



4800 Ashford Dunwoody Road  
Dunwoody, Georgia 30338  
dunwoodyga.gov | 678.382.6700

## **MEMORANDUM**

**To:** Mayor and City Council

**From:** Michael Starling, Director of Economic Development

**Date:** 10/15/2021

**Subject:** **Contract for ARC LCI Grant – Edge City 2.0**

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### **BACKGROUND**

The City of Dunwoody jointly applied with the Perimeter CIDs for a Community Development Assistance Program (CDAP) Grant from the Atlanta Regional Commission (ARC) to assist the Economic Development and Community Development Departments in creating a Blueprint for future economic growth in the Perimeter Dunwoody Market. ARC determined that this grant request deserved a full Livable Centers Initiative (LCI) that includes \$120,000 from ARC and a Match of \$30,000 from the City. The \$30,000 Match was approved by City Council on 7/12/2021 with an amendment through CARES II funding.

The city issued a Request for Proposals (RFP 21-10) to perform the planning work associated with the LCI Grant. Two proposals were received and evaluated based on the project approach, qualifications and experience of each firm, and the personnel proposed to be assigned to the project. After considering qualifications and holding interviews with both firms, cost proposals were opened and considered as part of the final ranking of each firm. Based on these considerations, the highest rated proposal was submitted by Pond and Company. A summary of the proposal scoring is provided on the following pages.

### **RECOMMENDED ACTION**

Staff will present the final contract between the City of Dunwoody and Pond & Company at the November 8, 2021 Council Meeting.



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## RFP 21-10 Edge City 2.0 – A Shared Development Vision for the Perimeter Dunwoody District Proposal Evaluations

	Points	POND	MKSK
<b>Proposal / Project Approach</b>	<b>30</b>	187	175
<b>Qualifications of Team / Experience</b>	<b>30</b>	181	179
<b>Interview</b>	<b>20</b>	121	111
<b>Subtotal</b>	<b>80</b>	<b>489</b>	<b>465</b>
<b>Fee Proposal</b>	<b>20</b>	140	140
<b>Total</b>	<b>100</b>	<b>629</b>	<b>605</b>

## **AGREEMENT BETWEEN THE CITY OF DUNWOODY AND POND AND COMPANY**

This Agreement (the "Agreement") is made this \_\_\_\_ day of \_\_\_\_\_, **2021**, by and between Pond and Company (hereinafter referred to as "Company"), and the City of Dunwoody, Georgia ("Dunwoody").

### **WITNESSETH**

**WHEREAS**, Company is engaged in the business of providing the necessary labor, supervision, equipment, materials and supplies necessary for the execution of the work specified in the Contract Documents or as necessary to complete the Work in the manner therein specified within the time specified, as therein set forth, for; and

**WHEREAS**, the City of Dunwoody solicited RFP 21-10 Edge City 2.0 A Shared Development Vision for the Perimeter Dunwoody District project in the City of Dunwoody, Georgia for the Department of Economic Development for the consideration herein mentioned and under the provision of the Specifications to furnish all equipment, tools, materials, skill and labor necessary to carry out and complete in a professional and workmanlike manner, the work specified, in conformity with the standards set forth in the RFP 21-10 Edge City 2.0 A Shared Development Vision for the Perimeter Dunwoody District project and this Contract, shall all form essential parts of this Contract. Unless otherwise specified all work shall be completed in accordance with all pertinent Americans with Disabilities Act standards. Any variations to the above specified details and specifications will be approved by the Economic Development Director or his representative. The Request for Proposal is referenced, attached and incorporated herein as Exhibit A, and

**WHEREAS**, Company is willing and able to render said services;

**NOW, THEREFORE**, in consideration of the mutual terms, conditions and covenants set forth herein, the parties hereto agree as follows:

#### **1.     Services.**

Company agrees to render services (the "Services") to the City of Dunwoody to furnish all specified materials or approved equivalent, equipment, and labor to complete the required Edge City 2.0 A Shared Development Vision for the Perimeter Dunwoody District project as described in its entirety to the specifications as directed by the Economic Development Director or his representative or as set forth in Exhibit "A" specifically as detailed in the Scope of Services. Company agrees to perform the Services at the direction of the appropriate department head, or his designee, in the manner and to the extent required by the

parties herein, as may be amended hereafter in writing by mutual agreement of the parties.

**2. Compensation.**

- a. Fee. In consideration for services, Dunwoody shall pay a fee of \$149,943.
- b. Manner of Payment The City agrees to pay said invoices within thirty (30) days of receiving same. As the City is a local government entity and thus exempt from sales taxation, notwithstanding the terms of the proposal, Company acknowledges that the City shall not be responsible for payment of any sales taxes on any invoices submitted for the services provided under this Agreement.

**3. Relationship of Parties.**

- a. Independent Contractors. Nothing contained herein shall be deemed to create any relationship other than that of independent contractor between Dunwoody and Company. This Agreement shall not constitute, create, or otherwise imply an employment, joint venture, partnership, agency or similar arrangement between Dunwoody and Company. It is expressly agreed that Company is acting as an independent contractor and not as an employee in providing the Services under this Agreement.
- b. Employee Benefits. Company shall not be eligible for any benefit available to employees of Dunwoody including, but not limited to, workers' compensation insurance, state disability insurance, unemployment insurance, group health and life insurance, vacation pay, sick pay, severance pay, bonus plans, pension plans, or savings plans.
- c. Payroll Taxes. No income, social security, state disability or other federal or state payroll tax will be deducted from payments made to Company under this Agreement. Company shall be responsible for all FICA, federal and state withholding taxes and workers' compensation coverage for any individuals assigned to perform the Services for Dunwoody.

**4. Term**

This Agreement shall be effective upon its execution (the "Effective Date") shall terminate at the time of the completion of the Service as described in the Proposal, but in any event no later than December 31, 2021. If the Service has not been completed by December 31, 2021, this Agreement shall automatically renew until December 31, 2022 or for part of the year necessary to conclude the Service unless the City of Dunwoody chooses to terminate this Agreement pursuant to the provisions of this Agreement by giving written thirty (30) days' notice to Company.

## **5. Termination For Cause and For Convenience.**

Either party shall have the right to terminate this Agreement if the other party is in default of any obligation hereunder and such default is not cured within ten (10) days of receipt of a notice from the other party specifying such default. "Default" shall mean:

- a. If Dunwoody fails to make payments when due or fails to perform or observe any of its duties or obligations under the terms of this Agreement;
- b. If Company fails to perform or observe any of its duties or obligations under the terms of this Agreement;
- c. If either Dunwoody or Company shall have made any warranty or representation in connection with this Agreement which is found to have been false at the time such warranty or representation was made and is materially harmful to the other party.

This Agreement may also be terminated by Dunwoody for convenience by giving Company written notice sixty (60) days prior to the effective date of termination.

## **6. Compensation in Event of Termination.**

If this Agreement is terminated by Dunwoody for convenience, Company shall be exclusively limited to receiving only compensation for the pro-rata work performed and appropriately documented to and including the effective date identified in the written termination notice, but in no event shall Company receive less than a prorated amount of the service fees hereunder. Any amount over the amount otherwise due by Dunwoody for the services provided prior to the termination date shall be refunded by the Company within ten (10) days of the date of termination, with the exception of any costs incurred by the Company in removal of equipment and shutting down the project, which costs shall be borne by Dunwoody in the event of termination for convenience.

## **7. Termination of Services and Return of Property.**

Upon the expiration or earlier termination of this Agreement, Company shall immediately terminate the Services hereunder and shall deliver promptly to Dunwoody all property relating to the Services that is owned by Dunwoody.

## **8. Standard of Performance and Compliance with Applicable Laws.**

Company warrants and represents that it possesses the skill and professional competence, expertise and experience to undertake the obligations imposed by this Agreement. Company agrees to perform in a reasonably diligent, efficient, competent

and skillful manner commensurate with the industry standards of the profession for similar services performed at the same time and in the same locality, and to otherwise perform as is necessary to undertake the Services required by this Agreement, including the requirements set forth in the Certification of Sponsor Drug Free Workplace Exhibit "C".

Company warrants and represents that it will, at all times, observe and comply with all federal, state, local and municipal ordinances, rules, regulations, relating to the provision of the Services to be provided by Company hereunder or which in any manner affect this Agreement which are in effect at the time of Company's performance thereof. Notwithstanding anything in this Agreement or an Exhibit to the contrary, Company shall not have control over or charge of, and shall not be responsible for, acts or omissions of the contractor or of any other persons or entities performing portions of the work.

#### **9. Conflicts of Interest.**

Company warrants and represents that:

- a. the Services to be performed hereunder will not create an actual or apparent conflict of interest with any other work it is currently performing; and
- b. Company is not presently subject to any agreement with a competitor or with any other party that will prevent Company from performing in full accord with this Agreement; and
- c. Company is not subject to any statute, regulation, ordinance or rule that will limit its ability to perform its obligations under this Agreement. The parties agree that Company shall be free to accept other work during the term hereof; provided, however, that such other work shall not interfere with the provision of Services hereunder.

Notwithstanding the foregoing, Company may perform similar services for other government sector clients during the term of this Agreement and realize no implications.

#### **10. Proprietary Information**

Company acknowledges that it may have access to and become acquainted with confidential and other information proprietary to Dunwoody including, but not limited to, information concerning Dunwoody, its operations, customers, citizens, business and financial condition, as well as information with respect to which Dunwoody has an obligation to maintain confidentiality (collectively referred to herein as "Proprietary Information"). Company agrees not to disclose, directly or indirectly, to anyone or to use or to allow others to use, for any purpose whatsoever, any Proprietary Information of any type, whether or not designated confidential or proprietary, acquired in the course of performing under this Agreement. The obligations of Company under this section shall survive the termination of this Agreement.

**11. Insurance.**

Company agrees to defend, indemnify and hold harmless the City of Dunwoody, its officers, employees and agents, to the extent allowed by applicable law, from and against any and all third party claims, losses, liabilities or expenses (including, without limitation, attorneys' fees) to the extent they arise out of a breach by the Indemnitor of its obligations under this Agreement. Insurance requirements are attached hereto as Exhibit "D".

**12. Assignment.**

Company shall not assign this Agreement without the prior express written consent of Dunwoody, which consent shall not be unreasonably withheld, conditioned or delayed. Any attempted assignment by Company without the prior express written approval of Dunwoody shall at Dunwoody's sole option terminate this Agreement without any notice to Company of such termination.

**13. Notices.**

All notices or other communications required or permitted to be given under this Agreement shall be in writing and shall be deemed to have been duly given when delivered personally in hand, or when mailed by certified or registered mail, return receipt requested with proper postage prepaid, addressed to the appropriate party at the following address or such other address as may be given in writing to the parties:

**If to the City:**

City Manager  
Dunwoody City Hall  
4800 Ashford Dunwoody Road  
Dunwoody, Georgia 30338

**With copies to:**

City Clerk  
Dunwoody City Hall  
4800 Ashford Dunwoody Road  
Dunwoody, Georgia 30338

**If to the Company:**

Pond and Company  
Attn: Mr. Andrew Kohr, PLA, ASLA  
3500 Parkway Lane, Suite 500  
Peachtree Corners, Georgia 30092

**14. Governing Law and Consent to Jurisdiction.**

This Agreement is made and entered into in the State of Georgia and this Agreement and the rights and obligations of the parties hereto shall be governed by and

construed according to the laws of the State of Georgia without giving effect to the principles of conflicts of laws. The jurisdiction for resolution of any disputes arising from this Agreement shall be in the State Courts of DeKalb County, Georgia.

**15. Waiver of Breach.**

The waiver by either party of a breach or violation of any provision of this Agreement shall not operate or be construed to constitute a waiver of any subsequent breach or violation of the same or other provision thereof.

**16. Severability.**

If any provision of this Agreement is held to be unenforceable for any reason, the unenforceability thereof shall not affect the remainder of the Agreement, which shall remain in full force and effect, and enforceable in accordance with its terms.

**17. Entire Agreement.** This Agreement which includes the exhibits hereto contains the entire agreement and understanding of the parties with respect to the subject matter hereof, and supersedes and replaces any and all prior discussions, representations and understandings, whether oral or written. This Agreement incorporates the Company's Proposal in full and is referenced in Exhibit A. In case of conflict between any term of the Company's Proposal and this Agreement, the terms of this Agreement shall control unless otherwise stated herein.

**IN WITNESS WHEREOF**, the parties have executed this Agreement through their duly authorized representatives.

**CITY OF DUNWOODY, GEORGIA**

By: \_\_\_\_\_  
Lynn P. Deutsch

Title: Mayor

Date of Execution \_\_\_\_\_

Approved as to form:

\_\_\_\_\_  
City Attorney

Attest:

\_\_\_\_\_  
City Clerk

Pond and Company

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date of Execution \_\_\_\_\_

**EXHIBIT "A"**  
**PROPOSAL AND SCOPE OF SERVICES**



## **REQUEST FOR PROPOSALS**

**July 23, 2021 Issued**  
**September 3, 2021 Due**

**Edge City 2.0 – A Shared Development Vision  
for the Perimeter Dunwoody District**

City of Dunwoody / Perimeter Community Improvement Districts  
4800 Ashford Dunwoody Road  
Dunwoody, Georgia 30338

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## Request for Proposals – RFP 21-10

Sealed proposals for RFP 21-10 Edge City 2.0 – A Shared Vision for the Perimeter Dunwoody District will be received by the City of Dunwoody, hereafter called the City, by September 3, 2021. Consultants whose proposals meet the criteria established in the Request for Proposals, at the sole discretion of the City, may be considered for contract award. The City may, by direct negotiation, finalize terms with the consultant who is selected for award based on the proposals. The City reserves the right to reject any or all responses for any reason. The City, at its sole discretion, may short-list consultants that are deemed to best meet the City's requirements included in the RFP.

## Response Deadline

A Technical Proposal must be submitted in a sealed envelope which shall be clearly marked RFP 21-10 Edge City 2.0 – A Shared Vision for the Perimeter Dunwoody District – Technical Proposal. One (1) printed and signed unbound original, seven (7) bound copies, and one (1) electronic copy in PDF on a USB drive of the **technical proposal shall be submitted no later than 2:00 pm, September 3, 2021**. One copy of the Cost Proposal should be submitted in a separate, sealed envelope from the technical proposal clearly marked RFP 21-10- Edge City 2.0 – A Shared Vision for the Perimeter Dunwoody District – Cost Proposal. Any proposal received after the time and date specified for the opening of the proposals will not be considered, but will be returned unopened.

