

MEMORANDUM

May 28, 2026

To: Alan Gibbs
Lamarcus Davis
Eddie Rowland
John Ambrose
Al Turner

From: Lorri Byrd

Subject: Comprehensive Land Use Plan Proposal

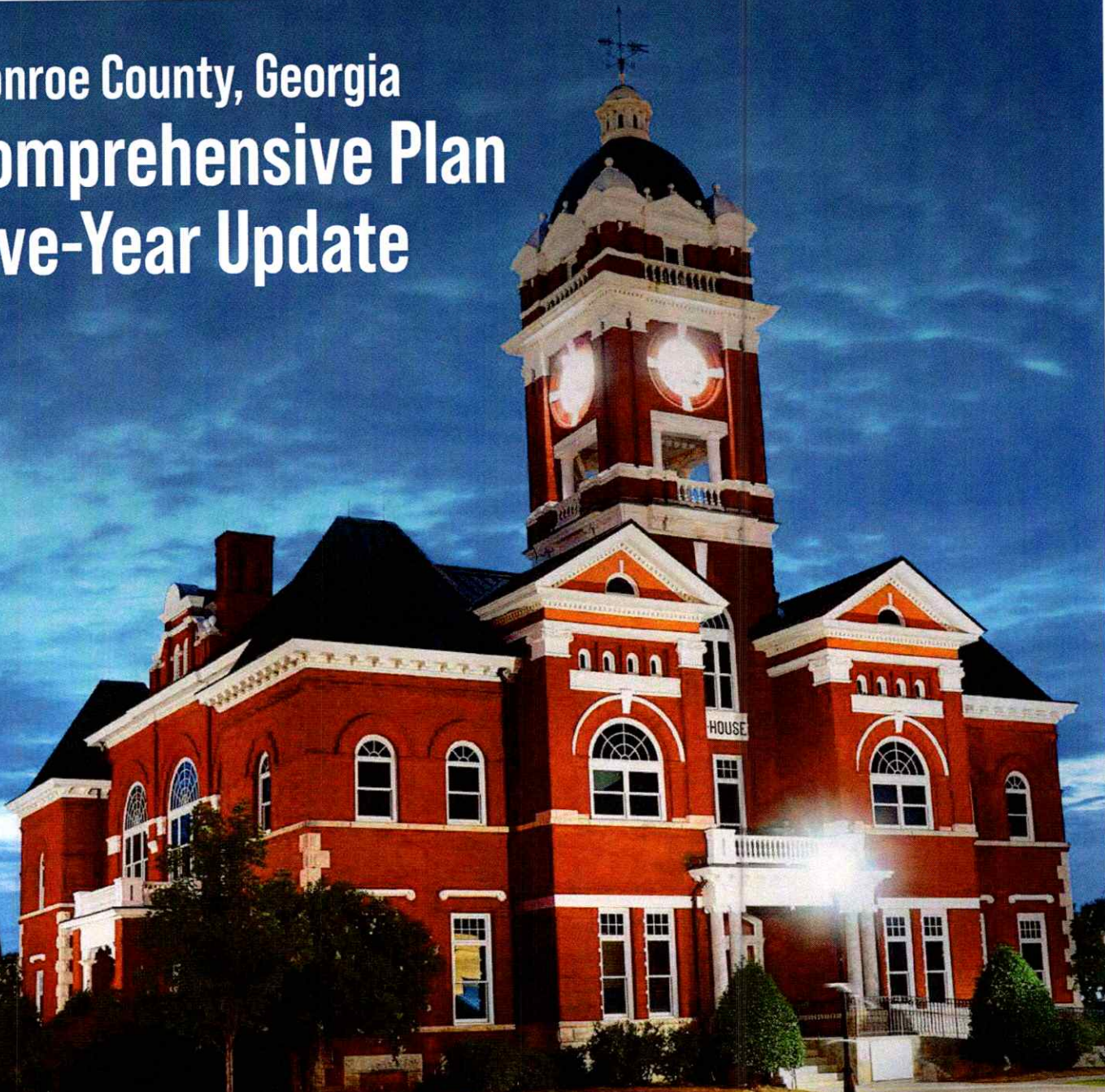
Goodwyn Mills Cawood (GMC) attended the May 5, 2026 Board of Commissioners meeting to present their services to prepare a comprehensive land use plan. GMC has prepared a proposal for Monroe County to contract with their firm to assist in the preparation of a comprehensive land use plan. This is the only proposal we have received from a professional contractor for this service. Staff and legislative body have searched and have been unsuccessful in finding another professional company that will provide this type of service for Monroe County.

Regards,

Lorri Byrd

Request for Proposal | Submission Date: June 2, 2026

Monroe County, Georgia Comprehensive Plan Five-Year Update



GMC
Goodwyn Mills Cawood



Goodwyn Mills Cawood

6120 Powers Ferry Road NW
Suite 500
Atlanta, GA 30339

T (770) 952-2481
www.gmcnetwork.com

Our GMC planning team has

75+

**years of experience in
comprehensive planning**

GMC has completed

8

**Comprehensive plans in past
three years in Georgia**

June 2, 2026

Monroe County Board of Commissioners
P.O. Box 189
38 West Main Street
Forsyth, GA 31029

Re: Proposal for Monroe County Comprehensive Plan Five-Year Update

Dear Commissioners,

We enjoyed the opportunity to meet with you on May 5th and appreciated the introduction to Monroe County, its leadership, and the priorities shaping the community's future. Our discussions provided valuable insight into the opportunities and challenges facing the County, and reinforced our enthusiasm for partnering with the Commission on the Comprehensive Plan Update.

Goodwyn Mills Cawood (GMC) is passionate about our Georgia-based comprehensive planning experience, and we look forward to supporting Monroe County in the development of the Monroe County Comprehensive Plan Five-Year Update. Specifically, this important project will reflect both the vision and goals of the local community while simultaneously meeting the requirements of the Georgia Department of Community Affairs (DCA)'s Comprehensive Planning Requirements. We believe we are uniquely qualified to assist Monroe County with this project for the following reasons:

Dedication and Local Service

We strive to build our reputation around the principles of responsiveness, deliverables that surpass client expectations, direct access to the senior management of the company, and dedication to the needs of our clients. GMC has offices and staff located throughout Georgia enabling us to leverage significant assets and relationships to utilize highly skilled team members as the project requires.

Relevant Experience

Our GMC Project Team specializes in providing comprehensive planning services to communities across the state of Georgia. As a matter of fact, GMC has completed eight (8) Comprehensive Plan Updates in the last three years. The GMC Team's senior personnel assigned to this project have recently assisted Georgia cities of Albany, Griffin and Douglasville, as well as Fulton County, Newton County and Bryan County with Comprehensive Planning Updates. These areas required both local understanding along with regional consideration based on their locations. This will involve an analysis of changes to development patterns as well as future-oriented visions to move each jurisdiction forward. We understand the complexity of Comprehensive Plan Updates, the necessary due diligence required in the refinement of a future development strategy, and the importance of stakeholder engagement to create a plan that is user-friendly, marketable, and widely accepted by the community.

The GMC process aligns planning with inclusive community engagement, fiscal realities, and operational support to prepare the plan update that has the flexibility to fit your specific needs. Quality long-term relationships with clients are the pillar of GMC business model, which means that comprehensive planning projects are given more effort and resources to ensure that you and your community have an actionable plan and a quality process experience. We are excited to assist Monroe County in this endeavor and would consider it an honor to work with your community.

Technical Expertise

Our project team is led by Kalanos Johnson, who has almost 30 years of land use and transportation planning with communities in Metro Atlanta and throughout the state. The Planning Principal will be Glenn Coyne, FAICP, who has close to 40 years of Comprehensive Planning experience while assisting Georgia communities with zoning ordinances and land development codes and transportation planning. They both possess experience with planning in Georgia that includes the development of comprehensive plans in accordance with the requirements of the Georgia Department of Community Affairs, including Regional Commission review. Ed DiTommaso currently leads the GMC Environmental Department for Georgia, and he and his team have been providing GIS, planning and environmental resiliency services to local governments for over 20 years. Our team also includes Kealan Millies-Lucke, AICP and Julianne Harper, AICP, community planners with comprehensive planning experience in Georgia. The key members of our project team bring many years of experience in specializations including land use planning, transportation planning, urban design, economic development, environmental, infrastructure, Geographic Information Systems (GIS), and community outreach and participation.

Philosophy

There is no substitute for the quality-of-service delivery that is expected in projects like this. GMC believes in developing plans "with communities" and not "for communities." We understand, first-hand, the relationship between planning and implementation, especially the importance of consistency with Comprehensive Plan Action Items and a well written, clearly presented set of development regulations and ordinances. Our approach to planning is community-based with an emphasis on open and meaningful public involvement as well as participation by interested groups through Steering Committees, Technical Advisory Committees and Stakeholder Interviews. Our QA/QC program insures that materials are reviewed by senior team members before transmittal. We strive for clarity, collaboration and consensus in everything we do.

GMC is committed to developing and maintaining personal long-term relationships with our clients, ensuring that our team clearly understands every client's unique and individual needs. We understand that prompt communication, timely implementation, and superior client service are important to our clients and paramount to successful and cost-effective project execution. Not only do we have the qualifications and experience necessary for successful project implementation, but you have our personal assurance that Monroe County will get the full benefit of our expertise and passion for this project. Thank you for your consideration of our proposal. If you require any additional information, I can be reached at Kalanos.Johnson@gmcnetwork.com, or at 678.613.3670.

Sincerely,



Kalanos Johnson, MBA

Project Manager / Primary Contact
kalanos.johnson@gmcnetwork.com
(678) 613-3670



Glenn Coyne, FAICP

Project Principal
glenn.coyne@gmcnetwork.com
(404) 433-6808

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Section 1

Firm Overview

Who We Are

Goodwyn Mills Cawood (GMC), LLC is a leading architecture and engineering firm in the Southeast. We design schools, parks, hospitals, and more, while providing clean water, safe streets, and resilient environments. Guided by the belief that communities are built by people, we serve with quality, integrity, creativity, and care. We work with diverse public and private clients, ensuring projects meet their needs economically and efficiently.

