters Address _____ 110 West Clark Street _____

City/State/Zip _____ Oxford, GA 30054 _____

I, _____ Marcia Brooks _____, Secretary of the above-named organization (the "Organization") do hereby certify that I am the keeper of the records, corporate seal and minutes of the proceedings of the governing board of the Organization (the "Board"); that on the _____ of _____, 20_____, a meeting of the said Board was held in accordance with the laws of _____ Georgia _____ and Bylaws of the Organization, that a quorum of Board members was present, and the following resolutions were duly and legally passed:

Copy of Resolutions:

Be it Resolved, that the following officers and/or employees:

Title	Name
_____ City Clerk/Treasurer _____	_____ Marcia Brooks _____
_____ City Manager _____	_____ Bill Andrew _____

_____ of the Organization (the "Designees"), or any _____ one _____ of them be and they/he hereby are/is authorized for and on behalf of and in the name of the Organization, for such time, at such interest rates, and on such other terms and conditions as are deemed expedient by the Designees to negotiate and procure credit from Bank of America, N.A. ("Bank of America") on VISA Purchasing card(s), to designate the officer(s) or employee(s) to receive Purchasing card(s), and to execute the application and provide any other documents or information required by Bank of America as a requirement of issuing such Purchasing card(s). The authority herein given and the designation of officer(s) or employee(s) shall remain irrevocable as far as Bank of America is concerned until Bank of America is notified in writing of the revocation of such authority and shall have acknowledged in writing receipt of such notification.

Be it Further resolved, that such Purchasing cards, the debt created by their use and any security interest pertaining to that debt, issued to designated officer(s) or employee(s) of the Organization shall represent legal and binding obligations of the Organization; and that Bank of America is hereby authorized and directed to pay the proceeds of any such credit without the necessity to look to the use of the credit or of the account, whether such account is opened or maintained by the Designees, or others as designated by the Designees, in their individual capacities or not, and whether funds from the use of such accounts are deposited to the individual credit of, or used for the individual credit of, or used for the individual purposes of, the Designees, or others designated by the Designees, or not.

Be it Further Resolved, the Corporation shall indemnify and hold harmless Bank of America from any claim, loss, cost, damage, liability or expense arising out of its actions in reliance on this Resolution.

I Hereby Further Certify that the seal affixed hereto is the Seal of the Organization; that the individuals named above are the duly elected incumbents of the respective offices of the Organization set forth opposite their respective names; and that the signatures set opposite their respective titles are the genuine, original signatures of each respectively:

(Please supply genuine signatures hereunder)

Title	Name (printed or typed)	Specimen Signature
_____ Mayor _____	_____ David Eady _____	
_____ Councilmember/Mayor Pro Tempore _____	_____ Erik Oliver _____	
_____ Councilmember _____	_____ Jim Windham _____	
_____ Councilmember _____	_____ George Holt _____	
_____ Councilmember _____	_____ Laura McCanless _____	
_____ Councilmember _____	_____ Jeff Wearing _____	
_____ Councilmember _____	_____ Mike Ready _____	

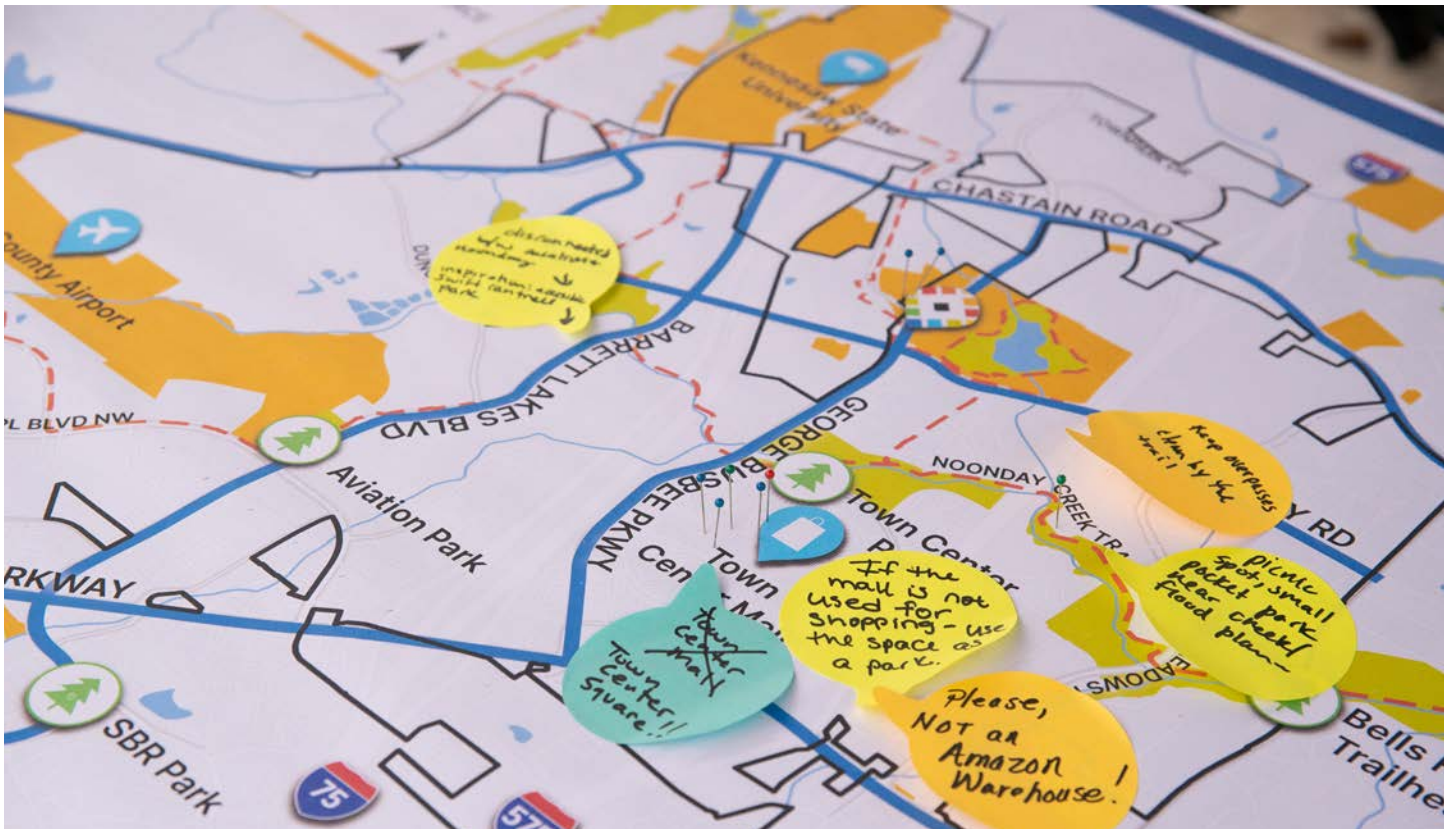
I have hereunto affixed my name as secretary and have caused the Seal of the Organization to be affixed this _____ day of _____, 20_____.

(Secretary)

REVISED PROPOSAL - February 2025

City of Oxford

Planning Services



SUBMITTED BY:

TSW

Primary Contact: Allison Stewart-Harris, AICP

1447 Peachtree Street NE, Suite 850

Atlanta, GA 30309

Main: 404.873.6730

Direct: 470.751.2420

Email: astewart-harris@tsw-design.com

Web: www.tsw-design.com



February 27, 2025

Mr. Bill Andrew
City Manager
City of Oxford
110 West Clark Street
Oxford, Georgia 30054

Dear Mr. Andrew:

Thank you for the opportunity to provide a revised proposal to the City of Oxford. We are pleased to offer our planning services to your community.

Enclosed you will find our recommended approach and cost proposal for working with the City to address its existing planning and development challenges, with a more focused look at the code and likely development outcomes.

If you have any questions, please do not hesitate to reach out.

Sincerely,

A handwritten signature in blue ink, appearing to read "Allison Stewart-Harris", with a stylized flourish at the end.

Allison Stewart-Harris, AICP
Associate Principal

1. About Us

TSW

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

TSW's personnel includes 48 full-time employees, several of whom work in multiple studios. Our staff members include:

- 22 planners (13 with AICP accreditation)
- 11 registered landscape architects
- 5 landscape designers
- 1 transportation engineer
- 4 registered architects
- 6 project architect designers
- 8 LEED Accredited Professionals
- 2 administrative employees

Croy Engineering

Croy is an award-winning, consulting firm based in Georgia. Croy offers a diversified range of capabilities in various fields, including planning, municipal utility design, transportation, traffic engineering, parks and recreation, and environmental services. Croy's more than 100-person firm is headquartered in Marietta, Ga. with additional offices in Chattanooga, Tenn. and Huntsville, Ala. TSW worked with Croy recently on the Henry County Comprehensive Plan, which linked future land use and development potential to wastewater capacity across the County's multiple basins.

Codes & Zoning Experience

TSW has completed dozens of coding efforts, including mixed-use codes, neighborhood codes, downtown district codes, project specific codes, and SmartCodes, working for a range of clients from local governments to private developers. Below is a list of TSW's recent code and comprehensive planning experience.

Zoning Ordinances & Unified Development Codes

- Atlanta Zoning Ordinance Rewrite: Atlanta, GA (ongoing)
- Berkeley Lake Unified Development Code: Berkeley Lake, GA (ongoing)
- Braselton Development Code Update: Braselton, GA
- Chattahoochee Hills Unified Development Code: Chattahoochee Hills, GA
- Decatur Unified Development Ordinance: Decatur, GA
- Dunwoody Unified Development Ordinance: Dunwoody, GA (ongoing)
- Gainesville Unified Land Development Code: Gainesville, GA
- Glynn County Zoning and Subdivision Ordinances: Glynn County, GA
- Hall County Unified Development Code: Hall County, GA
- Hampton Zoning Ordinance: Hampton, GA
- Henry Unified Development Ordinance: Henry County, GA (ongoing)
- Hochatown Zoning Ordinance: Hochatown, OK (ongoing)
- Milton Unified Development Code: Milton, GA
- Roswell Unified Development Code: Roswell, GA
- Snellville Unified Development Ordinance: Snellville, GA
- Statesboro Unified Development Code: Statesboro, GA

Specialized & Small Area Codes or Guidelines

- Creek Central Creek District Design Standards: Goose Creek, SC
- Downtown and Northpoint Codes: Alpharetta, GA
- Dunwoody Sign Ordinance: Dunwoody, GA
- Forsyth County Residential Design Standards: Forsyth County, GA
- Gwinnett Unified Development Ordinance Code Updates: Gwinnett County, GA
- Hapeville Urban Design Standards: Hapeville, GA
- Milton Historic Preservation Design Guidelines: Milton, GA
- Poncey-Highland Historic District: Atlanta, GA
- Regulatory Economic Development Audit and Updates: Barrow County, GA
- Sapulpa Code and Design Guidelines: Sapulpa, OK
- Tucker Sign Ordinance: Tucker, GA
- Urban Growth Master Plan Regulatory Updates: Lexington, KY

Comprehensive, Strategic, and Visioning Plans

- City of Buford Comprehensive Plan: Buford, GA
- City of Dunwoody Comprehensive Plan: Dunwoody, GA
- City of Brookhaven Comprehensive Plan: Brookhaven, GA
- City of Red Bank Comprehensive Plan: Red Bank, TN
- Barrow County Comprehensive Plan: Winder, GA
- Douglas County Comprehensive Plan: Douglasville, GA
- Gwinnett County Comprehensive Plan: Lawrenceville, GA
- Henry County Comprehensive Plan: McDonough, GA

Wastewater Capacity Planning (Croy Engineering)

- City of Smyrna 30-Year Capital Improvement Plan: Smyrna, GA
- City of Loretto Water and Sewer 2033 Ten-Year Capital Improvement Plan: Loretto, TN
- Bartow County Asset Management Plan: Bartow County, GA
- McDonald Farm Utility Planning: Hamilton, TN
- North West Utility District (NWUD) Five-Year Capital Improvement Plan, Soddy-Daisy, TN

TSW Team Organizational Chart

TSW TEAM MANAGEMENT:

Principal-in-Charge: Caleb Racicot

Project Manager/Senior Planner: Allison Stewart-Harris

PLANNING

Christopher Myers
Nick Johnson

ENGINEERING

Bert Kuyrkendall
Melanie Brueggemann



Caleb Racicot, AICP, LEED AP

Principal-in-Charge

Caleb, a Principal at TSW, is a community planner specializing in urban design, smart growth codes, community retail strategies, and the use of corridor studies as catalysts for community building. Caleb has worked in both the public and private sectors and led numerous community workshops. Caleb frequently speaks on coding implementation to municipalities, professional organizations, and neighborhood groups.

