

Scope of Work

Jacobs Engineering Group Inc. (Jacobs) will perform an independent review of the City of Roswell's (City) engineering organization and structure with a focus on efficiency, service delivery and permitting review process. With increasing development and redevelopment taking place in Roswell, this study will analyze and offer recommendations regarding the timeliness and methodology of engineering reviews and the appropriateness of the current organizational structure. Specific issues that will be evaluated include:

- Are the extent and timeliness of reviews appropriate for the subject matter? If taking too long, how can the process be shortened or streamlined? Are employees justified in bringing up new issues when doing reviews of second submittals?
- Is there a consistent engineering philosophy across the City departments involved in engineering reviews? If not, where are the disconnects and how can they best be addressed to present a consistent and unified approach?
- Do the respective departments and engineers understand their roles, responsibilities and authority, specifically in the permitting and review process?
- Is the overall organizational structure consistent with the City's current needs and does it result in the best service delivery to the City's residents and stakeholders? Consider if a single position over all City engineering functions would be beneficial.
- Review fees charged for permitting services by other comparable cities.

To perform this study, Jacobs will:

1. Review existing documents, provided by the City, related to organizational structure, development ordinances and engineering practices. Identify changes needed to above in conjunction with any recommendations accepted by the City.
2. Meet with appropriate engineering staff and management to explore the issues above and understand their viewpoints and experiences.
3. Identify and survey up to four comparable cities in the metro Atlanta area to identify their practices, organizational structure and fee schedule. We will also contact up to four engineers and developers who have had recent interface with the City to solicit their thoughts.
4. Engage Jacobs experts familiar with both best practices used by municipal governments and the key developer issues related to permitting and engineering reviews.

Jacobs will produce a written report of its findings and participate in a workshop or presentation if desired. Our findings will provide observations and recommendations with respect to the above issues.

Assumptions and Exclusions

1. While we will address the roles and responsibilities issue, we do not intend to prepare detailed position descriptions unless requested to do so, as additional services.

2. It is our understanding that this study will not evaluate nor make recommendations regarding individual employees or their performance, nor will we address the cost of internal engineering services.
3. We will restrict our assessment to engineering staff and not evaluate other technical staff, unless there is a direct connection to the outcomes desired.

Schedule

The report of our findings will be completed no later than December 1, 2013, assuming that we receive a written notice to proceed by September 30, 2013.

Tasks	Total Hours
Review existing documents	14
Meet with Roswell Staff	24
Survey other cities	18
Identify best practices and improvements	16
Write report	28
Workshop/Presentation/Meeting	8
Total Hours	108

Estimated Cost

\$18,000.00

Donald R. Allen, PE
Role: Project Manager

Title
Project Manager

Education
M.S., Sanitary Engineering,
University of California at
Berkeley (1977)

B.S., Interdisciplinary
Engineering, Purdue
University (1973)

Professional Registration
Professional Engineer in
Georgia

Years of Experience
30

Mr. Allen has broad management and leadership expertise with a variety of projects in the public and private sectors, focusing on the water and wastewater fields. Before retiring from Jacobs in 2013, he was responsible for strategic and long-range planning activities for the company. He continues to work with select clients in a technical advisor capacity. He has served as process engineer and project manager for numerous water and wastewater process evaluations and treatment plant upgrades and expansions.

Selected Project Experience

- Delta Air Lines Industrial Wastewater Treatment Facility, Hartsfield-Jackson International Airport, Atlanta, Georgia. Project Manager for an expansion wastewater treatment facility.
- Intrenchment Creek Water Pollution Control Plant, Atlanta, Georgia. Project Manager for the 20-MGD CSO treatment facility.
- Mauldin Road Wastewater Treatment Plant, Greenville, South Carolina. Project Manager and Process Engineer for a \$30-million upgrade of the 29-MGD wastewater treatment plant, which included biological nutrient removal of phosphorus and nitrogen.
- South River Water Pollution Control Plant, Atlanta, Georgia. Project Manager for a sludge dewatering, multiple-hearth incineration facility.
- Program Manager for capital improvements involving all elements of combined sewer treatment/riverfront development programs totaling in excess of \$80 million, Columbus, Georgia.
- Project Manager and Process Engineer for a \$20-million expansion of a 30-MGD wastewater treatment plant, Columbus, Georgia.

