

EXPERIENCE

ROSS+associates is a nationally recognized urban planning and plan implementation firm. Strategic and long range comprehensive planning, zoning and land development codes, and implementation programs that realistically achieve plan objectives are major strengths of the firm and it's principals.

The **corporate vision** of the firm is to assist the client in devising a strategy that will meet public needs for coping with anticipated growth and change within financial realities. This vision is interwoven into the firm's range of services and experienced through individual projects.

Comprehensive planning includes the identification of land use and community facility needs based on future forecasts of population growth and economic development demand, and on projected patterns of land use development. **Implementation and financing** services focus on Short Term Work Programs and Capital Improvement Programs, and resources such as bond financing, Impact Fee Programs and Community Improvement Special Tax Districts. Implementation is furthered through state-of-the-art **land development regulations** that translate local Plan objectives into actual requirements within realistic staffing capabilities.

Public outreach and involvement through such vehicles as festivals, workshops, web sites, media and handout brochures are hallmarks of the firm's approach to planning assignments, through Public Involvement Programs developed with each client.

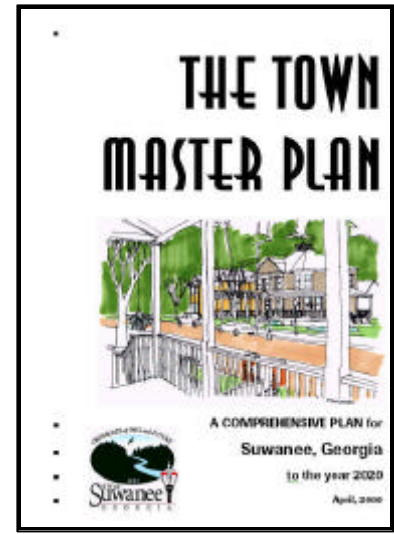


The following provides a few examples to illustrate the range of experience the firm brings to any project and that reflect the depth of knowledge the firm's principals will rely upon in assisting clients with their specific needs.

Comprehensive Planning

■ The Town Master Plan, City of Suwanee, Georgia

As an update to its Comprehensive Plan, Suwanee developed a *Town Master Plan* that combines both protection and continued conventional development of its existing urbanized areas with concepts of Traditional Neighborhood Development (TND) and Transit-Oriented Development (TOD) in areas where future growth is anticipated. Uniquely, Suwanee has linked implementation of its Comprehensive Plan to the land development regulatory process through the inclusion of detailed design guidelines in the *Town Master Plan* document. Thus, consistency with the Comprehensive Plan is established as part of the rezoning and site plan review process, while maximizing flexibility in achieving excellent project design.



■ Growth Management Plan, Columbia County, Georgia

1994 Revision

Completion of the 1994 *Growth Management Plan for Columbia County, Georgia* included a highly intensive countywide community involvement effort over the life of the 18-month comprehensive planning study. The plan successfully guided development decisions in the County from its adoption, including both land use growth and the placement or expansion of community facilities. Clearly the fastest-growing county in the Augusta area, Columbia County attracted over 60% of all growth in the 5-county two-state region during the decade of the 1990s.

Tenth-Year Update—Forward 2020

The first county in Georgia to be certified as a Qualified Local Government under the State's Comprehensive Planning Act, Columbia County is now the first to complete the DCA's mandatory update after ten years of experience and implementation. Working intensively with an appointed Steering Committee representing a cross-section of the county, this complete rewrite of the Growth Management Plan builds on the patterns and programs established in the past while incorporating new goals and strategies, and extends the planning horizon to 2020.



- **Comprehensive Planning, Camden County, Kingsland, St. Marys & Woodbine, Georgia**

Community Facilities and Implementation Strategies

Completion of the *Community Facilities and Implementation Strategies* of a joint comprehensive plan for Camden County, Kingsland, St. Mary's and Woodbine, Georgia. The assignment included preparation of a Capital Improvements Element for each of the four jurisdictions, identification of funding alternatives and creation of implementation strategies.

Fifth-Year Short Term Work Program Updates

Following up on its planning work on the Joint Comprehensive Plan for the County and its three cities, the firm returned five years later to prepare updates to the Short Term Work Programs for each of the four jurisdictions as well as the Public Services Commission. While each jurisdiction was provided with its own work program, joint preparation allowed full cooperation on mutual programs amongst all of the jurisdictions involved.