Education:

2001 Master of City Planning
Georgia Institute of Technology

1997 Bachelor of Science in Environmental Design
University of Massachusetts at Amherst

Professional Affiliations:

- American Planning Association
- American Institute of Certified Planners
- CNU

Awards:

- 2021 GPA Outstanding Planning Process for City of Decatur's Destination 2030
- 2017 VeloCity Award for Bike-Friendly Policy: Atlanta Zoning Update
- 2012 GPA Outstanding Plan Implementation: Crabapple SmartCode and TDR Ordinance



Representative Projects

Decatur Unified Development Ordinance (Decatur, GA) – Principal-in-Charge/Project Manager for developing a unified development code that supports the 2010 Decatur Strategic Plan.

City of Atlanta Zoning Ordinance Rewrite (Atlanta, GA) – Principal-in-Charge/Project Manager to conduct a general assessment and rewrite of the existing Zoning Ordinance, focusing on policy strengths and weaknesses and identification of other municipal zoning ordinance models/typologies that may be appropriate for the City and will work under State Zoning Statutes.

City of McDonough Unified Development Ordinance (McDonough, GA) – Principal-in-Charge for developing a unified development code.

City of Hampton Zoning Update (Hampton, GA) – Principal-in-Charge for comprehensive update of this small city's zoning and subdivision codes, including community engagement, code writing, and coordinating with subconsultant experts.

City of Milton Form-Based Codes (Milton, GA) – Principal-in-Charge for locally-calibrated SmartCode for the Crabapple and Deerfield (Highway 9 corridor) areas. Both codes included an extensive public participation process.

City of Snellville Towne Center Districts (Snellville, GA) – Principal-in-Charge for Towne Center Districts regulations to support the vision of the 2003 LCI, 2030 Comprehensive Plan, and Towne Center Master Plan.

Dunwoody Village Master Plan Update & Dunwoody Village District Regulations (Dunwoody, GA) – Principal-in-Charge for update to the 2011 Dunwoody Village Master Plan to include proposed street improvements and new district regulations that included general regulations, building types, and open space types.

Perimeter Community Improvement Districts Planning Services (Fulton and DeKalb Counties, GA) – Principal-in-Charge for various planning services, including an LCI update, code updates, and public place standards.

Creek Central Creek District Design Standards (Goose Creek, SC) – Principal-in-Charge for development of zoning code best practices and design standards for the city's Central Creek District that focus on supporting the Comprehensive Plan and encouraging quality incremental development over time. The standards include guidelines on site planning, buildings, lighting, site furniture, and landscaping.



Allison Stewart-Harris, AICP

Project Manager/Senior Planner

Allison joined TSW in 2022 as a Senior Associate to lead the Planning Studio. She has a broad range of experience in developing livable, memorable places throughout the southeast, with a special focus on comprehensive planning, open space planning, and the connection between land use and transportation.

Representative Projects:

Education:

2006 MCRP, City and Regional Planning
University of Pennsylvania

2006 Historic Preservation Certificate
University of Pennsylvania

2004 BA, History
Rice University

Professional Status:

- American Institute of Certified Planners

City of Porterdale Planning Services (Porterdale, GA) – Project Manager for a high-level review of the City's code and identification of options for comprehensive planning and code updates.

Barrow County Comprehensive Plan (Winder, GA) – Project Manager for the update of Barrow County's Comprehensive Plan, currently underway. This plan will be focused on developed comprehensive strategies for seven major issues and opportunities in the county, particularly around the interaction between land use, transportation, and wastewater infrastructure, and how to manage high demand for housing at a range of price points.

Henry County Comprehensive Plan Update (Henry County, GA) – Project Manager and Senior Planner for the County's update to the comprehensive plan. Provided project leadership and developed an innovative strategy to land use policy that balances flexibility with predictability.

Paulding County Comprehensive Plan (Paulding County, GA) – Project Manager for development of Paulding County's update to its comprehensive plan that was developed in coordination with the County's Comprehensive Transportation Plan. Building off the strong existing plan already place, the update focused on defining policies for community crossroads and special areas particularly around how to preserve rural character in the face of oncoming growth.

Douglas County Comprehensive Plan and Small Area Updates (Douglasville, GA) – Project Director for the update to Douglas County's Comprehensive Plan and small area studies for the Winston and Lithia Springs areas. Currently underway, the update is taking a closer look at future land use, refining character areas, and providing more detailed guidance to areas that have suffered neglect and disinvestment over the past 20 years.

Coweta County Comprehensive Plan and Comprehensive Transportation Plan Update (Coweta County, GA) – Senior Land Use Planner. Coweta County is a fast-growing county south of Atlanta and is currently transforming from a largely rural place to a suburban/urbanizing community. The County undertook much of the Comprehensive Plan update internally with direction from the consultant team; Allison led the land use planning components of the plan, including establishing growth tiers to help better define areas where growth is desired versus those where new growth should be limited. Completed during the COVID-19 epidemic, the project included a series of online engagement events and close coordination with the Comprehensive Transportation Plan.





Christopher Myers

Historic Preservation Specialist and Project Manager

Christopher, an Associate at TSW, has more than 10 years of experience as a planner and historic preservationist, administering design guidelines, developing historic preservation plans, reviewing site development plans, completing environmental reviews, and conducting site and literature research. He has extensive experience supporting the work of historic preservation commissions and preparing context-based analyses of proposed changes to properties and sites. Christopher previously served as president of Preserve Greater Indy, a volunteer group of young and young-at-heart professionals with an interest in programming and community building in the preservation field.

Education:

2014 Master of Science
in Historic Preservation
Ball State University

2013 Bachelor of
Urban Planning and
Development
Ball State University

Professional Status:

- Professional
Qualification
Standards (36 CFR
Part 61): IN, KY

Professional Affiliations:

- American Planning
Association

Awards:

- 2024 Cincinnati
Preservation
Association Award
of Preservation
Excellence in
Education for
Covington Academy
of Heritage Trades
- 2024 Kentucky
Heritage Council
Award of Service
to Preservation for
Covington Academy
of Heritage Trades



Work Experience:

Prior to joining TSW, Christopher was a project manager and code specialist with ZoneCo, a zoning and historic preservation administrator with the City of Covington, KY, and a senior planner and preservation planner with the City of Indianapolis, IN.

Representative Projects:

Statesboro Unified Development Ordinance* (Statesboro, GA) - Lead code writer with a subconsultant team to create a unified set of development standards that supports historic preservation through zoning incentives, among other objectives from the City's Comprehensive Plan. This project included in-depth draft reviews with the client's code administrators.

Covington Academy of Heritage Trades* (Covington, KY) - Lead organizer, cheerleader, and pivot manager for the creation of the Covington Academy of Heritage Trades; a trades training program focused on increasing our skilled trades labor force. Utilizing a data-driven approach, our collaborative team identified accessible trades training as the missing link to address high unemployment, a severe shortage of skilled workers, and prolonged wait times for services catering to historic properties.

Fox Lake National Register Expansion* (Fox Lake/Angola, IN) - Project manager for preparing the National Register of Historic Places expansion for Fox Lake, a historic and one-of-a-kind community in Indiana with rich history that is owned, developed, and maintained by Black families and their descendants. This project included extensive archival research and on-the-ground analysis of existing conditions.

Historic Covington Design Guidelines* (Covington, KY) - Preservation specialist responsible for updating the City's design guidelines, modernizing graphics, and turning the document into a resource guide for historic property owners. This project involved refreshing the resource appendix, adding clarity around the review of wood window reparability, simplifying review standards and procedures (to allow staff to handle more reviews with clarity and consistency), and embedding sensible flexibility that meets the Secretary of the Interior's Standards for the Treatment of Historic Properties.

* Completed while with another firm



Bert Kuyrkendall, PE, AICP

Senior Associate / Transportation Engineer and Planner

Bert, a Senior Associate at TSW, has more than 25 years of experience as a Transportation Planner and Engineer. Bert's planning work focuses on helping cities and towns become more sustainable, just, and livable places. He has led and collaborated on numerous transportation plans, comprehensive plans, corridor studies, bike/ped network plans, and Complete Streets design projects. As an engineer and planner, Bert is able to bring a balanced approach to transportation planning and implementation. He has extensive experience in street and multimodal facility design, with a firm grasp on state and city/county design standards, including the ability to modify and draft new transportation standards. He has shepherded many projects from concept design and public input, to estimating and budgeting, grant application, schematic and engineering design, bidding, construction oversight, and maintenance.

Education:

1995 Bachelor of Science in Civil Engineering
Mississippi State University

1993 Bachelor of Arts in Mathematics
Belhaven University

Professional Status:

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

Professional Affiliations:

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



WORK EXPERIENCE:

Prior to joining TSW, Bert was a Transportation Planner and Engineer with Orion Planning + Design, and served as City Transportation Engineer for the City of Chattanooga.

Representative Projects:

Natchez Downtown Transportation and Parking Plan (Natchez, MS) - Project Manager for Downtown Transportation Plan that focuses on converting one-way streets to two-way, traffic analysis, and developing an area-wide parking plan that takes into account current conditions and future development, with specific surface and structured parking lot recommendations and design.

City of Maryville Downtown Master Plan (Maryville, TN) - Mobility Lead for Downtown Master Plan. The goal of the mobility sector of the plan is to create a more walkable town center, recommending streetscapes which accent and serve existing and new development, facilitate walking and biking connections from neighborhoods, and propose street sections which promote traffic calming, add on-street parking and provide multimodal facilities.

Madison Transportation Plan (Madison, GA) - Project Manager for the citywide transportation plan, which will serve as the foundation for all transportation-related capital project decisions, guide departmental implementation strategies, and address transportation aspects of land development throughout the city. The plan encompasses traffic volume assessments and level of service analysis for major streets and intersections, level of comfort evaluations for walking and bicycling, in-depth vehicle speed and safety analysis, and connectivity assessments across all modes of transportation.

City of Atlanta Complete Street Projects* (Atlanta, GA) - Project Lead for conversion of two roads, North Avenue and JE Lowery Boulevard, to Complete Streets to promote safer neighborhoods and corridors. The North Avenue projects included resurfacing, sidewalk repair, landscaping, curbing, ADA-compliant crosswalks and ramps, lighting, and traffic calming devices from Beltline East to Moreland Ave. The design also includes bicycle infrastructure improvements at the BeltLine access point.

* Completed while with another firm



Nick Johnson, AICP

Community Planner / Community Engagement Specialist

Nick joined the TSW Planning Studio in 2023. Within community and land use planning projects, he specializes in finding common ground between environmental sustainability and economic growth and revitalization. He has experience working across Georgia in rural, suburban, and urban contexts, and is passionate about identifying a community's unique traits and under-appreciated assets.

Education:

2019 Master of City and Regional Planning
Georgia Institute of Technology

2013 Bachelor of Arts in Global Studies and Spanish
University of North Carolina at Chapel Hill

Professional Status:

- American Institute of Certified Planners

Prior to joining TSW, Nick was a Senior Planner at Georgia Conservancy for five years.

Representative Projects:

Gwinnett County 2045 Unified Plan (Gwinnett County, GA) – Deputy Project Manager for development of Gwinnett County's 2045 Unified Plan, which focuses on designing a typology of Gwinnett's "daily communities" and provides recommendations for strategic redevelopment that fits within the County's suburban and diverse community context.

Henry County Comprehensive Plan Update (Henry County, GA) – Community Planner for the County's update to the comprehensive plan. Provided technical support evaluating changing land use patterns and land development trends.

Covington Corridors: Housing and Land Use Study* (Covington, GA) – Community Planner for a corridor study focused on alignment of multi-family and mixed-use project development with key growth corridors. Provided technical analysis on land uses along corridors and presented text amendments to municipal zoning categories.

Villa Rica Downtown Placemaking & Alley Activation Study* (Villa Rica, GA) – Project Manager for a Community Development Assistance Program project exploring placemaking, community development, and economic development policies and projects for underutilized spaces in downtown Villa Rica.

Douglas County Comprehensive Plan Update and Small Area Studies* (Douglas County, GA) – Community Planner leading land use analysis for Douglas County's update to its comprehensive plan. Provided in-depth land use analysis for the Winston neighborhood as part of associated Small Area Study.