Our Disciplines



Architecture



Interior Design



Engineering



Environmental



Landscape
Architecture



Disaster
Recovery



GIS



Planning



Geotechnical



MEP



Transportation



Surveying

75+

Years of
Business

12

Disciplines

28

Current Offices
in Southeast

700+

Professionals

+\$2B

Designed
Annually

Office Locations

Alabama

Andalusia
Auburn
Birmingham
Daphne
Dothan
Eufaula
Huntsville
Mobile
Mobile (USA Campus)
Montgomery
Vernon

Florida

Lutz
Orlando
Pensacola
Sarasota
Tampa

Georgia

Atlanta
Augusta
Brunswick
Cartersville
Savannah

Kentucky

Williamsburg

Louisiana

New Orleans

South Carolina

Charleston
Columbia
Greenville
Rock Hill

Tennessee

Brentwood
Nashville

North Carolina

Charlotte

What We Do

Planning

- Comprehensive Planning
- Growth Management Studies
- Transportation Planning
- Housing Studies
- Economic Development Planning
- Zoning and Code Updates

Architecture

- Architectural Design
- Interior Design
- Master Planning
- New Construction
- General Renovations
- Site Analysis
- Accessibility Reviews
- Program Review and Analysis
- Facility Programming
- Historic Renovations
- Building Additions
- Reroofing Projects
- Mechanical and Electrical System Renovations
- Construction Administration

Civil Engineering

- Design/Construction Administration for:
 - Residential Developments
 - Commercial and Office Developments
 - Industrial Parks/Sites
 - Institutional and Educational Facilities
 - Street and Drainage Projects
 - Parks and Recreation Projects
 - Gas Distribution Systems
- Boundary and Topographic Surveys

Coastal Engineering

- Shore Protection
- Beach Nourishment
- Dune & Marsh Creation/Restoration
- Nature-Based Solutions
- Coastal Structure Design & Analysis
- Flood & Wave Hazard Vulnerability & Impacts
- Flood & Wave Loads, Scour, Erosion
- Floodplain (Coastal) Analysis & Recommendations
- Flood/Hazard Mapping, Analysis & Assessment
- Navigation
- Dredging
- Beneficial Use of Dredge Material
- Ports, Harbors, & Marinas
- Infrastructure Planning, Design & Assessment
- Resilience Assessments, Plans, Adaptation Pathways
- Hydrodynamic Modeling
- Sediment Transport Modeling
- Monitoring
- Drainage Design and Assessment
- Coastal Bridge Hydraulics
- Expert Witness Testimony

Electrical Engineering

- Evaluation of Existing Systems
- Electrical and Communication Design
- Energy Efficiency Studies
- Third Party Equipment Evaluation (ACIL)
- ETAP Arc Flash/Short Circuit Study
- Breaker Coordination Study
- Exterior Overhead and Underground Power Design
- Generator Design, Selection & Testing
- LEED Design and Certification
- Power Distribution
- Interior and Exterior Lighting Design and Photometry
- Fire Alarm and Life Safety Design
- Lightning Protection Design
- Uninterruptible Power System Site Installation and Verification
- Water & Wastewater Power Design
- Architectural Lighting Design
- Construction Administration

Environmental

- Phase I and Phase II ESA
- Environmental Assessments
- Environmental Impact
- Documents and Statements
- Green Infrastructure Design
- Stormwater
 - Master Planning
 - Utilities
 - Permitting and Compliance
- Wetland Delineations, Permitting & Mitigation
- Mitigation Banking
- Stream Restoration Plans
- Endangered and Threatened Species Survey
- Flood Plain Studies
- Detention Pond Design
- Air Permitting
- Landfill Design and Permitting
- Source Water Protection Plans
- Hydrogeological Evaluations
- Brownfield Projects
- Underground Storage Tank Closure and Investigations
- Geographical Information System (GIS)

Geotechnical Engineering

- Construction Materials Testing
- Field Exploration
- Laboratory Testing Services
- Foundation Analysis and Design
- Slope/Embankment Stability
- Pavement Evaluation and Design
- Soil Stabilization
- Ground Improvement
- In-situ Moisture and Density
- Dynamic Cone Penetrometer Testing
- Subgrade Evaluation and Proofrolling Observations
- Pile and Pier Observation
- Foundation Construction Monitoring
- Fill Testing and Control
- Concrete Placement Inspection
- Compressive Strength Testing
- Reinforcing Steel Inspection
- Grout Sampling and Masonry Block Testing
- Asphalt Placement Inspection & Coring
- Structural Steel Observations

Landscape Architecture

- Detailed Site Design
- Hardscape Design for Residential, Commercial and Retail Environments
- Planting and Irrigation Design
- Recreation Planning and Design
- Bike and Pedestrian Facility Planning
- Master Planning Residential Dev
- Master Planning Mixed-use Dev
- Downtown Redevelopment Strategies
- Streetscape Design
- Construction Documents
- Drawings and Specifications
- Construction Administration

Municipal Engineering

- Water Treatment Plant Design
- Wastewater Treatment Plant Design
- Water Modeling
- Water Main Extensions
- Distribution Systems
- Evaluation of Existing Systems
- Computer Control Systems
- Well Systems
- Pumping Stations
- Storage Tanks
- Sewer Line Extensions
- Sanitary Sewer Rehabilitation
- Gas System Design

Disaster Recovery

- Debris Removal Monitoring
- Cost Recovery
- FEMA Hazard Mitigation Assistance

Right of Way

- Appraisals and Appraisal Review
- Condemnation Support Services
- Cost Estimates
- Due Diligence
- Easement Acquisition
- Environmental Assessments
- Fee Acquisitions
- Negotiations
- Partial or Whole Acquisitions
- Relocation Assistance
- Right of Entry Agreements
- Title Research

Surveying

- As-Built/Record Surveys
- Boundary Surveys
- Construction Surveying & QA/QC
- FEMA Surveys & Documentation
- Hydrographic Surveys
- Rights of Way/Easement Surveys
- Subdivision Platting
- Topographic Surveys
- Aerial Drone Surveys
- GIS Data Collection
- 3D Scanning & modeling
- ALTA/NSPS Land Title Surveys

Transportation Engineering

- Project Identification
- Concept Development/Planning
- Assist with Funding Opportunities
- Grant Applications
- Geotechnical Design
- Final Design
- Project Letting
- Airport Engineering and Planning
- Roadway Utility Improvements
- Stormwater Improvements
- Intersection Improvements
- Pedestrian Walkways
- Roundabouts
- Roadway Resurfacing
- Erosion Control Design
- Streetscape
- Local Maintenance Resurfacing Program Grant Applications
- Industrial Access Roadways
- Department of Transportation Projects including:
 - Roadways
 - Drainage
 - Public Hearings
 - Private Development Roadways
 - Construction Engineering
 - Land Planning
 - Engineering
 - Street and Drainage
 - Parks and Recreation
 - Gas Distribution Systems

Airport Planning

- Economic Feasibility Studies
- Grant and Funding Assistance
- Parking Apron Design/Construction
- Taxiway Design, Widening, and Ext.
- Taxiway Rehabilitation
- Runway Design and Construction
- Runway Rehabilitation
- Airfield Lighting, Navigational Aids and ILS
- Corporate and T-Hangars
- General Paving Rehab
- Entrance Roads and Parking Areas
- Utilities, Water and Sewer Systems

GEORGIA

COMPREHENSIVE PLANNING

75

Years of experience in planning across team

6

Georgia Comprehensive Plans completed in last three years

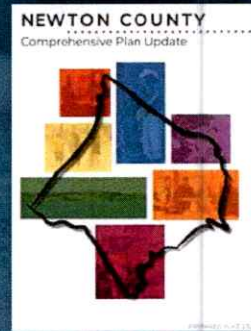
800+

Public Participation in Planning Projects

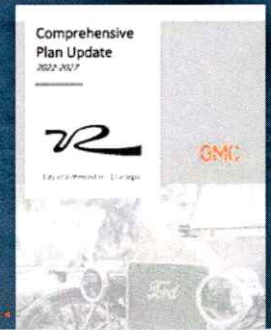
Whether focused on growth management, transportation, housing, resiliency, economic development or community facilities, thoughtful planning is crucial for current needs and also brings a community's vision to life.

GMC has extensive experience providing comprehensive planning services across the state of Georgia, supporting communities of all sizes with visioning, public engagement, and technical expertise. GMC's planning team has completed numerous comprehensive plan updates and related projects for cities, counties, and regions throughout Georgia. Our collaborative approach connects planning and design professionals with stakeholders from both public and private sectors—cities, counties, developers, nonprofits, and state and federal agencies.

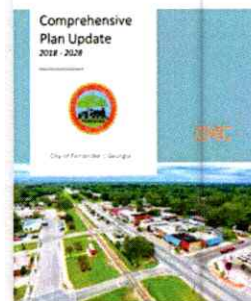
Our approach is rooted in community-based planning, emphasizing open public involvement, collaboration with local governments, and a commitment to clarity, consensus, and actionable outcomes. Our multi-disciplinary team ensures that comprehensive plans are not only visionary but also practical and implementable, supporting the long-term growth and sustainability of Georgia's communities.



Newton County
Comprehensive Plan
June 2023



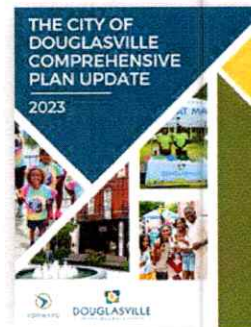
Richmond Hill
Comprehensive Plan
June 2023



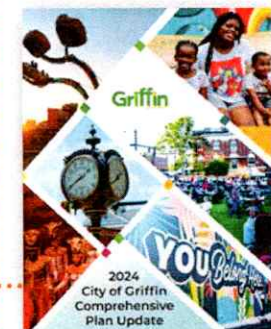
Pembroke
Comprehensive Plan
June 2023



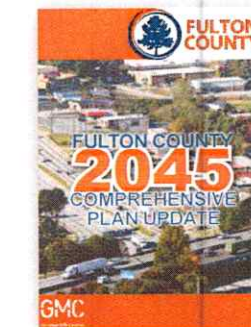
Bryan County
Comprehensive Plan
October 2023



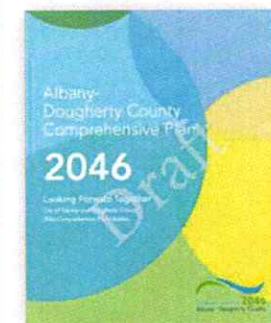
Douglasville
Comprehensive Plan
October 2023



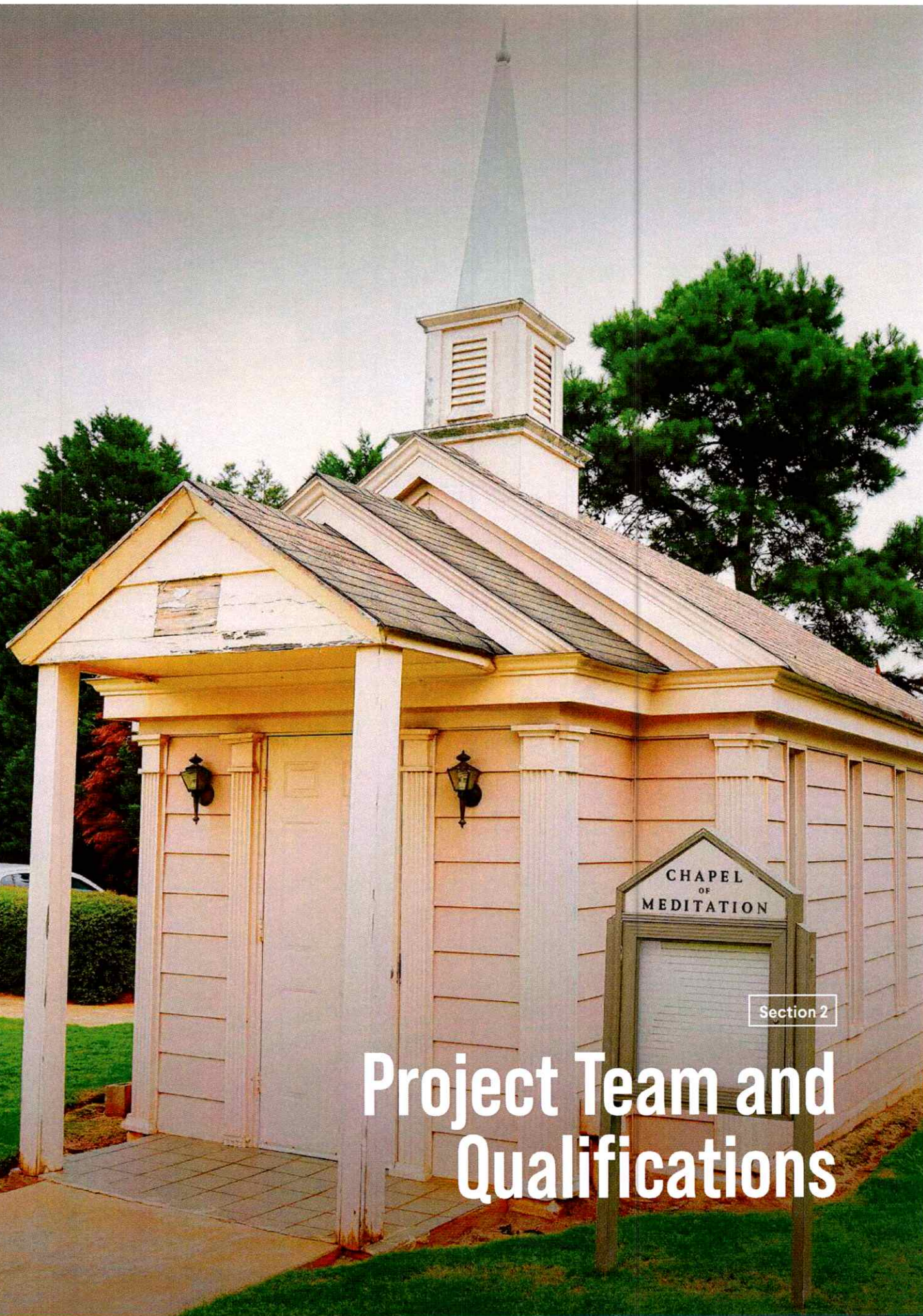
City of Griffin
Comprehensive Plan
February 2024



Fulton County
Comprehensive Plan
August 2025



Albany-Dougherty County
Comprehensive Plan
June 2026



Section 2

Project Team and Qualifications

Meet the Team

Our extensive history of collaboration showcases our productive and successful partnership, underscoring our dedication to both our clients and the projects we undertake. We assure Monroe County that our senior personnel will be accessible throughout the duration of this project. The team you see here will be the same team that delivers the final section of the Comprehensive Plan Five-Year Update as outlined in this RFP.