Questions regarding proposals should be directed to [john.gates@dunwoodyga.gov](mailto:john.gates@dunwoodyga.gov) no later than 2:00 pm August 6, 2021. All questions and responses will be posted August 13, 2021. Proposals are legal and binding when submitted. Proposals must be addressed as follows:

Mr. John Gates  
City of Dunwoody  
RFP 21-10  
4800 Ashford Dunwoody Road  
Dunwoody, Georgia 30338

RFP Information webpage: <https://www.dunwoodyga.gov/business/doing-business-with-the-city>

## Review of Proposals

A selection committee comprised of the Project Management Team leading the project will review proposals. After reviewing the proposals, the team may, at its discretion, request formal presentations from one or more of the proposers (at proposer's expense) whose proposals appear to best meet the requirements.

The Project Management Team reserves the right to waive any informalities or irregularities of proposals, to request clarification of information submitted in any proposal, to request additional information from any proposer, or to reject any or all proposals, and to re-advertise for proposals.

Award of this project is contingent upon receipt of funding awarded to the project. The City reserves the right not to award a contract should those funds not be made available.

To ensure the proper and fair evaluation of proposals, communication should not be initiated by a proposer or its agent to an employee of the City during the period of time following the issuance of the RFP and prior to the time a decision has been made with respect to the contract award. The Project Management Team may initiate communication with a proposer in order to obtain information or clarification needed to develop a proper and accurate evaluation of the proposal. Unauthorized communication by the proposer may disqualify the proposer from consideration.

## **PART ONE - BACKGROUND**

### **Project Introduction**

The City of Dunwoody has been awarded Livable Centers Initiative (LCI) funds on behalf of the Dunwoody Community and the property owners within the Perimeter Dunwoody Commercial District to prepare a shared development vision for the district. The City finds itself in a place of transition and could benefit from a wide-ranging community conversation about future growth and how best to create a uniquely Dunwoody commercial area that meets the community's needs. The community is struggling with growth pressures, especially as they relate to school overcrowding and residents are pressuring elected officials to limit new development, especially residential projects.

The City currently has 22,252 housing units and the mix is 45% single-family detached and 55% attached with over 10,000 rental apartments. The City's single-family districts are built-out and most future development will be concentrated in the Perimeter Dunwoody section of the City.

### **Community Background**

#### The City of Dunwoody

Although Dunwoody only incorporated as a city in 2008, it has been a recognized place using the name Dunwoody since the 19<sup>th</sup> century when the area was first settled for farming. The community identity was further enhanced in the 1970's when development pressures first arose after the completion of I-285. As an un-incorporated place, citizens banded together to form the Dunwoody Homeowners Association to represent residential interests and negotiate with developers and DeKalb County on land use and growth decisions.

Dunwoody's population has grown steadily over the last few decades, but the growth rate has been leveling off as the City has become built out. Between 1980 and 2000, Dunwoody's population nearly doubled from just under 20,000 to almost 40,000. The City then grew by roughly 20% from 2000 to 2010, during which the City incorporated (2008). Heading through and out of the Great Recession, growth has flattened, with the City growing by about 7% to nearly 50,000 residents between 2010-2019.

In terms of population composition, Dunwoody's age-sex distribution largely mirrors that of the Atlanta metro, with the largest cohort in the economically active age groups between 25 and 59 years of age. Dunwoody's population has a proportionally large over-70 population, however. The racial distribution in Dunwoody reflects that of the 10-county metro area loosely, although the City is home to a smaller proportion of residents of color. However, Dunwoody has become more diverse in the past decade. The proportion of all residents of color, and residents who identified as two or more races, has increased, while the proportion of white residents has decreased.

According to the Metro Atlanta Housing Strategy (<https://metroatlhousing.org>), the character of the City's housing stock falls into three main subareas: neighborhoods near employment corridors, with a

mix of newer and older higher priced homes and higher rents – concentrated in the southwestern corner of the City around Perimeter Center with a mix of single-family and multifamily units housing both renters and owners; moderate-to-higher-priced neighborhoods near employment centers with a mix of single-family and multifamily units housing both renters and owners – found in the southern and southeastern areas of the City; and moderate-to-higher-priced neighborhoods consisting almost entirely of single-family homes – making up northern Dunwoody.

Dunwoody is experiencing a moderate shift in the composition of its housing stock. While the City gained roughly 1,200 dwelling units since 2010, that growth has been concentrated in multifamily. Simultaneously, the proportion and raw number of single-family homes decreased.

Multi-family development exploded in the 2000's with the conversion of over 1 million square feet of one and two story office buildings to Apartments. A change in DeKalb County zoning allowed 1 and 2 story properties zoned Office-Institutional to develop multi-family projects without variances, SLUPs or rezoning's. This "loop hole" was eventually closed by DeKalb County, but one of the drivers for incorporation was the desire of citizens to gain stronger control of zoning and growth issues, partly as a result of the loop hole.

#### Perimeter Center

The origin of Atlanta's first Interstate Edge City - Perimeter Center dates back to 1969, when Michael Gearon, developer of Executive Park (Atlanta's first suburban interstate oriented office park at I-85 and North Druid Hills Drive), purchased farmland owned by the Spruill family for a new commercial development anticipating the opening of the I-285 perimeter beltway later that year. Residential communities had already developed on all sides of this area, paced by the affluent Dunwoody community to the north and east.

Perimeter Center was originally 500+ acres and was envisioned as an architecturally and density-controlled campus like office park that would incorporate office and retail activity in a heavily wooded – rustic setting. Almost immediately, Gearon and Company sold 70 acres to the Rouse Corporation to develop what would become Perimeter Mall which was completed in the summer of 1971. Gearon sold his interest in the project to two associates, Harvey Mathis and Mack Taylor, triggering a new phase of growth for the area and creating one of Atlanta's venerable office developers, Taylor & Mathis. Taylor & Mathis developed over 30 single-tenant and multi-tenant office buildings over the next 25 years.

The birth of the Perimeter Center coincided with the birth of Modern Atlanta. The explosion of growth that began in the 1970's with the investment in infrastructure: construction of I-285, expansion of the Connector through Downtown, improvements to Hartsfield International Airport, and the construction of MARTA created the basic contours of the Atlanta Region that you still see today.

Ultimately, Perimeter center expanded beyond the original footprint in Dunwoody and DeKalb County and pushed south of I-285 into what is now Brookhaven and West into Fulton County, now the City of Sandy Springs. Perimeter Center is one of the largest contiguous commercial markets in the Southeast with 36M square feet of office space and 11M square feet of retail, 5,500 hotel rooms, and 37,000 apartments.

### Perimeter Dunwoody Sub-district

The Perimeter Dunwoody Sub-district consists of the commercial market located within the City of Dunwoody limits. It's made up of the original Perimeter Market developed in 1969 concentrated around Perimeter Mall and the Dunwoody MARTA Station.

Commercial Development				
Office	8.3M Square Feet	21.6% Vacancy Rate	\$31.47 Market Rent/SF	\$222 Market Sale Price/SF
Retail	3.4M Square Feet	4.1% Vacancy Rate	\$28.75 Market Rent/SF	\$201 Market Sale Price/SF
Apartments	5,307 Units	4.6% Vacancy Rate	\$1,705 Market Rent/SF	\$249,000 Market Sale Price/Unit
Hotels	2,100 Rooms	\$93 Average Daily Rate	\$36 - 12 Month Revenue Per Room	\$183,000 Market Sale Price/Room

### **Significant Real Estate Projects Underway or Recently Completed**

Since its earliest incarnation, the Perimeter Dunwoody market has been considered an attractive place to live and do business due to strong public infrastructure, transportation access and geographic proximity to the region's educated workforce. Located 13 miles north of the Atlanta Central Business District along I-285, Dunwoody's central location and high level of regional accessibility is one of its biggest advantages. Georgia 400 is easily accessible at multiple locations and the Dunwoody MARTA Station connects the market to the region's largest transit system.

**Park Center** – State Farm selected the Perimeter Dunwoody market for the site of their third Regional Employment Hub and started construction on the 21 acre site in 2014, completing Building I (602,000 SF) in 2016, Building II (670,000 SF) in 2020, and Building III (440,000 SF) in 2021. A fourth building pad is being marketed as a development site for up to 700,000 square feet of office. Park Center will include more than 50,000 square feet of retail space constructed around a central green space and public plaza, fully integrated into the urban fabric of the area.

**Twelve24 Hammond** – Trammel Crow finished the new mixed-use project in early 2020 across the street from Park Center. The project consists of a 335,000 square foot office building and 177 room Hyatt Place Hotel. The Office and Hotel have direct access to the Dunwoody MARTA Station. The building is fully leased to InSight Global and recently sold for \$565 per square foot.

**Perimeter Marketplace** – Branch Properties is re-developing 10 acres on Ashford-Dunwoody Road that was originally developed in 1999 as three restaurants constructed around a storm water detention pond that acted as an amenity for the project. The new development will consist of a 25,000 sf Publix Grocery Store and another 43,000 square feet of retail. Although not urban in density, this design offers surface parking for the development while placing street facing retail along Ashford-Dunwoody Road and Meadow Lane that creates a more walkable and connected site.

**Hospitality Investment** – Four new hotels have been constructed in the market since 2011 consisting of 593 rooms. The Hospitality sector represents a growth market for the district as business travelers and visitors look for more convenient options outside the urban core. The latest hotel, an AC by Marriott is opening later this summer.

### **Planned Projects**

**High Street** – The long planned 42 acre mixed-use development is on the cusp of construction on Phase I, consisting of 150,000 sf of retail, 40,000 sf of loft office, renovation of the existing 230,000 sf office building, and 598 apartments. Phase I is designed around a green space that will act as the center of the development, creating a new gathering place for the entire Perimeter Dunwoody Market.

**84 Perimeter** – Recently approved mixed-use development with 225 units of active senior residential and 40,000 sf of retail on Ashford Dunwoody Road across the street from Perimeter Mall.

**Campus 244** – Redevelopment of the former headquarters of Goldkist and Cotton States Insurance, the 13 acre site contains the existing 265,000 sf office building, but is entitled to 1 million square feet of office and up to 400 hotel rooms.

### **Challenges and Opportunities Facing the Perimeter Dunwoody District**

#### Challenges

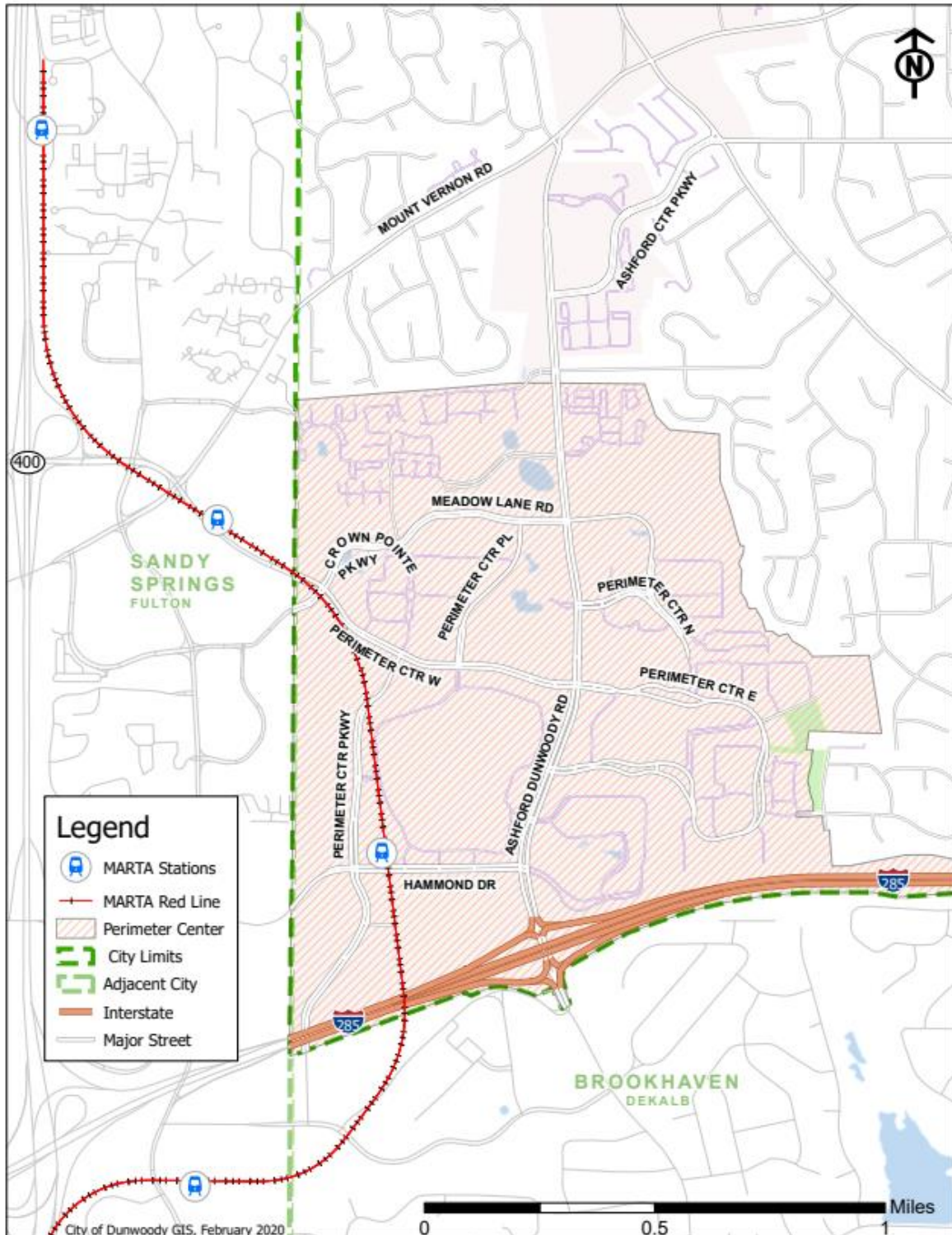
- Lack of greenspace, parks and community gathering spaces
- Inter-parcel connectivity / large suburban blocks / lack of road grid
- Balance the mixed-use commercial center with surrounding single-family neighborhoods
- Traffic congestion
- The district lacks a center
- Perimeter Mall
- Placemaking
- Lack of public school facilities/school overcrowding
- The community lacks a unified vision of how the market should grow

#### Opportunities

- New transportation investments to I-285 and Georgia 400
- Dunwoody MARTA Station
- Significant under-performing asphalt/redevelopment potential
- Perimeter Mall
- Future GDOT Express Lanes that could include a BRT component

## Project Study Area

The project study area is a sub-district of the Perimeter Center Commercial Market and the core commercial market for the City of Dunwoody.



## PART TWO – SCOPE OF SERVICES

### General

The City of Dunwoody would like to develop a new vision for the future redevelopment of the Perimeter Dunwoody market that is shared by elected officials, the DeKalb board of the Perimeter CID, major property owners, governmental partners, and community stakeholders.