NPU-G Community Master Plan Update* (Atlanta, GA) – Community Planner for neighborhood master plan project for 13 neighborhoods, which was adopted as an amendment to the City of Atlanta's Comprehensive Development Plan. The plan focused on issues pertaining to connectivity, redevelopment, and stewardship of natural resources.

Newton County Housing Study* (Newton County, GA) – Project Manager for a housing study for Newton County and its five cities. Included a housing and urban design vision which analyzed sites in Covington for strategic redevelopment.

* Completed while with the Georgia Conservancy





Melanie Brueggemann, PE

Utilities Design Lead

Education:

Bachelor of Science
in Civil Engineering,
Auburn University

Professional Status:

- Professional Engineer: Georgia, Alabama, Tennessee
- GSWCC Level II Certified Design Professional in Erosion/Sedimentation Control

Melanie has more than a decade of utility design experience and leads Croy's Municipal Utilities Department at the firm's Georgia headquarters location. She brings project management and communications skills to our team, as well as a wide range of technical skills in design for water, sewer, and stormwater infrastructure. Her experience spans projects across the South – from Georgia to Texas. In recognition of her contributions to the industry, Melanie has been named to Engineering Georgia Magazine's lists of "35 Under 35 Women to Know" in both 2024 and 2023, as well as the publication's "50 Women in the Know" in 2021. In addition, she was recognized as a "Rising Star in the A/E/C Industry" by the Zweig Group in 2022 and as the Jack C. Dozier Emerging Leader Award recipient by the Georgia Association of Water Professionals (GAWP) in 2019. Select project experiences are profiled below..

Representative Projects:

MCDONALD FARM SEWER PLANNING | HAMILTON COUNTY, TN

As project manager, Brueggemann led the efforts to provide the County with a preliminary plan to provide sewer services for a 2,000-acre farm in north Hamilton County, Tenn. Melanie worked as the lead designer to model the future sewer system, including 36,000 linear feet of new gravity sewer, a regional pump station, two intermediate pump stations, 43,000 linear feet of force main, and upgrades to 15,000 linear feet of existing sewer. She also provided a report including alternatives for the design, cost estimates, phasing of the project, and a project work schedule.

CITY OF LORETTO WATER AND SEWER 10-YEAR CAPITAL IMPROVEMENT PLAN | LORETTO, TN

Melanie led a team to complete the Loretto Water and Sewer 10-Year Capital Improvement Plan. A review of the water system, including the water treatment plant, storage tanks, booster pumps and distribution piping, was completed, as well as the sewer system, including the sewer treatment plant, gravity sewer system, and sewer pump stations.

NORTH WEST UTILITY DISTRICT FIVE-YEAR CAPITAL IMPROVEMENT PLAN | SODDY DAISY, TN

Brueggemann worked with North West Utility District (NWUD) to provide a five-year capital improvement plan for the water system in efforts to receive upcoming funding for needed projects. Melanie reviewed all existing data including pipe sizes, as-built mapping, service areas, break history, and installation date of piping. To better understand the system, she created a water model to depict the system and calibrated it by performing fire flow testing throughout the system. The goal of the project was to assess, plan, and upgrade facilities to account for both population growth and maintain facility quality.



2. References

Milton Unified Development Code

Robyn MacDonald, Zoning Manager
2006 Heritage Walk
Milton, GA 30004
Gainesville, GA 30503
678.242.2540
robyn.macdonald@miltonga.gov

Hall County Unified Development Code

Beth Garmon, Director of Planning and Development
2875 Browns Bridge Road
Gainesville, GA 30503
770.297.6295
robyn.macdonald@miltonga.gov

Chattahoochee Hills Unified Development Code

Mayor Tom Reed
6505 Rico Road
Chattahoochee Hills, GA 30268
678.561.0011
tom.reed@chatthillsga.us

Statesboro Unified Development Code

Kathy Field, Director of Planning and Development
50 E. Main Street
Statesboro, GA 30458
912.764.0630
kathy.field@statesboroga.gov

3. Project Scope + Fees

Project Understanding

The City of Oxford is a unique jurisdiction. It is a small community with a significant institution at its heart, Oxford College of Emory University. Beyond the College, the vast majority of Oxford is single-family residential, public facilities, and undeveloped land. There are very few commercial properties, and because the College is a non-profit, the tax base is limited. The City's primary revenue source is its provision of electric, water, and wastewater utilities.

Despite notable growth in Newton County, Oxford has seen very little growth and development in recent decades. Nearby industrial growth is expected to spur potential growth pressure on Oxford's east side, and there are several large (over 5 acres) privately held parcels that could develop in the future. There are indications that growth is on the way, but Oxford's current policies and code are not currently aligned with the type of development the community desires. A moratorium on growth in the Turkey Creek sewer basin is likely to be lifted in 2025, and some pent-up demand for developed in this area is anticipated. The current Comprehensive Plan was not fully updated since 2018 (completed by NEGRC); although the plan is well done and meets state standards, it does not communicate a clear vision for Oxford, nor does it address the nuanced challenges the City is facing now. Further hamstringing the City's abilities to move forward is its zoning code, which dates to 1997. The code is outdated, confusing, difficult to administer, and sparks as many questions as it has answers.

To address these challenges, TSW recommends the following two-step approach:

Step 1: Create development "test cases" of five sites in/near Oxford to illustrate how current policy and zoning are likely to play out, and provide alternatives

Step 2: Update the code to steer development in a more desirable direction

Revised Scope of Work

Step 1: Development Test Cases

Task 1.1. Kick-Off and Tour

The TSW team will come to the City of Oxford for a kick-off meeting and tour. At the kick-off meeting, the team and City staff will review the project goals, scope, and schedule. Following the meeting, City representatives will take the team on a tour of up to ten (10) potential sites for more focused study.

Task 1.2 Site Identification + "As Is" Development Outcomes

Following the tour, TSW will work with the City to select up to five (5) sites to use as test cases for policy and zoning changes. These sites will be selected based off of multiple factors, but primarily the propensity for the site to develop in the next five to ten years, and the potential impacts of that development on the city. For each of the six sites, TSW will do the following:

- Create a basemap
- Determine the range of potential development outcomes based on current policy and regulations
- Identify a most likely development outcome based on current policy/regulations/general market conditions. TSW will create a visual representation of this likely development outcome, as well as a high-level assessment of likely infrastructure impacts (water, wastewater, transportation).

SECTION 3: **PROJECT UNDERSTANDING & APPROACH**

Task 1.3 Stakeholder Review

TSW will facilitate up to eight (8) hours of stakeholder review sessions to discuss the five sites and their “as is” outcomes. The City of Oxford will be responsible for identifying the stakeholders and scheduling these sessions; the sessions can occur in-person in during a single day, or in blocks of 2 hours virtually (or some combination thereof). At these sessions, the TSW team will share how the current regulations would likely “behave” on each site, and discuss possible alternative outcomes if policies and regulations were revised. Stakeholders will have an opportunity to learn more about the current code and its anticipated impacts, and share their vision for alternative development outcomes.

Task 1.4 Development Alternatives

Based on stakeholder input and direction from the City, TSW will create up to two (2) reality-based alternatives for each site if policy and regulations were changed, supported by character imagery and a high-level discussion of infrastructure impacts.

Task 1.5 Public Input

TSW will create and facilitate an engagement opportunity for residents and other stakeholders to learn about each of the five sites, their most likely “as is” development outcomes, and the potential alternatives. The public will have the opportunity to provide input on which development outcomes/alternatives they prefer, and why. This engagement exercise can occur as an online exercise or as an in-person meeting.

Task 1.6 Summary Document

TSW will create a succinct report summarizing tasks 1.2 through 1.5, including preliminary recommendations for policy and regulatory changes.

Task 1.7 Presentation to City Council and Revised Summary Document

TSW will present the summary document content to City Council for discussion and feedback. Based off feedback and comments from City Council, TSW will revise the Summary Document.

Fee for Tasks 1.1 – 1.7: hourly, not to exceed \$38,000

Anticipated Timeline: 3-4 months

Step 2. Code Revisions

Task 2.1 Draft Coding Memo

Towards the end of Step 1, TSW will prepare a draft Coding Memo. The memo will confirm the specific zoning updates to be made before actually starting the coding process. Experience has shown that this is the best use of public resources because it allows local governments to confirm what will and won’t change before any text is written.

Recommendations will be based on:

- Comments received during stakeholder interviews.
- An evaluation of the effectiveness of current zoning and the Official Zoning Map to implement the vision emerging from Step 2. This will include identifying deficiencies and potential “hot button” items.
- An quick evaluation of the clarity, consistency, and usability of the zoning ordinance.

Task 2.2 Draft Coding Memo Review

Provide time for City review of the draft Coding Memo, then:

- Meet virtually with City staff to discuss the outline and necessary modifications.
- Facilitate a City Council work session to present and review the draft Coding Memo.

SECTION 3: **PROJECT UNDERSTANDING & APPROACH**

Based on the direction provided by City Council, TSW will finalize the memo and proposed fee for Tasks 2.3 through 2.8.

Task 2.3 Draft Zoning Updates – Discussion Draft

Prepare draft zoning text amendments for City staff review and comment. Once the code writing process begins, TSW often identifies additional items that need confirmation from the City. These will be identified in this Task and discussed in Task 2.4.

Task 2.4 Draft Zoning Updates V0 Review

After allowing adequate time to review the draft, TSW will meet with City staff to discuss comments and revisions. After staff review, Steering Committee Meeting #3 will be held to review it.

Task 2.5: Draft Zoning Updates V1

The draft zoning text amendments will be updated in response to comments received in Task 2.4.

Task 2.6: Public Review

After delivery of the Draft Zoning Updates V1, and after allowing adequate time for distribution and review, TSW will facilitate a Public Open House to present the draft and solicit input.

Task 2.7. Draft Zoning Updates V2

Revisions based on comments from the City and the public will be made. Draft Zoning Updates V2 (a public hearing draft, ready for the formal public hearing process) will be provided.

Task 2.7. Public Adoption Hearings

TSW will present Draft Zoning Updates V2 at up to four public hearings, including the Planning Commission and City Council meetings. Updates will be incorporated into the up to three draft revisions, as needed.

Task 2.8. Final Updates

After adoption, final revisions will be made, and a final digital copy of the updates will be delivered, including all photos, images, and graphics.

Step Assumptions and Exclusions

For the purpose of this proposal, these fees assumes the following:

- Zoning updates will be limited to focused text amendments as opposed to a full rewrite of the code
- Zoning updates excluded Official Zoning Maps changes
- The City will provide legal review and all meeting notice,

Fee for Tasks 2.1 – 2.2: hourly, not to exceed \$12,000

Anticipated Timeline: 2 months

Fee for Tasks 2.3 – 2.8: typically \$20,000 – \$60,000 depending on complexity

Anticipated Timeline: to be determined



4. Experience

TSW Code Experience Examples in the Last 5 Years

Hall County Unified Development Code

After TSW completed Hall County's Comprehensive Plan, TSW was retained to create the County's Unified Development Code to ensure that regulations were aligned with the vision and goals of the Comp Plan regarding growth management, attainable housing, infrastructure maintenance and expansion, parks and recreation, resource and greenspace conservation, multi-modal transportation, safety and security, and economic development.

Client Information:

Hall County
Randi Doveton, Director of Planning and Development
770.297.5544

Services Provided by TSW:

- Diagnostic Review
- Solutions and Code Outline
- Code Drafting
- Community Engagement
- Public Adoption Hearings

Value of Services: \$230,000

Status: Final review before adoption

Project Management:

Caleb Racicot, Principal-in-Charge
Nathan Brown, Lead Planner

Milton Unified Development Code

TSW has worked with the City of Milton to update its zoning and development regulations since the city's incorporation in 2006. Most recently, TSW completed a comprehensive update of all the city's zoning and development regulations, resulting in the creation of a new unified development code (UDC). Key regulatory updates included enhancing the clarity and usability of the regulations, aligning them with current city policies, and eliminating outdated standards that were carried over when the newly incorporated city initially adopted Fulton County's regulations.