Project Management



Project Management

Kalanos Johnson, MBA
Project Manager / Primary Contact



Project Principal

Glenn Coyne, FAICP
Project Principal / Senior Planner

Primary Services



Planning

Kealan Millies-Lucke, AICP
Community Planner



Julianne Harper, AICP
Community Planner



Transportation

Rhonda Davis, PE
Project Principal



Other Services

**Ed DiTommaso, AICP, GISP,
MS4CECI**
GIS, Environmental, and Infrastructure
Planning



Matt Mitchell, PLA, LEED AP
Landscape Architect



Zion Greer, GISP
GIS Analyst

Kalanos Johnson, MBA

Senior Planner



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

Selected Project Experience

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

Project Role

**Project Manager /
Primary Contact**

Education

Master of Business Administration,
Strayer University, 2013

Master of Planning, University of Akron,
1997

Bachelor of Science, Social Work, Fort
Valley State, 1995

Affiliations

American Planning Association (APA)

Georgia Planning Association (GPA)

Development Authority of Clayton
County, Vice Chairman (2009-2017)

Arts Clayton Board Member (2017-2019)

Leadership Clayton, 2005

* Projects completed prior to GMC.

Glenn Coyne, FAICP

Senior Planner



Glenn brings immense experience in professional land use and transportation planning to GMC. His past roles include planning leadership in the Georgia communities of Augusta, Savannah, Duluth and Cuyahoga County in Ohio. Glenn has served as a consultant to many local governments, completing comprehensive, neighborhood and transportation plans, as well as zoning ordinances and unified land development codes. Glenn served the planning profession for four years as the director of the American Institute of Certified Planners (AICP) in Washington, D.C. His planning practice is focused on balancing the rigorous, technical aspects of planning with the importance of employing common-sense clarity and everyday applicability to the public.

Selected Project Experience

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

Project Role

Project Principal / Senior Planner

Education

Master of City Planning, Georgia Institute of Technology, 1987

Bachelor of Arts in Urban Studies, Cleveland State University, 1984

Licenses/Certifications

American Institute of Certified Planners (AICP)

College of Fellows of AICP (2012)

Affiliations

Georgia Planning Association, Chapter President (1997-1999), Board Member (1991-1999, 2003-2005), Professional Development Officer (2003-2005)

City of Lakewood, Ohio Planning Commission Member (2016-2019);

Atlanta Regional Commission Community Planning Academy Faculty (2008-2012)

* Projects completed prior to GMC.

Rhonda Davis, PE

Vice President, Georgia Transportation



Rhonda serves as vice president of Georgia Transportation for GMC. Her leadership is focused on delivering roadway and aviation projects for our clients throughout the state. She brings a wealth of Georgia Department of Transportation (GDOT) knowledge and experience to the GMC team. She has more than 12 years of experience working at GDOT in addition to her experience providing engineering services as a consultant. Her career has primarily been focused within transportation and she has project involvement from planning and concept phases to final design and construction.

Rhonda's diverse experience during her time with GDOT as well as her current role on the consulting side makes her an excellent candidate to ensure appropriate delivery for projects, whether they follow the GDOT and/or TIA process. During her career at GDOT, Rhonda worked in the Office of Urban Design as a design engineer and was responsible for designing and managing projects from the conceptual phase through final plans as well as providing assistance to the contractor during construction. This process included working to obtain environmental documents, holding public hearings and plan reviews, coordinating with supporting offices and agencies, estimating, managing consultants when utilized, developing and supporting right of way, utility and erosion control plans and guaranteeing quality assurance and control on all work performed.

Relevant Project Experience

- Bryan County Belfast Road and Harris Trail Road Intersection Roundabout - Bryan County, GA
- Bryan County Belfast River Road and Belfast Keller Road Intersection Roundabout - Bryan County, GA
- Calhoun Boulevard - Pendleton, SC
- SCTAC High Speed Loops - Greenville, SC
- Bracken Road Widening - Greenville, SC
- Aiken County Civil Engineering Services - Aiken County, SC
- Ballard Drive Paving Design - Aiken, SC
- Shaws Creek WTP & E&U Staff Facility - Aiken, SC
- Water System Risk & Resiliency - Aiken, SC
- Recreation Pump Station Forcemain Replacement - Aiken, SC

Project Role

Transportation Engineer

Education

Bachelor of Science in Civil Engineering with Co-Operative Plan Certificate, Georgia Institute of Technology, 1993

Licenses/Certifications

Licensed Professional Engineer GA #25051

Georgia Soil and Water Conservation Certification, Level II Design

Affiliations

Columbia County Leadership, Class of 2020

Columbia County Leadership Steering Committee (2021-Present)

Columbia County Government Affairs Committee (2021-Present)

Augusta Metro Chamber Government

* Projects completed with previous firm.

Ed DiTommaso, AICP, GISP, MS4CECI

Vice President, Environmental



ED currently leads the GMC Environmental Department for Georgia, and he and his team have been providing GIS and stormwater services to local governments for over 20 years. Ed has an extensive background in GIS database development, infrastructure inventory and condition assessment, natural resources planning and stormwater utility development. He has served as project manager for a number of GIS database development and management projects throughout Georgia and serves as the GIS database manager for several local government clients. He recently developed a GIS application that allows local government staff to field collect and manage their stormwater infrastructure inventories with existing hardware and no additional software needs. Ed's technical understanding of GIS, coupled with his extensive experience with the planning process, gives him a unique ability to effectively communicate technical information to a wide variety of audiences.

Selected Project Experience

- Bryan County Comprehensive Plan - Bryan County, GA
- Newton County Comprehensive Plan - Newton County, GA
- Glynn County Comprehensive Plan - Glynn County, GA
- Gainesville Transportation Master Plan - Gainesville, GA
- Richmond Hill Comprehensive Plan - Richmond Hill, GA
- Vision 2035 Comprehensive Plan Update - Columbia County, GA
- Urban Tree Canopy Inventory and Assessment - Dunwoody, GA
- Opportunity Zone Annual Reporting - Hapeville, GA
- Housing Assessment - Garden City, GA
- Safe Growth Audit - Garden City, GA
- Risk and Vulnerability Assessment - Garden City, GA
- Comprehensive Plans - Port Wentworth, Garden City, Tybee Island, Fairburn and Fayetteville, GA
- Comprehensive Plan Update - Darien, Cornelia and McIntosh, GA
- Daufuskie Island Comprehensive Plan - Daufuskie Island, SC
- Future Land Use Plan - Brantley County, GA
- Urban Tree Canopy Inventory and Assessment - Dunwoody, GA
- St. Marys River Watershed Management Plan - Coastal Regional Commission, Darien, GA
- City of Tybee Island Contract Planning and Zoning Director - Tybee Island, GA

Project Role

GIS, Environmental, and Infrastructure Planning

Education

Master of Urban Planning, University at Buffalo, 2002

Bachelor of Science, State University of New York College of Environmental Science and Forestry, 2000

Licenses/Certifications

American Institute of Certified Planners (AICP) CPN: 022580

Certified Geographic Information Systems Professional (GISP) #48560

MS4 Compliance and Enforcement Certified Inspector

Kealan Millies-Lucke, AICP

Community Planner



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

Selected Project Experience

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

Project Role

Community Planner

Education

Bachelor of Urban and Regional Planning,
Michigan State University, 2018

Licenses/Certifications

American Institute of Certified Planners,
#332695

* Projects completed prior to GMC.

Julianne Harper, AICP

Community Planner



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

Selected Project Experience

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

Project Role

Community Planner

Education

Master of Public Administration, Augusta University, 2019

Bachelor of Arts in Political Science, Augusta University, 2014

Licenses/Certifications

AICP License # 36653

Certificate in Urban Planning and Community Development, Augusta University, 2021

Affiliations

Georgia Planning Association, Mentee in GPA Mentor Program, 2019-2020

Leadership Jefferson County, 2019-2020

Georgia Academy for Economic Development, 2019

Louisville Downtown Development Association, Board Member, 2020-2021

* Projects completed prior to GMC.

EXIT

AED



Prioriti

Please use the stickers to rank the goals in order of priority. Red is highest priority, Yellow is medium priority, Red is lowest priority. You can

Goal

HOUSING



Provide a full suite of Lifecycle Housing to meet the needs of current and future County residents

TRANSPORTATION



Improve Transportation efficiency and provide public transit options as well as Alternative Modes of Transportation options (bike lanes, walking paths, etc.)

ECONOMIC DEVELOPMENT



Continue to support existing businesses and create an environment that attracts new businesses to locate in the County

NATURAL AND CULTURAL RESOURCES



Protect, provide access to, and ensure sustainability of our natural and cultural resources

COMMUNITY FACILITIES AND SERVICES



Maintain and support a variety of Community Facilities and Services such as community centers and senior services

INTERGOVERNMENTAL COOPERATION



Participate in Inter-governmental Cooperation on regional issues and management of shared resources

PARKS AND RECREATION



Support a high level of services for Parks and Recreation

BROADBAND



Develop a plan to promote the deployment of Broadband services by broadband service providers into underserved areas within the County

Section 3

Project Understanding and Approach

Project Understanding

OUR APPROACH
GMC believes in the importance of developing the Comprehensive Plan **with the community -- not for the community**

The GMC Project Team will work in partnership with the Monroe County staff to complete an actionable, detailed, and comprehensive update to the current Comprehensive Plan that will accomplish two major goals. First, to satisfy all requirements of the Georgia Department of Community Affairs (DCA) for Comprehensive Plans and second, to specifically focus on the areas of the County that require land use decisions and infrastructure investment accordingly. We intend on developing a plan that will play a key role in the County's 20-year Comprehensive Growth Plan, ensuring that land use plans and policies align with fiscal sustainability, infrastructure investments, and economic development. Our project team's data-driven approach integrates a robust community visioning process, a detailed goals and strategies assessment, and a straight-forward implementation plan with projects, programs and policies that will assist leadership in supporting informed decision-making. Through stakeholder engagement and data analysis, the GMC Project Team will help align Monroe County's land use vision with the priorities of decision-makers, developers, and the community.