The City of Dunwoody and ARC anticipate the following outcomes from the study to be:

- Provide an updated vision that reflects current conditions and 20-year build out.
- Develop transportation investments that provide for safe movement of pedestrians, bicycles, and transit in, through and around the Perimeter LCI area.
- Develop case studies of comparable edge cities that provide real world examples of what the district could look like under chosen growth scenario.
- Develop a 3D GIS model of the growth scenario that is compatible with the City of Dunwoody's ESRI ArcGIS based System, and can be revised by city staff.
- Develop a Fiscal Impact Model for the city, county and school system that can be adjusted in future years and future economic conditions.

### Scope of Services

#### Task 1 - Public Engagement:

Dunwoody understands that the success of this vision depends on the community's involvement in its creation, and as such expects a robust stakeholder and community engagement program. The goal of this task is to develop a local outreach process that promotes the involvement of all stakeholders in the study area. Given the polarization of the Dunwoody community between commercial and residential interests, especially in regard to school overcrowding and transportation issues, this task is of critical importance.

The public engagement process shall, at a minimum, include the following components:

- Project Management Team Meetings – While the Director of Economic Development will provide day-to-day guidance, the Project Management Team will provide guidance at critical junctures to the consultant team.
- Stakeholder Advisory Committee Meetings – Hold meetings as necessary with the Stakeholder Advisory Committee to provide feedback and adjustment to the scenarios described below to develop the shared vision of the Perimeter Dunwoody area.
- Technical Advisory Committee Meetings - Although most of the Technical Advisory Committee work will be done prior to the consultant team starting work, it may be helpful to check-in with the Committee periodically to gain insight on projections.
- Project information shall be uploaded to a project website to provide basic project information to the public along with project materials and meeting summaries.
- General Public Meetings:

The consultant will schedule at least two public open engagement opportunities, in a format determined by the project team, the following topics/milestones should be covered by the public engagement activities (at a minimum):

- Provide an overview of the study process, the goals of the study, key dates, and opportunities for public input.
- Solicit opinions on community needs, and vision on the future of the Perimeter Dunwoody Area.
- Seek input and consensus on preferred scenario.
- Virtual meetings and/or digital engagement activities can be used to meet the above activities.

The City is looking to the consultant team to propose *innovative public engagement strategies* beyond what has been identified in the RFP. The core reason this project is being undertaken is that the community is at odds due to the lack of a coherent vision that is based on realistic market dynamics. It is critical that a well thought out plan is in place to navigate the ensuing debate.

### **Task 2 - Scenario Development:**

The goal of this task is to develop three future growth scenarios that can be used to examine land use and transportation impacts within the Perimeter Dunwoody area. This analysis and resulting recommendations should be coordinated with other completed studies, programs, developments, and organizations, and be supported with case studies from comparable edge cities with similar density and development patterns.

- At the onset of the process, the consultant will create three draft development scenarios for the Perimeter Dunwoody district for a 20-year period based on market forces and regulatory environment.
- The consultant will apply current development trends in Metro Atlanta and leading national suburban markets similar to Perimeter to forecast market-driven development patterns. A significant focus of the study will be on the appropriate mix of uses including office, retail, housing and hospitality, the impacts on infrastructure of each, the benefits, and obstacles to development.
- The consultant team will create a GIS Based 3-D model of each scenario that is compatible with Dunwoody's existing GIS system, which is on ESRI's ArcGIS platform.
- Each scenario will have a different Fiscal Impact Analysis over the 20-year period.
- Once the preferred vision scenario has been selected, the consultant team will identify transportation investments needed to support that scenario.

### **Task 3 – Preferred Scenario Selection**

Scenario planning is based on the idea that to develop a plan for the future, we first need to know what we want the future to be. The consultant will propose a process to explore a range of planning choices and their potential outcomes with the Stakeholder Group, in effect “trying out” where the different scenarios might lead the community. The Scenario process will work down from the three scenarios to a “preferred growth scenario” – a vision of what the Perimeter Dunwoody Market will look like in 2040.

**Task 4 - Project Deliverables:**

The goal of this task is to compile the results of the overall work effort, the study process, relevant findings, and recommendations into a final plan document. The final study document shall include the following (not necessarily in this order):

- Existing Conditions (provided by Technical Advisory Committee)
- Existing and planned transportation infrastructure including transit proposals (provided by Technical Advisory Committee)
- Existing development entitlements (provided by Technical Advisory Committee)
- Existing and future school capacity (provided by Technical Advisory Committee)
- Description of Development Scenarios
- Description and visual representations of selected Case Studies
- Conceptual Massing Plans: provide a 3-D depiction of each development scenario that is compatible with Dunwoody's GIS System.
- Fiscal & Economic Impact Analysis: provide a fiscal impact to school system, county and city for each scenario. Identify impacts on economic output, jobs, tax revenue, increased costs, and population growth.
- Summary Narrative: Highly-graphic representation of the preferred development scenario along with a summary of stakeholder group discussions.
- Obstacles and supporting actions: List of identified obstacles and needed supporting actions for the selected scenario, including transportation improvements.

## PART THREE – PROPOSAL FORMAT

### Cost Proposal

The cost proposal should be submitted in a **separate**, sealed envelope from the technical proposal. The cost proposal should include a detailed budget including all labor and direct costs broken down by task. If the proposal includes recommended services beyond the scope listed, those should be called out separately as option services. The Project Team reserves the right to negotiate actual fees for the project following the consultant selection.

### Technical Proposal

The technical proposal should be submitted in a sealed envelope. To aid in thorough and consistent review, the technical proposal shall be submitted on one-sided, 8.5 x 11 pages in no smaller than 10-point font and shall be clearly organized.

**Project Approach** – Each proposer shall provide with its proposal a summary Project Plan that describes the proposer’s approach to the successful implementation of the proposed services.

**Team Qualifications** – Each proposer shall document its staff, experience and qualifications by providing in its proposal a Staffing Plan describing the manner in which it plans to manage and staff the awarded contract, including the resumes of key and critical personnel, to successfully complete the project objectives on a timely basis and within the agreed upon budget. The Staffing Plan should include, at a minimum, the proposed project manager and key functional and technical team members and their related roles.

**Project Experience** – Each proposer shall provide three case histories of recent similar projects completed by the firm and/or project team.

**Project Schedule** – Each proposer shall provide a detailed project schedule corresponding to the proposed methodology and highlighting key tasks and milestones, including all public engagement activities.

**Additional Materials** – Each proposer may, but is not required to, include references, qualifications, resumes and any other materials deemed necessary but not provided otherwise. They should be clearly marked “Additional Materials.”

## **PART FOUR – SELECTION PROCESS**

### **Selection Criteria & Weighting**

The project team will review all proposals submitted. After reviewing the proposals, the team may, at its discretion, invite to interview and demonstrate performance (at proposer's expense at City offices) one or more proposers whose proposals appear to best meet the requirements stated in the RFP. Interview responses, and performance, along with the written proposal, will become part of the proposer's submission to be evaluated pursuant to the evaluation criteria. The City reserves the right to short-list proposers for further consideration.

### **Selection Criteria**

The following are the evaluation criteria the Project Management Team will consider in determining which proposal is most advantageous to the community:

- Project Understanding and Approach
- Qualifications & Experience
- Interview
- Pricing

### **Criteria Weighting**

The proposals will be ranked using the following allocation of points with the total eligible points being 100.

- Proposal / Project Approach: 30 points
- Qualifications of Team / Experience: 30 points
- Interview: 20 points
- Cost: 20 points

### **Selection Schedule**

- |                      |                       |
|----------------------|-----------------------|
| • Advertise RFP      | July 23, 2021         |
| • Questions Due      | August 6, 2021        |
| • Responses Provided | August 13, 2021       |
| • Proposals Due      | September 3, 2021     |
| • Conduct Interviews | September 20-24, 2021 |
| • Award Contract     | October 1, 2021       |
| • Begin Work         | November, 2021        |
| • Project Completion | October, 2022         |

### **Acceptance of Proposal and Contract Negotiations**

The City and Project Management Team reserves and holds the following rights and options:

- To reject any and/or all submittals or portions of submittals
- To reject a sub-consultant
- To re-advertise if deemed necessary
- To interview candidates prior to making a selection
- To issue subsequent Requests for Qualifications or Request for Proposals

- To not negotiate or contract for the services
- To approve, disapprove, modify or cancel any of the scope of work to be undertaken

The contract for the work proposed in the RFP will be contracted through the City of Dunwoody. The City will negotiate the terms of the contract with the consultant(s) submitting the top-ranked response(s) or another ranked choice should negotiations with the top-ranked consultant fail. The City will not reimburse any costs incurred prior to a formal notice to proceed should a contract be awarded.

**Equal Opportunity**

The City of Dunwoody strongly encourages the solicitation of interest from Disadvantaged Business Enterprises (DBE). Any selection made as a result of this notice will be made without regard to race, color, religion, sex, or national origin. DBE requirements are governed by 49 CFR Part 26, Regulations of the U.S. Department of Transportation. The DBE goal for this project contract will be 17.61%. Firms must demonstrate or indicate how they plan to meet this goal.

## INSURANCE REQUIREMENTS

**Within 10 days of execution of this Agreement, and at all times that this Contract is in force, the Contractor shall obtain, maintain and furnish the City Certificates of Insurance from licensed companies doing business in the State of Georgia with an A.M. Best Rating A-6 or higher and acceptable to the City covering:**

1. Statutory Workers' Compensation Insurance
  - (a) Employers Liability:
    - Bodily Injury by Accident - \$1,000,000 each accident
    - Bodily Injury by Disease - \$1,000,000 policy limit
    - Bodily Injury by Disease - \$1,000,000 each employee
2. Commercial General Liability Insurance
  - (a) \$1,000,000 limit of liability per occurrence for bodily injury and property damage  
Owner's and Contractor's Protective
  - (b) Blanket Contractual Liability
  - (c) Blanket "X", "C", and "U"
  - (d) Products/Completed Operations Insurance
  - (e) Broad Form Property Damage
  - (f) Personal Injury coverage
3. Auto Liability Insurance
  - (a) \$500,000 limit of liability per occurrence for bodily injury and property damage
  - (b) Comprehensive form covering all owned, non-owned, leased, and hired vehicles
4. Umbrella Liability Insurance - \$1,000,000 limit of liability
  - (a) Coverage at least as broad as primary coverage as outlined under Items 1, 2 and 3 above
5. The City of Dunwoody, Georgia, and its subcontractors and affiliated companies, their officers, directors, employees shall be named on the Certificates of Insurance as additional insured and endorsed onto the policies for Comprehensive General Liability, Automobile Liability and Umbrella Liability insurance maintained pursuant to this Contract in connection with liability of the City of Dunwoody and their affiliated companies and their officers, directors and employees arising out of Contractor's operations. Copies of the endorsements shall be furnished to the City upon execution of this Agreement. Such insurance is primary insurance and shall contain a Severability of Interest clause as respects each insured. Such policies shall be non-cancelable except on thirty (30) days written notice to the City. Any separate insurance maintained in force by the additional insured named above shall not contribute to the insurance extended by Contractor's insurer(s) under this additional insured provision.

Certificate Holder should read:

City of Dunwoody  
4800 Ashford Dunwoody Road  
Dunwoody, GA 30338

## PROPOSAL FORM

### RFP 21–10 Edge City 2.0 A Shared Development Vision for the Perimeter Dunwoody District

The undersigned, as Proposer, hereby declares that this Proposal is in all respects fair and submitted in good faith without collusion or fraud. Proposer represents and warrants to the City that: (i) except as may be disclosed in writing to the City with its Proposal, no officer, employee or agent of the City has any interest, either directly or indirectly, in the business of the Proposer, and that no such person shall have any such interest at any time during the term of the Contract should it be awarded the Contract; and (ii) no gift, gratuity, promise, favor or anything else of value has been given or will be given to any employee or official of the City in connection with the submission of this Proposal or the City's evaluation or consideration thereof.

The Proposer further represents that it has examined or investigated the site conditions if necessary, and informed itself fully in regard to all conditions pertaining to the place where the work is to be done; that it has examined the Contract Documents (available at <https://www.dunwoodyga.gov/business/doing-business-with-the-city/procurement-opportunities>) and has read all Addendum(s) furnished by the City prior to the opening of the Proposals, as acknowledged below, and that it has otherwise fully informed itself regarding the nature, extent, scope and details of the services to be furnished under the Contract.

The Proposer agrees, if this Proposal is accepted, to enter into the written Contract with the City (properly completed in accordance with said Proposal Documents), and the Contract Documents for **RFP 21-10 Edge City 2.0 A Shared Development Vision for the Perimeter Dunwoody District** Contract for the City Economic Development Department at the City of Dunwoody, and to furnish the prescribed evidence of a valid business license, insurance, and all other documents required by these Contract Documents. The Proposer further agrees to commence work and to perform the work specified herein within the time limits set forth in the Contract Documents, which time limits Proposer acknowledges are reasonable.

The undersigned further agrees that, in the case of failure or refusal on its part to execute the said contract, provide evidence of specified insurance, a copy of a valid business or occupational license and all other documents required by these Contract Documents within ten (10) business days after being provided with Notice of Intent to Award the contract (or such earlier time as may be stated elsewhere in these Proposal Documents), the Proposal award may be offered by the City to the next ranked Proposer, or the city may re-advertise for Proposals, and in either case the City shall have the right to recover from the Proposer the City's costs and damages including, without limitation, attorney's fees, to the same extent that the City could recover its costs and expenses from the Proposer under section 10 of the Instructions to Proposers if the Proposer withdrew or attempted to withdraw its Proposal.

The Proposer further agrees, if it fails to complete the work according to the Specification within the scheduled time or any authorized extension thereof, that damages may be deducted from the Contract price otherwise payable to the Proposer.

Acknowledgement is hereby made of the following Addendum(s) received since issuance of the Solicitation Documents (identified by number)

Addendum No.	Date	Addendum No.	Date	Addendum No.	Date
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

It shall be the responsibility of each Proposer to visit the City Purchasing Department's website to determine if addendum(s) were issued and, if so, to obtain such addendum(s). Failure to acknowledge an addendum above shall not relieve the Proposer from its obligation to comply with the provisions of the addendum(s) not acknowledged above.

Company

Name: \_\_\_\_\_

Work is to commence on or about November 1, 2021.

The City of Dunwoody requires pricing to remain firm for the duration of the initial term of the contract. Failure to hold firm pricing for the initial term of the contract will be sufficient cause for the City to declare bid non-responsive.

Termination for Cause: The City may terminate this agreement for cause upon ten days prior written notice to the Consultant of the Consultant's default in the performance of any term of this agreement. Such termination shall be without prejudice to any of the City's rights or remedies by law.

Termination for Convenience: The City may terminate this agreement for its convenience at any time upon 30 days written notice to the Consultant. In the event of the City's termination of this agreement for convenience, the Consultant will be paid for those services actually performed. Partially completed performance of the agreement will be compensated based upon a signed statement of completion to be submitted by the Consultant, which shall itemize each element of performance.