Client Information:

City of Milton
Robyn MacDonald, Zoning Manager
678.242.2540
robyn.macdonald@miltonga.gov

Services Provided by TSW:

- Code Audit
- Draft Solutions
- New UDC
- Community Engagement

Value of Services: \$200,000

Status: Adopted 2024

Project Management:

Caleb Racicot, Principal-in-Charge

City of Gainesville Unified Land Development Code

TSW was retained by the City of Gainesville to update its Unified Land Development Code. The process began with a Diagnostic Review of the existing code, which helped develop overall recommendations and an approach to the update. Key focus areas include general ULDC usability (update use provisions to reflect current terms and purposes, clarify language to eliminate ambiguity, reorganize code so that regulations are easier to find, update graphics, add hyperlinks, and remove exceedingly technical or legal language), general city standards, Downtown and Midland, gateways, corridors, and overlays, and neighborhoods, and a legal approach.

Client Information:

City of Gainesville
Rusty Ligon, Director, Community and Economic Development
770.531.6570

Services Provided by TSW:

- Diagnostic Review
- Diagnostic Report
- Code Drafting
- Public Input

Value of Services: \$268,000

Status: Diagnostic Report completed

Project Management:

Caleb Racicot, Principal-in-Charge
Nathan Brown, Project Manager / Planner

Forsyth County Residential Design Standards

TSW created residential design standards for most single family residential zoning categories for the entire County as well as a more stringent requirement for the more-developed Southeast portion of the County. These design standards were originally suggested by the 2017 Comprehensive Plan to help enhance the sense of place in the County.

The standards were not without contention. Even though builders were interviewed early in the process, several building groups expressed concern with the new standards. However, TSW worked with the County to integrate builder feedback and ultimately the modified standards were adopted by the Board of Commissioners.

Client Information:

Forsyth County
Jennifer Scott, Town Manager
706.654.5720

Services Provided by TSW:

- Issue Identification
- Draft of Guidelines
- Public Input
- Draft Code
- Approval Process

Value of Services: \$71,845

Status: Adopted in 2019

Project Management:

Caleb Racicot, Project Advisor

Dunwoody Comprehensive Plan & Unified Development Ordinance

Dunwoody, GA



TSW assembled a team to guide the City of Dunwoody through an update of its Comprehensive Plan and Unified Development Ordinance (UDO). As a dynamic suburban community in the Atlanta metropolitan area, Dunwoody faces opportunities and challenges related to transportation connectivity and a growing population with housing needs. With its established neighborhoods and thriving commercial hubs, the City required a strategic framework to guide future growth in these areas while preserving their unique character.

The updated Comprehensive Plan serves as a roadmap for decision-making, offering priorities and actionable strategies focused on Dunwoody's character areas. Informed by public engagement—including dynamic pop-up events, workshops, and community survey—the plan reflects the priorities of Dunwoody's diverse stakeholders.

The UDO modernizes zoning and development regulations to ensure alignment with the vision set forth in the Comprehensive Plan. It establishes clear, consistent standards for [insert key regulatory focus areas, e.g., mixed-use development, walkability, environmental protection]. Together, these tools provide a cohesive guide for sustainable growth while maintaining community identity.

CLIENT:

City of Dunwoody

PROJECT STATUS:

Ongoing

PROJECT HIGHLIGHTS:

- Comprehensive Plan and UDO update aligning Dunwoody's growth, housing, and transportation with community-driven priorities.ct



Buford 2045 Comprehensive Plan Update

Buford, GA



TSW was hired by the City of Buford in 2023 to update their comprehensive plan to accommodate the changes the community has seen since its last plan was adopted in 2019.

Since 2019, Buford has experienced a high level of development activity; approximately 25 acres of land was developed into commercial/mixed use, about 534 acres have developed into industrial uses (primarily warehouses and logistics centers), and about 46 acres have transitioned to residential uses. A number of transportation projects were completed, including roadway, intersection, and bicycle/pedestrian projects.

The 2045 Comprehensive Plan is the City's overarching policy statement and blueprint for the community's future and acts as a "playbook" for the future. This plan replaces the City's previous comprehensive plan, the Comprehensive Plan 2040 Update. Looking at a 20-year planning horizon, this 2045 plan continues to advance strides made in land use, transportation, housing, economic development, and quality of life. It folds in existing

plans and considers the impacts that proposed projects and policies have across disciplines. This plan retained the overall vision of the 2040 plan, but made significant changes to the priority strategies to maintain the energy, leadership, and policy direction that has brought the city to where it is today. Strategies were concentrated in Buford's downtown to reflect the City's renewed focus in its development. To reflect these changes, the plan's goals and policies were updated, along with the future land use plan and Community Work Program. Lastly, the resulting document was populated with updated maps and graphics to communicate the plan's new ideas.

CLIENT:

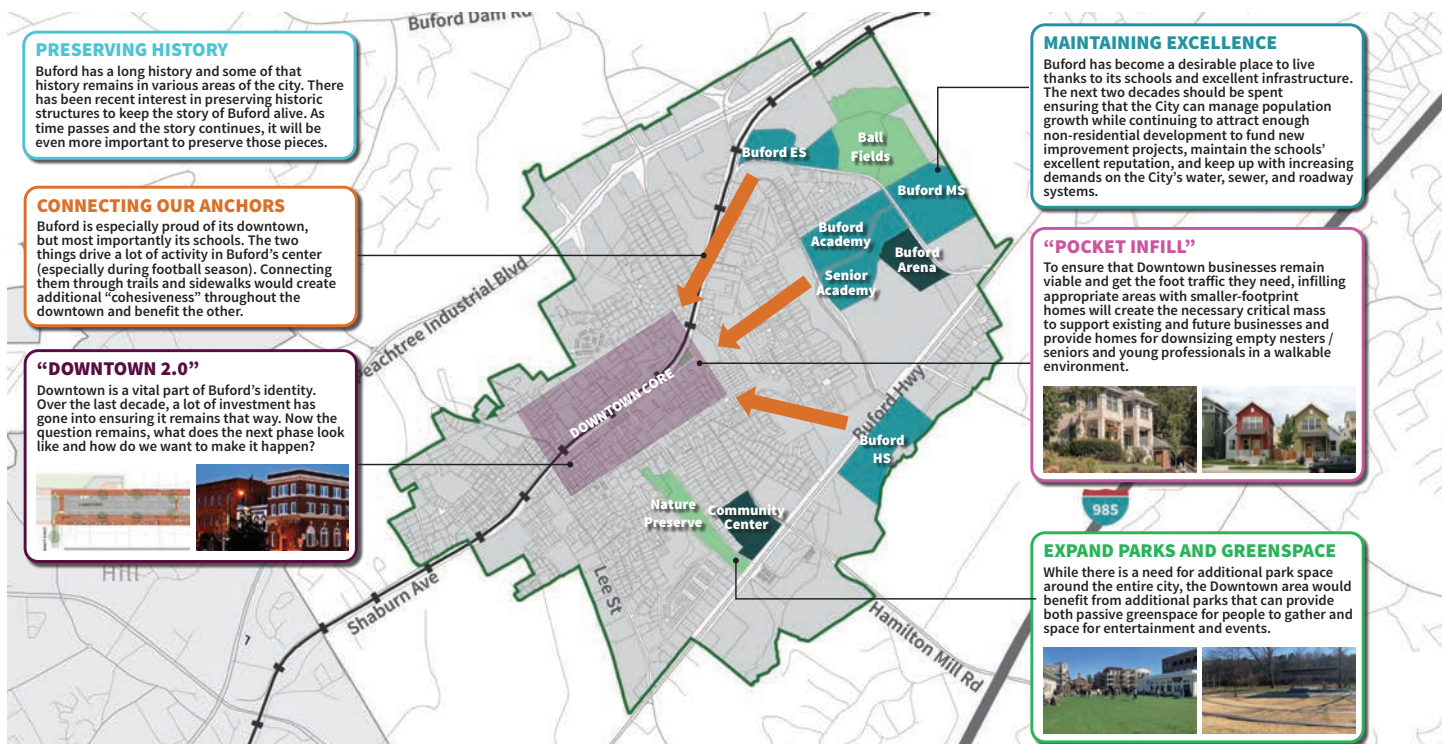
City of Buford

PROJECT STATUS:

Adopted in 2024

PROJECT HIGHLIGHTS:

- Revised priority strategies



Henry County Comprehensive Plan Update

Henry County, Georgia



TSW was retained by Henry County to develop an update to their Comprehensive Plan. One of the major challenges of Comprehensive Plans is that they tend to be a mile wide and an inch deep—they touch most topics very lightly and broadly. Although this is good from a breadth perspective, it often translates into policies and recommendations that are vague and difficult to implement.

The Henry County Comprehensive Plan 2023 Update takes a different approach. Rather than trying to cover everything at a very high level, this plan seeks to tackle a handful of the County's most pressing challenges comprehensively and across disciplines.

The main achievement of the plan was creating a Development and Infrastructure Strategy approach to land use that provides clarity yet flexibility for future land use decisions.

The Update also zeroed in on the Central District around Jonesboro Road, recommending a robust Complete Streets approach and focused investment in this growing area.

CLIENT:

Henry County

PROJECT STATUS:

Started in February 2022 - Ongoing

PROJECT HIGHLIGHTS:

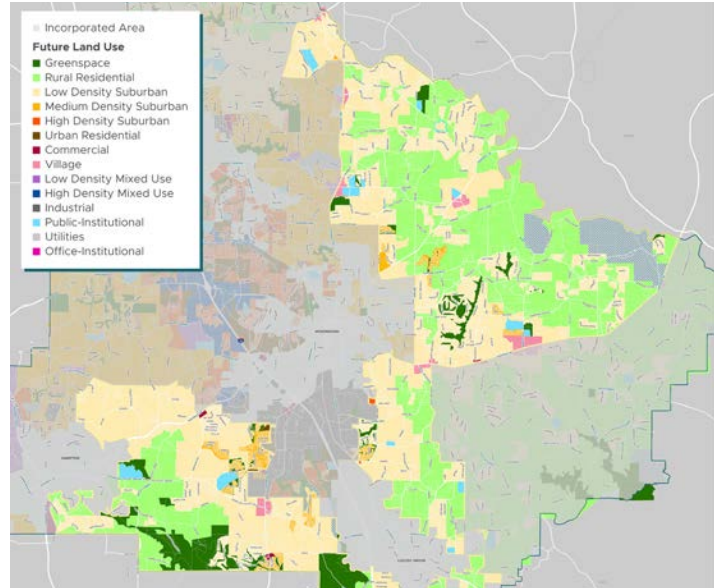
- Project Management
- Inventory and Analysis
- Community Engagement
- Project and Policy Recommendations

CLIENT REFERENCE:

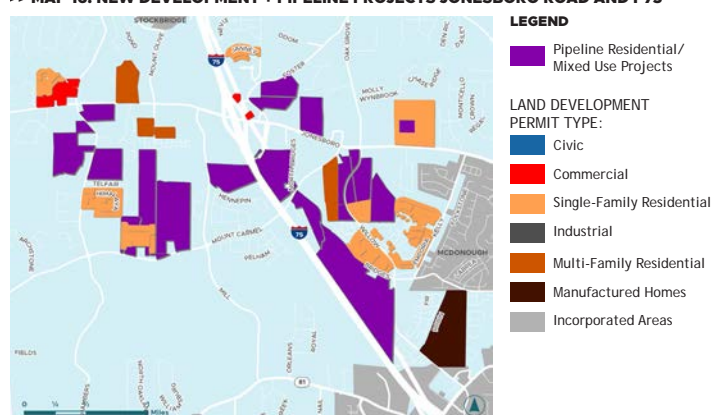
Henry County Department of Planning & Zoning
Kamau As-Salaam, Assistant Director
140 Henry Parkway, McDonough, GA 30253
Phone: 770.288.7553
Email: ksalaam@co.henry.ga.us

DESIGN FEES:

\$187,700



>> MAP 16. NEW DEVELOPMENT + PIPELINE PROJECTS JONESBORO ROAD AND I-75



From: [Allison Stewart-Harris](#)
To: [Bill Andrew](#)
Cc: [Caleb Racicot](#)
Subject: Revised code work approach
Date: Tuesday, March 11, 2025 10:26:07 AM
Attachments: [image001.png](#)

Good Morning Bill—

Below please find some revised text for the first part of the planning/code work. We think this reflects the conversation from Friday, but please let us know your thoughts or if additional tweaks are needed. Thanks!