Mr. Allen has presented numerous papers at state and regional conferences dealing with industrial pretreatment, pulp and paper wastewater treatment, and municipal wastewater treatment issues.

Previously, Mr. Allen worked for the Georgia Environmental Protection Division as an environmental engineer in the industrial wastewater program.

Eric Royce Westcott, PE, LEED® AP

Role: Civil Engineer

Title
Senior Civil Engineer

Education
BS, Civil Engineering,
Georgia Institute of
Technology (1991)

Professional Registration
Professional Engineer in
Virginia

LEED ® Accredited
Professional

Years of Experience
Since 1991

Years with Jacobs
Since 2001

Mr. Westcott's expertise lies with urban development and redevelopment, specifically focused on higher education and research campuses.

Relevant Project Experience

- Beltline Site Analysis, NE Atlanta Beltline Group, Atlanta, Georgia. Project Engineer for 6-mile long stretch of abandoned railroad right-of-way that was purchased by NE Atlanta Beltline Group, and is being considered for development. Work included assisting the project site analysis by investigating existing utilities and the requirements that must be met to upgrade the utilities for future development. Completed 2005.
- Atlantic Station, City of Atlanta, Georgia. Project Engineer for 140-acre mixed-use redevelopment of steel mill site, adjacent to I-75/85 in Midtown Atlanta. Services provided included design of underground utilities for the infrastructure phase of the project, coordination with private utility companies, and construction administration. The site master plan includes 6.5 million square-feet of office, 1.4 million square-feet of retail 2,500 residential units, and 2 hotels. Utility services are provided for the large amount of new development, along with connections to the existing City of Atlanta systems serving the Northside Drive commercial area and the Homepark neighborhood. Completed 2004.
- Bill Moore Tennis Center Renovation at Georgia Tech, Atlanta, Georgia. Project manager and lead engineer for the replacement of the Institute's intercollegiate tennis venue. The completed complex will include a facility with six indoor courts, office space, locker rooms and indoor seating, as well as six competition and four practice courts outside. Design includes grading, drainage, stormwater management, utility services and streetscape improvements. In addition, coordination with the City of Atlanta for general permitting of the project and for completion of agreements between the City and the State for construction above a 10-foot combined trunk sewer have been performed. Under design, construction scheduled for 2012.
- AMC Offsite Utilities, Georgia Institute of Technology, Atlanta, Georgia. Project manager for project extending campus 20kV electrical service and relocating a variety of above ground communication lines in coordination with several projects in the NW section of the campus. Under Construction.
- Clough Undergraduate Learning Commons – Utility Relocations, Atlanta Georgia. Project manager for design of relocation and extension of campus and City of Atlanta utilities to clear the site of a new 250,000 SF facility on the Georgia Tech campus. Project relocated City of Atlanta water and sewer mains, and campus electrical, communication, steam and chilled water lines. Project completed 2009.
- General Services Administration Building, Atlanta, Georgia. Lead Civil Engineer for the civil site design of a 4-story office facility with an adjacent 3-level parking garage. Project challenges included the small urban site, federally mandated security measures, and the access requirements of building users. Completed 2007.
- Challenge Course, Georgia Institute of Technology, Atlanta, Georgia. Lead Civil Engineer for site development of team-building ropes challenge course on campus. Completed 2009.