Termination for fund appropriation: The City may unilaterally terminate this Agreement due to a lack of funding at any time by written notice to the Consultant. In the event of the City's termination of this Agreement for fund appropriation, the Consultant will be paid for those services actually performed. Partially completed performance of the Agreement will be compensated based upon a signed statement of completion to be submitted by the Service Provider which shall itemize each element of performance.

The Proposer agrees to provide all work described in this document.

Legal Business Name\_\_\_\_\_

Federal Tax ID\_\_\_\_\_

Address\_\_\_\_\_

\_\_\_\_\_

Does your company currently have a location within the City of Dunwoody? Yes\_\_\_\_\_ No\_\_\_\_\_

Representative Signature\_\_\_\_\_

Printed Name \_\_\_\_\_

Telephone Number \_\_\_\_\_

Fax Number\_\_\_\_\_

Email Address \_\_\_\_\_



# Edge City 2.0

A Shared Development Vision  
for the Perimeter Dunwoody District

SEPTEMBER 3, 2021

**POND**

Packet page:...

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3500 Parkway Lane, Suite 500  
Peachtree Corners, Georgia 30092

T: 678.336.7740 | F: 678.336.7744  
www.pondco.com

September 3, 2021

Mr. John Gates | City of Dunwoody / Perimeter Community Improvement Districts  
4800 Ashford Dunwoody Road | Dunwoody, Georgia 30338

## **RE: Edge City 2.0—A Shared Vision for the Perimeter Dunwoody District—Technical Proposal**

Dear Mr. Gates and members of the consultant selection committee:

Dunwoody's original Edge City is at a crossroads. We are in a post-Covid climate that has shifted the concept of the "office", brick and mortar retailers compete with web-based delivery services, and walkable destinations that offer specialized amenities and services are prioritized. As Dunwoody, the Perimeter Community Improvement Districts (PCID) and community leaders grapple with this changing environment, they are also aware we are players in a global economy that is increasingly competitive. To manage change well, we must begin to utilize technology and incorporate flexible planning processes that promote innovation, wellness, and sustainability.

Pond and its partners continue to evolve our planning process to proactively respond to this changing environment. Focusing on economics, engagement, and environment, we have crafted numerous successful plans that balance flexibility, boldness, and realism. For this project we have partnered with MXD Development Consultants and Blue Cypress Consulting. All three firms have worked together previously and understand the North Atlanta Metro area well. We believe we are the preferred team for the following reasons:

- 1. We are already working in the study area.** Pond is working with PCID and the City to identify multi-use trail segments within the Edge City area from Ashford Dunwoody Road west to the City boundary. It would be ideal to have these two projects complement one another—both of which require an understanding of future development and will highlight needed mobility improvements.
- 2. We understand how to link scenario planning and market realities.** We are completing the Johns Creek Town Center Plan which has focused on Technology Park, another 1970s-era development that is looking to reinvent itself. This project included three scenarios linking them to a market analysis that communicated a sustainable 20-year growth plan. We can translate this approach very easily to the Edge City 2.0 project.
- 3. We emphasize both innovation and implementation.** We believe strongly in our community engagement process, led by Blue Cypress Consulting. Utilizing high tech and high touch methodologies we have developed a tailored approach to this project that considers your audience. In addition, our plans focus on implementation. Beyond creating a preferred development scenario, we will identify catalyst or "spark" sites and quick hits that can help initiate the needed change. This provides the City and PCID a great resource to promote quality redevelopment.

Our team is excited to continue fostering our ongoing relationship with the City and the PCID. We look forward to speaking to you further about this exciting project.

Sincerely,

Pond & Company

**Andrew Kohr, PLA, ASLA**

Project Manager

m 404.556.8758 | e KohrA@pondco.com

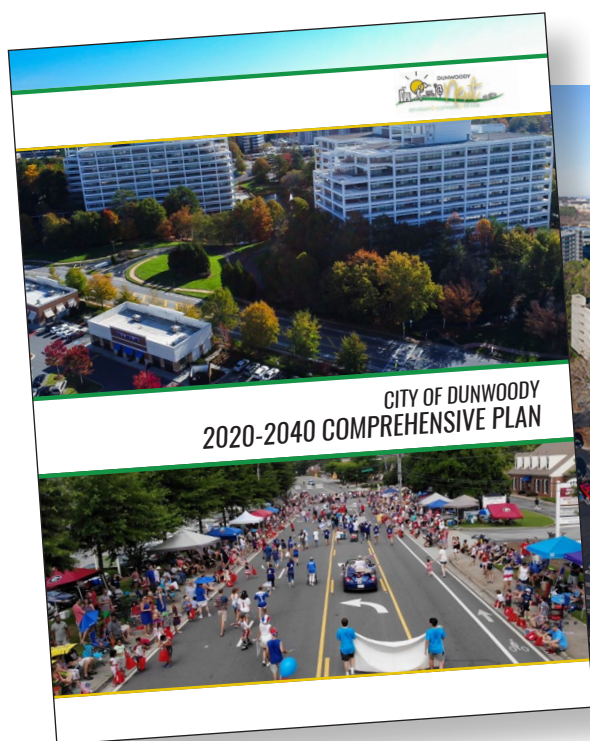
Architects  
Engineers  
Planners  
Constructors

## Project Context

The City of Dunwoody sits at a crossroads. As northern arc cities such as Sandy Springs, Dunwoody, Brookhaven, Doraville, Chamblee, Peachtree Corners, Norcross, Roswell, and Alpharetta rise in popularity, there are demands on how to balance historic growth patterns with the need for newer development and redevelopment. The Perimeter Center District represents a part of Dunwoody that will experience the greatest change. One of the region's original "Edge Cities", this part of Dunwoody dates back to 1969 and continues to be a focus of redevelopment today. It offers both a strong retail core and access to transit and the highway with a renewed focus on mobility and improved traffic operations. In terms of development, there are already at least seven projects that are recently completed or planned with more on the horizon. The City's Comprehensive Plan identifies Perimeter Center as a singular character area, and many of the goals within the plan (such as fostering a business-friendly climate, promoting connectivity and choice for all modes of traffic, and redeveloping target areas) are directly applicable to the "Edge City."

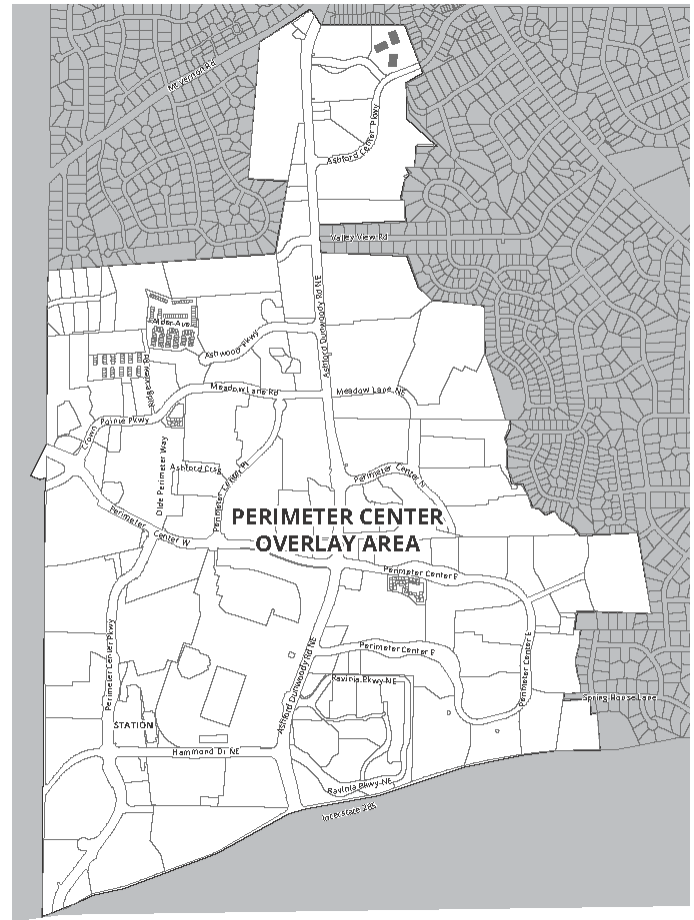
With the City's emphasis on preserving existing single-family residential neighborhoods, gateway nodes such as Perimeter Center face greater scrutiny on providing a variety of housing options, unique retail experiences, and Class A office space to attract and retain tenants. The post-Covid-19 era (which has an unknown horizon) further impacts peoples' daily rhythms but there has been a steady shift towards flexible work hours and a need for more parks and open space.

These trends are coupled with a change in retail that has seen the shopping center/mall landscape dramatically change. The surface lot out-parcels synonymous with shopping center and mall-style development are now seen as developable space to support a mixture of infill office, innovation, retail, residential, health care, educational, institutional, recreational, and leisure functions. Our planning process will acknowledge these shifts in land use patterns and consider how to introduce new development best practices into Edge City's future.



These new development practices should emulate the City's four defined subareas for the Perimeter Center. The Overlay District illustrates subtle changes in land use and mobility that respond to the surrounding context. The Southwest Corner of Perimeter Center is currently planned for the most-dense development transitioning north and east to areas that are smaller scale, and in certain areas, entirely residential. Within the study area boundaries, it continues to be important to transition the scale and type of development from Valley View northward into Dunwoody Village, another key node within the City.

Ashford Dunwoody Road links Dunwoody Village and Perimeter Center to I-285. It is a key north-south spine dividing the Edge City into two halves. PCID and the City recognize this challenge (and opportunity) as they have collectively taken a renewed interest in modernizing mobility patterns. Key projects include upgrading the Ashford Dunwoody Road interchange with I-285, new trail connections along the corridor, and initiating an examination of trails near the study area (a project Pond is currently leading). Because much of Dunwoody incorporates a suburban roadway footprint, emphasizing new grid networks as the existing Overlay District does, is essential for the success of this character area. The mobility network will establish the physical framework for new development, working from the ground up to create a vision that is flexible but visionary in its long-term thinking, and supported by optimally defined market and economic opportunities that are financially feasible and fiscally sustainable.



# Project Understanding

It is our understanding that the City of Dunwoody, in partnership with the PCID, is looking for a strategic blueprint to manage and guide growth within the Perimeter Center District for the next twenty years. Scenario planning is one approach that has gained popularity over the years as planners and urban designers have been able to link technology such as GIS with design, as well as market, economic and fiscal impact analysis.

Pond and MXD recently used this integrated and visual approach to evolve the Johns Creek Town Center Plan. Scenario planning allows cities to test models to understand the impacts of potential developments on the long-term plan for a particular area. It also provides cities with tools to help manage change better by influencing the design, form, and function of new development and redevelopment, as well as new infrastructure through GIS-based tools.

Our team will work collaboratively with City and PCID Staff and stakeholders to develop a feasible development model that is linked to best design practices and market conditions. The final deliverable will be a flexible planning vision that is dynamic and can be adjusted based on future changes in technology, design, and economic outlooks. Our team will create scenarios that are linked to viable economic data that allows us to set realistic visions for the future.

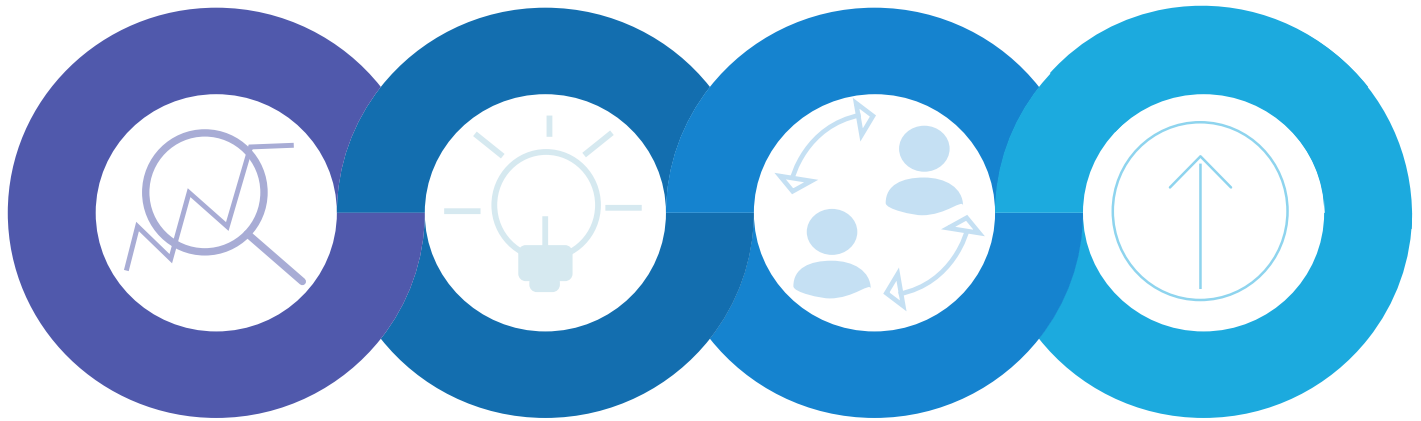
As part of this planning process, we will align mobility and infrastructure improvements with planned development. These alignments help unlock real estate development opportunities and attract the private sector as development partners.

A new vision for this “Edge City” is dependent on several factors that should be a part of this study, including:

- Alignment of diverse goals and preferences for the area’s future, including those of area homeowners, renters, businesses, property owners, area governments, and organizations.
- Impacts of the future vision on the adopted public space and design standard overlay district.
- A rethinking of the mobility network that responds to all users.
- The future of Perimeter Mall and surrounding retail in the post-Covid-19 era.
- How to appropriately apportion future development within the four subareas.
- Testing existing concepts such as planned street networks and proposed development within the scenario planning model to understand impacts.
- How to introduce quality open space and public art to create meaningful places that support redevelopment.
- How to offer a wider range of housing options within a changing suburban/retail environment.
- How to optimize market and economic opportunities.
- How to be fiscally responsible and sustainable.

# Proposed Approach and Work Program

Our Proposed Approach and Work Program focuses on linking the desires of the City, the economic forecast for the study area, and best practices relative to design and infrastructure. Our four-step approach is summarized as follows:



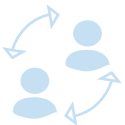
## Research and Discovery

We must first evaluate and understand Perimeter Center's current land use, its past development patterns, transportation network, the surrounding cultural and natural resources, demographics, economics, past studies that will impact its future, and the needs/wishes of the community.



## Vision

Based on the data gathered from City staff, public, research, and observations, we craft planning principles that will guide the decision-making and the rest of the project.




## Framework

Once we have analyzed the data collected in the Discovery phase, we can develop strategies that are tested via stakeholder and public input.