GMC believes in the importance of developing a Plan with the community -- not for the community. Our approach will include a public participation program that reaches out to all members of the community to ensure that the final document is truly reflective of the County's wants and needs. The Plan Update is based on a vision for the future of the community developed through a wide-ranging public engagement process. The visioning efforts will chart the course for the future, provide direction for sustainable growth and development, and the information necessary to ensure that infrastructure capacity is in line with desired future development. The focus of the Community Engagement process will be on a review and reimagining of community elements, including: land use, development, population growth, connectivity, and – most importantly – community desires and aspirations.

We intend on reviewing the existing land use policies and infrastructure conditions for the County. Using this data, we will work with the local community to develop objectives to address current, intermediate and long-range land use needs and infrastructure investment. This includes developing a land use component including:

- Data Collection
- Existing Conditions Analysis
- Community Visioning
- Development of Goals & Strategies
- Implementation Plan/Work Plan
- Public Involvement

The expected outcome is a future vision for development patterns in the County as well as a vision for preserving the functionality of infrastructure, while maintaining suburban settings where appropriate. The forthcoming land use objectives recommended for the County should:

- Reflect Community Values and Guiding Principles.
- Be Guided, Understood, and Supported by the Public.
- Be Supported by Stakeholder Groups and Decision-Makers.
- Be Economically Feasible.
- Outline Opportunities and Incentives for Community Investment.
- Conform to Applicable DCA Guidelines and Regulations.

Project Deliverables

The GMC Project Team will provide Monroe County with the following deliverables:

- 1 A Comprehensive Plan Document, following Georgia DCA requirements, with an implementation plan (Community Work Program) featuring goals, objectives, and action items broken out by each planning element, responsible party, partnering entity (if applicable), tentative time frame, and potential funding sources
- 2 A Comprehensive Plan "snapshot" (Executive Summary) that provides an overview/synopsis of the Comprehensive Plan Update process in both print and digital versions
- 3 A Land Use Analysis with Character Areas assessment for the County with the appropriate goals and action items included as part of an implementation plan (Community Work Program)
- 4 A project website with pertinent information and project updates throughout the planning process
- 5 All material from public engagement activities, meetings, surveys, and other related data summarized in an appendix

The GMC Project Team will produce a Plan Update that is easy to understand and implement. The Plan will be prepared as a complete draft for review by the County staff, then by the Middle Georgia RDC and DCA and then subsequently prepared for final adoption by the County Commission.



Project Approach

Project Administration

Central Point of Contact The GMC Team's Project Manager will provide consistency for Monroe County through consistent communication with the staff and members of the team. The Project Manager will maintain a project schedule and periodic progress reports to monitor accomplishments and milestones.

Progressive Document Checking All deliverables shall be double-checked initially by the Project Manager then through GMC's QA/QC process prior to being presented to the internal project team and finally to the County.

Clear Communication Through Documentation The Project Manager will maintain clear communication through biweekly meetings and periodic progress reports.

Project Team Meetings Regular meetings will be held with the County and the GMC Project Team to discuss individual team progress and adjustments made, if needed, to ensure the best quality service and client satisfaction.

Project Schedule The GMC Project Team will prepare and maintain a project schedule, indicating the time frame for the project. At a minimum the project schedule must include:

- Dates for all deliverables;
- Activity beginning and completion dates; and
- Milestones important to maintaining the project schedule.

Reports and Invoice GMC will submit a monthly invoice to the County supported by a Monthly Progress Report.

Project Administration

The GMC Team will be led by Kalanos Johnson, who is the point-of-contact for this effort. He will have full access to the multidisciplinary services of GMC as he works closely with Monroe County's Project Manager and the various departments and stakeholders.

He will conduct a project kick-off meeting between the County staff and key GMC team members, at least two (2) weeks after the Notice to Proceed letter. He will be prepared to use this kickoff meeting to discuss the composition of the GMC Team, confirm the project overview and schedule, discuss the QA/QC process for project deliverables, and verify the overall collaboration/communication for the effort.

During this meeting, the GMC Project Team will provide a draft Project Management Plan (PMP), that contains the project schedule, communication protocols, planned meetings, coordination with stakeholders, and document submission protocols. This draft PMP will include the necessary coordination with all necessary state and regional stakeholders. As for the management of this planning effort, the GMC Project Team is proposing two (2) project team meetings every month, to discuss progress and needs from the Monroe County staff for moving forward. For all meetings, we will prepare the agenda and supporting documents in advance, as well as prior meeting summaries. As for the internal consultant team, we will hold weekly coordination meetings and more frequent coordination meetings for various tasks as needed. This project administration task will last the duration of the project for oversight and day-to-day management of the Monroe County Comprehensive Plan Update.

Project Task



Next, the GMC Project Team will address comments from the County and once a consensus is obtained, submit a final PMP. The final PMP will lay out the responsible and participating parties for all tasks. Including the following:

- A detail of project personnel
- A schedule with deliverable deadlines
- A quality control and assurance plan
- A Public Outreach Plan & Stakeholder Engagement Plan

In this way, multiple tasks will be able to move forward simultaneously to meet the proposed project schedule.

Task 1: Existing Conditions, Community Assessment & Visioning

GMC will assess Monroe County's profile by reviewing and analyzing existing studies and plans in conjunction with conducting field reconnaissance/windshield surveys/photographic documentation to become more familiar with the study area. We will review the goals, strategies, and projects identified in each previous plan, and identify themes that run through multiple documents. We will work with staff and the stakeholders to identify the applicability and relevance of these plans/studies as it relates to the Comprehensive Plan Update. All the information developed as part of this process will be summarized in report format for review by the County staff. A newsletter-style, "Community Snapshot/Socio-Demographic Profile" handout will be created for distribution to the community as part of the community engagement process and in a format suitable for sharing online.

Issues and Priorities

The purpose of identifying community issues and priorities is to understand Monroe County's values and future vision based on the results of the various public involvement activities. This is key in establishing initial goals which are one of the most important parts of the planning process because they represent the value the community places on different quality of life issues. Based on the public input received through the various avenues, our Project Team will work with the staff and community stakeholders to update the vision for the future of the County, which will include desired goals related to future land use and development. Our process will also address major planning elements that include economic development, community character, livability, community facilities, infrastructure, transportation and housing.

Needs and Opportunities

The DCA Minimum Planning Standards require that communities identify needs and opportunities and utilize these as the basis for development of the Community Workplan. Our Project Team will utilize the information derived through the data assessment, through review of existing plans, and using the issues and opportunities developed during the previous Comprehensive Plan Update to develop an updated set of preliminary

needs and opportunities. This list will be vetted through the stakeholders to help formulate what will become the future Community Work Plan.

Task 2: Public Participation and Community Engagement

GMC believes in the importance of developing a Comprehensive Plan with the community – and not for the community. Our approach will include a public participation program that reaches out to all members of the community to ensure that the final document is truly reflective of Monroe County's wants and needs. The Monroe County Comprehensive Plan Update is based on a vision for the future of the community developed through a robust public engagement process. The visioning efforts will chart the course for the future, provide direction for sustainable growth and development, and the information necessary to ensure that infrastructure capacity is in line with desired future development. The focus of the Community Engagement process will be on a review and reimagining of community elements, including land use, development, population growth, connectivity, and – most importantly – community desires and aspirations.

This approach is proactive, rather than reactive, in that this Comprehensive Plan Update will be developed based on the themes identified by the public through the community engagement process. Furthermore, it is essential that the Visioning and Community Engagement program be robust and inclusive. We propose to offer many avenues for public participation to ensure that all interested stakeholders are afforded the opportunity to provide input based on their desired level of participation.

Steering Committee

A well-organized and coordinated Steering Committee will be paramount to the success of this project, especially when considering the complex nature of the scope. We recommend that the Steering Committee be appointed by the County to represent the diverse views and issues of the entire community, and that this committee work with County staff and our GMC Project Team throughout the planning process to guide the public involvement process and provide input on the various planning elements. Our approach to the Steering Committee process is based on our successful performance record with comprehensive planning in Georgia, as well as our specific experience facilitating Steering Committees as part of this process.

Upon selection, we will provide specific guidelines for Steering Committee membership to assist the County with the selection, which should target between 10 and 12 members. The GMC Project Team will facilitate the regularly scheduled Steering Committee meetings, produce agendas and meeting summaries, and provide information related to Steering

Section 5 | Understanding of Project and Approach

Committee functions to the County for posting on the website, as appropriate. The Steering Committee should be a group of involved staff, residents, businesses, and civic leaders that:

- Are representatives of the community;
- Share expertise and on-the-ground knowledge;
- Are advocates for the plan and its implementation;
- View in-depth documents before public meetings; and
- Publicly represent the Comprehensive Plan through presentations, working with the media, and otherwise reaching out to the community to garner support for the process.

Stakeholder Engagement

The GMC Project Team will work with the County Staff and Steering Committee to establish the most effective approach for stakeholder engagement. Working together, we will develop a plan to guide the specific public outreach activities, which will include, but is not necessarily limited to public hearings, public meetings/open houses, on-line outreach materials, web survey, booths at community events, social media, etc.

Working together, we will identify and interview up to 20 community stakeholders. The final list of stakeholders to be interviewed shall be developed in coordination with, and approved, by the County. The public engagement effort must incorporate a diverse approach that includes a combination of traditional and innovative, technology-based techniques. Examples of traditional efforts include interactive workshops, project newsletters, comment cards, and surveys. With the increasing focus on technology, any successful public involvement effort must include the use of technology-based tools. These include social media such as Facebook and Twitter, electronic survey opportunities, mobile phone applications and interactive, web-based input tools.

Our project team also recognizes the need to ensure that the traditionally underserved population groups, particularly any ethnic groups and diverse cultures within the County, are involved in the planning process. These communities have a critical perspective in the development of community plans, and we are committed to ensuring the identification and inclusion of these groups in a meaningful way through targeted outreach efforts. Additionally, the Steering Committee membership will be very critical for this task as we intend on allowing the entire Monroe County community the opportunity to participate in this process.

Online Survey

GMC will draft, review, and administer an on-line public opinion survey. The questions on the survey will be based on guidance from the County staff and the Steering Committee. GMC has successfully administered on-line surveys associated with several Comprehensive Plans Updates and will use the lessons learned from this experience to bring a high-quality survey to the citizens of Monroe County. A complete report including statistical results will be provided in a separate summary report.

Community Engagement

While the final Community Engagement program will be formulated with the County Staff and Steering Committee, for the purposes of this proposal, we anticipate the following elements will form the basis of the process:

- Kick Off Public Open House (1)
- Steering Committee Meetings (up to 5)
- Public Planning Workshops (up to 4)
- Online Public Survey
- County Commission Updates (up to 3)
- Public Hearing to Present the Draft Comprehensive Plan (1)

Additional Outreach to include:

- Branding, web page and social media content
- Community Snapshot Fact Sheet
- Stakeholder Interviews (up to 20)
- Presentation of Final Draft to Planning and Zoning Commission
- Presentation of Final Draft to County Commission

Our success rate with our public involvement programs for comprehensive planning is 100% in that it would be impossible to have a truly representative community plan without effective and inclusive community engagement.

Task 3: Comprehensive Plan Development

The purpose of identifying community goals is to understand the community's values and future vision based on the feedback received through the various public involvement activities. The goals are one of the most important parts of the planning process because they represent the value the community places on different quality of life issues. The public outreach techniques discussed above will be used by our team to frame the overarching community goals as expressed by members of the community.

The DCA has adopted a set of 10 community development principles to fit the unique conditions of communities in Georgia. Our team will review the goals developed during the public involvement phases of the project to determine how these community goals overlap with the DCA's Quality Community Objectives.