- Tech Green North, Georgia Institute of Technology, Atlanta, Georgia. Lead Civil Engineer for renovation of a campus parking lot into a greenspace. Completed 2006.
- Ajax Site Improvements, Georgia Institute of Technology, Atlanta, Georgia. Lead Civil Engineer for redevelopment of an existing parking lot into a greenspace. Project included native plantings, pervious walkways, lighting, granite walls and underground detention. Completed 2009.
- Acuity Plaza, Georgia Institute of Technology, Atlanta, Georgia. Project Manager for a small streetscape/landscape improvement project on West Peachtree Street. Completed 2008.
- Steamline Relocation, Georgia Institute of Technology, Atlanta, Georgia. Project Manager for relocation of steam line including production of construction documents. The existing steam line must be relocated due to the construction of the new Nanotechnology Research Building. Project challenges include placing the steam line while considering the multiple existing underground utilities including chilled water lines, electrical and communication duct banks, storm and sanitary sewers, water and gas mains, and protecting existing specimen trees. The project phasing has been planned to limit service disruptions to the existing research buildings in the area. Completed 2006.
- Armstrong Dormitory Renovation, Georgia Institute of Technology, Atlanta, Georgia. Project Manager and Project Engineer for providing civil engineering services for the renovation of Armstrong dorm. Efforts included new and upgraded utility services for the building, new fire protection and chilled water services, and laser scanning survey services. Completed 2007.
- 5th Street Streetscape, Georgia Institute of Technology, Atlanta, Georgia. Provided planning, design, and construction administration for the rebuilding of the 5th Street corridor from I-75/85 to Atlantic Drive. This corridor is to be a new primary entrance to campus and connect the existing portion of campus to the new Technology Square developments east of the Interstate. The project included new sidewalks, trees, street lighting, traffic signals, and road reconstruction as required, separation of combined sewer and relocation of overhead utilities into new duct banks. Completed 2008.
- Klaus Advanced Computing Center Utility Relocation, Georgia Institute of Technology, Atlanta, Georgia. Provided design and construction administration for relocation of campus utilities to clear site for proposed computer sciences building. The project included relocation of combined sewer, water main, and steam distribution mains. In addition electrical and communications duct banks to relocate overhead utilities and provide for campus data requirements. Completed 2003.
- Atlantic Station Chilled Plant, Gunn Construction and Development, facility to be managed by Mallory & Evans, Atlanta, Georgia. Project Manager/Engineer for a 7,500 ton, with an ultimate build-out of 25,000 tons, Central Chilled Water Plant for the Atlantic Station Development. Site work included grading and storm drainage design, including relocation of all existing major storm sewer, parking, sanitary sewer, and water services. Completed 2005.
- Millennium Gate at Atlantic Station, National Monuments Foundation, City of Atlanta, Georgia. Project Manager/Engineer for the development of a monumental structure which will include exhibit, archival, and meeting space. The structure will occupy space in one of Atlantic Station's public parks and have approximately a 1,575 square-foot footprint and a height of 74 feet. Site design includes grading and site drainage design, sanitary sewer and water service, and extensive coordination with the architectural and landscape members of the design team. Completed 2008.
- National Archives Records Administration, Highwoods Properties, Clayton County, Georgia. Project Engineer for the 354,000 square-foot records facility at the SouthPark Development. Project tasks included site design, site grading and stormwater drainage, roads, parking, water lines, sanitary sewers, stormwater detention, and stormwater quality control. Completed 2008.
- Tradeport, Highwoods Properties Development, Clayton County, Georgia. Project Engineer for the site design, which included site grading and stormwater drainage, roads, parking, water lines, sanitary sewers for the relocation of Estes Heating and Air Conditioning, and a 60,000-square-foot warehouse/distribution facility at Tradeport. Completed 2002.

Gary Cornell, FAICP
Role: Urban Planner

Title
Urban Planner

Education
Master of City and Regional
Planning, with Distinction,
Harvard University, 1978

Bachelor of Architecture,
Georgia Institute of
Technology, 1973

Professional Registration
College of Fellows,
American Institute of
Certified Planners

Years of Experience
Since 1978

Mr. Cornell has more than 30 years of professional planning experience. He specializes in the coordination of land use planning with transportation planning and environmental analysis. He has also managed public participation processes, lectured, and served on the planning faculties at the graduate university level at Georgia Institute of Technology and Florida State University.