## Inviting Success

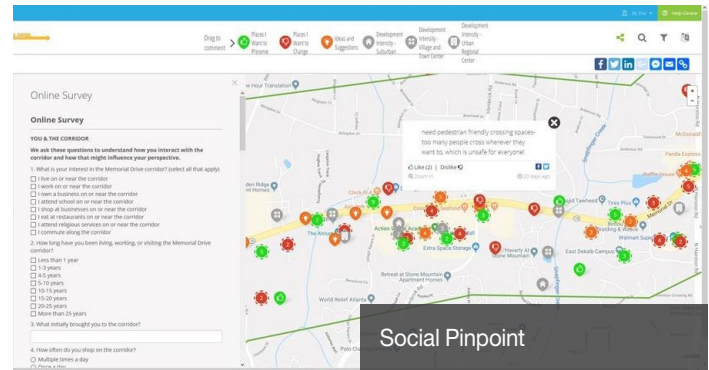
After a concept is realized, we will coalesce the multiple plans and strategies into a singular document that provides the City, CID, and their partners with an implementable roadmap for the next twenty years.

The following is a summary of our Proposed Work Program plan that follows our four-step process and addresses your scope of services. The RFP identifies Public Engagement as Task One. Public Engagement is a critical element throughout the entire process. In our Proposed Approach presented below, we highlight specific elements of our engagement process throughout the entirety of the project, as indicated with this icon: 

# Research and Discovery

We plan on starting the project well by delving into the past planning efforts, conducting site visits to document the current conditions, reviewing relevant demographic and transportation data, and documenting these conditions. *NOTE: This includes work elements listed in Tasks 1 and 2 of the RFP.*

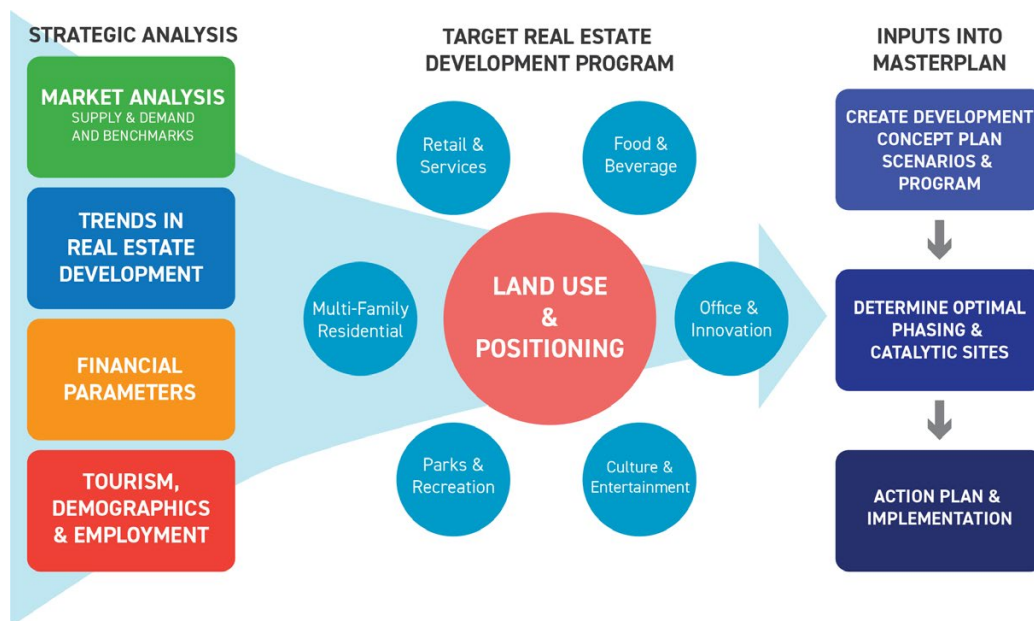
- 1.1.  Host a kickoff meeting with the Project Management Team (PMT) staff to review a draft Project Work Plan (PWP) and draft Public Involvement Plan (PIP) outline, confirm members of the Stakeholder Advisory Committee (SAC) coordinate transfer of available GIS and digital data, identify any one-on-one meetings, and review and verify project goals and objectives.
- 1.2.  Conduct an initial “tour” through the study area with the Project Management Team during the kickoff meeting.
- 1.3. Review past plans including the work completed by the Technical Advisory Committee to date.
- 1.4.  Establish a project website to communicate the plan process, engage the public, and provide updates to the planning process. Recently we have used Social Pinpoint as our preferred website platform. It utilizes several tools including survey options and a geo-referenced mapping component that offers multiple ways to provide input. This format allows our team to overlay the preferred scenario within the mapping tool so people have an opportunity to comment on the selected approach. We have several other web-based options we can share with the client to determine the best approach.
- 1.5.  Research potential stakeholders listed above and perform a GIS-based key stakeholder identification analysis at the project outset to ensure equitable representation from across the Edge City geography.



- 1.6. Conduct a detailed demographic analysis and trends review for Dunwoody and the Edge District using data supplied by the City and supplementary resources. This includes population growth, household size, income distribution, and future growth. Our team will also analyze the local labor force to understand if there is a gap between local labor and jobs in the city.
- 1.7. Prepare a Real Estate Market Feasibility Analysis for the major land use types to create a “Market-Driven 20-Year (Re)development Program”. This detailed analysis will use real-time market data from CoStar and interviews with local brokerages. Land use types to be analyzed include:
  - Office (single tenant, multi-tenant, business park, medical office, and boutique professional office)
  - Flex/innovation/research & development
  - Multi-family and mixed-use residential
  - Aging-in-place and seniors housing
  - Retail/food & beverage/services
  - Hotels and accommodation

- 1.8. Review commercial business districts and town centers such as Roswell, Alpharetta, Sandy Springs, Halcyon, Cumberland, Marietta, Peachtree Corners, and Norcross to understand their positioning, development mix, major anchors, etc., and consider how they may compete against a redeveloped “Edge City” in Dunwoody.
- 1.9. For each land use type, the following research and analysis will be conducted:
  - Document trends in Metro Atlanta, the subarea, and the study area.
  - Highlight implications of Covid-19 on short and long-term real estate trends in Metro Atlanta and what effects Covid-19 may have on the Edge City.
  - Document existing and proposed supply and typologies in the study area (as applicable).
  - Prepare competitive supply analysis and benchmarking of comparables.
  - Identify trends for lease rates, vacancy rates, property values, capitalization rates, and absorption.
  - Identify proposed or planned new projects in the pipeline.
  - Forecast new demand over 20 years and assess incremental demand as it relates to phasing for new development.
  - Prepare Capture Rate Analysis to determine the amount of development (in square feet) that could be feasibly garnered in the study area over the 20-year horizon and incrementally.
- 1.10. Recommend development formats and positioning of each use, including recommendations for housing types which may include townhomes, row homes, compact detached, apartments, mixed-use, live-work, seniors living, etc. Also recommend the appropriate Retail Mix and Positioning for a renewed Edge City, considering the latest in Retail and Food & Beverage trends and identify anchoring components that would drive land use infill and Development/Redevelopment.
- 1.11. Identify supportive land uses and amenities that would complement the primary land use typologies, including, but not limited to:
  - Health & Wellness (smaller-scale health uses)
  - Institutional and Education (Post-Secondary satellite campuses)
  - Community Amenities
  - Sports, Recreation & Leisure
  - Pop-Up Uses particularly for Food & Beverage
  - Community Gathering and Event Space
  - Supportive and Connected Mobility Systems for Pedestrians and Vehicles
- 1.12. Prepare a succinct Development Program based on the market and economic findings that would:
  - Define optimal development typologies for each land use type, addressing:
    - » Typical land area
    - » Site coverage
    - » Recommended density/FSR
    - » Height

- Summarize each recommended use's:
    - » Total land area
    - » Gross floor area (GFA) / Number of units
    - » Parking requirements (based on current zoning or recommended new zoning)
    - » Absorption schedule
    - » Required market demand capture
- 1.13. The Real Estate Market Feasibility Analysis will conclude with a Phasing Strategy factoring in near-term objectives and the long-term success of the Edge City study area, which considers Market Absorption and Demand, balanced against sustainable infrastructure investments, financial implications and strategic property assemblages.
- 1.14. Conduct an Economic Analysis of the Dunwoody Edge City area and the general region. Using quantitative analysis such as location quotient, we will assess and identify the range of Economic Sectors that could lead to successful job creation in Dunwoody based on the Edge City's competitive advantages and economic context of the wider region. We will highlight primary gaps that are inhibiting economic growth and generate potential ideas on how to overcome these gaps.
- 1.15. Review existing land uses and zoning regulations to make informed recommendations on changes to the current code and potential redevelopment options.
- 1.16. Translate data collected into a series of base maps with supporting narrative that forms the basis for the master plan document.







**Timeline:** Three months

**Deliverables:** Project Work Plan, Public Involvement Plan, Existing Conditions Summary with supporting basemaps and narrative; Real Estate Market Feasibility Analysis, Economic Analysis, Development Program and Phasing Recommendations, Development Typology Recommendations and Incentive Recommendations.

# Vision

The Visioning Process allows us to refine the message and intent of the final study. This is done via stakeholder and community engagement within a collaborative environment. For this project we are defining stakeholders as the TAC, SAC, business and property owners, the PCID, and other community/business leaders who have an interest in the future of the Edge City. Beginning with the vision phase, we plan to connect with these groups through both high tech and high touch approaches to build advocates and champions for shaping Edge City 2.0. *NOTE: This includes work elements listed in Task 1 of the RFP.*

- 2.1.  Meet with the SAC to review work completed to date and seek input on how to plan for the scenarios.
- 2.2.  Based on the stakeholder data collected during the Research and Discovery phase, conduct up to 20 business/property owner interviews. These can be one-on-one or small group discussions grouped geographically or by their affiliation
- 2.3.  Present findings to date to the SAC including a summary of interviews, data collected via the Social Pinpoint website, and Existing Conditions/ Market Analysis.
- 2.4.  Conduct a Public Meeting to provide an overview of the project and review data collected to date. Concurrent to this public meeting we will establish a city-wide survey that will be available online and can be disseminated through various outlets. We will incorporate the results of the survey into our scenario analysis.









## Johns Creek Town Center Master Plan

Join in as we collaborate on what our future Town Center can awaken. We invite you to help create a community center - located within the existing Technology Park site - that is strong, energetic, and cohesive. From parks to businesses to pathways and placemaking, together we can create a vibrant destination which draws on the best of what Johns Creek offers. Participate in creating remarkable.

Website Created for Johns Creek





- 2.5.  Host a Business/Property Owners Meeting to present our market findings, public engagement results, and existing conditions. This meeting is intended to be more informal and collaborative to educate participants about the project and collect additional feedback on their vision and issues, as well as on our approach and findings.
- 2.6.  Host a Workshop with the PMT to outline a strategic vision, principles, and initial scenario concepts. Ideally, this would be held in person via an interactive format.
- 2.7.  Refine goals, principles, and scenario development strategy and present to the SAC for review and feedback. Once finalized, these will be placed online.
- 2.8.  Brief City Council and PCID Board about status of project.

**Timeline:** Four months

**Deliverables:** SAC/PMT Meeting, Stakeholder Interviews, Public Engagement Summary, Public Meeting, Business/Property Owners Meeting, PMT Workshop, and Refined Goals and Principles.

## Framework

This portion of the project emphasizes Scenario Development through a collaborative planning process with the SAC and PMT. *NOTE: This includes work elements listed in Tasks 1, 2, and 3 of the RFP.*






- |   |  |
|---|--|
| <p>3.1. Prepare three illustrative case studies of progressive comparable Edge Cities, using imagery, benchmark figures, and narratives, to identify elements of their success (and challenges), and how they evolved and were implemented.</p> <p>3.2. Based on feedback received during the Vision task, as well as the market and economic analysis we will prepare and model the three development scenarios defined by the market analysis. We will use Modelur, a GIS 3-D modeling program that incorporates Sketchup extensions and can be imported into an ESRI GIS system.</p> <p>3.3. Identify evaluation criteria and evaluate the three development scenarios to measure the pros and cons of each scenario, using a summary matrix table approach.</p> <p>3.4. Prepare an Economic Impact Analysis and Financial Fiscal Impact Overview for each of the three development scenarios, to measure their anticipated potential performance.</p> | <p>3.5.  Present the three development scenarios and their evaluations (including forecasted fiscal and economic Impacts) to the SAC in a workshop-style format to explore the pros, cons, and tradeoffs of each development scenario. During this workshop, we will also present three case studies of comparable edge cities and their responses to redevelopment. This information will help guide the conversation as we work through each scenario.</p> <p>3.6.  Present the scenarios to the TAC to provide additional input (alternatively, they could be invited to the workshop noted previously)</p> <p>3.7.  Refine and summarize the model to reflect the preferred scenario that is supported by the Economic Impact Analysis and Financial Fiscal Impact model, as well as input from the SAC workshop. The model will include 3-D massing imagery that is compatible with the City's GIS system.</p> <p>3.8.  Brief City Council and PCID Board about status of project.</p> |
|---|--|

**Timeline:** Three months

**Deliverables:** Three Development Scenarios, Three Illustrative Case Studies, Economic Analysis, Financial Fiscal Impact Overview, Evaluation of Development Scenarios, SAC/PMT Workshop, and Preferred Development Scenario Summary.

## Inviting Success

Once a final development scenario is identified, we will shift to communicating the preferred scenario to the SAC and the general public. *NOTE: This includes work elements listed in Tasks 1, 3, and 4 of the RFP.*

- |   |  |
|---|--|
| <p>4.1. Define key obstacles to success, transportation, and open space investments, regulatory changes that will make the Preferred Development Scenario a reality and summarize Strategic Implementation Actions to advance the Preferred Development Scenario, including identifying up to Three Catalytic Projects and immediate “Quick Hit” initiatives that can advance the Preferred Development Scenario.</p> | <p>4.5. Host a second meeting with the business/ property owners to present the preferred scenario.</p>  |
| <p>4.2.  Present the refined scenario to the SAC for feedback and additional edits (invite members of the TAC to participate in this presentation or host a second meeting with the TAC).</p>   | <p>4.6. Develop a final draft document that summarizes the process, public engagement feedback, supporting actions, the market Economic and Financial Fiscal Impact Analysis, and catalytic investments. Provide this to the PMT, SAC, and TAC for review and comment.</p> |
| <p>4.3.  Using Social Pinpoint, publish the Preferred Development Scenario online to seek public feedback.</p>  | <p>4.7.  Make final adjustments to the Final Draft Document and present the plan to the SAC during a Final Meeting to celebrate success and discuss how to move forward.</p>              |
| <p>4.4.  Host a second online public meeting to present findings to the public including the preferred scenario, case studies, and critical investments.</p>  | <p>4.8.  Coordinate final adoption and approval if appropriate by the City of Dunwoody and PCID.</p>  |

**Timeline:** Three months

**Deliverables:** Final document with digital deliverables (including GIS scenario data)

## Organizational Chart/Staffing Plan



## Team Member Firms

### Prime Consultant



At Pond, we are proud of our diversity of skills, staff, and experiences, especially our long history of planning, design, and construction projects throughout the metro-Atlanta region. The PLACE Group (Planning, Landscape Architecture, Civil Engineering) at Pond has long had a focus on sustainable design and public space. We work on a variety of urban design and long-range planning projects on a variety of scales from small area plans in rural areas (Historic Campbellton Crossroads Master Plan) to large county-wide Unified Development Plans (Gwinnett County). Our approach links economic development, public engagement, and the physical realm. This helps us bridge the gap from vision to reality and help communities realize implementation.