“TSW proposes a two-step planning process:

1. Code Audit
2. Code Update

For Part 1, Code Audit, TSW will do the following:

- Conduct up to 16 hours of focus group discussions with City of Oxford staff, officials, and volunteers, as well as key stakeholders such as Oxford College. These discussions will focus on the following:
 - From a planning perspective, what is NOT working well right now?
 - What are your biggest concerns about future development? What do you want to prevent?
 - Given that “no change” is not sustainable (or realistic) for the city long term, what are some types of growth that you think could be appropriate?
- TSW will audit the code using two main techniques:
 - Review the current code and provide high-level alternatives to improving development outcomes
 - Apply the current code on up to four (4) sites that are most susceptible to development. Visuals will include development framework graphics (showing land uses and conceptual circulation, but not detailed site design like building footprints, etc.) and character imagery. This task will help answer the following:
 - What are the most likely development outcomes under the current code?
 - Are these the outcomes that the community wants? If not, what needs to change in the code to prevent these outcomes?
- TSW will create a brief report documenting the process. The document will include:
 - Recommendations on key areas for change in the code
 - For issues discovered during focus group discussions that cannot be resolved through the code, TSW will provide recommendations for approaching them via other mechanisms

Part 2, the Code Update, will remain the same as in the original proposal.”

Best,

ASH

Allison Stewart-Harris

Associate Principal, Planning Studio Manager / Planner, AICP

TSW

direct: 470.751.2474

email: astewart-harris@tsw-design.com | www.tsw-design.com

1447 Peachtree Street Northeast, Suite 850

Atlanta, GA 30309

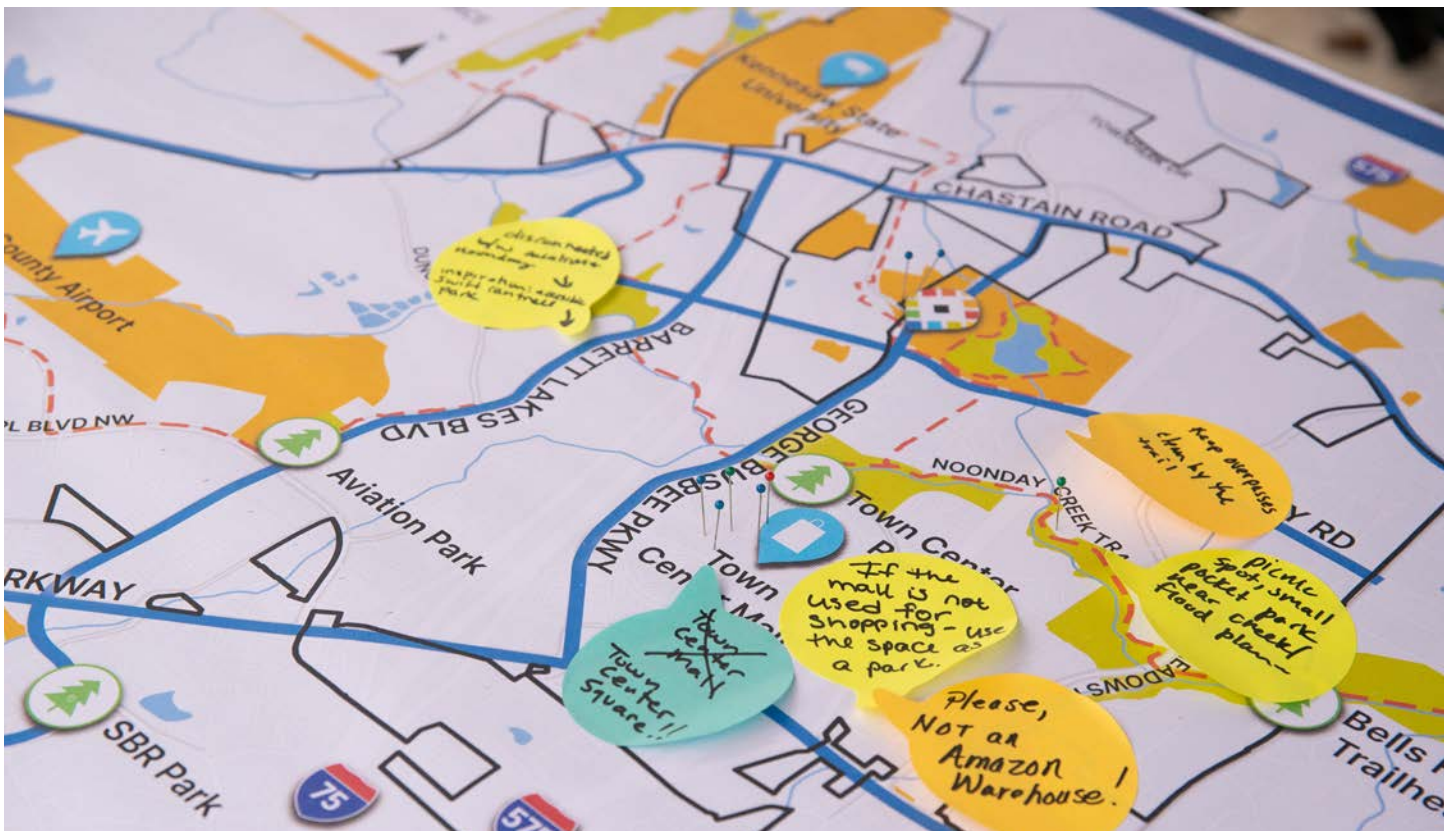


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REVISED PROPOSAL - February 2025

City of Oxford

Planning Services



SUBMITTED BY:

TSW

Primary Contact: Allison Stewart-Harris, AICP

1447 Peachtree Street NE, Suite 850

Atlanta, GA 30309

Main: 404.873.6730

Direct: 470.751.2420

Email: astewart-harris@tsw-design.com

Web: www.tsw-design.com



February 27, 2025

Mr. Bill Andrew
City Manager
City of Oxford
110 West Clark Street
Oxford, Georgia 30054

Dear Mr. Andrew:

Thank you for the opportunity to provide a revised proposal to the City of Oxford. We are pleased to offer our planning services to your community.

Enclosed you will find our recommended approach and cost proposal for working with the City to address its existing planning and development challenges, with a more focused look at the code and likely development outcomes.

If you have any questions, please do not hesitate to reach out.

Sincerely,

A handwritten signature in blue ink, appearing to read "Allison Stewart-Harris".

Allison Stewart-Harris, AICP
Associate Principal

1. About Us

TSW

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

TSW's personnel includes 48 full-time employees, several of whom work in multiple studios. Our staff members include:

- 22 planners (13 with AICP accreditation)
- 11 registered landscape architects
- 5 landscape designers
- 1 transportation engineer
- 4 registered architects
- 6 project architect designers
- 8 LEED Accredited Professionals
- 2 administrative employees

Croy Engineering

Croy is an award-winning, consulting firm based in Georgia. Croy offers a diversified range of capabilities in various fields, including planning, municipal utility design, transportation, traffic engineering, parks and recreation, and environmental services. Croy's more than 100-person firm is headquartered in Marietta, Ga. with additional offices in Chattanooga, Tenn. and Huntsville, Ala. TSW worked with Croy recently on the Henry County Comprehensive Plan, which linked future land use and development potential to wastewater capacity across the County's multiple basins.

Codes & Zoning Experience

TSW has completed dozens of coding efforts, including mixed-use codes, neighborhood codes, downtown district codes, project specific codes, and SmartCodes, working for a range of clients from local governments to private developers. Below is a list of TSW's recent code and comprehensive planning experience.

Zoning Ordinances & Unified Development Codes

- Atlanta Zoning Ordinance Rewrite: Atlanta, GA (ongoing)
- Berkeley Lake Unified Development Code: Berkeley Lake, GA (ongoing)
- Braselton Development Code Update: Braselton, GA
- Chattahoochee Hills Unified Development Code: Chattahoochee Hills, GA
- Decatur Unified Development Ordinance: Decatur, GA
- Dunwoody Unified Development Ordinance: Dunwoody, GA (ongoing)
- Gainesville Unified Land Development Code: Gainesville, GA
- Glynn County Zoning and Subdivision Ordinances: Glynn County, GA
- Hall County Unified Development Code: Hall County, GA
- Hampton Zoning Ordinance: Hampton, GA
- Henry Unified Development Ordinance: Henry County, GA (ongoing)
- Hochatown Zoning Ordinance: Hochatown, OK (ongoing)
- Milton Unified Development Code: Milton, GA
- Roswell Unified Development Code: Roswell, GA
- Snellville Unified Development Ordinance: Snellville, GA
- Statesboro Unified Development Code: Statesboro, GA

Specialized & Small Area Codes or Guidelines

- Creek Central Creek District Design Standards: Goose Creek, SC
- Downtown and Northpoint Codes: Alpharetta, GA
- Dunwoody Sign Ordinance: Dunwoody, GA
- Forsyth County Residential Design Standards: Forsyth County, GA
- Gwinnett Unified Development Ordinance Code Updates: Gwinnett County, GA
- Hapeville Urban Design Standards: Hapeville, GA
- Milton Historic Preservation Design Guidelines: Milton, GA
- Poncey-Highland Historic District: Atlanta, GA
- Regulatory Economic Development Audit and Updates: Barrow County, GA
- Sapulpa Code and Design Guidelines: Sapulpa, OK
- Tucker Sign Ordinance: Tucker, GA
- Urban Growth Master Plan Regulatory Updates: Lexington, KY

Comprehensive, Strategic, and Visioning Plans

- City of Buford Comprehensive Plan: Buford, GA
- City of Dunwoody Comprehensive Plan: Dunwoody, GA
- City of Brookhaven Comprehensive Plan: Brookhaven, GA
- City of Red Bank Comprehensive Plan: Red Bank, TN
- Barrow County Comprehensive Plan: Winder, GA
- Douglas County Comprehensive Plan: Douglasville, GA
- Gwinnett County Comprehensive Plan: Lawrenceville, GA
- Henry County Comprehensive Plan: McDonough, GA

Wastewater Capacity Planning (Croy Engineering)

- City of Smyrna 30-Year Capital Improvement Plan: Smyrna, GA
- City of Loretto Water and Sewer 2033 Ten-Year Capital Improvement Plan: Loretto, TN
- Bartow County Asset Management Plan: Bartow County, GA
- McDonald Farm Utility Planning: Hamilton, TN
- North West Utility District (NWUD) Five-Year Capital Improvement Plan, Soddy-Daisy, TN

TSW Team Organizational Chart

TSW TEAM MANAGEMENT:

Principal-in-Charge: Caleb Racicot

Project Manager/Senior Planner: Allison Stewart-Harris

PLANNING

Christopher Myers
Nick Johnson

ENGINEERING

Bert Kuyrkendall
Melanie Brueggemann



Caleb Racicot, AICP, LEED AP

Principal-in-Charge

Caleb, a Principal at TSW, is a community planner specializing in urban design, smart growth codes, community retail strategies, and the use of corridor studies as catalysts for community building. Caleb has worked in both the public and private sectors and led numerous community workshops. Caleb frequently speaks on coding implementation to municipalities, professional organizations, and neighborhood groups.

Education:

2001 Master of City Planning
Georgia Institute of Technology

1997 Bachelor of Science in Environmental Design
University of Massachusetts at Amherst

Professional Affiliations:

- American Planning Association
- American Institute of Certified Planners
- CNU

Awards:

- 2021 GPA Outstanding Planning Process for City of Decatur's Destination 2030
- 2017 VeloCity Award for Bike-Friendly Policy: Atlanta Zoning Update
- 2012 GPA Outstanding Plan Implementation: Crabapple SmartCode and TDR Ordinance



Representative Projects

Decatur Unified Development Ordinance (Decatur, GA) – Principal-in-Charge/Project Manager for developing a unified development code that supports the 2010 Decatur Strategic Plan.

City of Atlanta Zoning Ordinance Rewrite (Atlanta, GA) – Principal-in-Charge/Project Manager to conduct a general assessment and rewrite of the existing Zoning Ordinance, focusing on policy strengths and weaknesses and identification of other municipal zoning ordinance models/typologies that may be appropriate for the City and will work under State Zoning Statutes.

City of McDonough Unified Development Ordinance (McDonough, GA) – Principal-in-Charge for developing a unified development code.

City of Hampton Zoning Update (Hampton, GA) – Principal-in-Charge for comprehensive update of this small city's zoning and subdivision codes, including community engagement, code writing, and coordinating with subconsultant experts.