Tenth-Year Short Term Work Program Updates

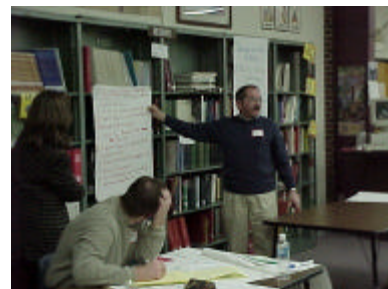
Short Term Work Program updates meeting the tenth-year requirement for Kingsland and St. Marys have been completed, furthering the planning and program successes of these two fast-growing communities. Activities were coordinated with the new Camden County Planning Department, which prepared STWPs for the county and Woodbine.

- **Comprehensive Plan, City of Roswell, Georgia**

This Comprehensive Plan Update included preparation of a fully-modeled Transportation Plan and a review and intensive rewrite of the City's impact fees (first adopted in 1992). Roswell's Plan is the first local Comprehensive Plan to be adopted under the Atlanta Regional Commission's policies regarding its Regional Transportation Plan and requirements of the Clean Air Act.

- **Future Land Use and Development Plan, Norman, Oklahoma**

Extensive studies of future growth and development were made as a basis for preparation of this plan, resulting in Existing Land Use, Land Demand and Development Capacity Analyses. Included as part of the forecasting process was an estimate of future demand for classrooms in the public school system and an estimate of new school site needs versus plant expansion requirements.



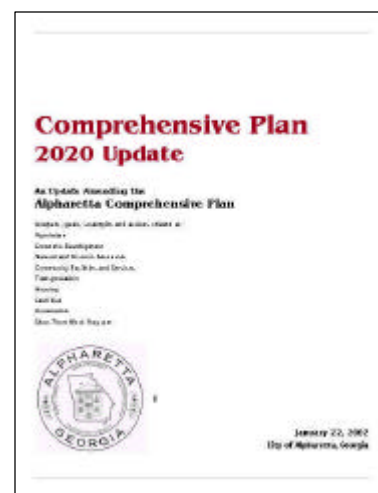
■ Comprehensive Plan, Alpharetta, Georgia

Comprehensive Plan Update—2015

Completion of the 1995 *Comprehensive Plan—2015 for Alpharetta, Georgia* included a re-examination of the key elements of the original plan in light of substantial growth and development experienced by the City of Alpharetta. A cornerstone of the update is an assessment of the critical economic indicators to determine the future demands that will be placed on the community by an expanding population and employment base. The updated plan also provided the City with recommendations on future areas for annexation, as well as a five-year plan implementation program.

Comprehensive Plan Update—2020

The consultant is recently updated Alpharetta's Comprehensive Plan as a major amendment, extending the planning horizon to 2020. Even though the City's "due date" for the Tenth-Year Update has been deferred by the State, massive growth, annexation and changing conditions in the city demanded a fresh look and revisions to the adopted Plan.



■ Land Use Plan Update, Macon-Bibb County, Georgia

The Macon-Bibb County Planning & Zoning Commission, as part of the Macon Area Transportation Study (MATS), undertook an update to its Land Use Plan in conjunction with the new Transportation Plan for the region. This allowed the transportation improvements and the land use implications to be considered simultaneously. Additionally, all of the demographic estimates and forecasts were prepared for the MATS, including disgregations to the 900 Traffic Analysis Zones in the region. These forecasts were used as the basis for estimates of land demand for new growth, which underpinned the Land Use Plan update.

■ Traffic Congestion Master Plan for the Central Perimeter Area, Central Perimeter Partnership, Atlanta, Georgia

The Central Perimeter Area, on Atlanta's burgeoning north side, is home to 66,000 employees in the largest Class A office center in the southeast, and includes a regional mall and three major hospitals. The plan focused on organizing both public and private efforts to reduce congestion in the area through a combination of public improvements, transit services and trip reduction initiatives among the area's businesses. This plan was created through the concerted and cooperative efforts of a Task Force of the area's 50 largest employers, Fulton and DeKalb Counties, MARTA, the Atlanta Regional Commission, GaDOT, Cobb Transit, and the Atlanta and DeKalb Chambers of Commerce. As a result of the plan, in addition to coordination of efforts among the governmental agencies, public funds were found, Georgia's second Transportation Management Association was created, and a business-based Community Development District (CID) was created to provide funding.