Population Element

GMC will assess the County's population and population trends by reviewing and analyzing a variety of background data and prior studies. This will involve census data, including, but not necessarily limited to population, housing, and economic/job trends. Where possible, GMC will utilize previously compiled data and studies.

In addition, our Project Team will work with the County's and the Middle Georgia RDC's experienced GIS staff to collect and update current and future land use information in a GIS database format. This may include review of development plans and/or aerial photography analysis, as appropriate.

Section 5 | Understanding of Project and Approach

GMC's Project Team will work with County staff to review the data and identify population trends - both positive and negative- that should be addressed by the Comprehensive Plan Update.

The GMC Project Team will also gather and review all applicable local and regional plans that affect the study area's population. We will review the goals, strategies, and projects identified in each plan, and identify themes that run through multiple documents. We will work with County staff to identify the applicability and relevance of these plans as it relates to the Comprehensive Plan Update.

Transportation Systems

The GMC Project Team will address the Transportation element by reviewing the existing conditions of the transportation network from a multimodal perspective, specifically in the Data Assessment, Goals, Needs and Opportunities, and Community Work Program. We know that there are other agencies and planning documents that have important information related to transportation, such as prior Houston County studies, Georgia Department of Transportation (GDOT) plans and projects, and the Middle Georgia RDC that we will reach out to in obtaining relevant data. The GMC Team will focus our efforts on using data to describe existing conditions, needs, constraints and opportunities.

This information will be used to build the foundation for the Transportation element and will inform the updates to the County's goals, needs, opportunities and future projects, programs, and policies. GMC will work with staff to obtain a GIS database as part of this project that will include transportation infrastructure as well as other elements. We will use local data and information as well as obtaining available information, to summarize and explain the basis of the data, and identify any gaps in existing data, transportation systems and services.

Housing

The GMC Project Team will utilize a variety of sources to conduct this planning element. We will coordinate with the County staff to obtain all necessary existing plans, studies, and housing related reports. Next, we will utilize external data sources such as the U.S. Census Bureau, American Community Survey (ACS), the Department of Housing and Urban Development, and state/regional sources to identify housing needs in the study area.

In addition, the GMC Project Team will conduct, as needed, interviews and site tours with our team to fully comprehend the study area's existing housing conditions. This will allow us to obtain unique data and features that may not appear in the background the data alone.

Finally, we will utilize GIS mapping tools and field observations where appropriate in this analysis. Further, the GMC Project

Team will research the existing programs and resources in the study area that are dedicated to housing. This will include federal and state sources such as block grants, USDA grants, state housing initiatives, and other Georgia DCA sponsored programs. Other sources of data may include federal loan programs such as the United States Department of Housing and Urban Development (HUD) programs. Additionally, we will investigate the private sources such as the Federal Home Loan Bank (FHLB) programs as well as the Historic Preservation Resources options, particularly for some of the older communities in the study area.

Historic and Cultural Resources

The GMC Project Team will address the Historic and Cultural Resources element, like other elements, most specifically in the Data Assessment, Goals, Needs and Opportunities, and subsequent Community Work Plan. There are other agencies and planning documents that have important information related to this element, such as the Regional Water Plan and studies from the Middle Georgia RDC. We will reach out to those agencies to gather relevant data as needed. This information, along with stakeholder input, will be used to build the element and will inform the updates to the study area's goals, needs, opportunities and future development patterns. GMC will also utilize a GIS database as part of this element that will include current and future historic and natural/cultural resources.

In essence, the GMC Project team understands the importance of assessing how new development is likely to impact the natural and cultural resources in study area. Therefore, we will research and identify needed regulations or policies to protect the study area's natural resources and include these in the Implementation Plan/Community Work Program.

Especially important to consider are those neighborhoods, places and cultural resources represented by traditionally underserved population groups. These communities have a critical perspective in the history and development of the community, and we will emphasize our efforts to document and preserve these traditions and places.

Parks, Trails and Open Space

The GMC Project Team will conduct a review and analysis of all existing parks and recreation facilities in the study area, to include cultural resources, recreational facilities and their related infrastructure. Where possible, the GMC Team will utilize previously compiled data and studies from past plans. Our project team will work with the County on this inventory of all recreational facilities prior as well as scheduled improvements. We will coordinate with the County to obtain available information related to this element, identify and discuss any technical and policy issues, coordinate detailed tasks, and identify specific engagement individuals and groups. We will review current and past County plans, reports and

Section 5 | Understanding of Project and Approach

documents, and create a comprehensive, up-to-date parks and recreation inventory of all facilities including:

- Park type, purpose, location
- Acreage
- Inventory of recreation facilities and amenities
- Assessment of physical conditions and functionality
- Existing programs and events
- Maps illustrating the location and each type of park
- Maps illustrating pedestrian, bicycle and vehicular access to all parks

Utilizing national and state professional standards, we will evaluate all categories of parks, recreation facilities, open space and trails for compliance. Our focus will be on connectivity between recreational facilities and ensuring reasonable access to all users. We will also update mapping for proposed and undeveloped recreation and park facilities, per the implementation plans/programs from various plans and studies, with the guidance of County staff.

Infrastructure and Community Facilities

The GMC Project Team will analyze the existing community infrastructure and facilities in the County and work with the stakeholders to assess the goals and objectives needed for future enhancement. This will include critical infrastructure such as the study area's water system, sewer and wastewater system and stormwater infrastructure. Community facilities will include EMS, fire and police facilities, as well as parks and recreation, libraries and other community facilities.

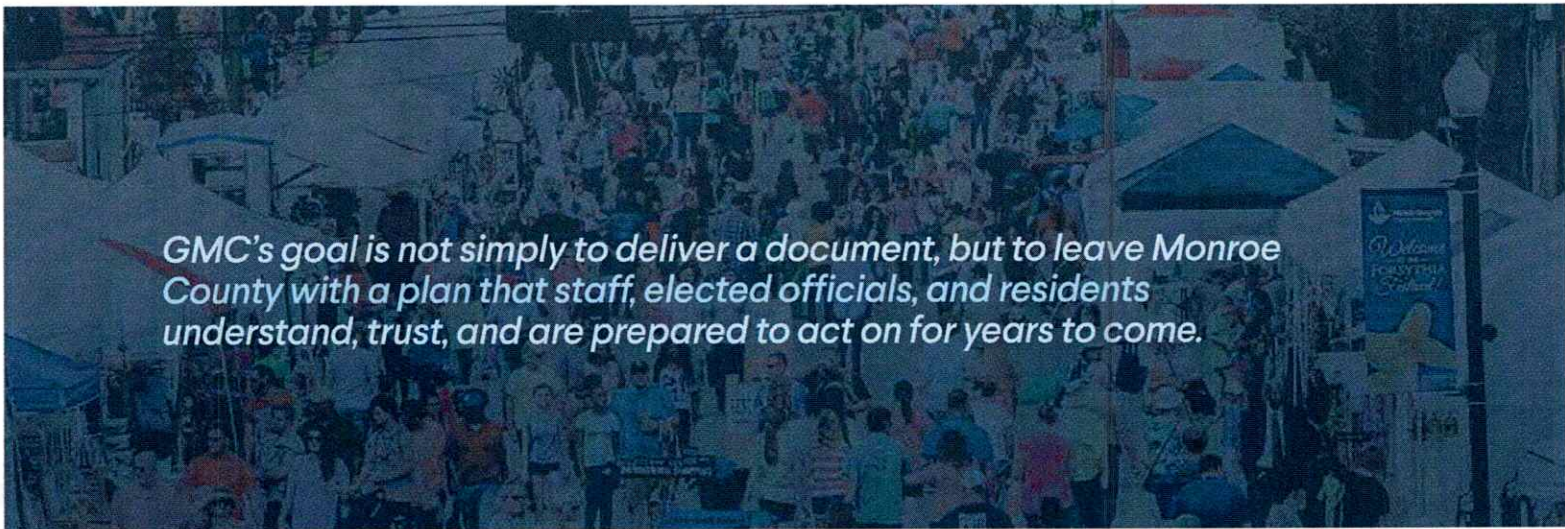
Coordinating with the land use and character area designations, we will create strategies for ensure that future development accommodates these community facilities and infrastructure. An important feature of this will be any existing Service Delivery Strategy policies between the County and the City of Forsyth. As for recommendations for the Implementation Plan/Community Work Program, the GMC Project Team will be

sure to remain cognizant of those that support sustainable development and minimize impacts to the environment. In doing so, we will develop recommendations that include:

- Brief description of the activity;
- Timeframe for initiating and completing the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity; and
- Funding source(s), if applicable.

Land Use

Our project team will review and update the Character Area/Future Development Map developed during the last Comprehensive Plan Update. This map will be reviewed to determine not only if the geographic context of the map is still valid, but if the recommended development patterns are still appropriate for the areas delineated as part of the previous planning process. Our project team will solicit public feedback on the proposed character areas and the recommended development patterns that should be pursued within each area. This will require utilizing our planning professionals to help bring the vision and goals of the local communities to life. These events will be targeted to ensure that the feedback pursued is geographically relevant to the County. Once a final Character area/Future Development Map is created, we will analyze the existing land use makeup within each area. Our team will review existing zoning categories within each area to determine if the recommended future vision for these areas is realistic. This analysis will also help identify what obstacles exist and what additional considerations are needed to fully achieve the desired vision for each area. Our Georgia Planning Practice Leader, Glenn Coyne, FAICP, will be key in this effort as he has extensive experience with planning in Georgia that includes the development of comprehensive plans in accordance with the requirements of the Georgia Department of Community Affairs, including Regional Commission review.



GMC's goal is not simply to deliver a document, but to leave Monroe County with a plan that staff, elected officials, and residents understand, trust, and are prepared to act on for years to come.

Task 4: Community Work Program & Action Plan

GMC will work with County staff and the Steering Committee to review and update the Community Work Program to ensure that the action items identified are consistent with the updated Goals, Needs and Opportunities. This process will begin with a review of the existing Community Work Program and completion of a "Report of Accomplishments" to identify the current status of the action items/implementation strategies included in the Comprehensive Plan. This process will allow the Project Team to identify those action items/ strategies that need to be updated, removed or added. As the Community Work Program is updated, each action item/implementation strategy will include a time frame, estimated cost, responsible party, and funding source.

We understand that the formulation of the Community Work Program will require meetings with elected officials, administration, staff, and other stakeholders. We intend to dedicate specific Steering Committee meetings to the Community Work Program as well as meetings with other stakeholders virtually or in person, as necessary, to revise this section of the Plan Update.