City of Milton Form-Based Codes (Milton, GA) – Principal-in-Charge for locally-calibrated SmartCode for the Crabapple and Deerfield (Highway 9 corridor) areas. Both codes included an extensive public participation process.

City of Snellville Towne Center Districts (Snellville, GA) – Principal-in-Charge for Towne Center Districts regulations to support the vision of the 2003 LCI, 2030 Comprehensive Plan, and Towne Center Master Plan.

Dunwoody Village Master Plan Update & Dunwoody Village District Regulations (Dunwoody, GA) – Principal-in-Charge for update to the 2011 Dunwoody Village Master Plan to include proposed street improvements and new district regulations that included general regulations, building types, and open space types.

Perimeter Community Improvement Districts Planning Services (Fulton and DeKalb Counties, GA) – Principal-in-Charge for various planning services, including an LCI update, code updates, and public place standards.

Creek Central Creek District Design Standards (Goose Creek, SC) – Principal-in-Charge for development of zoning code best practices and design standards for the city's Central Creek District that focus on supporting the Comprehensive Plan and encouraging quality incremental development over time. The standards include guidelines on site planning, buildings, lighting, site furniture, and landscaping.



Allison Stewart-Harris, AICP

Project Manager/Senior Planner

Allison joined TSW in 2022 as a Senior Associate to lead the Planning Studio. She has a broad range of experience in developing livable, memorable places throughout the southeast, with a special focus on comprehensive planning, open space planning, and the connection between land use and transportation.

Representative Projects:

Education:

2006 MCRP, City and Regional Planning
University of Pennsylvania

2006 Historic Preservation Certificate
University of Pennsylvania

2004 BA, History
Rice University

Professional Status:

- American Institute of Certified Planners

City of Porterdales Planning Services (Porterdales, GA) – Project Manager for a high-level review of the City's code and identification of options for comprehensive planning and code updates.

Barrow County Comprehensive Plan (Winder, GA) – Project Manager for the update of Barrow County's Comprehensive Plan, currently underway. This plan will be focused on developed comprehensive strategies for seven major issues and opportunities in the county, particularly around the interaction between land use, transportation, and wastewater infrastructure, and how to manage high demand for housing at a range of price points.

Henry County Comprehensive Plan Update (Henry County, GA) – Project Manager and Senior Planner for the County's update to the comprehensive plan. Provided project leadership and developed an innovative strategy to land use policy that balances flexibility with predictability.

Paulding County Comprehensive Plan (Paulding County, GA) – Project Manager for development of Paulding County's update to its comprehensive plan that was developed in coordination with the County's Comprehensive Transportation Plan. Building off the strong existing plan already place, the update focused on defining policies for community crossroads and special areas particularly around how to preserve rural character in the face of oncoming growth.

Douglas County Comprehensive Plan and Small Area Updates (Douglasville, GA) – Project Director for the update to Douglas County's Comprehensive Plan and small area studies for the Winston and Lithia Springs areas. Currently underway, the update is taking a closer look at future land use, refining character areas, and providing more detailed guidance to areas that have suffered neglect and disinvestment over the past 20 years.

Coweta County Comprehensive Plan and Comprehensive Transportation Plan Update (Coweta County, GA) – Senior Land Use Planner. Coweta County is a fast-growing county south of Atlanta and is currently transforming from a largely rural place to a suburban/urbanizing community. The County undertook much of the Comprehensive Plan update internally with direction from the consultant team; Allison led the land use planning components of the plan, including establishing growth tiers to help better define areas where growth is desired versus those where new growth should be limited. Completed during the COVID-19 epidemic, the project included a series of online engagement events and close coordination with the Comprehensive Transportation Plan.





Christopher Myers

Historic Preservation Specialist and Project Manager

Christopher, an Associate at TSW, has more than 10 years of experience as a planner and historic preservationist, administering design guidelines, developing historic preservation plans, reviewing site development plans, completing environmental reviews, and conducting site and literature research. He has extensive experience supporting the work of historic preservation commissions and preparing context-based analyses of proposed changes to properties and sites. Christopher previously served as president of Preserve Greater Indy, a volunteer group of young and young-at-heart professionals with an interest in programming and community building in the preservation field.

Education:

2014 Master of Science
in Historic Preservation
Ball State University

2013 Bachelor of
Urban Planning and
Development
Ball State University

Professional Status:

- Professional
Qualification
Standards (36 CFR
Part 61): IN, KY

Professional Affiliations:

- American Planning
Association

Awards:

- 2024 Cincinnati
Preservation
Association Award
of Preservation
Excellence in
Education for
Covington Academy
of Heritage Trades
- 2024 Kentucky
Heritage Council
Award of Service
to Preservation for
Covington Academy
of Heritage Trades



Work Experience:

Prior to joining TSW, Christopher was a project manager and code specialist with ZoneCo, a zoning and historic preservation administrator with the City of Covington, KY, and a senior planner and preservation planner with the City of Indianapolis, IN.

Representative Projects:

Statesboro Unified Development Ordinance* (Statesboro, GA) - Lead code writer with a subconsultant team to create a unified set of development standards that supports historic preservation through zoning incentives, among other objectives from the City's Comprehensive Plan. This project included in-depth draft reviews with the client's code administrators.

Covington Academy of Heritage Trades* (Covington, KY) - Lead organizer, cheerleader, and pivot manager for the creation of the Covington Academy of Heritage Trades; a trades training program focused on increasing our skilled trades labor force. Utilizing a data-driven approach, our collaborative team identified accessible trades training as the missing link to address high unemployment, a severe shortage of skilled workers, and prolonged wait times for services catering to historic properties.

Fox Lake National Register Expansion* (Fox Lake/Angola, IN) - Project manager for preparing the National Register of Historic Places expansion for Fox Lake, a historic and one-of-a-kind community in Indiana with rich history that is owned, developed, and maintained by Black families and their descendants. This project included extensive archival research and on-the-ground analysis of existing conditions.

Historic Covington Design Guidelines* (Covington, KY) - Preservation specialist responsible for updating the City's design guidelines, modernizing graphics, and turning the document into a resource guide for historic property owners. This project involved refreshing the resource appendix, adding clarity around the review of wood window reparability, simplifying review standards and procedures (to allow staff to handle more reviews with clarity and consistency), and embedding sensible flexibility that meets the Secretary of the Interior's Standards for the Treatment of Historic Properties.

* Completed while with another firm



Bert Kuyrkendall, PE, AICP

Senior Associate / Transportation Engineer and Planner

Bert, a Senior Associate at TSW, has more than 25 years of experience as a Transportation Planner and Engineer. Bert's planning work focuses on helping cities and towns become more sustainable, just, and livable places. He has led and collaborated on numerous transportation plans, comprehensive plans, corridor studies, bike/ped network plans, and Complete Streets design projects. As an engineer and planner, Bert is able to bring a balanced approach to transportation planning and implementation. He has extensive experience in street and multimodal facility design, with a firm grasp on state and city/county design standards, including the ability to modify and draft new transportation standards. He has shepherded many projects from concept design and public input, to estimating and budgeting, grant application, schematic and engineering design, bidding, construction oversight, and maintenance.

Education:

1995 Bachelor of Science in Civil Engineering
Mississippi State University

1993 Bachelor of Arts in Mathematics
Belhaven University

Professional Status:

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

Professional Affiliations:

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



WORK EXPERIENCE:

Prior to joining TSW, Bert was a Transportation Planner and Engineer with Orion Planning + Design, and served as City Transportation Engineer for the City of Chattanooga.

Representative Projects:

Natchez Downtown Transportation and Parking Plan (Natchez, MS) - Project Manager for Downtown Transportation Plan that focuses on converting one-way streets to two-way, traffic analysis, and developing an area-wide parking plan that takes into account current conditions and future development, with specific surface and structured parking lot recommendations and design.

City of Maryville Downtown Master Plan (Maryville, TN) - Mobility Lead for Downtown Master Plan. The goal of the mobility sector of the plan is to create a more walkable town center, recommending streetscapes which accent and serve existing and new development, facilitate walking and biking connections from neighborhoods, and propose street sections which promote traffic calming, add on-street parking and provide multimodal facilities.

Madison Transportation Plan (Madison, GA) - Project Manager for the citywide transportation plan, which will serve as the foundation for all transportation-related capital project decisions, guide departmental implementation strategies, and address transportation aspects of land development throughout the city. The plan encompasses traffic volume assessments and level of service analysis for major streets and intersections, level of comfort evaluations for walking and bicycling, in-depth vehicle speed and safety analysis, and connectivity assessments across all modes of transportation.

City of Atlanta Complete Street Projects* (Atlanta, GA) - Project Lead for conversion of two roads, North Avenue and JE Lowery Boulevard, to Complete Streets to promote safer neighborhoods and corridors. The North Avenue projects included resurfacing, sidewalk repair, landscaping, curbing, ADA-compliant crosswalks and ramps, lighting, and traffic calming devices from Beltline East to Moreland Ave. The design also includes bicycle infrastructure improvements at the BeltLine access point.

* Completed while with another firm



Nick Johnson, AICP

Community Planner / Community Engagement Specialist

Nick joined the TSW Planning Studio in 2023. Within community and land use planning projects, he specializes in finding common ground between environmental sustainability and economic growth and revitalization. He has experience working across Georgia in rural, suburban, and urban contexts, and is passionate about identifying a community's unique traits and under-appreciated assets.

Education:

2019 Master of City and Regional Planning
Georgia Institute of Technology

2013 Bachelor of Arts in Global Studies and Spanish
University of North Carolina at Chapel Hill

Professional Status:

- American Institute of Certified Planners

Prior to joining TSW, Nick was a Senior Planner at Georgia Conservancy for five years.

Representative Projects:

Gwinnett County 2045 Unified Plan (Gwinnett County, GA) – Deputy Project Manager for development of Gwinnett County's 2045 Unified Plan, which focuses on designing a typology of Gwinnett's "daily communities" and provides recommendations for strategic redevelopment that fits within the County's suburban and diverse community context.

Henry County Comprehensive Plan Update (Henry County, GA) – Community Planner for the County's update to the comprehensive plan. Provided technical support evaluating changing land use patterns and land development trends.

Covington Corridors: Housing and Land Use Study* (Covington, GA) – Community Planner for a corridor study focused on alignment of multi-family and mixed-use project development with key growth corridors. Provided technical analysis on land uses along corridors and presented text amendments to municipal zoning categories.

Villa Rica Downtown Placemaking & Alley Activation Study* (Villa Rica, GA) – Project Manager for a Community Development Assistance Program project exploring placemaking, community development, and economic development policies and projects for underutilized spaces in downtown Villa Rica.

Douglas County Comprehensive Plan Update and Small Area Studies* (Douglas County, GA) – Community Planner leading land use analysis for Douglas County's update to its comprehensive plan. Provided in-depth land use analysis for the Winston neighborhood as part of associated Small Area Study.

NPU-G Community Master Plan Update* (Atlanta, GA) – Community Planner for neighborhood master plan project for 13 neighborhoods, which was adopted as an amendment to the City of Atlanta's Comprehensive Development Plan. The plan focused on issues pertaining to connectivity, redevelopment, and stewardship of natural resources.

Newton County Housing Study* (Newton County, GA) – Project Manager for a housing study for Newton County and its five cities. Included a housing and urban design vision which analyzed sites in Covington for strategic redevelopment.

* Completed while with the Georgia Conservancy





Melanie Brueggemann, PE

Utilities Design Lead

Education:

Bachelor of Science
in Civil Engineering,
Auburn University

Professional Status:

- Professional Engineer: Georgia, Alabama, Tennessee
- GSWCC Level II Certified Design Professional in Erosion/Sedimentation Control

Melanie has more than a decade of utility design experience and leads Croy's Municipal Utilities Department at the firm's Georgia headquarters location. She brings project management and communications skills to our team, as well as a wide range of technical skills in design for water, sewer, and stormwater infrastructure. Her experience spans projects across the South – from Georgia to Texas. In recognition of her contributions to the industry, Melanie has been named to Engineering Georgia Magazine's lists of "35 Under 35 Women to Know" in both 2024 and 2023, as well as the publication's "50 Women in the Know" in 2021. In addition, she was recognized as a "Rising Star in the A/E/C Industry" by the Zweig Group in 2022 and as the Jack C. Dozier Emerging Leader Award recipient by the Georgia Association of Water Professionals (GAWP) in 2019. Select project experiences are profiled below..