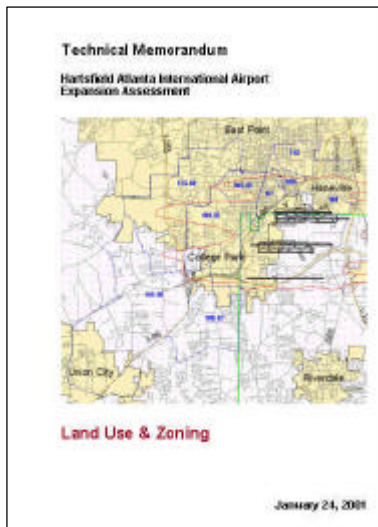
- Land Use and Environmental Justice, Ga 316 Corridor Study, GaDOT

Georgia Route 316, a key link between Atlanta and Athens, Georgia, is a controlled-access route with at-grade intersections along much of its route, which contribute significantly to its high accident rate. As part of a multi-disciplined team, the firm prepared detailed socioeconomic estimates and forecasts for this four-county highway corridor, studied existing land use patterns, and analyzed future land use development potential for the key project alternatives. In addition, the consultant prepared an analysis of the environmental justice issues in the corridor counties—Gwinnett, Barrow, Oconee and Athens-Clarke County.



- Strategic Plan for the Mason Mill Neighborhood, DeKalb County, Georgia

Preparation of a *Strategic Plan for the Mason Mill Neighborhood*, a neighborhood besieged on all sides by development activities and experiencing cut-through traffic, land use incompatibilities and in-fill development, sought planning assistance to preserve its existence and quality of life. The Strategic Plan, currently being implemented, included an action plan for neighborhood activity, recommended amendments to regulations and policies, and the creation of a community-based Comprehensive Plan Addendum Process for the County.



- Impact Assessment, Hartsfield Airport Expansion, Fulton County, Georgia

Faced with the near-term expansion of Atlanta-Hartsfield International Airport with the addition of a fifth runway, Fulton County engaged a team of consultants to assess the full range of impacts that the expansion would have on South Fulton County and its cities. ROSS+ associates prepared the analysis of the expansion on land use patterns and zoning policies in the study area, including the effects, both positive and negative, on future development plans and initiatives in East Point, Hapeville and College Park, as well as the unincorporated Old National area and the Feldwood community. The results of the study were used by the County in addressing the Airport's Draft EIS and the recommended programs and actions of the study were instrumental in negotiating mitigation activities by the City of Atlanta.

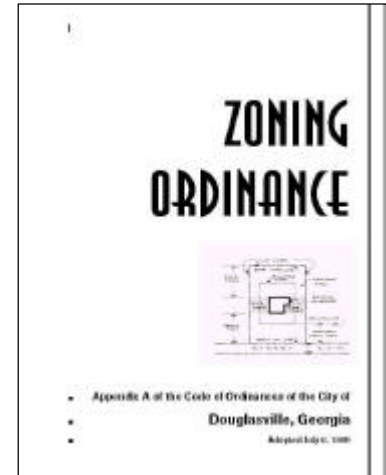
- Current Projects

ROSS+ associates is currently assisting Douglas County, Jackson County, Lumpkin County and Savannah/Chatham County with revised Land Use Plans and Tenth-Year Comprehensive Plan Updates. The firm is also preparing the land use and zoning elements of the Livable Centers Initiative Plan for downtown Lilburn, Georgia.

Zoning and Land Development Regulations

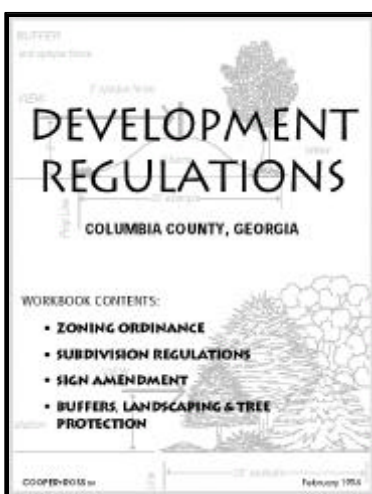
■ Zoning Ordinance and Development Code, Douglasville, Georgia

These award-winning land development regulations were prepared for a city that is experiencing major growth pressures in the Atlanta region while expanding its own boundaries through annexation. The project involved modernizing the existing codes and incorporating the latest legal interpretations in the State while assuring the effectiveness of the codes in implementing the City's goals and objectives for quality of life. An important aspect of the project involved structural changes to the planning and zoning process in Douglasville through creation of a Planning Commission for the city separate from the county.



