

## 6. FEE PROPOSAL

The Hall Team proposes to complete the tasks presented above for a total of \$39,551. We propose two Add-Ons to the master plan. The first is a full update to the *Downtown Walnut Grove Master Concept Plan*. The second are detailed, small area character plans that include drawings and descriptions. These would help answer questions like, “What should the entrances to our new downtown look like?” and “How should we transition from the County’s mega park to our town?” The Add-On fees assume utilization of the public engagement efforts from Phases 1 and 2 of the Master Plan.

<b>Phase 1</b>	Project Kickoff	\$6,980
<b>Phase 2</b>	Plan Development	\$24,290
<b>Phase 3</b>	Implementation Plan	\$5,700
	Project Management	\$2,081
	Printing and Meeting Supplies	\$500
	<b>Total</b>	<b>\$39,551</b>
	<b>Add-Ons</b>	
	Full update to 2006 Walnut Grove Downtown Concept Plan	\$6,000
	Detail Character Studies with drawings	\$2,000 each



March 22, 2023

Don Cannon  
Walnut Grove Planning Commission  
The City of Walnut Grove  
2581 Leone Avenue  
Loganville, GA 30052

Dear Mr. Cannon

Thank you for working with me to put together this scope for the Walnut Grove's Master Plan. I enjoyed talking with you and learning more about your city. I love working for communities that are close to home. I live and work up the road in Oconee County and greatly enjoy my ongoing work with the City of Monroe as they implement their ambitious work program. Our part of Georgia is experiencing considerable growth pressure and I am honored to be part of helping prepare our communities for growth. As such, I am delighted to submit this qualifications packet to complete the Master Plan for the City of Walnut Grove.

My name is Marilyn Hall. In 2005, I left a large consulting firm and started Hall Consulting, Inc. so that I could focus on planning for a small cities and rural areas. If selected I would be your project manager and primary contact. Bobby Sills, AICP, EIT is the founder of Nelsnick Enterprises, Inc. Mr. Sills specializes in Transportation Planning, Capital Improvements, Public Finance and GIS. The Hall and Nelsnick Team has more than fifteen years of working together creating great plans. In 2008, our plan for Moreland, Georgia won the American Planning Association's John Keller Award for Outstanding Planning Initiative for a Small Town or Rural Area.

We are thrilled to welcome the Maypop Collaborative (Maypop) to our planning team for the City of Walnut Grove's Master Plan. Melinda (Mel) Cochran Davis, founder of Maypop, is excited to bring her experience to the project. She brings a wealth of experience in trails and park planning and innovative public outreach to our team. Our project team offers a wide scope of planning experience in stakeholder engagement, strategic and capital planning, quantitative research and analysis, and mapping.

With the Hall-Nelsnick-Maypop Team you will be working directly with the owners of the companies, providing the highest level of efficiency and accountability. Also, because of our devotion to a smaller number of select clients, your plan would be among our highest priority. We are excited about working with you.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Hall", written over a light blue horizontal line.

Marilyn P. Hall  
President  
Hall Consulting, Inc.



MAYPOP  
Collaborative



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President  
Hall Consulting, Inc.



MAYPOP  
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Proposal to prepare the

# Walnut Grove City Master Plan



City of Walnut Grove, Georgia  
March 22, 2023  
Proposal Presented by:





March 22, 2023

Don Cannon  
Walnut Grove Planning Commission  
The City of Walnut Grove  
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A handwritten signature in black ink, appearing to read "Marilyn P. Hall". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Marilyn P. Hall  
President  
Hall Consulting, Inc.



MAYPOP  
Collaborative

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## 1. QUALIFICATIONS

Making a plan that works for a local government requires some understanding of how a local government works and what it actually needs. Our team boasts extensive public service across an array of governmental services, including parks and recreation, planning and zoning, and public utilities. We draw upon those professional experiences as we collaborate with municipal clients, ensuring a final plan that is reflective of their unique needs and goals, and creative in its approach to solving problems with often-limited resources.

We have a wide scope of planning experience related to master planning, including stakeholder engagement, capital planning, quantitative research and analysis, policy development, and web-based interactive mapping. With the Hall, Nelsnick, and Maypop Team the City of Walnut Grove will be working directly with the owners of the companies, providing the highest level of efficiency and accountability. Also, because of our devotion to a smaller number of select clients, the City's plan would be among our highest. The combined experience of the three firms is substantial and includes dozens of Comprehensive Plans, multi-use trail network plans, parks and recreation master plans, capital improvements plans, public engagement initiatives, operational assessments, and strategic plans.

Members of the Hall, Maypop, and Nelsnick Team began developing plans together in the early 2000s. Hall and Nelsnick developed the nationally award-winning Comprehensive Plan for the City of Moreland, winning the 2008 John Keller Award for Outstanding Planning Initiative for a Small Town or Rural Area. Maypop's Mel Cochran Davis and Marilyn Hall worked together for more than a decade on capital planning, collaborative project implementation, community engagement, and SPLOST project proposal development for Athens-Clarke County.





CONTACT:

HALL CONSULTING, INC

Ms. Marilyn Hall  
Owner & President  
1051 Windbrooke Ct., Suite 4  
Watkinsville, GA 30677  
706.621.2036  
[Mhall@hallplanning.com](mailto:Mhall@hallplanning.com)

Years in business: 18

*Demonstrating a commitment to a small number of select clients, Hall Consulting has helped 7 clients make great plans in the last 5 years.*

SAMPLE LIST OF FORMER AND/OR CURRENT MUNICIPAL & COUNTY CLIENTS:

Madison County, GA  
City of Monroe, GA  
City of Columbus/Muscogee County, GA  
City of Albany, GA  
City of Dothan, AL  
Athens-Clarke County, GA  
Morgan County, GA  
Cities of Jefferson, Talmo, and Arcade, GA  
Ware County and the City of Waycross, GA  
City of Moreland, GA  
City of Sharpsburg, GA

HALL CONSULTING, INC.