Relevant Project Experience

- DeKalb County Zoning Ordinance Revision, DeKalb County, Georgia. Led a team in revising the County's zoning ordinance. Also worked with DeKalb County to revise and update their Land Development Ordinance, adding contemporary development practices, review procedures, and standards.
- Newton County Zoning Ordinance and Development Regulations, Newton County, Georgia. As Project Manager, was the prime consultant preparing an update of the Newton County Zoning and Development Regulations, focusing its efforts on open space conservation. The project also included revising street standards, parking standards, and access management.
- Stonecrest Area Mixed-use Zoning Overlay District. Prepared a three-tier zoning overlay district (low-rise, mid-rise, and high-rise) and manual of design standards for a 500-acre area surrounding a regional mall.
- York County Unified Development Ordinance, York County, SC. Senior Advisor for preparation of new integrated and coordinated zoning and land development regulations for fast-growing suburban community.
- City of Conyers Zoning Ordinance, Conyers, Georgia. Project Manager for preparation of new Zoning Ordinance for the City that included innovative zoning standards for mixed use development and historic preservation.
- Town of Braselton Downtown Historic District Zoning Overlay, Braselton, Georgia. Project Manager for preparation of innovative zoning overlay district using design guidelines for historic prototypes to serve as a guide for compatible infill development.
- The Gwinnett Place CID (GPCID) Redevelopment Study, Gwinnett County, Georgia. Prepared recommendations regarding implementation strategies related to land use, zoning, parking management, and economic development. Prepared a parcel-level GIS map showing the Redevelopment Suitability of land in the Gwinnett Place CID area.
- GPCID Redevelopment Area District (RAD) Zoning Ordinance, Gwinnett Place Community Improvement District, Gwinnett County, Georgia. Prepared a new zoning text with design guidelines that will enable mixed use development to replace aging retail property and create a flexible, innovative approach to land development that uses incentives to achieve improved development aesthetics and amenities.
- GPCID Site Development Case Studies, Gwinnett Place Community Improvement District, Gwinnett County, Georgia. Directed effort to test several specific sites in the Gwinnett Place Mall area in order to demonstrate the tangible benefits of the proposed Redevelopment Area District Zoning ordinance amendment.
- GPCID Parking Management Study, Gwinnett Place Community Improvement District, Gwinnett County, Georgia. Prepared "smart parking"

Gary Cornell, FAICP
Role: Urban Planner

strategies that will support more efficient and walkable mixed-use development in a "park once" environment that will help reduce traffic congestion.

- Envision Gulf Shores Master Plan and Beachfront Zoning Ordinance, Gulf Shores, Alabama. Led land use planning process for Master Plan and prepared amendment to City's zoning ordinance, including preparation of ordinances government mixed use development and design guidelines.
- Coweta County 2026 Comprehensive Plan, Newnan, Georgia. Directed land use planning and growth management process for a major update of the County's Comprehensive Plan.
- Henry County 2030 Comprehensive Plan Update, McDonough, Georgia. Senior Planning Advisor for a major update of the Joint Comprehensive Plan for Henry County and its four municipalities.
- Town of Braselton SR 211 Corridor Overlay Zoning District, Braselton, Georgia. Project manager for preparation of zoning overlay district and corridor design guidelines for the rapidly developing SR 211 Corridor and I-85 interchange area.
- Town of Braselton Traditional Neighborhood Development District, Braselton, Georgia. Project Manager for preparation of new zoning district to guide design and development of a Traditional Neighborhood Development proposed in the City, linked to the Downtown Historic District.
- Paulding County Traditional Neighborhood Development Overlay District, Dallas, Georgia. Project Manager for preparation of a TND overlay district and new Neighborhood Commercial / Mixed Use Zoning District with design guidelines to guide infill development.
- City of Covington Bypass Corridor Overlay District, Covington, Georgia. Project manager for preparation of zoning overlay district and corridor design guidelines for the rapidly developing SR 142 Corridor.
- Sandy Springs Economic Development Analysis, Sandy Springs, Georgia. Provided project direction for urban design and zoning in support of team led for Bleakly Associates to assess potential for redevelopment of aging commercial strip.
- Cobb County Infill Development Regulations, Marietta, Georgia. Project Manager revising county zoning and development regulations to provide more flexible development standards with design guidelines specific to infill development.
- U.S. 411 Connector, Bartow County, Georgia. Led investigation of land use impacts of transportation alternatives for fast-tracked Environmental Impact Statement (EIS), for extension of US 411 between Rome and Cartersville, Georgia.
- Quality Growth Tool Kits. Project Manager for production of 12 user-friendly toolkits that presented specific, ready-to-use implementation measures for local governments seeking to implement policies of the Atlanta Regional Commission's Regional Development Plan for Livable Centers Initiatives, integrating land use and transportation Best Management Practices.
- Sandy Springs Livable Centers Initiative Study, Sandy Springs, Georgia. Project Manager for a Redevelopment Plan and Town Center plan to re-energize a declining suburban activity center.
- Gwinnett Livable Centers Initiative Study, Gwinnett County, Georgia. Project Manager for a master planning effort for a rapidly developing suburban activity center designed to transform it from an auto-dominated area to a mixed-use center to embrace multiple modes and diverse land use patterns.
- Suwanee Old Town Master Plan, Suwanee, Georgia. Senior Advisor for Livable Centers Initiative master plan for small community desiring to build a framework for emerging development that preserved its small town character, conserved open space, and incorporated mixed uses.
- Envision Duluth Livable Centers Initiative Study, Duluth, Georgia. Senior Advisor for this master planning effort to re-invent a small town around a new Town Green.
- Norcross Livable Centers Initiative Study, Norcross, Georgia. Senior Advisor for a redevelopment master plan to re-focus future development around a mixed-use community center.