■ Unified Land Development Code, Gainesville, Georgia

The Georgia Zoning Institute, Inc., brought together the consultant and a leading law firm, Jenkins & Nelson, to prepare a unified code for this major North Georgia city. The new document has incorporated all of the city's ordinances relating to land use and development (other than the Building Code) into a single document, including rewritten or updated zoning, subdivision, signage, flood and erosion controls, project construction and design requirements. In addition, the project involved extensive consultation on planning and zoning matters, including the restructuring and training of a joint planning and appeals board and legal advice on a wide range of zoning issues.



■ Development Regulations, Columbia County, Georgia

Contemporaneous with preparation of the Columbia County Comprehensive Plan, major revisions to the County's Codes were prepared and adopted as part of the Plan's implementation strategy. All of the County's key development related codes—zoning, subdivision regulations, signs, and buffers, landscaping and tree preservation—were assembled into a single publication. Further amendments to the Development Regulations were made as a result of the 10th-Year Update of the Comprehensive Plan, primarily to address issues of rural development outside the County's Growth Management Area.

■ Unified Land Development Regulations, Hawkinsville, Georgia

A completely new code was prepared for this city, combining a zoning ordinance over twenty years old with all of the other land development ordinances that had been adopted piecemeal over the years. A key consideration was the structuring of a realistic and enforceable code that this small but vital community of 1,800 could implement with extremely limited staff resources.

■ Unified Land Development Code, Crisp County, Georgia

Crisp County, a predominantly rural and agricultural county self-styled the “Watermelon Capital of Georgia,” came under mounting development pressure for retirement and second-home development along the shores of Blackshear Lake. The new Unified Land Development Code had to address both the expectations of those relocating into the county from urban and suburban areas as well as the rural quality of life and self-reliant attitudes of the county’s existing residents. Critical to the success of the project was the creation of application forms and applicant instructions that facilitated administration of all rezoning and development permitting activity while recognizing staffing limitations.



■ Zoning Ordinance, Sheffield, Alabama

This historic city along the Tennessee River at Muscle Shoals in the Florence metropolitan area needed to update (and substantially rewrite) its zoning regulations to reflect more modern approaches to land use control and infill development, in keeping with the goals and limited development opportunities of this well-established community. The project included a land use inventory of the city and preparation of a more clearly detailed zoning map.

■ Unified Land Development Code, Lee's Summit, Missouri

The consultant was part of a blue-ribbon team selected to prepare a unified code for this fast-growing suburb of Kansas City, along with the nationally recognized law firm of Stinson, Mag and Fizzell of Kansas City, and Lohan Associates, a design firm based in Chicago. The project involved extensive rewrite, consolidation and restructuring of the city's land use and development regulations, with a major emphasis on urban design elements and the future livability of this burgeoning community.

■ Current Projects

ROSS+associates is currently working on zoning ordinances, unified land development codes and other development regulations for Columbus, Glynn County, Jackson County, Douglas County, Powder Springs and East Point, and a unique land management code for Lumpkin County.

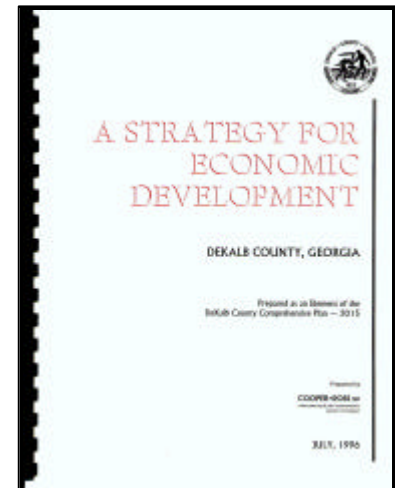
Implementation and Financing

- Central Perimeter Area Transportation Management Association, Fulton and DeKalb Counties, Georgia

Creation of the State's second TMA involved coordination with the private property owners in the largest Class A Office Market area in Georgia, which also includes three hospitals and a regional shopping mall. The TMA has been created to implement trip reduction programs for the 66,000 employees who commute into the area every day, including car pooling, van pooling, flex hours, public transit and telecommuting, along with support programs such as a guaranteed ride home, commuter fairs, and promotional materials and activities.

- Economic Development Strategy, DeKalb County, Georgia

An *Economic Development Strategy* was prepared as a part of the DeKalb County, Georgia comprehensive planning process and woven into the overall Plan. The strategy included an intensive analysis of population and employment data for the county, region and state, as well as personal interviews with business owners and economic development providers throughout the metropolitan area. Based on this data and the assistance of a citizens' committee, recommendations for stimulating the County's economy, the second largest in Georgia, were proposed.