Incorporated in the State of Georgia in 2005, Hall Consulting delivers expert planning and analysis, customized strategic plans, and award-winning comprehensive plans to municipal and county leaders in search of lasting community improvements on behalf of the families they serve. Hall Consulting's experience includes working in rural, suburban, and urban settings, with single jurisdictions, consolidated governments, and multi-jurisdictional bodies.

Hall Consulting offers a variety of products and services to government and utility professionals including urban planning studies and assessments, comprehensive planning services, master planning, capital improvements planning, and expert stakeholder engagement and community involvement activities. Our consulting engagements have included comprehensive plans, housing studies, expert witness testimony, annexation studies, conservation subdivision policies, strategic plans, and ordinance review designed to guide local jurisdictions with decision making.

Hall Consulting has a track record of building successful consulting teams. Team-members are specifically selected to meet the needs of individual clients. The team will be expertly managed. About our team one of our clients proclaimed, "This was the best handled and managed project the Town has contracted for the five years I have been here." (Robin Spradlin, Town of Sharpsburg, GA)

KEY LEADERSHIP:

**Marilyn P. Hall, AICP**

Ms. Hall has worked in comprehensive and environmental planning since 1997. She developed the award-winning Comprehensive Plan for the City of Moreland, GA. and has been recognized by the American Planning Association as an expert in drought planning and management. Her recent efforts have focused on project management, Comprehensive Planning, capital improvements, ensuring local policies and ordinances are consistent with State and federal requirements, and public engagement and outreach.

As Water Resources Planner for Athens-Clarke County, GA she created and implemented a new innovative water reuse program and helped negotiate the purchase of the Rock Hill Quarry as a future water storage reservoir. She also prepared the utility's long-term capital improvements program totaling \$400M.



**CONTACT:**

Maypop Collaborative  
Mel Cochran Davis  
PO Box 1453  
Commerce, GA  
706-658-7778

mel@Maypopcollaborative  
Maypopcollaborative.com



**PROJECT HIGHLIGHTS**

Athens-Clarke County Leisure Services 2021-2025 Strategic Plan

Leisure Services Listens – A comprehensive online engagement tool.

Developed Athens-Community Corps job readiness program

Secured over \$675,000 in grant funds from state and foundation based grant agencies

**MAYPOP COLLABORATIVE**

Maypop Collaborative is committed to serving local governments. Our team consists of talented local government veterans who understand its day-to-day challenges: staffing shortages, tough decisions, budget constraints, public outcries, operational challenges, and whatever other obstacles the day brings. In addition, we realize how much influence consultants hold over long-term community decisions, and we are here to make sure you and your community are heard. We approach projects with flexibility and adaptability. We have been there, we understand the value of a community-informed product with longevity, and we are eager to put our knowledge into service. Together, we can do better.

As a boutique consulting firm, we build customized project teams to fit the needs of the work at hand. Our principal and founder, Mel C. Davis has an established reputation for building “dream teams” of high achievers driven by strong public service motivation and long histories of community engagement, collaboration, and problem solving. The Maypop model allows each member to work to their strengths and provide superior deliverables to our clients. As others that have collaborated with us in the past have said “Where there’s a Mel, there’s a way.”

**KEY LEADERSHIP:**

Melinda Cochran Davis is a "Double Dawg" with a bachelor’s degree in Landscape Architecture and a master’s degree in Public Administration from the University of Georgia. While a part of the Athens-Clarke County Unified Government (ACCGov), Melinda directed the Planning, Project Management, Budgeting, Maintenance, Marketing, and Development functions of the Leisure Services Department, a multi-year winner of Georgia Recreation and Park Association’s Agency of the Year award. During her tenure with Leisure Services, she led multiple planning efforts, including the department’s first Strategic Plan, Greenway Network Plan, Park Improvements Plan, and multiple Park Master Plans. She also led the development of new enhanced digital and in person community engagement initiatives that became the model for the rest of ACCGov. Her leadership and collaboration with community members and local appointed boards resulted in Leisure Services securing over \$69 Million of SPLOST funds for improvements and expansion of parks, facilities, and multi-use trails.



NELSNICK ENTERPRISES  
Mr. Robert Sills, AICP  
196 Alps Road, Suite 2-232  
Athens, GA 30606  
706.340.5479 (p)

[bsills@nelsnick.com](mailto:bsills@nelsnick.com)  
[www.nelsnick.com](http://www.nelsnick.com)

Years in business: 18

**SAMPLE LIST OF FORMER  
AND/OR CURRENT MUNICIPAL  
CLIENTS:**

City of Gainesville, GA  
Roane County, TN  
Athens-Clarke County, GA  
City of Winder, GA

*Collaborative work with  
Hall Consulting:*

City of Monroe, GA  
Madison County, GA  
Morgan County and the  
Cities of Buckhead, Bostwick,  
and Rutledge, GA  
State of Texas General Land  
Office  
Ware County and the City of  
Waycross, GA  
Cities of Talmo, Arcade and  
Jefferson in Jackson County, GA  
City of Moreland, GA  
City of Sharpsburg, GA  
Sandy Springs, GA

## NELSNICK ENTERPRISES

Incorporated in the State of Georgia in 2003, Nelsnick Enterprises is a woman-owned small business that provides planning services and instructional solutions for local governments and educational institutions. Nelsnick Enterprises provides consultation services for comprehensive, capital improvement, and financial planning; specific products include comprehensive plans, cost of service and connection fee studies, and cost allocation and rate studies. Nelsnick Enterprises also offers services related to instructional design and is adept at developing public participation plans that educate the community about the comprehensive planning process while gathering meaningful input from residents. It is headquartered in Athens, Georgia and there are no regional offices. Nelsnick Enterprises is comprised of two full time employees, Mr. Robert W. Sills, AICP and Ms. Natasha Barreto, both located in Athens, Georgia and a part-time engineer who works out of a home office in Gainesville.