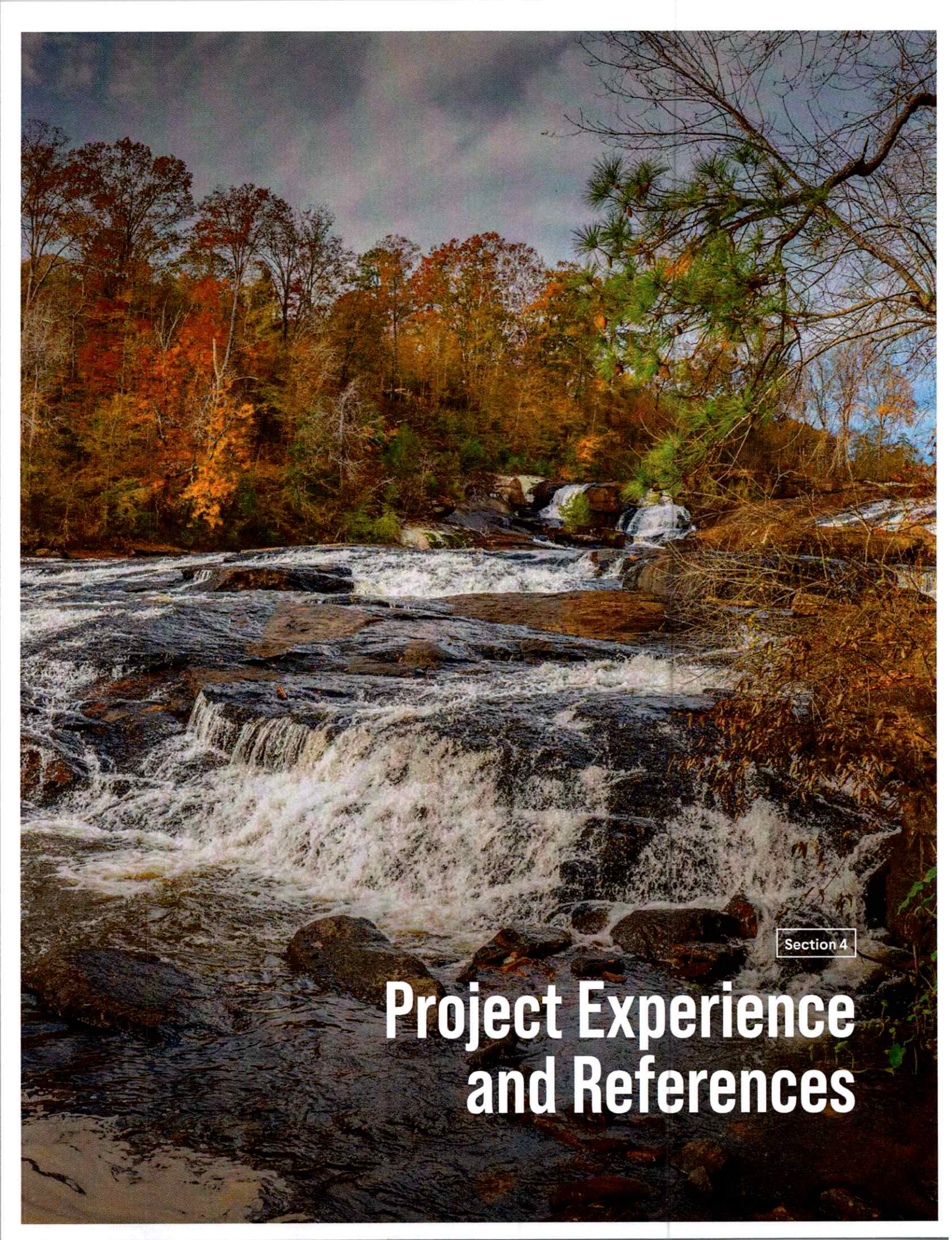
Task 5: Draft Deliverables and Final Product for Review and Adoption

In our experience, a Comprehensive Plan that is too "comprehensive" in its development becomes cumbersome and is less likely to be utilized by elected officials, Planning Commissions, and County staff. Our project team will produce a Comprehensive Plan Update that is easy to understand and implement. The combination of the work efforts associated with the aforementioned tasks will be summarized in the comprehensive plan document and appendices will be used to provide additional information about a particular item. For example, the demographic trends will be included in the Comprehensive Plan write-up to help set the stage for the goals, policies, needs, and opportunities, but a separate Data Assessment Appendix will be produced providing greater detail and analysis on these trends

Upon initial completion, the draft comprehensive plan will first be provided to the County staff and Steering Committee for review. GMC will then update the Comprehensive Plan based on this feedback and present the draft Comprehensive Plan Update to the Planning Commissions and to the elected officials. We will present the draft Comprehensive Plan Update at a public hearing and will make updates to the plan, as needed, prior to submitting the draft Comprehensive Plan Update to the Middle Georgia RDC for their 45-day review and transmittal to the Georgia DCA.

During the 45-day review, GMC will work with Monroe County, the RDC and the DCA to revise and reconcile any issues or compliance deficiencies. We plan to attend any regional review hearings that are scheduled by either agency. Based on any feedback received from DCA during their review, GMC will work with the County to finalize the Comprehensive Plan Update in time for the elected officials to adopt the plan and a resolution to submit the final Comprehensive Plan Update to DCA. We will assist the County with submittal of all required files within seven days of adoption by the County Commission.



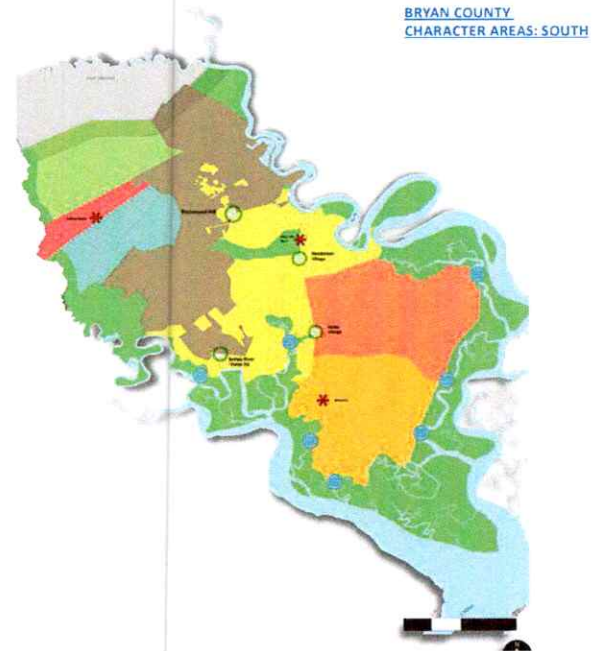


Section 4

Project Experience and References

Bryan County, Georgia

Comprehensive Plan Update



County Wide
Size

\$150K
Costs

2023
Completed

Bryan County
Georgia

GMC partnered with Bryan County to develop and adopt a major update to the comprehensive plan. The collaborative planning process included the Bryan County staff and project team, Technical Advisory Committee, Steering Committee, Planning Commission and Board of Commissioners.

An important focus of the comprehensive plan update was the extensive public engagement opportunities including, public workshops in the north and south portions of the county, an online community survey, regular Board of Commissioners and planning commission updates, a project website, with frequent project updates and interactive mapping and steering committee meetings

open to the public.

Among the priorities that emerged in the comprehensive plan update were transportation, land use, housing, parks and recreation, environment, economic development and community services. Notable to this planning process was the announcement in May, 2022 that Hyundai will be building a new electric vehicle manufacturing plant in Bryan County. This project will be built at an estimated cost of \$5.5 billion and is expected to create 8,100 jobs. How the county prepares for this future growth is a major component of our planning process.

Location: Bryan County, Georgia

Size: Completed October 2023

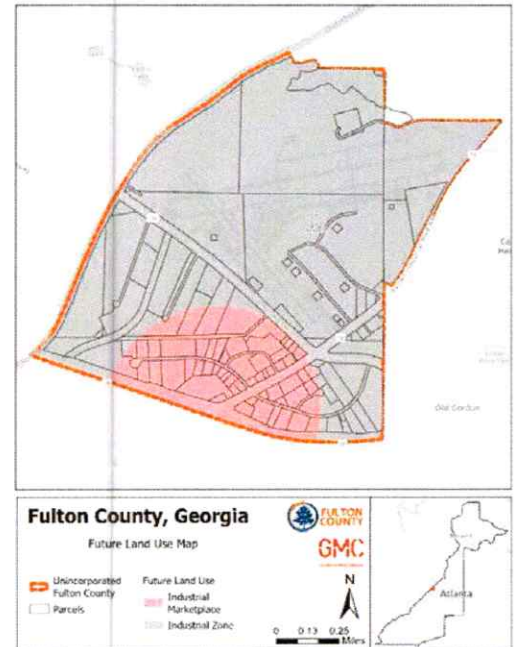
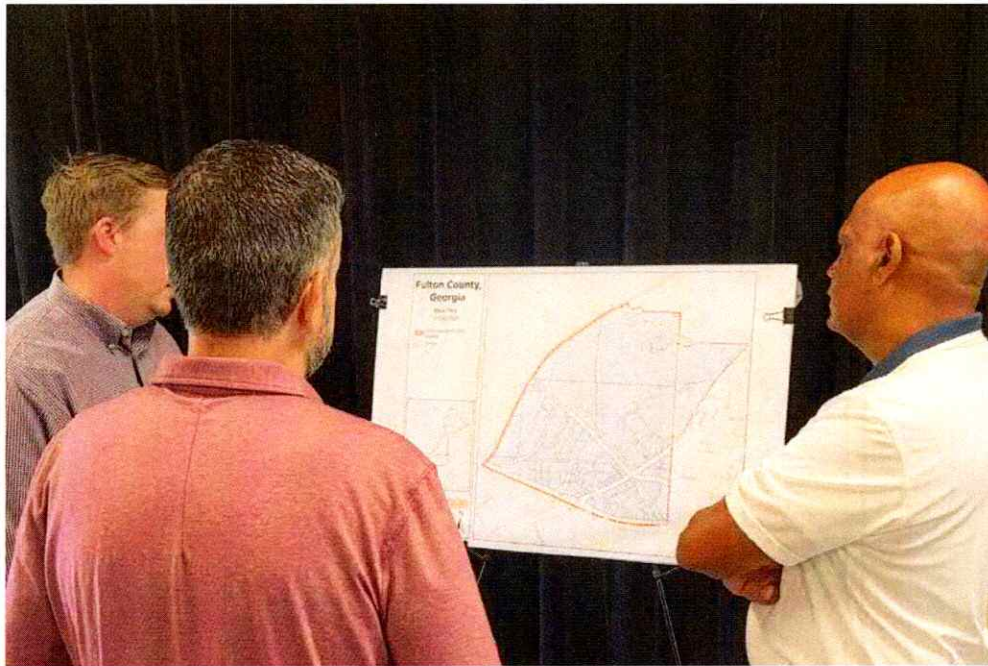
Cost: \$150,000

Contact:

Audra Miller, Community Development Director
Bryan County
66 Captain Matthew Freeman Drive
Richmond Hill, GA 31324
(912) 622-1031
amiller@bryan-county.org

Fulton County, Georgia

Comprehensive Plan Update



County Wide
Size

\$41K
Costs

2025
Completed

Fulton County
Georgia

GMC partnered with Fulton County to develop and adopt a major update to the County's Comprehensive Plan. The collaborative planning process included the Fulton County Public Works Department, a Steering Committee, the Board of Commissioners, and the GMC Project Team.

Since the County's last update was in 2016 before the annexation of unincorporated Fulton County by new cities, it was critical that Fulton County completed a Comprehensive Plan Update to maintain Qualified Local Government status. For

this effort, GMC utilized extensive public engagement opportunities that included public open house workshops, an online community survey, Steering Committee engagement, and coordination with the Board of Commissioners.

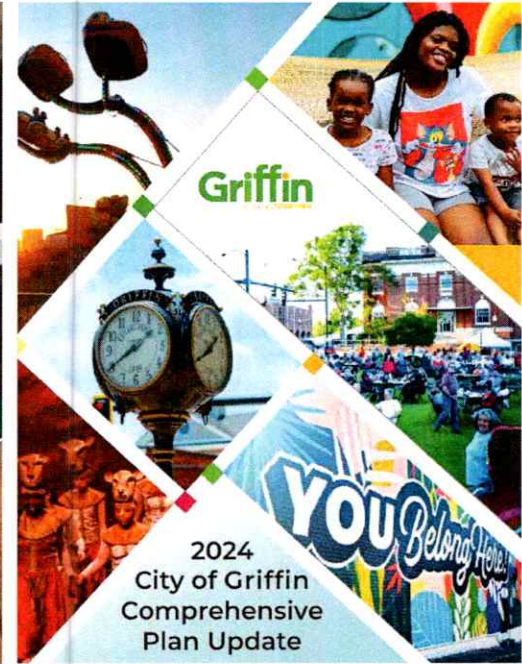
Among the priorities that emerged in the Comprehensive Plan Update were commercial, office and industrial development, transportation improvements, land use consistency, economic development, and community facilities and services improvements.