- Strategic Marketing and Promotional Plan, South Fulton County, Georgia

Development of a *Strategic Marketing and Promotional Plan, South Fulton County, Georgia* was geared toward creating a comprehensive economic marketing and implementation strategy for retaining and attracting new residential, commercial and industrial development to South Fulton County (Atlanta, Georgia). The plan targeted promotional activities appropriate for sub-areas of the study area; proposed physical improvements to the areas gateways and infrastructure base; focused on development incentives with a proven result-oriented approach; and developed an implementation plan for carrying out the recommendations. Key to the success of the study effort has been a broad based partnership of business and residents focused on bringing major changes to the area. The project is currently being implemented by Fulton County.

- Economic Analysis and Strategy, Stewart Avenue Corridor, Atlanta, Georgia

The consultant served was part of a multi-disciplinary team focused on revitalizing this commercial corridor in Southeast Atlanta, including programs to positively affect the surrounding neighborhoods. The firm prepared an analysis of the demography of the area's lo-

cal and regional market areas, the changes that have occurred within the consumer base, and economic trends, both positive and negative, that have influenced the corridor over time. The assignment included development of an economic strategy that will build on the economic strengths of the area and untapped potential, closely coordinated with urban design and physical improvement initiatives. The final Redevelopment Plan received the highest recognition by the Georgia Chapter of the American Society of Landscape Architects.

■ Market Analysis, TVA Muscle Shoals Development Site, Sheffield, Alabama

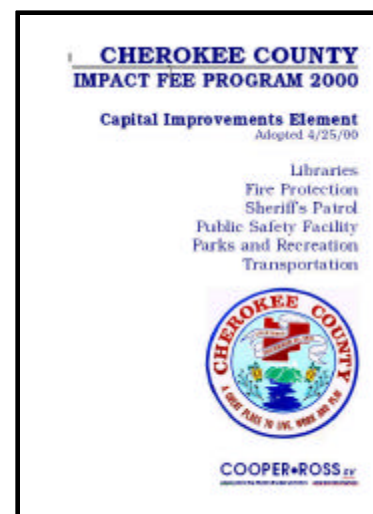
The market analysis was conducted as part of preparation of alternate development concepts for a 100-acre site on the Muscle Shoals Reservation by Pickering Firm, Inc. The analysis addressed the entire Shoals area, including Florence, Sheffield, Tuscumbia and Muscle Shoals and both Colbert and Lauderdale Counties, from a market demand and a land use trends viewpoint. The analysis quantified a short-term estimate of development potential for the site within the context of the regional market, and focused site design efforts on the appropriate land use mix.

■ Community Improvement Districts (CIDs)

These projects involve the preparation of a feasibility analysis for creation of a special tax district as a *Community Improvement District (CID)* under Georgia's constitutional authority. Each CID requires the identification of facilities and programs to be funded, creation of a financing and organizational design, and appropriate local legislation. CID studies have been completed for the Perimeter Center Area in Fulton and DeKalb Counties, Georgia, and for the Midtown Atlanta, Georgia. Assistance provided to Central Atlanta Progress in developing a CID to supplement City spending for services and improvements of critical importance to the business community has resulted in creation of the Downtown Atlanta Improvement District.

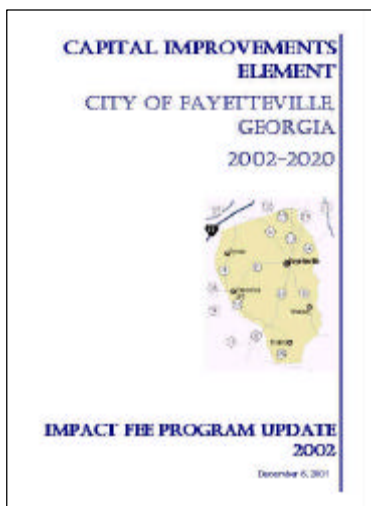
■ Impact Fee System, Cherokee County, Georgia

The consultant was called in to complete an impact fee system for Cherokee County for road, fire, EMS, E-911, Sheriff's patrol, jail, library, and parks and recreation improvements. A new Capital Improvements Element was prepared, reflecting extensive demographic analysis and new forecasts, as well as extensive work with County departments in refining their capital improvement plans. Improvement plans and fee calculations were closely coordinated with a Special Local Option Sales Tax program that was developed and adopted contemporaneously with the impact fee ordinance. Services included creation of a computer-based fee assessment and collection program implemented within the Building Permit Office, and accounting procedures for the Finance Department.