### KEY LEADERSHIP:

#### **Ms. Natasha Barreto, President**

Ms. Barreto has served as the President of Nelsnick Enterprises since 2009. Ms. Barreto has extensive experience in analysis of learning needs and systematic development of instruction. She has developed over 100 courses in the areas of criminal justice, healthcare, college accounting, business, psychology, and general education. Ms. Barreto has a strong background in Web-based instructional delivery. Ms. Barreto is the majority owner of the firm and has a master's degree in Instructional Design from the University of Georgia.

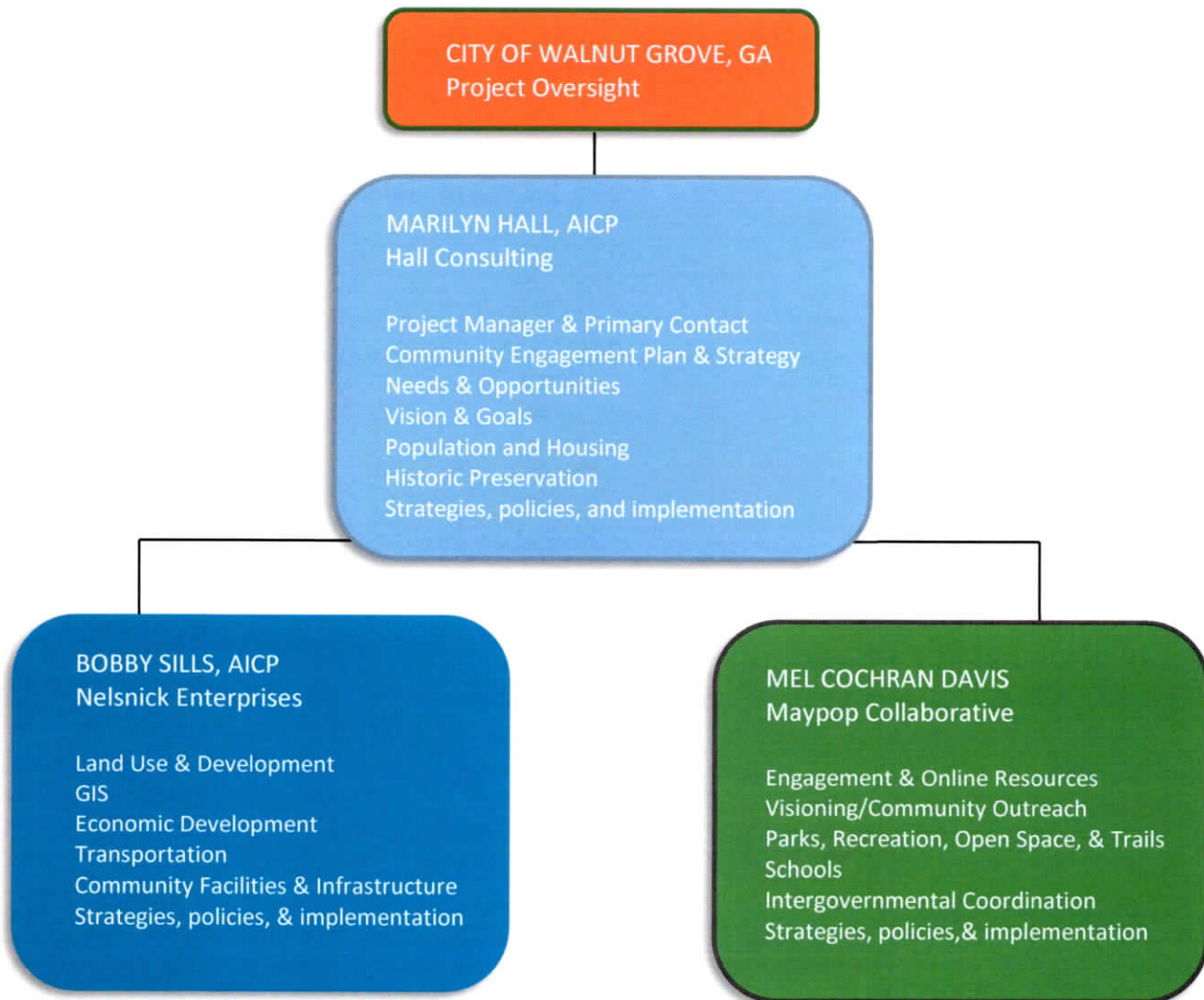
#### **Mr. Robert W. Sills, AICP, Principal Planning Consultant**

Mr. Sills has 26 years of professional planning experience, which includes collection and analysis of data for various city and public utility planning studies. These include comprehensive plans, storm water, water and sewer rate studies, capital improvements planning, impact fees calculations, revenue sufficiency analysis, water system business plans, connection fee calculations and development of financial planning models. Mr. Sills is a minority owner of the firm, is a certified planner from the American Institute of Certified Planners (AICP) with a master's degree from the School of Architecture and a master's degree from the School of Civil Engineering both from the Georgia Institute of Technology.