James Douglas Summerbell, AICP
Role: Planner

Title
Senior Land Use Planner

Education
M.C.P., City Planning,
Georgia Institute of
Technology, Atlanta,
Georgia (1985)

B.A., History, Rhodes
College, Memphis,
Tennessee (1983)

Professional Registration
Member, American Institute
of Certified Planners

Years of Experience
Since 1987

Years with Jacobs
Since 2001

Mr. Summerbell has been a professional planner in both public and private sectors for over 25 years. He has extensive experience in project management and in preparing livable centers initiatives, comprehensive plans, land development regulations, transportation planning, and land development feasibility studies.

Relevant Project Experience

- **Program Management Services for the Roswell Department of Transportation, Roswell, Georgia.** Transportation Planner and Program Manager for the City's capital transportation projects, 2004 to 2009. This project is an on-call service provided to the City of Roswell to help manage their transportation projects and help plan for needed future improvements.
- **General Planning Services for the City of Cartersville, Georgia.** Project Manager for providing general planning services for the City of Cartersville. One major task of this project was the writing of the Main Street Overlay Zoning designed to protect and enhance one of the major gateways into the City from I-75.
- **Gwinnett Unified Development Ordinance (UDO), Lawrenceville, GA.** Deputy Project Manager for the development of the first UDO for the County. Also served as planning lead on the preparation of two sector plans related to this effort for the Research and Development Corridor and Rural Estate Conservation Area.
- **Wesley Chapel Livable Centers Initiative (LCI), Decatur, GA.** Project Manager for the preparation of a LCI for the Wesley Chapel Community located at the intersection of I-20 and Wesley Chapel Road in DeKalb County.
- **Fulton County Solid Waste Management Plan, Atlanta, GA.** Project Manager for the update of the Fulton County Solid Waste Management Plan.
- **City of Buford 2030 Comprehensive Plan Update and Solid Waste Management Plan (SWMP) Update, Buford, Georgia.** Project Manager for the latest update of the City of Buford Comprehensive Plan and the Solid Waste Management Plan. In particular, the Plan updated the Community Assessment based on work prepared for the Gwinnett County 2030 Unified Plan, conducted the required public involvement program, and crafted the Community Agenda. After completing the Comprehensive Plan, also assisted the City in updating its Solid Waste Management Plan to be consistent with the Comprehensive Plan and Gwinnett County's latest update of their SWMP.
- **Coweta County 2026 Comprehensive Plan, Newnan, Georgia.** Project Manager for a major update of the County Comprehensive Plan. This project utilizes an aggressive public involvement effort, including over 12 visioning workshops and numerous public meetings. The project also includes the development of long-range growth management strategies for the community and a sewer master plan.
- **Henry County/Cities Joint Comprehensive Plan, McDonough, Georgia.** Project Manager for the major updates of the County and City Comprehensive Plans in Henry County. This plan includes the update of the Comprehensive Plans for the Cities of Hampton, Locust Grove,