Location: Fulton County, GA
Status: Completed March 2025
Cost: \$41,000

Contact:
David Clark, PE
Director of Public Works
David.Clark@fultoncountyga.gov
141 Pryor Street, SW Suite 6001
Atlanta, GA 30303
(404) 612-2804

City of Griffin

Comprehensive Plan Update



City Wide
Size

\$180K
Costs

2024
Completed

Griffin
Georgia

GMC partnered with the City of Griffin to develop and adopt a major update to the City's Comprehensive Plan. The collaborative planning process included the Griffin Planning and Development staff and the project team, Steering Committee, Planning Commission and the Mayor and City Commission.

An important focus of the Comprehensive Plan Update was the extensive public engagement opportunities included public open house workshops, an online community

survey, stakeholder interviews, regular Mayor and City Commission and Planning Commission updates and updates on the city website.

Among the priorities that emerged in the Comprehensive Plan Update were neighborhood revitalization, transportation, land use, housing, parks and recreation, environment, economic development and community facilities and services.

Location: Griffin, GA
Status: Completed 2024
Cost: \$180,000

Contact:
Michelle Haynes
Director of Planning and Development
mhaynes@cityofgriffin.com
100 S Hill Street
Griffin, GA 30223
(770) 233-4130

Jessica O'Connor
City Manager
joconnor@cityofgriffin.com

Newton County, Georgia

Comprehensive Plan Update



County Wide
Size

\$170K
Costs

2023
Completed

Newton
County, GA

GMC partnered with Newton County to develop and adopt a major update to the County's comprehensive plan. The collaborative planning process included the Newton County staff and project team, steering committee, planning commission and board of commissioners.

An important focus of the comprehensive plan update was the extensive public engagement opportunities including, public open house workshops in each of the five commission districts of the county, an online community survey, regular board of

commissioners and planning commission updates and updates on the county website.

Among the priorities that emerged in the comprehensive plan update were transportation, land use, housing, parks and recreation, environment, economic development and community services. Notable to this planning process is the announcement that Rivian will be building a new electric vehicle manufacturing plant right on the county line. How the county prepares for this future growth is a major component of our planning process.

Location: Newton County, GA
Status: Completed June 2023
Cost: \$170,000

Contact:
Shena Applewhite
Director of Development
Services
Newton County
1113 Usher Street
Covington, GA 30014
(678) 625-1231
sapplewhite@co.newton.ga.us

Albany-Dougherty County, GA

Comprehensive Plan Update



County Wide
Size

\$220K
Costs

In Progress

Albany
Georgia

GMC partnered with the City of Albany and Dougherty County to develop and adopt a major update to the comprehensive plan. The collaborative planning process included both the City of Albany and Dougherty County staff, the GMC Project Team, a Comprehensive Plan Advisory Committee, a Steering Committee, the Planning Commission and the Albany City Commission and the Dougherty County Board of Commissioners. An important focus of the comprehensive plan update was the extensive public engagement opportunities including a branding strategy, an online survey, stakeholder interviews, and public open house workshops in the City and in the

County, and a project website, with frequent project updates and interactive mapping for the public.

The Comprehensive Plan Update is consistent with the Georgia DCA guidelines and other applicable state laws. Among the priorities that emerged in the comprehensive plan update were transportation, land use, housing, parks and recreation, environment, economic development and community services. Notable to this planning process was the additional focus on the environment and natural resources with an enhanced environmental resilience chapter as well as an initiative to spur downtown reinvestment.

Location: Albany, GA
Status: In progress - Completion date June 2026
Cost: \$220,230

Contact:
Paul Forgey, AICP, CFM
Director of Planning & Development Services
City of Albany
(229) 302-1848
240 Pine Avenue, Suite 300
Albany, GA 31701
pforgey@albanyga.gov

Proven Planning Expertise:

GMC's Highlighted Comprehensive Planning References

Lowndes County BOC Valdosta, GA

JD Dillard
Planning and Zoning Director

327 North Ashley Street
3rd Floor
Valdosta, GA 31601
(229) 671-2442
jdillard@lowndescounty.com

Project:
County Comprehensive Plan

Bulloch County BOC Bulloch County, GA

James Pope, AICP
Planning and Development
Director

115 N. Main St
Statesboro, GA 30458
(912) 764-6245
jpope@bullochcounty.net

Project:
City Comprehensive Plan

Bryan County Georgia Richmond Hill, GA

Audra Miller
Community Development
Director

66 Captain Matthew Freeman Dr
Richmond Hill, GA 31324
(912) 622-1031
amiller@bryan-county.org

Project:
County Comprehensive Plan

Newton County Georgia Covington, GA

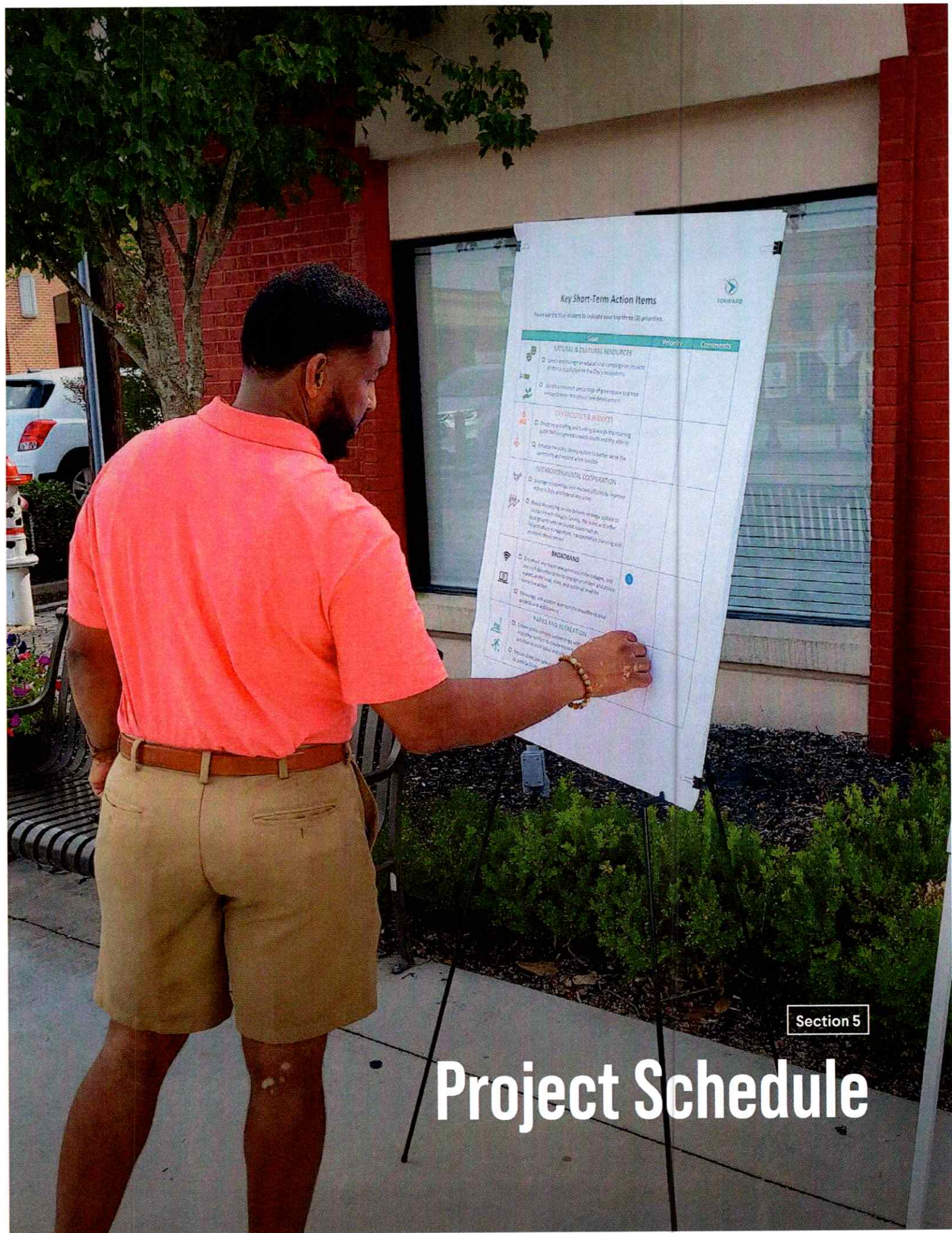
Shena Applewhaite
Director of
Development Services

1113 Usher Street
Covington, GA 30014
(678) 625-1231
sapplewhaite@co.newton.ga.us

Project:
County Comprehensive Plan

“...the proposed 2045
Comprehensive Plan does a
very good job of explaining
the unique situation that
Fulton County is in regarding
its planning area. The Plan
itself is solid and in line with
our previous plans and
philosophy. I think they did a
great job overall.”

— **Randy Beck**
The Collaborative, Fulton County Public Works Department



Key Short-Term Action Items

Have the five slides to indicate your top three (3) priorities.



Total	Priority	Comments
NATURAL & CULTURAL RESOURCES		
☐	☐	☐
OUTREACH & SERVICES		
☐	☐	☐
INTERGOVERNMENTAL COOPERATION		
☐	☐	☐
BROADBAND		
☐	☐	☐
PARKS AND RECREATION		
☐	☐	☐

Project Schedule

Section 5 | Project Schedule

Monroe County Comprehensive Plan Update

Project Schedule

	2026						2027									
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Project Administration																
Project Kick-off Meeting																
Project Management Plan and Project Schedule	◆															
Project Branding and Marketing	◆															
Project Management Team Coordination (Bi-Weekly)																
Task 1: Existing Conditions, Community Assessment & Visioning																
Research and Data Collection																
Existing Conditions & Community Assessment Report					◆											
Community Vision																
Task 2: Public Participation/Community Engagement																
Steering Committee			■				■				■			■		
Stakeholder Interviews																
Kick-off Public Hearing		●														
Online Community Survey																
Public Open House Workshops				●				●					●			
Task 3: Comprehensive Plan Development																
Needs and Opportunities																
Community Goals																
Comprehensive Plan Elements:																
Population, Transportation, Economic Development & Housing																
Historic and Cultural Resources, Parks & Rec, Broadband																
Infrastructure & Community Facilities																
Land Use																
Character Area Map											◆					