### Subconsultants



MXD, is a full-service commercial development consulting firm. Their core services include master planning, market analysis, economic development, and development strategy of Mixed-Use, Retail, Urban, Resort, TOD, and Commercial Development Projects. The MXD Team is a dynamic group of Development Strategists, Retail Experts, Land Economists, Urban Planners and Real Estate Analysts. They provide a balance of knowledge, skills and vision shaped by extensive experience and exposure to the latest commercial development trends. Pond has a history of successfully teaming with MXD on Master Planning projects for clients such as Stone Mountain, Johns Creek, and Aerotropolis Atlanta.



Blue Cypress Consulting, LLC (Blue Cypress) is a woman-owned small business (WBE/DBE) headquartered in Decatur, Georgia, providing Community Planning, Public Outreach, GIS and Utility Management Services to public, non-profit, and private clients throughout the Southeast. The company was formed in 2013 with a vision of improving the communities in which they live and work. Their planning services help our clients build community by developing or fulfilling a vision, creating or enhancing neighborhood plans, and supporting the execution of those plans. Blue Cypress and Pond have worked together for clients such as Hall County, Henry County, Aerotropolis Atlanta, and the City of Tyrone.

*By including Blue Cypress on our team, we will meet the required 17.61% DBE goal. See separate Cost Proposal for more information.*

## Project Team Members

## Project Management | Pond



**Andrew Kohr, ASLA, PLA** will serve as the project manager for this assignment. He specializes in working on projects that blend policy, planning, and design. His career has focused almost exclusively on the public sector, where he fell in love with investigating and planning within the public realm. His plans are crafted through the lens of his landscape architecture background and passion for history. Andrew led the Johns Creek Town Center Plan (with MXD as a subconsultant) and is currently managing the Blueprint 2.0 Implementation Plan for the Aerotropolis Atlanta Alliance (which includes both MXD and Blue Cypress). He holds an undergraduate certificate in historic preservation and believes that a plan for the future is incomplete if it does not honor the past. With this in mind, he works to incorporate the nuanced history of communities into every plan he creates.

## Market Analysis &amp; Fiscal Impact Modeling | MXD



**Chris LeTourneur, MCIP** will be the market analysis and fiscal impact modeling lead. Chris is specifically known for utilizing market and economic research to work with master planning and design teams towards defining three-dimensional projects, big ideas and strategies for increased economic development. This includes developer, tenant, and business attraction. He blends his knowledge in urban development, land economics and town planning to provide complete mixed-use market and economic-driven community development advisory services.



**Andrew Fayn, M.PL** has conducted market feasibility, land use planning, and mixed-use (re)development strategies in Metro Atlanta and around North America. He has direct expertise in formulating implementable and phased downtown plans through market-driven strategies for both government and private sector clients. His focus has been towards properly planned urban environments that feature a mix of uses and become memorable places for the community and visitors. Recent downtown work includes the Johns Creek Town Center Master Plan and Stone Mountain Downtown Master Plan, both with Pond.

## Architecture & Urban Design | Pond



**Mitchell Davis, AIA, LEED AP BD+C** will provide urban and architectural design support for this project. As a veteran of the United States Marine Corps, he brings strong leadership and time management skills to any role he takes on. He has a strong foundation in experiential branding and design that helps clients create immersive environments that reflect their identities and goals. Because he understands both the long-range holistic vision and the in-depth technical details, Mitchell partners seamlessly with developers.



**Christopher Barnum** will support both urban design and scenario planning efforts for this project. He is driven by the desire to create inviting built environments with a focus on sustainability and consistent quality of life improvements. Christopher's plans offer robust greenery, improvements to community safety, and thoughtfully designed gathering places. These considerations allow for the creation of community spaces that are sustainable, safe, and inviting, promoting social interaction and improved health in those who use them.

## Scenario Planning | Pond



**Jonathan Corona** will spearhead scenario planning efforts. He is a planner with experience in both the public and private sectors. His work focuses on the development of municipal comprehensive plans, zoning and development ordinances, transportation plans, and small area plans. He has an eye for high quality design and a talent for connecting with community members. Jonathan endeavors to advocate for top tier planning practices that address the needs and aspirations in every area he serves. He is passionate about consensus-building and translating a community vision into thoughtful concepts and viable policies, building on strengths of communities, and enhancing their overall functionality.

## Multi-Modal Transportation Planning | Pond



**Sydney Thompson, PLA, ASLA**, will lead mobility planning efforts for this project. Sydney has a diverse background in landscape architecture and mobility planning. She is currently working on the development of a trail feasibility study within the Edge City district for PCID and Dunwoody. Sydney also understands the Dunwoody community well having recently completed the Dunwoody Nature Center Master Plan Update.



**Rebecca Hester** will provide multi-modal transportation planning. Her work incorporates a holistic perspective to the relationship between individual places, the broader community, and infrastructure systems. With a commitment to serving the best interests of the public, Rebecca combines her technical experience with her passion for developing plans and ideas that reflect both what the community needs and what it wants.

## Public Outreach | Blue Cypress



**Amanda Hatton, AICP**, is a community planner and project manager with over 13 years of experience on a variety of projects, including comprehensive plans, small area studies, zoning and development regulations, and transportation plans with a focus on socioeconomic analysis, land use planning, and sustainability. She also provides expertise in managing public involvement initiatives and facilitation activities.

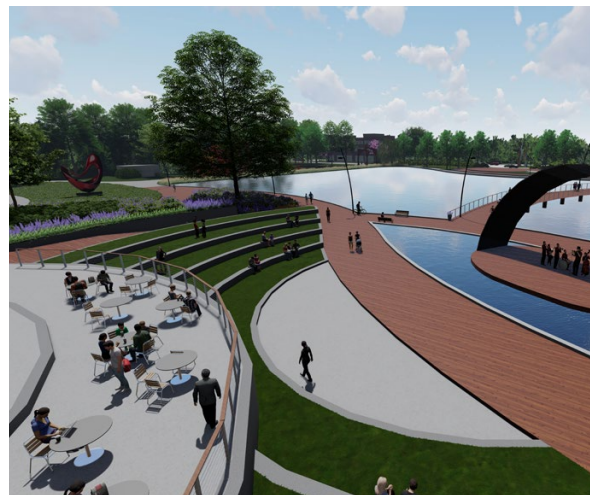


**Ansley Jones, AICP**, is as an integral part of the community planning team, supporting technical work and community engagement efforts. She previously worked for the Georgia Environmental Finance Authority where she assisted communities with obtaining loans for multi-million-dollar water and solid waste infrastructure projects, managing approximately 40 projects in the construction phase to ensure compliance with state and federal regulations.

# Johns Creek Town Center Master Plan

*Pond & MXD*

Johns Creek selected Pond to develop a town center master plan for the Technology Park campus. The 192-acre study area was identified in the most recent comprehensive plan as the preferred location for a destination town center. Imagine Remarkable: The Town Center Plan is being adopted this fall and has incorporated a robust public engagement process that has garnered several hundred comments and high participation numbers during our four-day virtual charrette. The focus is on creating a dynamic mixed-use environment that is unique to the region. The size of the study area has led to a series of “neighborhoods” linked around the existing ponds and an expanded open space and trail network. Catalytic sites for redevelopment will help create a phased approach over time to help realize the town center vision. Scenario planning helped the team determine the best development strategy.



## Project Details:

**Project Location:** Johns Creek, Georgia  
**Reference:** Ben Song | Director of Community Development, City of Johns Creek  
P: 678.512.3277 | E: ben.song@johnscreekga.gov  
**Project Dates:** 2020-Present  
**Plan Link:** [jctowncenter.com](http://jctowncenter.com)



# Lawrenceville Downtown Master Plan Update

Pond

The Atlanta Regional Commission (ARC) grandfathered Lawrenceville's original downtown master plan, created in 2005, into its Livable Centers Initiative (LCI) program. The city conducted subsequent updates to the plan in 2011 and 2017. Pond is currently working with the city on its next plan update, which focuses on expanding the current Downtown Lawrenceville LCI boundaries to incorporate destinations and amenities immediately adjacent to the original downtown core, including the Gwinnett Justice & Administration Center (GJAC), Rhodes Jordan Park, the Depot District, and the recently completed College Corridor. The update's focus is identifying projects that will create safe, multi-modal connections between the core and the amenities within the expanded boundaries. The final plan document will also identify activity nodes and potential development types, and provide conceptual plans, programming, and a high-level financial feasibility analysis for three catalyst sites.

With assistance from our market analysts for the project, Pond identified a total of ten potential catalyst sites within the study area, and vetted them with city staff, stakeholders, and the project's Core Team to narrow the list to four sites. Pond's urban designers developed initial hand sketches of site layouts and identified uses based on feedback from the project's three-day virtual design workshop. Using AutoCAD and Illustrator, our designers then refined the conceptual plans while our analysts used market-driven data to determine more specific programming for each site (square footage by use, parking, number of units, etc.). A high level proforma analysis assisted in determining the feasibility/return on investment for each site; these analyses are currently being refined to complete the final site programming.



## Project Details:

<b>Project Location:</b>	Lawrenceville, Georgia
<b>Reference:</b>	Helen Appenzeller Balch   Deputy Director, Planning and Development, City of Lawrenceville   P: 678.407.6400 E: Helen.Appenzeller@lawrencevillega.org
<b>Project Dates:</b>	2020-Present
<b>Plan Link:</b>	<a href="https://planningatpond.com/lawrenceville-lci-update">https://planningatpond.com/lawrenceville-lci-update</a>



# Sunrise Mall Redevelopment Plan

MXD

MXD is currently working alongside Gensler to envision a redevelopment and densification of the Sunrise Mall in Citrus Heights, a suburb of Sacramento. Once a thriving destination, the mall has fallen into disrepair; MXD is working with architects and engineers to create a new town center and sense of pride for City residents. While the project is being conducted for the City of Citrus Heights, Sunrise Mall is privately owned by five different ownership groups, similar North End Design Plan.

MXD is undertaking a detailed market and financial analysis to determine the highest and best use of the site. MXD will identify land use types that are most optimal to be built in the first phase of redevelopment on the property. A thorough stakeholder and public consultation process is also being undertaken throughout the assignment, ensuring that the ideas and opinions of the public and private sector are integrated into the final recommendations and plan.

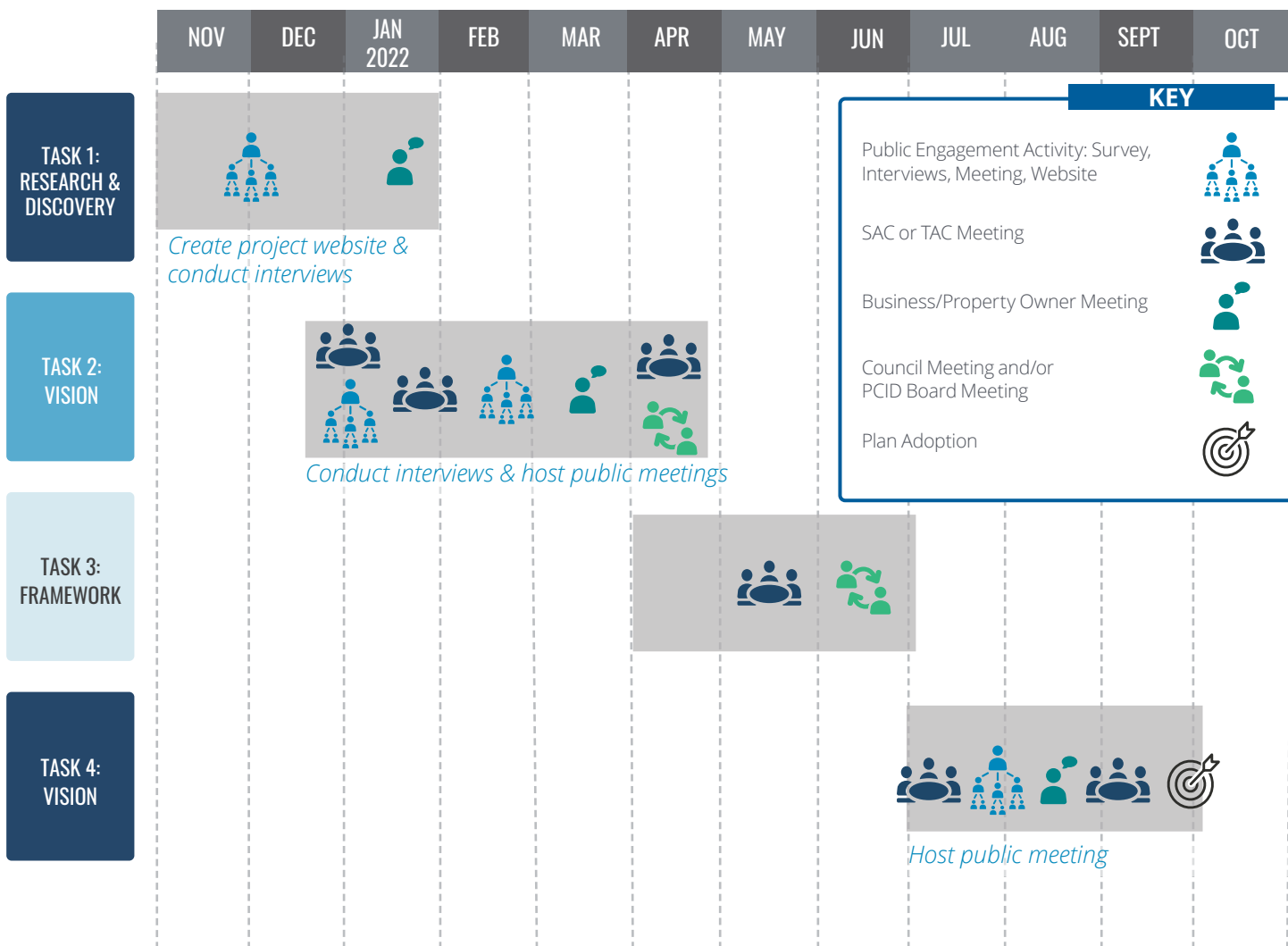
MXD undertook a thorough market, economic, and financial feasibility analysis to determine the highest and best use of the aging and under-performing Sunrise Mall. A feasible and phased land use program was recommended for the site, introducing new uses such as multi-family residential, employment, and new forms of retail. Sunrise Mall was planned as the new heart for the city and center of community life in a suburban area that did not have a proper Main Street or downtown area.