Representative Projects:

MCDONALD FARM SEWER PLANNING | HAMILTON COUNTY, TN

As project manager, Brueggemann led the efforts to provide the County with a preliminary plan to provide sewer services for a 2,000-acre farm in north Hamilton County, Tenn. Melanie worked as the lead designer to model the future sewer system, including 36,000 linear feet of new gravity sewer, a regional pump station, two intermediate pump stations, 43,000 linear feet of force main, and upgrades to 15,000 linear feet of existing sewer. She also provided a report including alternatives for the design, cost estimates, phasing of the project, and a project work schedule.

CITY OF LORETTO WATER AND SEWER 10-YEAR CAPITAL IMPROVEMENT PLAN | LORETTO, TN

Melanie led a team to complete the Loretto Water and Sewer 10-Year Capital Improvement Plan. A review of the water system, including the water treatment plant, storage tanks, booster pumps and distribution piping, was completed, as well as the sewer system, including the sewer treatment plant, gravity sewer system, and sewer pump stations.

NORTH WEST UTILITY DISTRICT FIVE-YEAR CAPITAL IMPROVEMENT PLAN | SODDY DAISY, TN

Brueggemann worked with North West Utility District (NWUD) to provide a five-year capital improvement plan for the water system in efforts to receive upcoming funding for needed projects. Melanie reviewed all existing data including pipe sizes, as-built mapping, service areas, break history, and installation date of piping. To better understand the system, she created a water model to depict the system and calibrated it by performing fire flow testing throughout the system. The goal of the project was to assess, plan, and upgrade facilities to account for both population growth and maintain facility quality.



2. References

Milton Unified Development Code

Robyn MacDonald, Zoning Manager
2006 Heritage Walk
Milton, GA 30004
Gainesville, GA 30503
678.242.2540
robyn.macdonald@miltonga.gov

Hall County Unified Development Code

Beth Garmon, Director of Planning and Development
2875 Browns Bridge Road
Gainesville, GA 30503
770.297.6295
robyn.macdonald@miltonga.gov

Chattahoochee Hills Unified Development Code

Mayor Tom Reed
6505 Rico Road
Chattahoochee Hills, GA 30268
678.561.0011
tom.reed@chatthillsga.us

Statesboro Unified Development Code

Kathy Field, Director of Planning and Development
50 E. Main Street
Statesboro, GA 30458
912.764.0630
kathy.field@statesboroga.gov

3. Project Scope + Fees

Project Understanding

The City of Oxford is a unique jurisdiction. It is a small community with a significant institution at its heart, Oxford College of Emory University. Beyond the College, the vast majority of Oxford is single-family residential, public facilities, and undeveloped land. There are very few commercial properties, and because the College is a non-profit, the tax base is limited. The City's primary revenue source is its provision of electric, water, and wastewater utilities.

Despite notable growth in Newton County, Oxford has seen very little growth and development in recent decades. Nearby industrial growth is expected to spur potential growth pressure on Oxford's east side, and there are several large (over 5 acres) privately held parcels that could develop in the future. There are indications that growth is on the way, but Oxford's current policies and code are not currently aligned with the type of development the community desires. A moratorium on growth in the Turkey Creek sewer basin is likely to be lifted in 2025, and some pent-up demand for developed in this area is anticipated. The current Comprehensive Plan was not fully updated since 2018 (completed by NEGRC); although the plan is well done and meets state standards, it does not communicate a clear vision for Oxford, nor does it address the nuanced challenges the City is facing now. Further hamstringing the City's abilities to move forward is its zoning code, which dates to 1997. The code is outdated, confusing, difficult to administer, and sparks as many questions as it has answers.

To address these challenges, TSW recommends the following two-step approach:

Step 1: Create development "test cases" of five sites in/near Oxford to illustrate how current policy and zoning are likely to play out, and provide alternatives

Step 2: Update the code to steer development in a more desirable direction

Revised Scope of Work

Step 1: Development Test Cases

Task 1.1. Kick-Off and Tour

The TSW team will come to the City of Oxford for a kick-off meeting and tour. At the kick-off meeting, the team and City staff will review the project goals, scope, and schedule. Following the meeting, City representatives will take the team on a tour of up to ten (10) potential sites for more focused study.

Task 1.2 Site Identification + "As Is" Development Outcomes

Following the tour, TSW will work with the City to select up to five (5) sites to use as test cases for policy and zoning changes. These sites will be selected based off of multiple factors, but primarily the propensity for the site to develop in the next five to ten years, and the potential impacts of that development on the city. For each of the six sites, TSW will do the following:

- Create a basemap
- Determine the range of potential development outcomes based on current policy and regulations
- Identify a most likely development outcome based on current policy/regulations/general market conditions. TSW will create a visual representation of this likely development outcome, as well as a high-level assessment of likely infrastructure impacts (water, wastewater, transportation).

SECTION 3: **PROJECT UNDERSTANDING & APPROACH**

Task 1.3 Stakeholder Review

TSW will facilitate up to eight (8) hours of stakeholder review sessions to discuss the five sites and their “as is” outcomes. The City of Oxford will be responsible for identifying the stakeholders and scheduling these sessions; the sessions can occur in-person in during a single day, or in blocks of 2 hours virtually (or some combination thereof). At these sessions, the TSW team will share how the current regulations would likely “behave” on each site, and discuss possible alternative outcomes if policies and regulations were revised. Stakeholders will have an opportunity to learn more about the current code and its anticipated impacts, and share their vision for alternative development outcomes.

Task 1.4 Development Alternatives

Based on stakeholder input and direction from the City, TSW will create up to two (2) reality-based alternatives for each site if policy and regulations were changed, supported by character imagery and a high-level discussion of infrastructure impacts.

Task 1.5 Public Input

TSW will create and facilitate an engagement opportunity for residents and other stakeholders to learn about each of the five sites, their most likely “as is” development outcomes, and the potential alternatives. The public will have the opportunity to provide input on which development outcomes/alternatives they prefer, and why. This engagement exercise can occur as an online exercise or as an in-person meeting.

Task 1.6 Summary Document

TSW will create a succinct report summarizing tasks 1.2 through 1.5, including preliminary recommendations for policy and regulatory changes.

Task 1.7 Presentation to City Council and Revised Summary Document

TSW will present the summary document content to City Council for discussion and feedback. Based off feedback and comments from City Council, TSW will revise the Summary Document.

Fee for Tasks 1.1 – 1.7: hourly, not to exceed \$38,000

Anticipated Timeline: 3-4 months

Step 2. Code Revisions

Task 2.1 Draft Coding Memo

Towards the end of Step 1, TSW will prepare a draft Coding Memo. The memo will confirm the specific zoning updates to be made before actually starting the coding process. Experience has shown that this is the best use of public resources because it allows local governments to confirm what will and won’t change before any text is written.

Recommendations will be based on:

- Comments received during stakeholder interviews.
- An evaluation of the effectiveness of current zoning and the Official Zoning Map to implement the vision emerging from Step 2. This will include identifying deficiencies and potential “hot button” items.
- An quick evaluation of the clarity, consistency, and usability of the zoning ordinance.

Task 2.2 Draft Coding Memo Review

Provide time for City review of the draft Coding Memo, then:

- Meet virtually with City staff to discuss the outline and necessary modifications.
- Facilitate a City Council work session to present and review the draft Coding Memo.

SECTION 3: **PROJECT UNDERSTANDING & APPROACH**

Based on the direction provided by City Council, TSW will finalize the memo and proposed fee for Tasks 2.3 through 2.8.

Task 2.3 Draft Zoning Updates – Discussion Draft

Prepare draft zoning text amendments for City staff review and comment. Once the code writing process begins, TSW often identifies additional items that need confirmation from the City. These will be identified in this Task and discussed in Task 2.4.

Task 2.4 Draft Zoning Updates V0 Review

After allowing adequate time to review the draft, TSW will meet with City staff to discuss comments and revisions. After staff review, Steering Committee Meeting #3 will be held to review it.

Task 2.5: Draft Zoning Updates V1

The draft zoning text amendments will be updated in response to comments received in Task 2.4.

Task 2.6: Public Review

After delivery of the Draft Zoning Updates V1, and after allowing adequate time for distribution and review, TSW will facilitate a Public Open House to present the draft and solicit input.

Task 2.7. Draft Zoning Updates V2

Revisions based on comments from the City and the public will be made. Draft Zoning Updates V2 (a public hearing draft, ready for the formal public hearing process) will be provided.

Task 2.7. Public Adoption Hearings

TSW will present Draft Zoning Updates V2 at up to four public hearings, including the Planning Commission and City Council meetings. Updates will be incorporated into the up to three draft revisions, as needed.

Task 2.8. Final Updates

After adoption, final revisions will be made, and a final digital copy of the updates will be delivered, including all photos, images, and graphics.

Step Assumptions and Exclusions

For the purpose of this proposal, these fees assumes the following:

- Zoning updates will be limited to focused text amendments as opposed to a full rewrite of the code
- Zoning updates excluded Official Zoning Maps changes
- The City will provide legal review and all meeting notice,

Fee for Tasks 2.1 – 2.2: hourly, not to exceed \$12,000

Anticipated Timeline: 2 months

Fee for Tasks 2.3 – 2.8: typically \$20,000 – \$60,000 depending on complexity

Anticipated Timeline: to be determined



4. Experience

TSW Code Experience Examples in the Last 5 Years

Hall County Unified Development Code

After TSW completed Hall County's Comprehensive Plan, TSW was retained to create the County's Unified Development Code to ensure that regulations were aligned with the vision and goals of the Comp Plan regarding growth management, attainable housing, infrastructure maintenance and expansion, parks and recreation, resource and greenspace conservation, multi-modal transportation, safety and security, and economic development.

Client Information:

Hall County
Randi Doveton, Director of Planning and Development
770.297.5544

Services Provided by TSW:

- Diagnostic Review
- Solutions and Code Outline
- Code Drafting
- Community Engagement
- Public Adoption Hearings

Value of Services: \$230,000

Status: Final review before adoption

Project Management:

Caleb Racicot, Principal-in-Charge
Nathan Brown, Lead Planner

Milton Unified Development Code

TSW has worked with the City of Milton to update its zoning and development regulations since the city's incorporation in 2006. Most recently, TSW completed a comprehensive update of all the city's zoning and development regulations, resulting in the creation of a new unified development code (UDC). Key regulatory updates included enhancing the clarity and usability of the regulations, aligning them with current city policies, and eliminating outdated standards that were carried over when the newly incorporated city initially adopted Fulton County's regulations.

Client Information:

City of Milton
Robyn MacDonald, Zoning Manager
678.242.2540
robyn.macdonald@miltonga.gov

Services Provided by TSW:

- Code Audit
- Draft Solutions
- New UDC
- Community Engagement

Value of Services: \$200,000

Status: Adopted 2024

Project Management:

Caleb Racicot, Principal-in-Charge

City of Gainesville Unified Land Development Code

TSW was retained by the City of Gainesville to update its Unified Land Development Code. The process began with a Diagnostic Review of the existing code, which helped develop overall recommendations and an approach to the update. Key focus areas include general ULDC usability (update use provisions to reflect current terms and purposes, clarify language to eliminate ambiguity, reorganize code so that regulations are easier to find, update graphics, add hyperlinks, and remove exceedingly technical or legal language), general city standards, Downtown and Midland, gateways, corridors, and overlays, and neighborhoods, and a legal approach.

Client Information:

City of Gainesville
Rusty Ligon, Director, Community and Economic Development
770.531.6570

Services Provided by TSW:

- Diagnostic Review
- Diagnostic Report
- Code Drafting
- Public Input

Value of Services: \$268,000

Status: Diagnostic Report completed

Project Management:

Caleb Racicot, Principal-in-Charge
Nathan Brown, Project Manager / Planner

Forsyth County Residential Design Standards

TSW created residential design standards for most single family residential zoning categories for the entire County as well as a more stringent requirement for the more-developed Southeast portion of the County. These design standards were originally suggested by the 2017 Comprehensive Plan to help enhance the sense of place in the County.

The standards were not without contention. Even though builders were interviewed early in the process, several building groups expressed concern with the new standards. However, TSW worked with the County to integrate builder feedback and ultimately the modified standards were adopted by the Board of Commissioners.