## 2. KEY TEAM MEMBERS AND THEIR ROLES

The Consulting Team consists of three firms that have successfully worked together on a variety of plans in Georgia. Marilyn Hall, AICP of Hall Consulting, Inc. would serve as the team’s primary point of contact and project manager. She has more than 20 years of planning and utilities experience throughout Georgia. Bobby Sills, AICP, EIT is the founder of Nelsnick Enterprises, Inc. Bobby specializes in transportation planning, capital improvements, public finance, and GIS. Mel Cochran Davis, with the Maypop Collaborative rounds out the team, bringing experience in planning and digital transformation.

With the Hall, Nelsnick, & Maypop Team we will provide a balanced, focused approach to delivering an implementable Master Plan to Walnut Grove. Our experts will review current conditions in Walnut Grove, Walton County, and the region utilizing their individual professional expertise to recommend strategies, policies, and implementation measures. Their expertise and expected roles are shown below.





## MARILYN P. HALL, AICP

Owner and Principal, Hall Consulting, Inc.

[marilynphall@hallplanning.com](mailto:marilynphall@hallplanning.com)

### NATIONAL AWARDS

Comprehensive Plan for Moreland, GA won the John Keller Award for Outstanding Planning Initiative for a Small Town or Rural Area (American Planning Association, 2008)

US EPA WaterSense Program 2013-2020 Sustained Excellence Award

City-County Communications & Marketing Association, 3CMA Savvy Awards in 2018 & 2019

### EDUCATION

Master of City Planning with emphasis in Environmental Planning Georgia Institute of Technology, Atlanta, Georgia, 1997

Bachelor of Arts in Economics Northwestern University, Evanston, Illinois, 1991

Ms. Hall will serve as project manager for Walnut Grove's Master Plan. She has worked in city and environmental planning since 1997. She is passionate about helping small cities and rural areas maintain their unique charm as they prepare for regional change and growth. Her recent efforts have focused on project management, comprehensive planning, environmental compliance, capital improvements, and public information and engagement. The following is a sampling of projects she has completed that demonstrate her planning expertise.

### **Projects**

- Historic Overlay District Plan, City of Bainbridge, GA
- Parks and Recreation Master Plan, Dublin, GA
- Principal consultant and project manager working on the Joint Comprehensive Plan for Madison County and the cities of Carlton, Colber, Comer, Danielsville, Hull, and Ila, Georgia.
- Form Based Codes Education, Monroe, GA
- Principal consultant and project manager working the Comprehensive Plan Monroe, GA.
- Completed \$400M Capital Improvements Plan for Athens, GA.
- Collaborated with Nelsnick Enterprises on the Comprehensive Plans for Morgan County and the cities of Bostwick, Buckhead, and Rutledge, Georgia.
- Completed the East Albany Neighborhood Revitalization Strategy Area Plan for the City of Albany, GA.
- Principal consultant and project manager working on the Comprehensive Plans for the Cities of Arcade, Jefferson, and Talmo in Jackson County, Georgia.
- Completed the South Columbus Revitalization Strategy for the City of Columbus, GA.
- Principal consultant and project manager for the Comprehensive Plans for the City of Waycross and Ware County, Georgia.
- Responsible for the Community Facilities Element of the Comprehensive Plan for the City of Columbus/Muscogee County, Georgia, and facilitation of several components of the Community Participation Program. (Under subcontract with another firm)
- Served as principal consultant and project manager for the Comprehensive Plan and Capital Improvements Program for the Sharpsburg, Georgia.

**Marilyn P. Hall, AICP (cont.)**

- Served as principal consultant and project manager for the Comprehensive Plan for the Town of Moreland, Georgia.
- Worked with Jordan, Jones, and Goulding, Inc. on the Comprehensive Plans for Newton County, Georgia and the Cities of Covington, Buford, and Snellville, Georgia.
- Worked with Jordan, Jones, and Goulding, Inc. to assist with the One Henry Comprehensive Plan in Henry County, Georgia. Responsible for writing population, community facilities, and natural and cultural resources components of Community Assessment. Also assisted with visioning and other elements of the Community Participation Program.

Employment History

**HALL CONSULTING, INC.**, Watkinsville, GA

Owner and principal planner. Planning project management, City master plans, comprehensive planning, urban and utility plans, housing studies, watershed planning, ordinance writing, demographic analysis, environmental program development and management, and outreach and public involvement. (2005 – Present)

**UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY**

Senior Water Resources Planner. Long-term strategist ensuring adequate water supplies: create and manage ACC’s innovative, new water reuse program, guide the utility’s long term capital improvements program, manage research projects, assist with negotiations, manage the Water Conservation Office team, coordinate interdepartmental efforts, and implement special projects. (2017 – 2021)

**UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY**

Water Conservation Coordinator. Developed the nationally recognized ACC Water Conservation Office team. Created the WCO Internship Program. Planned and evaluated conservation programs. Coordinated efficiency efforts within the Utility and responsible for the Water Loss Program, the Watershed Protection Plan, and special projects. (2009 – 2017)

**JORDAN, JONES, & GOULDING**

City Planner and Water Utility Consultant    Athens, GA  
(1997-2004)



LEADERSHIP

BOARD MEMBER | GA Planning Association | 2014 - Present

CLIMATE CHAMPION | American Planning Association | 2020 - Present

CHAIR | Integrated Master Planning Committee | Georgia Association of Water Professionals | July 2020 - Present

BOARD MEMBER | National Water Reuse Association | 2018 - 2021

FEATURE PUBLICATIONS

“Promoting Drought Resilience Through Plans and Codes”, Zoning Practice, American Planning Association April 2014

Planning and Drought (PAS 547) American Planning Association (contributor) October 2013