## Project Details:

<b>Project Location:</b>	Citrus Heights, CA
<b>Project Dates:</b>	2019-2020
<b>Reference:</b>	Casey Kempenaar   Planning Manager, City of Citrus Heights P: 916.727.4740   E: ckempenaar@citrusheights.net
<b>Plan Link:</b>	<a href="https://sunrisetomorrow.net/sunrise-tomorrow/draftspecificplan/">https://sunrisetomorrow.net/sunrise-tomorrow/draftspecificplan/</a>





## Note on Meeting Dates and Project Schedule:

All Public Engagement Activities, PAC Meetings, and Council updates will be scheduled thoughtfully so as not to interfere with any holidays or similar events. The start date of November 2021 is subject to change based on the City's selection process and time frame. The overall project timeline can be adjusted to suit the City's needs.

## Andrew Kohr, PLA, ASLA | PROJECT MANAGER | POND

Andrew has a passion for creating great places through holistic planning and design. He has led multiple small-area, city center, and downtown master plans - each with a focus on implementation. Most recently he has managed the successful completion of the Johns Creek Town Center Plan, which utilizes scenario planning as a tool for managing change.

### Awards, Recognitions, & Affiliations

- City of Atlanta, Urban Design Commission - Former Chair
- Outstanding Planning Document - Lenox Road Corridor Plan
- Georgia Planning Association Award of Merit for Analysis and Planning - Rottenwood Creek Trail Scoping Study

### Johns Creek Town Center Master Plan

Project Manager

### PCID Trails Feasibility Study

Project Director

### Aerotropolis Blueprint 2.0

Project Manager

### Smyrna B.O.L.D. Downtown Master Plan Update

Landscape Architect/Planning

### Stone Mountain Village Forward Master Plan

Landscape Architect/Planning

### Tyrone Town Center Master Plan

Project Manager

### Downtown Winder Master Plan

Landscape Architect/Planning

### Campbellton Crossroads Village Master Plan

Landscape Architect/Planning

### Downtown Fairburn Livable Centers Initiative Implementation Plan

Project Manager

### Lenox Road Vision Plan

Project Manager

### Avondale Estate Street Grid Plan

Landscape Architect/Planning



MLArch, Ball State University, 2005

BA, Historic Preservation, Mary Washington College, 2002

Registered Landscape Architect, GA #LA001614

PDP Certification, Georgia Department of Transportation



Campbellton Crossroads



Woodruff Park Strategic Plan



Johns Creek



Stone Mountain Village Forward Master Plan

# Mitchell Davis, AIA, NCARB, LEED AP BD+C | ARCHITECTURE & URBAN DESIGN | POND

Mitchell, a veteran of the United States Marine Corps, brings strong leadership skills in his role as Architecture Program Manager. He unites project teams around a shared vision, meets even the most aggressively accelerated project schedules, and navigates complex and challenging goals. His strong foundation in branding and urban design helps clients create immersive environments that maximize the site's potential while achieving the required programmatic elements. Mitchell is a Georgia native and is invested in the growth of the region.

## Awards, Recognitions, & Affiliations

- BOD - Dunwoody Nature Center
- ICSC - Innovating Commerce Serving Communities
- ULI Atlanta - District Council of the Urban Land Institute Technical Assistance Panel (TAP) Committee

## GGP Perimeter Mall

Architect

## CBL Asheville Mall

Architect

## General Time

Architect

## The Forum

Architect

## Mayfair St. Partners The Maxwell

Architect

## Realty Link Nexton Square

Architect

## Tobie Grant Recreation Center

Architect

## GSU Kell Hall Library

## Plaza Demolition

Architect

## City of Brookhaven Public Safety Feasibility Study

Project Manager

## MARTA Lenox Station

## Rehabilitation

Project Director

## Whaley Machine Lofts

## Adaptive Re-Use

Project Principal



MArch, University of Tennessee, 2009

BFA, Interior Design, Art Institute of Atlanta, 2005

Registered Architect, GA  
#RA013919

LEED Accredited Professional  
GBCI# : 0010663985



Whaley Machine Lofts



The Maxwell



General Time



Armour Yards



Nexton Square

# Chris Letourneur, MA, MCIP RPP | ECONOMIC & FISCAL ANALYSIS | MXD

Chris has established an appreciation for the multidisciplinary skills that are necessary to assess, define, and plan major commercial and mixed-use development plans. Chris is specifically known for utilizing market and economic research to work with master planning and design teams towards defining three-dimensional projects, big ideas and economic development strategies. He blends his knowledge in urban development, land economics and town planning to provide complete mixed-use market and economic-driven community development advisory services.

## Awards, Recognitions, & Affiliations

- Canadian Institute Of Planners
- Urban Land Institute - Full Member
- ICSC
- American Planning Association Award 2019 – Innovation Hub Master Plan

## Sunrise Mall Redevelopment Plan

Economic Development

## Johns Creek Town Center Master Plan

Economic Development

## Stone Mountain Downtown Master Plan

Economic Development

## Fairbourne Station Redevelopment Strategy

Economic Development

## Innovation Hub Master Plan

Economic Development

## Atlanta Aerotropolis Blueprint

Economic Development

## Concord Reuse Plan

Economic Development

## Candlestick Point, Mixed-Use Development

Economic Development

## Fremont Downtown Redevelopment Strategy

Economic Development

## Phoenix Land Reuse Strategy

Economic Development

## Gaston County Economic Positioning Strategy

Economic Development

## West 8 Mixed-Use Development

Economic Development

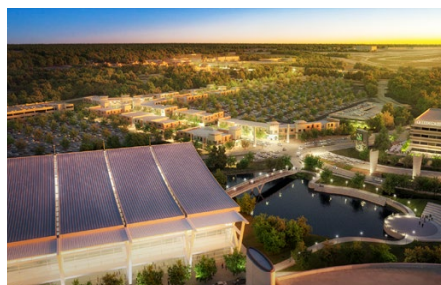


MS, Planning & Urban Development,  
University of British Columbia, 1992

BA, Urban & Economic Geography,  
University of British Columbia, 1988



Innovation Hub Master Plan



Atlanta Aerotropolis Blueprint



Fairbourne Station



Sunrise Mall Redevelopment Plan

## Andrew Fayn, M.PL | ECONOMIC & FISCAL ANALYSIS | MXD

Andrew has conducted market feasibility, land use planning, and mixed-use (re)development strategies across North America, providing clients with a diverse knowledge in urban planning, real estate, and mixed-use commercial development. Andrew has direct expertise in formulating implementable plans through market-driven and economic strategies for both government and private sector clients. His focus has been towards properly planned urban environments that feature a mix of uses and become memorable places for the community and visitors.

### Awards, Recognitions, & Affiliations

- Urban Land Institute - Full Member
- ICSC
- Urban Development Institute
- American Planning Association Award 2019 – Innovation Hub Master Plan

### Sunrise Mall Redevelopment Plan

Market Analysis & Development Feasibility

### Johns Creek Town Center Master Plan

Market Analysis & Development Strategy

### Atlanta Aerotropolis Blueprint 2.0

Market Analysis & Development Strategy

### Innovation Hub Master Plan

Market Analysis & Implementation

### Stone Mountain Downtown Master Plan

Market Analysis & Development Strategy

### Chattanooga Airport District Master Plan

Market Analysis & Development Strategy

### Birmingham Airport Redevelopment Master Plan

Market Analysis & Implementation

### West Valley City Center Development Strategy

Market Analysis & Development Strategy

### Tellico Regional Business Park Development Strategy

Market Analysis & Development Strategy



MS, Planning & Urban Development, Ryerson University, 2013

BA, Urban Geography, Simon Fraser University, 2007



Innovation Hub Master Plan



Stone Mountain Downtown Master Plan



Sunrise Mall, Citrus Heights



Chattanooga Airport District Master Plan

# Christopher Barnum | ARCHITECTURE & URBAN DESIGN, SCENARIO PLANNING | POND

Christopher is an urban designer with experience in planning and community development. His work with the Urban Design Commission for the City of Atlanta allowed him to hone strong interpersonal skills, offering him the ability to effectively develop relationships with municipalities, community stakeholders, and the general public. He is also an accomplished researcher with experience collecting, analyzing, interpreting and presenting environmental, zoning and other city planning data through effective field investigations, surveys and research. Through his research, he melds his work with his passion for sustainability. This research encompasses different facets of climate change planning and resilience, green infrastructure, clean energy development, urban ecology, and smart cities.



MS, Urban Design, Georgia Institute of Technology, 2021

Master of City and Regional Planning, Georgia Institute of Technology, 2020

BS, Theatre, Florida State University, 2011

## Atlanta Aerotropolis Blueprint 2.0

Urban Planner

## Downtown Winder Master Plan

Urban Planner

## Tyrone Town Center Master Plan

Urban Planner

## Lawrenceville Downtown Master Plan Update

Urban Planner

## City Of Atlanta Urban Design Commission

Urban Planner

## Poncey Highland Historic District

Urban Planner/Community Outreach Coordination

## City Of Atlanta Planning And Zoning Reviews

Urban Planner/Gis

## City Of Atlanta Historic District Urban Design Commission

Urban Planner

## City Of Atlanta Historic Preservation Projects

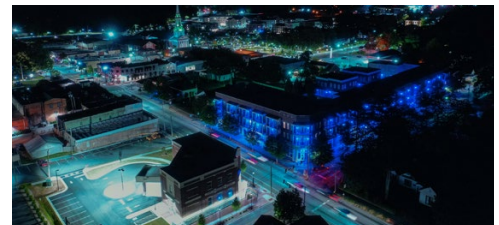
Urban Planner/Zoning



Poncey Highland Historic District



Downtown Winder Master Plan



Lawrenceville Downtown Master Plan



Lawrenceville Downtown Master Plan Update

# Jonathan Corona | SCENARIO PLANNING | POND

Jonathan is a planner focused on the development of municipal comprehensive plans, zoning and development ordinances, transportation plans, and small area plans. He has an eye for graphics and a talent for connecting with community members. Jonathan recently played an active role in recent projects in Norcross, Buford, and Snellville, where the planning team considered existing historic resources, top tier design, and scale within reason of the communities' needs and desires. He is passionate about translating a community vision into policies and concepts, building on strengths of communities, and enhancing their economies and overall functionality.

## Awards, Recognitions, & Affiliations

- American Planning Association, Georgia Chapter

## Downtown Winder Master Plan

Community Planner/Community Outreach

## Johns Creek Town Center Master Plan

Community Planner/Community Outreach

## Lawrenceville Downtown Master Plan Update

Community Planner/Community Outreach

## Roswell 2040 Comprehensive Plan

Community Planner/Community Outreach

## Henry County Comprehensive

## Transportation Plan

Transportation Planning/Community Outreach

## Glenwood Road & Columbia Drive LCI Policy Study Community

Planner/Public Outreach

## Clarkston Zoning Ordinance Update Community

Planner/Public Outreach

## Norcross Comprehensive Plan And Unified Development Ordinance Rewrite

Community Planner/Public Outreach



MS, Community Planning, Auburn University, 2017

BS, Environmental Design, Auburn University, 2016



Clarkston Zoning Ordinance Update



Roswell 2040 Comprehensive Plan



Lawrenceville Downtown Master Plan



Johns Creek Master Plan Update

# Sydney Thompson, PLA | MULTI-MODAL TRANSPORTATION PLANNING | POND

Sydney has over 8 years of experience as a landscape architect working on a variety of projects ranging from high end residential design to public landscapes. She has worked on multiple scales ranging from small pocket parks to large campuses. Her recent work includes multi-mile trail systems, trail feasibility studies, streetscape design, active parks, and multiple master planning projects. She is skilled in all aspects of a project ranging from site inventory and analysis, concept design and planning graphics, technical construction documents, to client communication. With a background in residential design, she is able to understand how the smallest details of a design make the biggest impacts on how people experience a space. By implementing the ideas and practices she learned in residential design, she is able to bring large sites and ideas down to the human scale.

## Awards, Recognitions, & Affiliations

- American Society of Landscape Architects
- Olmsted Linear Park Alliance -
- Board of Directors and Committee Chair

## AeroATL Model Mile

Landscape Architect

## AlphaLoop

Landscape Architect

## PCID Trail Scoping Study

Project Manager

## Atlanta BeltLine Enota Park

Landscape Architect

## Tyrone Town Center Master Plan

Urban Design & Public Engagement

## Downtown Winder Master Plan

Urban Design & Public Engagement

## Dunwoody Nature Center

Master Plan Update

Project Manager

## Woodruff Park

Accessibility Design

Project Manager



BLA, Landscape Architecture,  
University of Georgia, 2013

Professional Landscape Architect,  
GA #LA001801

GSWCC – Level II Certified Design  
Professional #81873



Atlanta BeltLine Enota Park



Dunwoody Nature Center



AeroATL Model Mile



AlphaLoop

## Rebecca Hester | MULTI-MODAL TRANSPORTATION PLANNING | POND

Rebecca has seven years' experience in transportation planning in short- and long-range planning. Her background includes infrastructure and environmental programs with experience in technical execution and project management. Her projects include alternative concepts, planning and preliminary engineering, comprehensive transportation plans, environmental assessments, and transit.

### **Coweta County Comprehensive Transportation Plan**

Transportation Planner

### **Henry County Comprehensive Transportation Plan**

Transportation Planner

### **Gwinnett Housing Study**

Transportation Planner

### **Pickens County Comprehensive Plan**

Transportation Planner

### **General Planning Consultant (GPC) Contract, MARTA**

Transit System Planner

### **Southeast High-Speed Rail Corridor, NCDOT**

Transportation Planner

### **Regional Transportation Authority (RTA) of Middle Tennessee**

Transit System Planner

### **Regional Traffic Operations Program (RTOP)**

Transportation Planner



BA, Geography, Georgia State University, 2014

GIS Certificate, Georgia State University, 2014



MARTA Planning Consult



Regional Traffic Operations Program



Regional Transportation Authority



Coweta County Comprehensive Transportation Plan

# Amanda Hatton, AICP | COMMUNITY ENGAGEMENT | BLUE CYPRESS

Amanda Hatton, AICP, is a seasoned community planner and project manager with over 13 years of experience. She provides technical leadership to a variety of projects, including comprehensive plans, small area studies, zoning and development regulations, and transportation plans with a focus on socioeconomic analysis, land use planning, and sustainability. Amanda also provides expertise in managing public involvement initiatives and facilitation activities, including developing tailored community outreach plans, public workshops, interviews, citizen surveys, community relations materials, and on-the-spot and web-based engagement.