◆ = Deliverable ● = Public Meetings ■ = Steering Committee Meetings

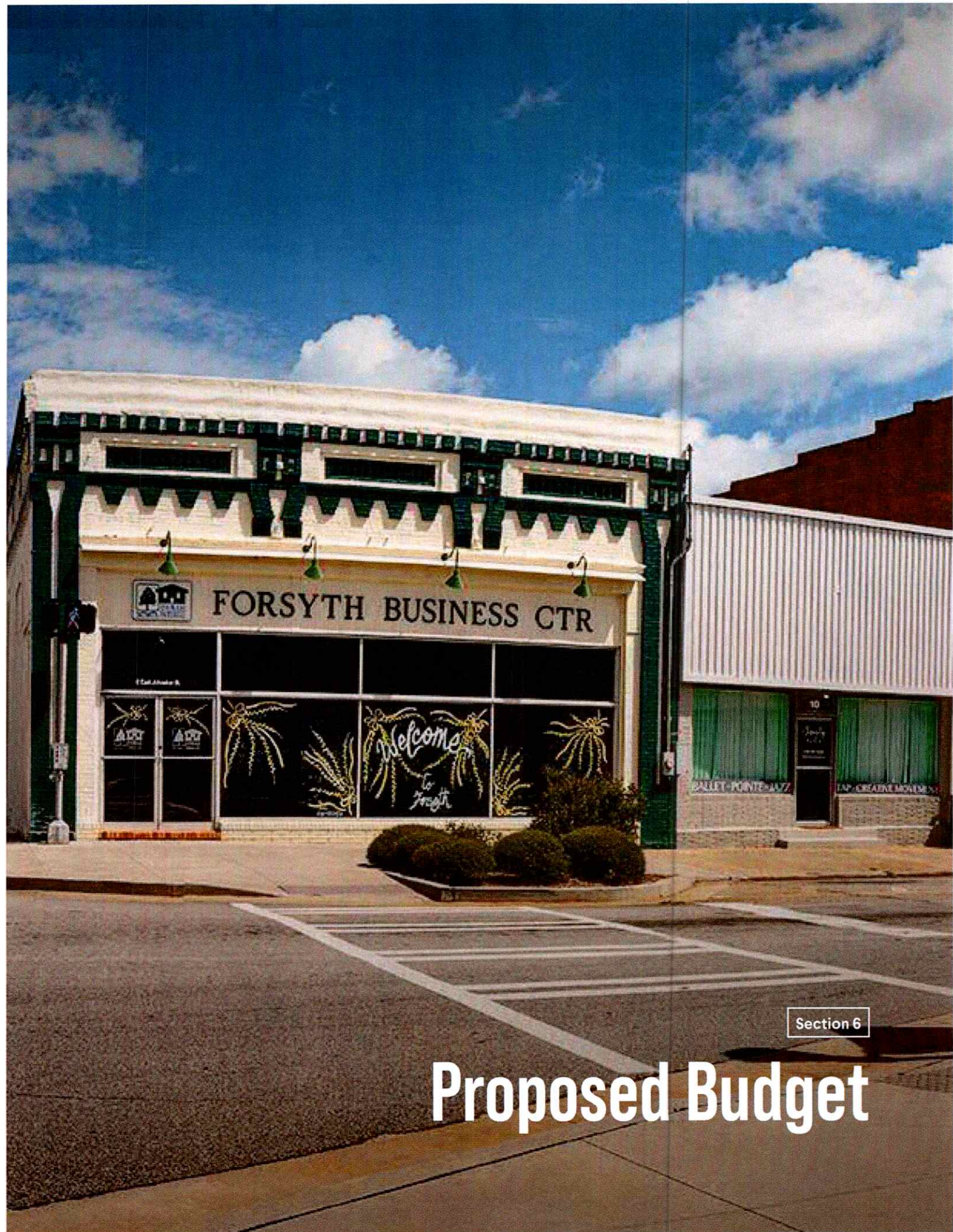
Section 5 | Project Schedule

◆ = Deliverable ● = Public Meetings ■ = Steering Committee Meetings

Monroe County Comprehensive Plan Update
Project Schedule (con't)

Monroe County Comprehensive Plan Update Project Schedule (con't)	2026						2027									
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Task 4: Community Work Program & Action Plan																
Summary of Recommendations & Action Items																
Project Management Plan and Project Schedule																
Project Branding and Marketing																
Task 5: Draft Deliverables and Final Product for Review & Adoption																
Draft Comprehensive Plan																
Public Hearing																
Review and Revise Draft with Project Management Team																
Final Comprehensive Plan Document																
Georgia DCA & Regional Commission Review																
Final Adoption																
Provide Final Documentation (Digital and Hard Copy)																

◆ = Deliverable ● = Public Meetings ■ = Steering Committee Meetings



Section 6

Proposed Budget

Proposal Fee

GMC understands that Monroe County is seeking maximum value, innovation, and cost-effective implementation for this Comprehensive Plan Update. Our professional services will be focused on providing high-quality deliverables and a robust public engagement process. Per your request, our “not to exceed price” proposed fee necessary to accomplish each task identified in the RFP is below. If selected, GMC is willing to work with the County to amend the scope and associated budget, should the County desire to do so.

Tasks	Task Description	Fee
	Project Administration	\$37,920
Task 1	Existing Conditions, Community Assessment & Visioning	\$36,640
Task 2	Public Participation and Community Engagement	\$44,320
Task 3	Comprehensive Plan Development	\$40,320
Task 4	Community Work Program & Action Plan	\$23,120
Task 5	Draft Deliverables and Final Product for Review & Adoption	\$20,960
Subtotal Fee		\$203,280
Expenses		\$6,500
Total Fee		\$209,780

Expenses	Item	Cost
Travel		\$4,000.00
Printing/Materials		\$2,500.00
Expenses Subtotal		\$6,500.00

PROFESSIONAL SERVICES AGREEMENT

THIS Agreement, entered into effective as of the ____ day of ____, 2026, by and between Monroe County, Georgia (the "COUNTY") and Goodwyn Mills Cawood, LLC (the "CONSULTANT" or "GMC") (collectively the "Parties").

WITNESSETH THAT:

WHEREAS, the COUNTY desires to engage the CONSULTANT to provide the technical and professional services described in Exhibit A: Scope of Services (the "Scope of Services") regarding the Monroe County Comprehensive Plan Update; and

WHEREAS, the CONSULTANT desires to provide the described services to the COUNTY;

NOW, THEREFORE, the Parties agree as follows:

ARTICLE I – ENGAGEMENT OF THE CONSULTANT

The COUNTY engages the CONSULTANT to provide, and the CONSULTANT agrees to provide, the services set forth in the Scope of Services in a professional and proper manner and in accordance with this Agreement.

ARTICLE II – SCOPE OF SERVICES

The CONSULTANT shall provide the professional, administrative, technical, and planning services to the COUNTY described in the Scope of Services. The Scope of Services may be amended only upon written agreement of the Parties.

ARTICLE III – TIME OF PERFORMANCE

The services to be provided pursuant to this Agreement shall commence upon issuance of a Notice to Proceed by the COUNTY and will continue until all tasks in the Scope of Services have been completed or termination of this Agreement as provided herein.

The Project will proceed in accordance with a written schedule to which the Parties agree and shall be completed within eighteen (18) months from issuance of the Notice to Proceed subject to written amendment of this Agreement.

This Agreement shall terminate upon final closeout and approval by the COUNTY of the project (the "Project") described in the Scope of Services.

ARTICLE IV – GENERAL PROVISIONS

- A. Personnel: The CONSULTANT employs professional personnel capable of providing the Scope of Services in a satisfactory and proper manner or will secure the services of such personnel required to provide such services.
- B. Office Space: The CONSULTANT shall provide and maintain office space and facilities necessary to provide all services pursuant to this Agreement at no expense to the COUNTY.
- C. Subcontracting: None of the services to be provided by the CONSULTANT pursuant to this Agreement shall be subcontracted without the prior written amendment of this Agreement. Any services subcontracted by the CONSULTANT shall be subject to each provision of this Agreement.

- D. Access to Materials: The COUNTY shall make available to the CONSULTANT any maps, documents, planning materials, or any other information in its possession or otherwise readily available, which have a direct bearing on the Project, at no expense to the CONSULTANT.

ARTICLE V – COMPENSATION AND METHOD OF PAYMENT

For services provided and expenses incurred pursuant to this Agreement, the COUNTY shall pay the CONSULTANT a total amount not to exceed \$ [REDACTED]. This amount is based on the estimated hours, hourly rates, and direct costs itemized on Exhibit B: Fees and Expenses.

Payment by the COUNTY shall be made upon presentation of written monthly invoices by the CONSULTANT to the COUNTY certifying the services provided and expenses incurred in the preceding calendar month based on progress to date, provided however, the total of said monthly invoices shall not exceed \$ [REDACTED]. Fees for services shall be based on the hourly rates set forth in Exhibit B: Fees and Expenses.

The COUNTY and the CONSULTANT may, by written agreement, extend or shorten the term of this Agreement, change the Scope of Services, and/or increase or decrease the total amount to be paid by the COUNTY to the CONSULTANT.

ARTICLE VI – REPORTING AND RECORDKEEPING REQUIREMENTS

The CONSULTANT shall provide to the COUNTY a monthly status report of progress through the preceding calendar month with each monthly invoice.

ARTICLE VII – COUNTY'S RESPONSIBILITIES

The COUNTY shall:

- A. provide the CONSULTANT with complete information concerning the requirements of the Project,
- B. hold promptly all required meetings, serve all required notices, and pay for all costs incidental thereto, as expenses not included in this Agreement, and
- C. designate, in writing, a person to act as COUNTY's representative (the "County Project Manager") with respect to the services to be provided under this Agreement.

The County Project Manager shall have complete authority to transmit instructions and to receive information with respect to the Project.

ARTICLE VIII – ADDITIONAL TERMS AND CONDITIONS

Termination for Cause. If, through any cause, the COUNSULTANT shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or if the CONSULTANT shall violate any of the covenants, agreements, or stipulations of this Agreement, the COUNTY shall have the right to terminate this Agreement by giving written notice to the CONSULTANT of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination. In such event, all finished or unfinished documents, data, studies, surveys, drawings, maps, models, photographs, and reports prepared by the CONSULTANT pursuant to this Agreement will, at the option of the COUNTY, become the COUNTY'S property, and the CONSULTANT shall be entitled to receive just and equitable compensation for services satisfactorily provided.

Termination Without Cause. The COUNTY may terminate this Agreement without cause at any time by giving at least ten (10) days' notice in writing to the CONSULTANT. If the Agreement is terminated without cause, CONSULTANT will be paid for the services provided and expenses incurred up to the termination date. Written notice of termination may be given to the CONSULTANT by email delivered to the CONSULTANT's e-mail address of john.bricken@gmcnetwork.com. The CONSULTANT shall not provide any further services upon receipt of such termination notice.

The COUNTY may, from time to time, request changes in the Scope of Services, including additional or decreased services. Such changes, including any increase or decrease in the amount of CONSULTANT'S compensation, to which the Parties mutually agree shall be incorporated in written amendments to this Agreement.

The CONSULTANT will maintain accounts and records, including personnel, property, and financial records, adequate to identify and account for all costs pertaining to the Agreement and such other records as may be deemed necessary by the COUNTY to assure proper accounting for all Project funds. These records will be made available for audit purposes to the COUNTY or any authorized representatives of the COUNTY and will be retained by the CONSULTANT for three years after the expiration of this Agreement unless permission to destroy them is granted by the COUNTY.

All of the reports, information, and data prepared or assembled by the CONSULTANT under this Agreement shall be the property of the COUNTY. The CONSULTANT shall not make such information available to any individual or organization without the prior written approval of the COUNTY unless legally required by law.

No report, maps, or other documents produced in whole or in part under this Agreement shall be the subject of an application for copyright by or on behalf of the CONSULTANT.

This Agreement represents the entire and integrated agreement between the Parties and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be amended only by written instrument signed by both Parties.

Section 7 | Sample Agreement

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed by their duly authorized officers effective the day and the year first written above.

MONROE COUNTY, GEORGIA

By:

Signature

Name

Title

GOODWYN MILLS CAWOOD LLC

By:

Signature

Name

Title

Attachments: Exhibit A – Scope of Services (From Proposal)
 Exhibit B – Fees and Expenses (From Proposal)

Building Communities.



Kalanos Johnson, MBA
Project Manager / Primary Contact

(678) 613-3670
kalanos.johnson@gmcnetwork.com



Glenn Coyne, FAICP
Project Principal

(404) 433-6808
glenn.coyne@gmcnetwork.com

GMC

Goodwyn Mills Cawood