“The Cost of Apathy” The Georgia Operator, GAWP, Winter 2019, pg. 24-28



**MAYPOP**  
Collaborative

## MELINDA (MEL) COCHRAN DAVIS

Principal and Founder, MayPop Collaborative  
mel@Maypopcollaborative.com



### YEARS OF EXPERIENCE

19

### EDUCATION

Master of Public Administration  
University of Georgia  
Athens, Georgia, 2018

Bachelor of Landscape  
Architecture University of  
Georgia  
Athens, Georgia, 2003

### CERTIFICATIONS

Registered Landscape Architect  
Georgia LA 001541

Certified Inclusivity Assessor  
Inclusive Recreation Resource  
Center

Strategy Expert  
Engaging Local Government  
Leaders

### COMMUNITY LEADERSHIP

City of Commerce Planning  
Commission, Member 2017-  
Present

Cubmaster, Pack 35  
2020 -Present

Chair, Commerce Middle School  
Parent Teacher Organization  
2022-2023

Mel is an accomplished executive level leader, with extensive local government knowledge and experience. She will utilize her strong expertise in navigating government processes to help strategize a Master Plan that is implementable. She leads multi-disciplinary teams made up of government officials, residents, and stakeholders to positive outcomes. Highly organized and skilled at developing strategic approaches to resolving challenges to local governments with transparency and in a streamlined fashion. A proven relationship builder across diverse groups of public and private entities, establishing trust through collaboration.

#### **Principal, Maypop Collaborative, Commerce, GA June 2022-Present**

Leading project teams for community planning and engagement efforts, including strategic plans master plans, accessibility transition plans, parks and recreation plans, digital transformation, and inclusive community engagement.

#### **Assistant Director, Athens Clarke County Unified Government, Athens, GA, 2018-2022**

Leading a department of 74 full time, 95 part time, 147 seasonal, and 103 contract staff with a focus on leading administrative functions of the department with a team of 24 staff covering software administration, project management, planning, maintenance, safety and risk, contracts, management analysis, budgeting, community outreach, public relations, and marketing.

#### **Division Administrator, Athens Clarke County Unified Government, Athens, GA, 2013-2018**

Leading the Park Services Division, including planning, maintenance, and project management. Responsible for streamlining operations, increasing transparency, and leading change while maintaining the foundation of department functions and operations.

#### **Facility Supervisor, Athens-Clarke County Unified Government, Athens, GA 2008-2013**

Leading daily operations and guiding future development of Greenways and Riverside Parks within the Athens-Clarke County Leisure Services Department. Ensuring proper management and safety of trail and park facilities through collaboration with Athens-Clarke County agencies and community non-profits



**Mel Cochran Davis (cont.)**

**Planner II, Athens Clarke County Unified Government, Athens, GA 2006-2008**

Guiding architects, engineers, developers, and residents of Athens-Clarke County through plans review and permitting processes.  
Reviewing design submittals for conformance with zoning codes and ordinances.  
Providing written commentary and reports related to planning issues.  
Assisted Comprehensive Plan updates and zoning code revisions.

Developed and implemented ACCGov public engagement processes and tools for the SPLOST and TSPLOST programs

Responsible for Online Engagement for Leisure Services activities for ACCgov. See example below.

**Landscape Architect, USDA Forest Service, Gainesville, GA 2003-2006**

Developing and implementing professional designs for recreation areas and trails, including bid packages, construction observation, and final inspections. Assisted with development of the Forest Comprehensive Plan for health, accessibility, and recreation chapters.  
Served as a Type II Wildland Firefighter

**Online Engagement**



Leisure Services Listens is a web based communications hub for the Athens-Clarke County Leisure Services Department. Maypop principal, Mel led the team that brought her vision to life. Project pages share information like project descriptions, timelines, budgets, and input opportunities. Storymaps, surveys, and other online engagement tools are available as they go live. Mel has brought this information sharing model to Maypop's community engagement toolbox.

**LEISURE SERVICES LISTENS**  
Let Us Know What You Think!

**Current Projects**

- Bishop Park Improvements
- Firefly Trail Expansion
- Greenway Expansion
- Leisure Services 2030
- Macon Highway Boat Launch
- Memorial Park Improvements
- Sandy Creek Nature Center Exhibit Hall
- Sandy Creek Park Improvements
- Teen Initiatives
- Trail Improvements at Southeast Clarke Park

**Project Overview:**

Memorial Park is one of Athens' most beloved parks and requires necessary stormwater infrastructure updates to ensure future generations are able to enjoy this community park. A recent engineering report on the state of the stormwater system in the park indicates the dire situation the park faces. The increase in development around the park is coupled with increased stormwater flow into the park, overloading the pond's capacity. The pond and forest are now in a critical situation that requires dredging, re-engineering, and significant repairs in order to prevent failure of these stormwater mitigation components. The ancillary stormwater pipes, inlets, basins, and other features are either silted in, washed out, or have completely failed. As part of the improvements these ancillary stormwater infrastructure will be replaced as specified by engineers.



Athens-Clarke County residents are invited to be part of the process. Stay connected and learn about project updates, public input opportunities, and timelines.

**What's Next for the Project?**

Public input will be received from June 13 - July 10, 2022 to prioritize funding for these proposed projects.

**Public Meetings:**

- Saturday, June 18, 2022 - 11am - 2pm at West Broad Farmers Market
- Saturday, June 18, 2022 - 5pm - 8pm at 16th is the Now film event at Holland Youth Sports Complex
- Thursday, June 23, 2022 - 6:00 - 7:30 pm at Memorial Park Picnic Shelter #2
- Saturday, June 25, 2022 - 10am - 11:00 a.m. at A1 Fest

Each meeting is drop-in and staff will be available to discuss the proposed elements of the project.