## Awards, Recognitions, & Affiliations

- American Planning Association (APA)
- Georgia Planning Association (GPA)
- Society of American Military Engineers, Atlanta Post

## Tyrone Town Center Master Plan

Public Engagement & Zoning Lead

## DeKalb County Metro South CID Freight Cluster Plan

Land Use Lead

## City of Fayetteville LCI Study

Community Engagement

## Brookhaven Character Area Planning Project - South of I-85

Lead Planner

## Seattle Public Utilities Wastewater Rehabilitation Strategy

Community Engagement

## Detroit Metropolitan Wayne County Airport Master Plan Update

Community Engagement

## Atlanta Aerotropolis Alliance Blueprint

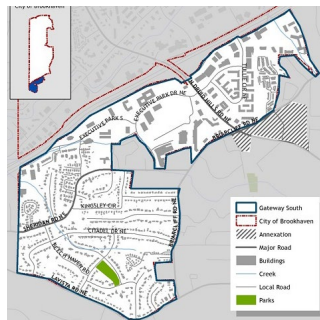
Project Planner



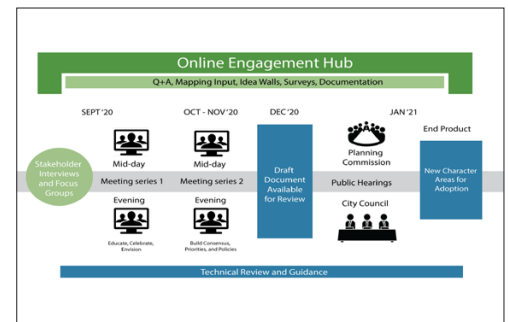
MS, Urban Policy Studies, Georgia State University, 2006

BA, Public Administration and Spanish, Elon University, 2003

AICP #024998



Brookhaven Character Area Planning



City of Fayetteville LCI Study

## Ansley Jones, AICP | COMMUNITY ENGAGEMENT | BLUE CYPRESS

Ansley joined Blue Cypress in July 2021 as an integral part of the community planning team, supporting technical work and community engagement efforts. Ansley previously worked for the Georgia Environmental Finance Authority where she assisted communities with obtaining loans for multi-million-dollar water and solid waste infrastructure projects, managing approximately 40 projects in the construction phase to ensure compliance with state and federal regulations. Ansley's prior experience includes providing support to several long range planning projects. Her unique background in both civil and environmental engineering, financial services, and community planning allow her to provide multi-faceted value to clients.

### Awards, Recognitions, & Affiliations

- Georgia Association of Water Professionals, Water Wise Council, 2019 - 2021
- Georgia Founders Forum, 2018 - 2021
- Georgia Association of Water Professionals - Level 1
- Leadership Academy, 2020
- Community Planning Institute, DCA, 2019



MA, City & Regional Planning,  
University of North Carolina -  
Chapel Hill, 2018

BA, Civil & Environmental  
Engineering, Rice University, 2016

AICP # 33003

LEED Green Associate, 2017

### SR 9/Roswell Road Access Management Study

Community Engagement

### Windsor-Osborne Special Area Plan

Community Engagement

### Newton County Transit Master Plan

Community Engagement & Planner

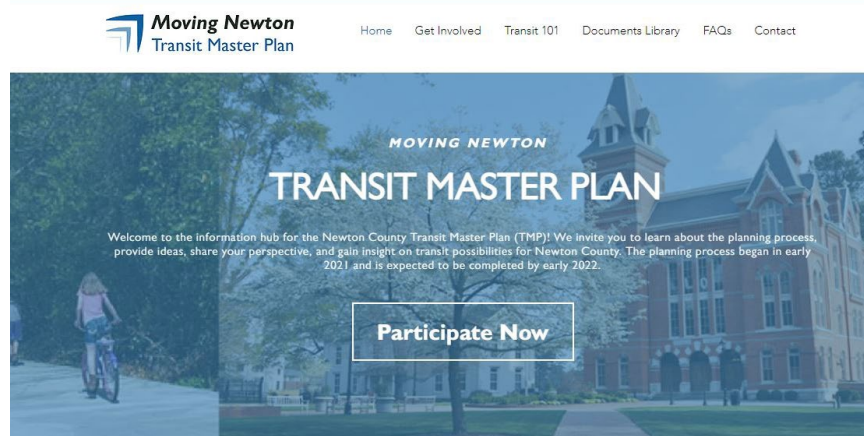
### Loudoun County, VA Comprehensive Plan

Community Engagement

### Kannapolis Comprehensive Plan

Community Engagement

Participate in the Transit Preferences Survey through September 8th. [Click here!](#)



Community Engagement Examples

## PROPOSAL FORM

### RFP 21–10 Edge City 2.0 A Shared Development Vision for the Perimeter Dunwoody District

The undersigned, as Proposer, hereby declares that this Proposal is in all respects fair and submitted in good faith without collusion or fraud. Proposer represents and warrants to the City that: (i) except as may be disclosed in writing to the City with its Proposal, no officer, employee or agent of the City has any interest, either directly or indirectly, in the business of the Proposer, and that no such person shall have any such interest at any time during the term of the Contract should it be awarded the Contract; and (ii) no gift, gratuity, promise, favor or anything else of value has been given or will be given to any employee or official of the City in connection with the submission of this Proposal or the City's evaluation or consideration thereof.

The Proposer further represents that it has examined or investigated the site conditions if necessary, and informed itself fully in regard to all conditions pertaining to the place where the work is to be done; that it has examined the Contract Documents (available at <https://www.dunwoodyga.gov/business/doing-business-with-the-city/procurement-opportunities>) and has read all Addendum(s) furnished by the City prior to the opening of the Proposals, as acknowledged below, and that it has otherwise fully informed itself regarding the nature, extent, scope and details of the services to be furnished under the Contract.

The Proposer agrees, if this Proposal is accepted, to enter into the written Contract with the City (properly completed in accordance with said Proposal Documents), and the Contract Documents for **RFP 21-10 Edge City 2.0 A Shared Development Vision for the Perimeter Dunwoody District** Contract for the City Economic Development Department at the City of Dunwoody, and to furnish the prescribed evidence of a valid business license, insurance, and all other documents required by these Contract Documents. The Proposer further agrees to commence work and to perform the work specified herein within the time limits set forth in the Contract Documents, which time limits Proposer acknowledges are reasonable.

The undersigned further agrees that, in the case of failure or refusal on its part to execute the said contract, provide evidence of specified insurance, a copy of a valid business or occupational license and all other documents required by these Contract Documents within ten (10) business days after being provided with Notice of Intent to Award the contract (or such earlier time as may be stated elsewhere in these Proposal Documents), the Proposal award may be offered by the City to the next ranked Proposer, or the city may re-advertise for Proposals, and in either case the City shall have the right to recover from the Proposer the City's costs and damages including, without limitation, attorney's fees, to the same extent that the City could recover its costs and expenses from the Proposer under section 10 of the Instructions to Proposers if the Proposer withdrew or attempted to withdraw its Proposal.

The Proposer further agrees, if it fails to complete the work according to the Specification within the scheduled time or any authorized extension thereof, that damages may be deducted from the Contract price otherwise payable to the Proposer.

Acknowledgement is hereby made of the following Addendum(s) received since issuance of the Solicitation Documents (identified by number)

Addendum No.	Date	Addendum No.	Date	Addendum No.	Date
N/A					

It shall be the responsibility of each Proposer to visit the City Purchasing Department's website to determine if addendum(s) were issued and, if so, to obtain such addendum(s). Failure to acknowledge an addendum above shall not relieve the Proposer from its obligation to comply with the provisions of the addendum(s) not acknowledged above.

Company  
Name: Pond & Company

Work is to commence on or about November 1, 2021.

The City of Dunwoody requires pricing to remain firm for the duration of the initial term of the contract. Failure to hold firm pricing for the initial term of the contract will be sufficient cause for the City to declare bid non-responsive.

Termination for Cause: The City may terminate this agreement for cause upon ten days prior written notice to the Consultant of the Consultant's default in the performance of any term of this agreement. Such termination shall be without prejudice to any of the City's rights or remedies by law.

Termination for Convenience: The City may terminate this agreement for its convenience at any time upon 30 days written notice to the Consultant. In the event of the City's termination of this agreement for convenience, the Consultant will be paid for those services actually performed. Partially completed performance of the agreement will be compensated based upon a signed statement of completion to be submitted by the Consultant, which shall itemize each element of performance.

Termination for fund appropriation: The City may unilaterally terminate this Agreement due to a lack of funding at any time by written notice to the Consultant. In the event of the City's termination of this Agreement for fund appropriation, the Consultant will be paid for those services actually performed. Partially completed performance of the Agreement will be compensated based upon a signed statement of completion to be submitted by the Service Provider which shall itemize each element of performance.

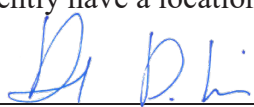
The Proposer agrees to provide all work described in this document.

Legal Business Name Pond & Company

Federal Tax ID 58-1639128

Address 3500 Parkway Lane, Suite 500 | Peachtree Corners, Georgia 30092

Does your company currently have a location within the City of Dunwoody? Yes ☐ No ☒

Representative Signature 

Printed Name Pond & Company

Telephone Number 678.336.7740

Fax Number 678.336.7744

Email Address kohra@pondco.com



3500 Parkway Ln #500  
Peachtree Corners, GA 30092  
678.336.7740 | Pondco.com

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**EXHIBIT "C"****CERTIFICATION OF SPONSOR****DRUG-FREE WORKPLACE**

I hereby certify that I am a principle and duly authorized representative of \_\_\_\_\_, ("Contractor"), whose address is

\_\_\_\_\_, and I further certify that:

- (1) The provisions of Section 50-24-1 through 50-24-6 of the Official Code of Georgia Annotated, relating to the "Drug-Free Workplace Act" have been complied with in full; and
- (2) A drug-free workplace will be provided for Contractor's employees during the performance of the Agreement; and
- (3) Each Subcontractor hired by Contractor shall be required to ensure that the subcontractor's employees are provided a drug-free workplace. Contractor shall secure from that subcontractor the following written certification: "As part of the subcontracting agreement with Contractor, \_\_\_\_\_ certifies to Contractor that a drug-free workplace will be provided for the Subcontractor's employees during the performance of this Agreement pursuant to paragraph (7) of subsection (b) of the Official Code of Georgia Annotated, Section 50-24-3"; and
- (4) The undersigned will not engage in unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana during the performance of the Agreement.

CONTRACTOR:

Date: \_\_\_\_\_ Signature: \_\_\_\_\_

Title: \_\_\_\_\_

**EXHIBIT D****INSURANCE REQUIREMENTS**

Within 10 days of execution of this Agreement, and at all times that this Contract is in force, the Contractor shall obtain, maintain and furnish the City Certificates of Insurance from licensed companies doing business in the State of Georgia with an A.M. Best Rating A-6 or higher and acceptable to the City covering:

1. Statutory Workers' Compensation Insurance

(a) Employers Liability:

Bodily Injury by Accident - \$1,000,000 each accident

Bodily Injury by Disease - \$1,000,000 policy limit

Bodily Injury by Disease - \$1,000,000 each employee

2. Comprehensive General Liability Insurance

(a) \$1,000,000 limit of liability per occurrence for bodily injury and property damage Owner's and Contractor's Protective

(b) Blanket Contractual Liability

(c) Blanket "X", "C", and "U"

(d) Products/Completed Operations Insurance

(e) Broad Form Property Damage

(f) Personal Injury Coverage

3. Automobile Liability

(a) \$ 500,000 limit of liability

(b) Comprehensive form covering all owned, non-owned and hired vehicles

4. Umbrella Liability Insurance

(a) \$1,000,000 limit of liability

(b) Coverage at least as broad as primary coverage as outlined under Items 1, 2 and 3 above

5. The City of Dunwoody, Georgia, and its subcontractors and affiliated companies, their officers, directors, employees shall be named on the Certificates of Insurance as additional insured and endorsed onto the policies for Comprehensive General Liability, Automobile Liability and Umbrella Liability insurance maintained pursuant to this Contract in connection with

liability of the City of Dunwoody and their affiliated companies and their officers, directors and employees arising out of Contractor's operations. Copies of the endorsements shall be furnished to the City upon execution of this Agreement. Such insurance is primary insurance and shall contain a Severability of Interest clause as respects each insured. Such policies shall be non-cancelable except on thirty (30) days written notice to the City. Any separate insurance maintained in force by the additional insured named above shall not contribute to the insurance extended by Contractor's insurer(s) under this additional insured provision.

Certificate Holder should read: The City of Dunwoody, 4800 Ashford Dunwoody Road, Dunwoody, Georgia 30338.

***Affidavit Verifying Status***  
***For City Public Benefit Application***

By executing this affidavit under oath, as an applicant for a(n) \_\_\_\_\_ [type of public benefit], as referenced in O.C.G.A. § 50-36-1, from \_\_\_\_\_ [name of government entity], the undersigned applicant verifies one of the following with respect to my application for a public benefit:

- 1) \_\_\_\_\_ I am a United States citizen.
- 2) \_\_\_\_\_ I am a legal permanent resident of the United States.
- 3) \_\_\_\_\_ I am a qualified alien or non-immigrant under the Federal Immigration and Nationality Act with an alien number issued by the Department of Homeland Security or other federal immigration agency.

My alien number issued by the Department of Homeland Security or other federal immigration agency is: \_\_\_\_\_.

The undersigned applicant also hereby verifies that he or she is 18 years of age or older and has provided at least one secure and verifiable document, as required by O.C.G.A. § 50-36-1(e)(1), with this affidavit.

The secure and verifiable document provided with this affidavit can best be classified as:  
 \_\_\_\_\_.

In making the above representation under oath, I understand that any person who knowingly and willfully makes a false, fictitious, or fraudulent statement or representation in an affidavit shall be guilty of a violation of O.C.G.A. § 16-10-20, and face criminal penalties as allowed by such criminal statute.

Executed in \_\_\_\_\_ (city), \_\_\_\_\_ (state).

\_\_\_\_\_  
 Signature of Applicant

\_\_\_\_\_  
 Printed Name of Applicant

SUBSCRIBED AND SWORN  
 BEFORE ME ON THIS THE  
 \_\_\_\_ DAY OF \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
 NOTARY PUBLIC  
 My Commission Expires:

**Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)**

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of the City of Dunwoody has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

\_\_\_\_\_  
Federal Work Authorization User Identification Number

\_\_\_\_\_  
Date of Authorization

\_\_\_\_\_  
Name of Contractor

CITY OF DUNWOODY\_\_\_\_\_

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on \_\_\_\_\_, \_\_\_, 202\_\_ in \_\_\_\_\_ (city), \_\_\_\_\_ (state).

\_\_\_\_\_  
Signature of Authorized Officer or Agent

\_\_\_\_\_  
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE \_\_\_\_\_ DAY OF \_\_\_\_\_, 202\_\_.

\_\_\_\_\_  
NOTARY PUBLIC

My Commission Expires:\_\_\_\_\_