James Douglas Summerbell, AICP
Role: Planner

McDonough, and Stockbridge.

- **Newton County 2028 Comprehensive Plan and City of Covington 2028 Comprehensive Plan, Covington, Georgia.** Project Manager for the major updates of both the County and City Comprehensive Plans. These two projects are being conducted concurrently and include not only the completion of two standard comprehensive plans, but also an update of the County long-range transportation plan and County-wide market analysis.
- **City of LaGrange Comprehensive Master Plan, LaGrange, Georgia.** Project Manager for the development of a 20-year strategic plan for the City that included an update of the City's future land use map, short-term work program, and long-range transportation plan.
- **City of Griffin 2024 Comprehensive Plan, Griffin, Georgia.** Project Manager for a major update of the City of Griffin Comprehensive Plan. This project included a series of workshops, each designed to help the community craft and have input on different aspects of the plan; including vision statement, plan goals and objectives, implementation program, and the future land use plan map.
- **Rockdale County 2020 Comprehensive Plan, Rockdale County, Georgia.** Project Manager for a major update of the Rockdale County Comprehensive Plan. County planning staff initiated this project on their own and hired JJG to assist in completing it under the state minimum standards for local comprehensive planning.
- **Forsyth County Land Use Element, Forsyth County, Georgia.** Project Manager for an update of the Forsyth County Land Use Element. The project included developing 10 separate small area plans and facilitating over 21 public meetings.
- **Spalding County 2024 Comprehensive Plan, Spalding County, Georgia.** Project Manager for a major update of the Spalding County Comprehensive Plan. This update was one of the first in the state to be written under the new Minimum Standards for Local Government Planning effective in Jan. 2003.
- **Walton County Land Development Ordinance, Walton County, Georgia.** Assistant Project Manager for re-write of zoning and land development regulations for a growing suburban county on the urban fringe of Atlanta seeking to modernize its regulations and improve its standards for land subdivision, environmental protection, and public improvements.
- **Suwanee Old Town Master Plan, Suwanee, Georgia.** Project Manager for a Livable Centers Initiative master plan for a rapidly growing community desiring to build a framework for emerging development that preserved its small town character, conserved open space, and incorporated mixed uses.
- **Norcross Town Center Plan, Norcross, Georgia.** Project Manager for a redevelopment master plan to re-focus future development around a mixed-use community center that incorporates the principles of live, work, and play. It features an outdoor recreation center and entertainment district, and future commuter rail service.
- **Gwinnett Livable Centers Initiative, Gwinnett County, Georgia.** Lead Land Use Planner for preparation of a master planning effort for a rapidly developing suburban activity center designed to transform it from an auto-dominated area to a mixed-use center designed to embrace multiple modes and diverse land use patterns.
- **Gwinnett Revitalization Study, Gwinnett County, Georgia.** Project Manager to the Gwinnett Task Force that examined redevelopment strategies to redevelop declining areas and arrest decline in this major suburban county outside Atlanta.
- **Envision Duluth Livable Centers Initiative, Duluth, Georgia.** Lead Land Use Planner in 2001 for this master planning effort to re-invent a small town around a new Town Green and provide for mixed uses and higher densities in a busy crossroad area while preserving its historic small town character. Also worked on Update of this Study in 2010-2011 as the Transportation lead.
- **Livable Sandy Springs Plan and Capital Improvements Program, Sandy Springs, Georgia.** Lead Land Use Planner for the preparation of a redevelopment plan and Town Center plan to re-energize a declining suburban activity center.