Client Information:

Forsyth County
Jennifer Scott, Town Manager
706.654.5720

Services Provided by TSW:

- Issue Identification
- Draft of Guidelines
- Public Input
- Draft Code
- Approval Process

Value of Services: \$71,845

Status: Adopted in 2019

Project Management:

Caleb Racicot, Project Advisor

Dunwoody Comprehensive Plan & Unified Development Ordinance

Dunwoody, GA



TSW assembled a team to guide the City of Dunwoody through an update of its Comprehensive Plan and Unified Development Ordinance (UDO). As a dynamic suburban community in the Atlanta metropolitan area, Dunwoody faces opportunities and challenges related to transportation connectivity and a growing population with housing needs. With its established neighborhoods and thriving commercial hubs, the City required a strategic framework to guide future growth in these areas while preserving their unique character.

The updated Comprehensive Plan serves as a roadmap for decision-making, offering priorities and actionable strategies focused on Dunwoody's character areas. Informed by public engagement—including dynamic pop-up events, workshops, and community survey—the plan reflects the priorities of Dunwoody's diverse stakeholders.

The UDO modernizes zoning and development regulations to ensure alignment with the vision set forth in the Comprehensive Plan. It establishes clear, consistent standards for [insert key regulatory focus areas, e.g., mixed-use development, walkability, environmental protection]. Together, these tools provide a cohesive guide for sustainable growth while maintaining community identity.

CLIENT:

City of Dunwoody

PROJECT STATUS:

Ongoing

PROJECT HIGHLIGHTS:

- Comprehensive Plan and UDO update aligning Dunwoody's growth, housing, and transportation with community-driven priorities.ct



Buford 2045 Comprehensive Plan Update

Buford, GA



TSW was hired by the City of Buford in 2023 to update their comprehensive plan to accommodate the changes the community has seen since its last plan was adopted in 2019.

Since 2019, Buford has experienced a high level of development activity; approximately 25 acres of land was developed into commercial/mixed use, about 534 acres have developed into industrial uses (primarily warehouses and logistics centers), and about 46 acres have transitioned to residential uses. A number of transportation projects were completed, including roadway, intersection, and bicycle/pedestrian projects.

The 2045 Comprehensive Plan is the City's overarching policy statement and blueprint for the community's future and acts as a "playbook" for the future. This plan replaces the City's previous comprehensive plan, the Comprehensive Plan 2040 Update. Looking at a 20-year planning horizon, this 2045 plan continues to advance strides made in land use, transportation, housing, economic development, and quality of life. It folds in existing

plans and considers the impacts that proposed projects and policies have across disciplines. This plan retained the overall vision of the 2040 plan, but made significant changes to the priority strategies to maintain the energy, leadership, and policy direction that has brought the city to where it is today. Strategies were concentrated in Buford's downtown to reflect the City's renewed focus in its development. To reflect these changes, the plan's goals and policies were updated, along with the future land use plan and Community Work Program. Lastly, the resulting document was populated with updated maps and graphics to communicate the plan's new ideas.

CLIENT:

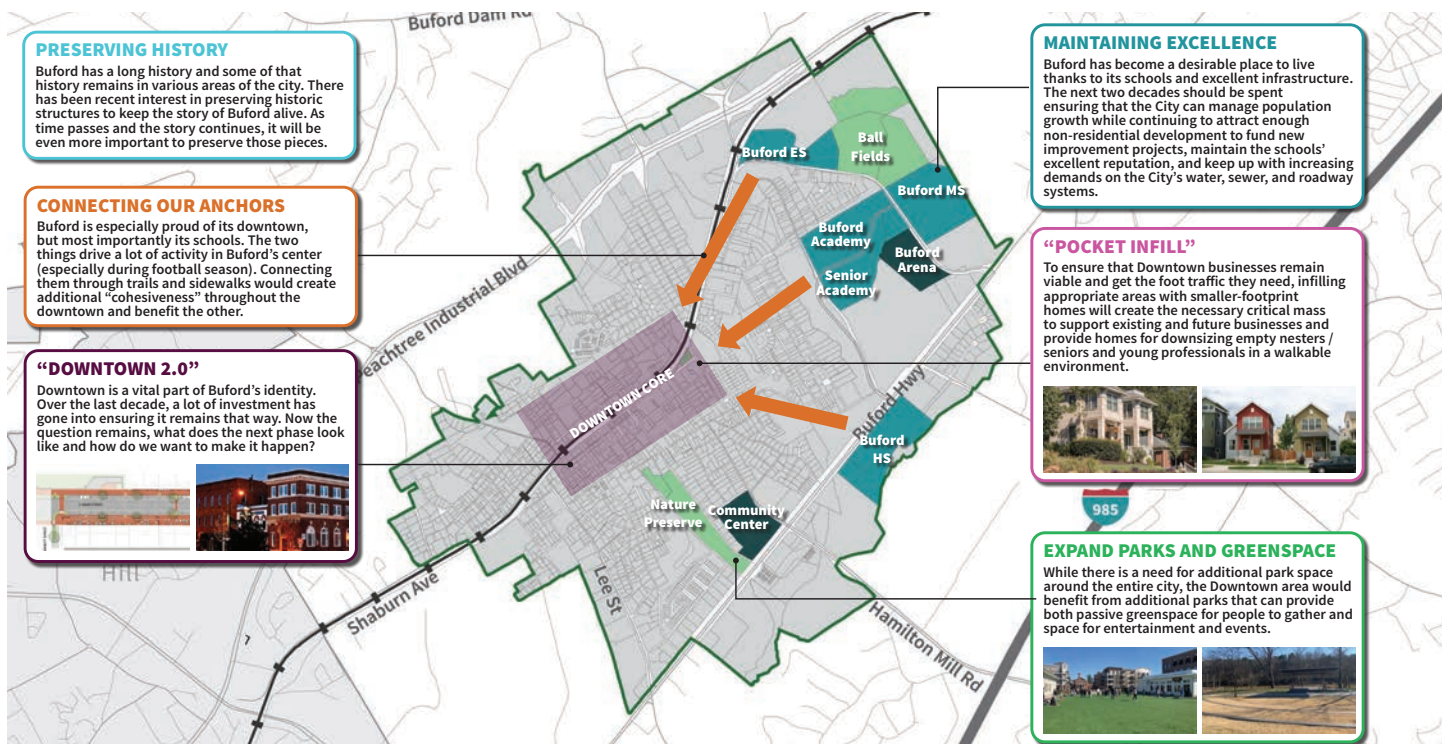
City of Buford

PROJECT STATUS:

Adopted in 2024

PROJECT HIGHLIGHTS:

- Revised priority strategies



Henry County Comprehensive Plan Update

Henry County, Georgia



TSW was retained by Henry County to develop an update to their Comprehensive Plan. One of the major challenges of Comprehensive Plans is that they tend to be a mile wide and an inch deep—they touch most topics very lightly and broadly. Although this is good from a breadth perspective, it often translates into policies and recommendations that are vague and difficult to implement.

The Henry County Comprehensive Plan 2023 Update takes a different approach. Rather than trying to cover everything at a very high level, this plan seeks to tackle a handful of the County's most pressing challenges comprehensively and across disciplines.

The main achievement of the plan was creating a Development and Infrastructure Strategy approach to land use that provides clarity yet flexibility for future land use decisions.

The Update also zeroed in on the Central District around Jonesboro Road, recommending a robust Complete Streets approach and focused investment in this growing area.

CLIENT:

Henry County

PROJECT STATUS:

Started in February 2022 - Ongoing

PROJECT HIGHLIGHTS:

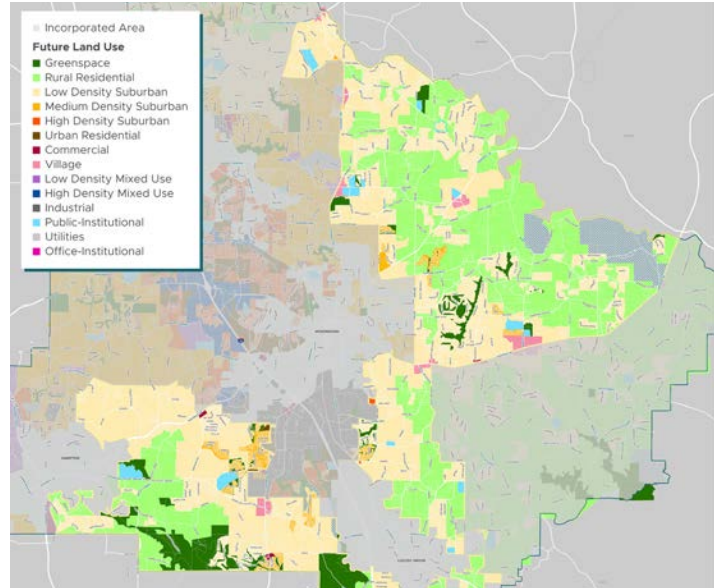
- Project Management
- Inventory and Analysis
- Community Engagement
- Project and Policy Recommendations

CLIENT REFERENCE:

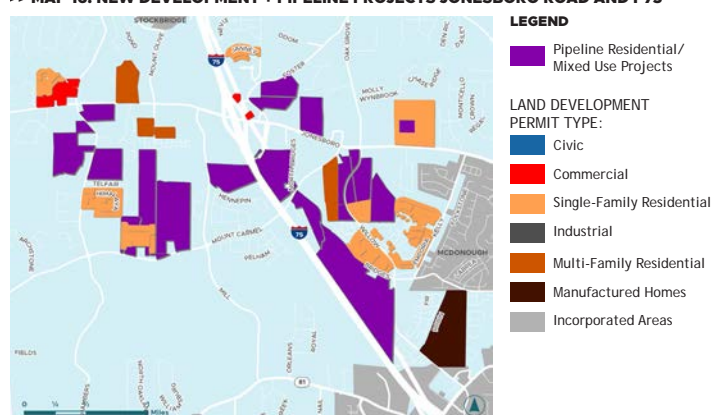
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DESIGN FEES:

\$187,700



>> MAP 16. NEW DEVELOPMENT + PIPELINE PROJECTS JONESBORO ROAD AND I-75



City Manager Update Notes – March 17, 2025

- 1) East Coast Grading has completed all of the roads associated with the GDOT Local Maintenance Improvement Grant (LMIG) Roads and is working to put together a schedule on the rest of the paving, which should be completed soon. They are planning to install a standard speed table to replace the plastic speed bump on Godfrey Street and to install two standard speed tables on E. Soule Street in the same location as the current speed humps. Staff have been satisfied with their work and responsiveness.
- 2) Oxford had submitted a letter to GDOT for the Dried Indian Creek Trail project to be renamed to Catova Creek. GDOT then requested we send the request to Congressman Hank Johnson's Office, so staff have been working with Rep. Johnson's Chief of Staff on this issue.
- 3) Keck & Wood is still waiting for the approval of the permit for Phase 2 of the sidewalk project. They are in weekly contact with GDOT. There is still hope for construction to begin in March/April. Peach State has been put on notice of this possible schedule.
- 4) Road construction on Whatcoat Street is almost complete. The pavement topping was installed on Friday, March 14, 2025. The construction drawings are nearly finished for streetlights, and we are working on going ahead with the order, so we don't have to wait on them.
- 5) Mr. Robert Jordan is finishing up the exhibit drawings for the group of ROW encroachments and these will be paired with an encroachment notice to be sent out to the appropriate property owners.
- 6) The CDBG application for the water line improvements is almost ready to be submitted.
- 7) I had a call from a citizen which prompted me to look up our residential electric rates, he alleged we had the highest rates in the County. See next page for what I found, which I found surprising.

Pricing from Winter 2025

Information from the Georgia Public Service Commission

500 kWh Oxford = Charges - \$70.60 Cents/kWh - \$0.1412

500 kWh **Covington** = Charges - \$79.09 Cents/kWh - \$0.1582

500 kWh **Ga Power** = Charges - \$86.16 Cents/kWh - \$0.1723

500 kWh **Mansfield** = Charges - \$79.23 Cents/kWh - \$0.1585

500 kWh **Snapping Shoals** = Charges - \$82.60 Cents/kWh - \$0.1652

1,000 kWh Oxford = Charges - \$126.10 Cents/kWh - \$0.1261

1,000 kWh **Covington** = Charges - \$137.57 Cents/kWh - \$0.1376

1,000 kWh **Ga Power** = Charges - \$155.79 Cents/kWh - \$0.1558

1,000 kWh **Mansfield** = Charges - \$140.08 Cents/kWh - \$0.1401

1,000 kWh **Snapping Shoals EMC** = Charges - \$130.19 Cents/kWh - \$0.1302