## ROBERT W. SILLS, AICP

Principal Planner, Nelsnick Enterprises

[bsills@nelsnick.com](mailto:bsills@nelsnick.com)



### EDUCATION

Master of Science  
School of Civil Engineering  
Georgia Institute of  
Technology  
Atlanta, Georgia, 1995

Master of City Planning  
School of Architecture  
Georgia Institute of  
Technology  
Atlanta, Georgia, 1995

Bachelor of Arts – Geography  
Minor Computer Science  
Rutgers College  
New Brunswick, New Jersey,  
1987

### CERTIFICATIONS/ AFFILIATIONS

- American Institute of Certified Planners
- Engineer-in-Training,
- American Planning Association,
- Georgia Planning Association,
- Georgia Association of Water Professionals

Mr. Sills has 26 years of professional experience, which includes collection and analysis of data for various city and public utility planning studies. He will lead the Capital Improvements and Infrastructure aspects of the Master Plan. These include comprehensive plans, storm water, water and sewer rate studies, capital improvements planning, impact fees calculations, revenue sufficiency analysis, water system business plans, connection fee calculations and development of financial planning models.

### Employment History

#### **Nelsnick Enterprises Incorporated**

Senior Planner

September 2003 - Present

#### **Jordan, Jones & Goulding Inc.**

Urban Planner/Engineer/Project Manager

July 1995 – September 2003

### Relevant Projects

- Comprehensive Plan for Monroe, Georgia – Project include attending public meetings, development of plan elements per DCA specifications and relevant mapping.
- Comprehensive Plan for Morgan County, Georgia – Project include separate stand-alone plans for the City of Rutledge, Bostwick and Buckhead. Project included complete planning process from Community Participation Program to adoption of plans.
- Developed Comprehensive Plans for the Quad City Planning Authority which included City of Talmo, City of Jefferson and City of Arcade, Georgia. Project included complete planning process from Community Participation Program to adoption of plans.
- Prepared Comprehensive Plan for the Town of Sharpsburg, Georgia and the Town of Moreland, Georgia.
- Developed a methodology for calculating school, water and sewer, and road impact fees, York County, South Carolina.

**Bobby Sills – Continued**

- Prepared population projections, water and sewer consumption projections, and cost estimates for various water supply options for the Long-Term Water Resource Plan, Glynn County, Georgia.
- Completed a Concept Report for the City of Cartersville, Georgia Main Street Transportation Enhancement.
- Updated the Land Use element of the Cartersville Comprehensive Plan for the City of Cartersville, Georgia.
- Wrote ordinances and created a Land Use Plan for Roane County, Tennessee.
- Managed the data entry of over 50 miles of surveyed sewer trunk line. Developed data entry forms in Microsoft Access, converted data, created scripts in ArcView GIS Avenue for manipulation of graphic and attribute data, and provided reports and maps. Survey included a surface reconnaissance for delineating wetlands, stream crossing, general conditions of manholes, clearing requirements, and manhole raising requirements, Fulton County, Georgia.

CONFERENCE/WORKSHOP  
SESSIONS

“Water Stewardship Act,”  
Valdosta, Georgia

“Rural Highway Bypass:  
Impacts and Mediation,”  
Savannah, Georgia

“Water Conservation  
Pricing,” Gwinnett County,  
Georgia

“Righteous Rate Making,”  
Tifton and Savannah,  
Georgia

“Water and Sewer Rate  
Setting,” Marietta, Georgia

“Capital Improvements  
Planning,” Madison,  
Wisconsin



## EXPERIENCE WITH MUNICIPAL PLANS

*Comprehensive Plan for the City of Monroe, GA, Adopted June 2022*

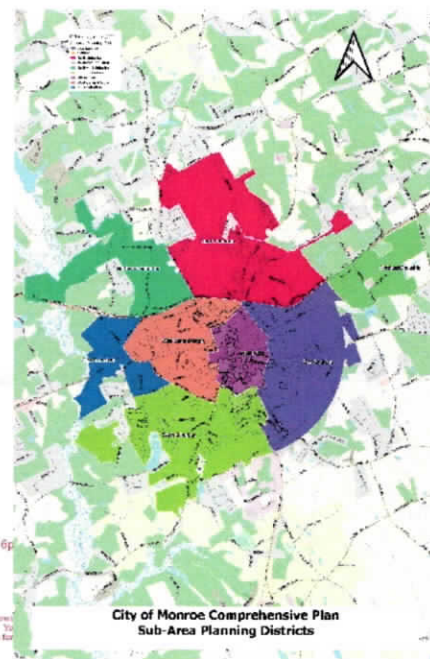
Contact: Logan Propes, City Administrator

Phone: 770-267-7536

Email: [lpropes@monroega.gov](mailto:lpropes@monroega.gov)

The Hall and Nelsnick team recently completed the Comprehensive Plan for the City of Monroe, GA. The City of Monroe is located in Walton County, approximately 40 miles east of Atlanta along US 78. Walton County is a historically rural area that has experienced significant growth pressure from metropolitan Atlanta in recent years. As its county seat and its largest city, these pressures have begun to be felt in Monroe, especially along the city's western side. Over the last decade the City of Monroe has developed and implemented a variety of plans. This Comprehensive Plan Update built upon those plans. Many of the plans being implemented by the city focus on downtown and adjacent areas. The *Town Center LCI* is perhaps the most important. It serves as the starting point for most of the City's efforts to preserve and redevelop its central business district.