Cherokee County was the first in Georgia to adopt countywide impact fees, and attracted a lawsuit from the Greater Atlanta Homebuilders Association. Bill Ross worked closely with the County's attorneys in preparing its defense, and provided expert testimony on the impact fee methodology. The Court has upheld the County on all counts.

Since its initial adoption, ROSS+associates has been involved on a continuing basis for consultation on implementation of the fees, including maintenance of the computerized program and advice to the Impact Fee Appeals Board, and in preparing the requisite annual updates to the methodology and CIE.



■ Impact Fee System, City of Fayetteville, Georgia

Development impact fees have been implemented in Fayetteville based on an analysis of potential fees for road improvements, fire services and recreation facilities. Our services included intensive working sessions with an Impact Fee Advisory Committee, working sessions with the City Council, and preparation of an Impact Fee Ordinance meeting all requirements of the Georgia Development Impact Fee Act.

Since preparing the initial CIE and Impact Fee Program, the firm has prepared annual updates, as well as a specific analysis of a joint city-county impact fee for the new jail, proposed by Fayette County.

■ Impact Fee System, City of Acworth

A Capital Improvements Element amending the Comprehensive Plan and impact fee analysis and calculations were prepared to fund parks and recreation improvements in the City. The Plan and fee basis covers twenty years into the future. Services included advice and assistance on collection and accounting requirements under the Georgia Development Impact Fee Act.

■ Impact Fee System, Henry County, Georgia

Studies and legislation for an impact fee system addressing roads, public safety, parks and libraries were developed for Henry County, Georgia. Assistance provided to the County included preparation of procedures for implementation of the program, including development of a computer-based fee assessment and collection system.

■ Impact Fee Calculations, Henry County Water and Sewerage System

Following amendment of the Georgia Development Impact Fee Act bringing water authorities under the Act, an impact fee analysis and fee calculations were prepared for and subsequently adopted by the Henry County Water and Sewerage Authority. The new fees replaced the Authority's traditional tap-on fees, and have been updated several times to reflect current plans and present-value costs.

■ Impact Fee System, Fulton County, Georgia

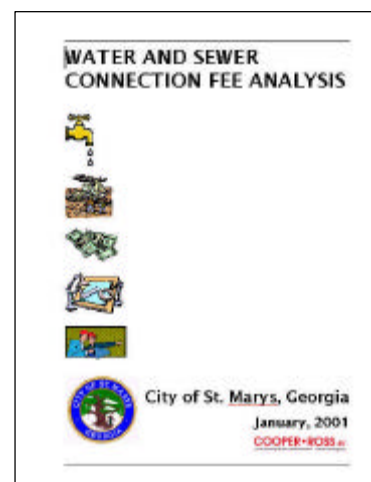
As part of a larger study of the County's water and sewer rates, an impact fee program for connection to the water and sewer systems was prepared, consistent with the State's Development Impact Fee Act. Extensive financial analysis was required to establish the County's current investment in the existing system and financing requirements for future expansion. Estimates of future population and employment growth, and the location of future growth patterns, were intrinsic to the study.

■ Impact Fee System, City of Roswell, Georgia

As part of the City's update to its Comprehensive Plan, its impact fee methodologies and calculations were also updated. The assignment included a review of the City's current methodologies for transportation, fire, and parks and recreation facilities. Each of the methodologies was modified for consistency with State law and updated to reflect current projects and costs. In addition, other facility categories were reviewed, resulting in creation of a new impact fee for police facilities. A computerized fee assessment program has been installed at the City, and consulting services are being provided on a continuing basis as needs arise.

■ Water and Sewer Connection Fee Analysis, City of St. Marys, Georgia

Instituted in order to take advantage of the Development Impact Fee Act exemption for city-run water and sewer systems, this study undertook a comprehensive review of the current valuation of the existing system and outstanding funding obligations, and developed a financing strategy for future expansion of St. Marys' systems. Impacted by growth at the King's Bay Submarine Base, this fast-growing community has invested over \$40 million in its existing system, and has almost \$30 million in improvements on the drawing board (including a new wastewater treatment plant).



■ Current Projects

ROSS+ associates has completed Capital Improvement Programs for Hall County and Newton County, Georgia, and is assisting these two counties develop Impact Fee Programs. The firm is also assisting Fulton County in assessing the expansion of their transportation impact fee to include other public facilities such as recreation, fire, police and libraries.