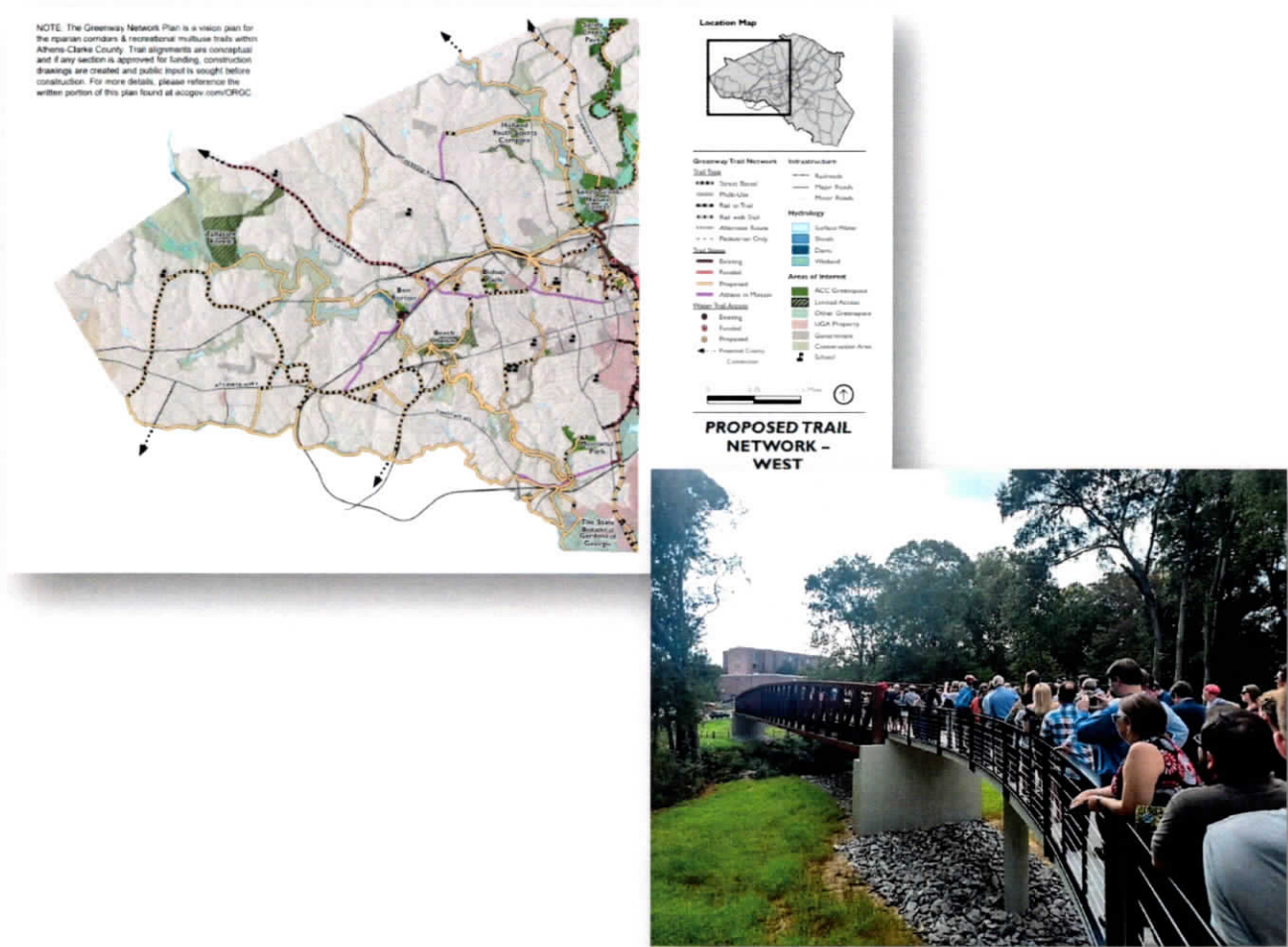
Public engagement and input were the cornerstone of the successful comprehensive planning process in Monroe. The City kicked off the process by laying out the foundation in a Community Engagement Plan. The plan was introduced to the City Council at a work session on December 7, 2021. The project website was launched at the project kick off and provided meeting content and planning documents to the public throughout the life of the project. The website housed the online survey, visual preference survey, and meeting materials. The online survey asked a series of questions about the community and the vision for the future. Almost 300 people completed the online survey. The Steering Committee distributed flyers for public meetings and the Consultant team provided social media content for the City to utilize.



*Oconee Rivers Greenway Network Plan  
Athens-Clarke County, GA (2013-2022)*

Following years of incremental planning of segments of the Oconee Rivers Greenway system, Maypop's Mel Cochran Davis initiated a comprehensive update to those plans, drawing them together into a single vision for the county's trail system. The new plan resulted in a consistent approach to identifying corridors of interest in the watershed and prioritizing land acquisition and multi-use trail development. This framework has informed the construction of several miles of new trails, establishment of the first water trails on the Middle and North Oconee Rivers. To date, the plan has generated over \$45 million in SPLOST and TSPLOST funding as well as over \$300,000 in operational funds.

As Greenway Coordinator, and later Administrator for the Leisure Service Department's Park Services Division, Mel Cochran Davis led public engagement for the effort, which involved numerous public engagement sessions with citizens and landowners throughout the county, and consultation with local interest groups. The team also provided project management and design guidance on detailed development of various elements of the trail system and supporting park spaces.



*Madison County Joint Comprehensive Plan  
with the Cities of Carlton, Colbert, Danielsville, and Ila, Transmitted January, 2023*

Contact: Todd Higdon, County Chairman  
Phone: 706-795-6300  
Email: [thigdon@madisonco.us](mailto:thigdon@madisonco.us)

In January of this year, the Hall Consulting Team completed the Joint Comprehensive Plan for Madison County and four of its cities. Madison County is experiencing considerable growth pressure from Athens to the south and from I-85 to the west. In addition to this pressure, the county is struggling to balance the needs of agriculture, multi-generational landowners, business owners, environmentalists, and new residents. The Hall team addressed these challenges through robust public engagement that included more than a dozen public engagement opportunities, a website, surveys, a citizen stakeholder committee, a dozen stakeholder interviews, presentations at public events, and civic group engagements.



**Madison County Residents  
You Are Invited**

Please join us on July 14  
OR July 26 for the next  
community visioning  
event. Help us prioritize  
issues that affect your  
quality of life.

**Two meetings  
to choose from  
(they will be the same)**

**Thursday,  
July 14  
6:00 pm**  
Shiloh Volunteer  
Fire Department  
2140 South Road, Shiloh, Georgia

**Or  
Tuesday,  
July 26  
6:00 pm**  
Comer Travel Museum  
1384 Center St., Comer

**Joint Comprehensive Plan  
for Madison County and the  
cities of Carlton, Colbert, Comer, Danielsville, Hull, & Ila**

Take the Survey  
[Madison-CompPlans.com](http://Madison-CompPlans.com)

We will envision the long-term future of Madison County, Colbert, Comer, Danielsville, Hull, and Ila and set on the plan will serve as a guide for cooperation and to county, the cities, service providers, partners, and city owners. The plan will be used to support decisions, permit, transportation, housing, economic development, and other future plans.



*Comprehensive Plan for*

*Morgan County and the Cities of Buckhead, Bostwick, and Rutledge, adopted July 2017*

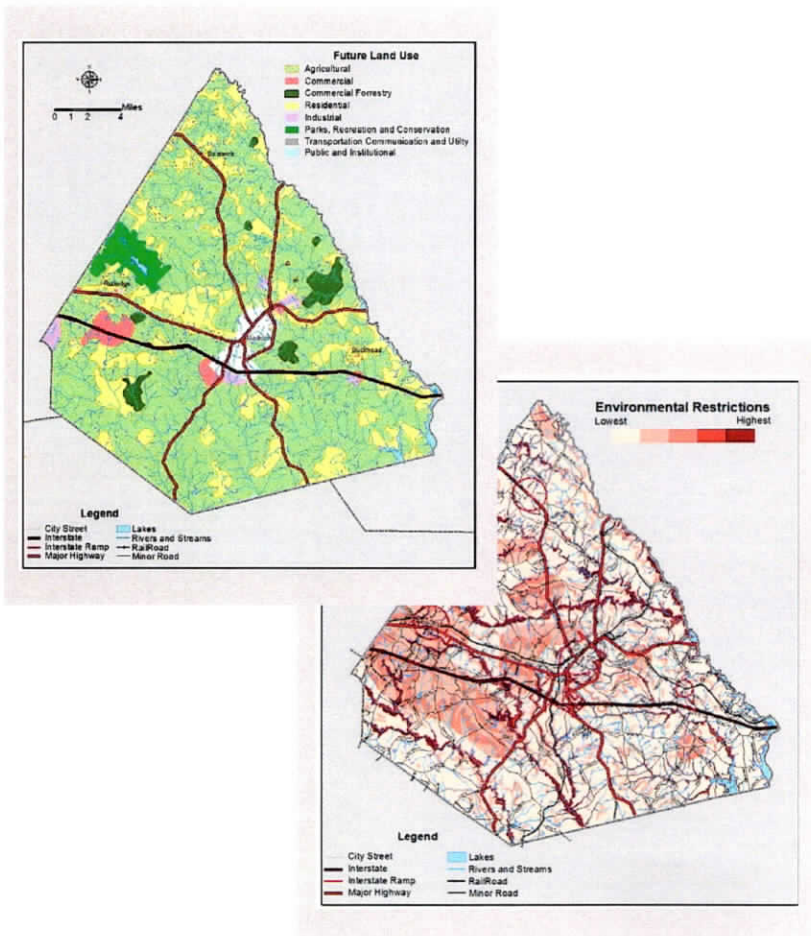
Contact: Chuck Jarrell, Planning & Development Director

Phone: 706-342-4373

Email address: cjarrell@morganga.org

Hall Consulting, Nelsnick Enterprises, and another firm collaborated to produce the Comprehensive Plan for Morgan County, Georgia, including the Cities of Rutledge, Bostwick, and Buckhead. The team developed a community participation plan that included four public kickoff meetings (one per jurisdiction), four visioning workshops, public presentations of drafts, a community-wide survey, stakeholder interviews and informal interviews with the public, steering committee meetings, and assistance with the adoption process in each jurisdiction.

The Consultant Team took an innovative approach for this Comprehensive Plan. Rather than look at the functions, the Plan evaluates the issues. Thus, when the citizens provide concern for retaining the rural beauty of the County or the small-town character of their city, the plan addressed solutions based on land use, community facilities, housing, and intergovernmental cooperation.



*The Hall Team goes to where the people are. This photo is of Marilyn Hall gathering public input at a 4th of July event in Madison, GA.*

## REFERENCES

### Reference 1

Name: City of Monroe, GA  
Website: <https://www.monroega.com/>  
Client contact person and title: Logan Propes  
Phone: 770-267-7536  
Email address: [lpropes@monroega.gov](mailto:lpropes@monroega.gov)

### Reference 2

Name: Cities of Jefferson, Arcade, and Talmo, Georgia  
Website: <https://www.cityofjeffersonga.com/>  
Client contact person and title: John Ward, Former City Manager for the City of Jefferson, GA  
Phone: 828-268-6200  
Email address: [John.ward@townofboone.net](mailto:John.ward@townofboone.net)

### Reference 3

Name: City of Albany, Georgia  
Website: <https://www.albanyga.gov/>  
Client contact person and title: Paul Forgey, Director of Planning & Development Services  
Phone: 229-302-1848  
Email address: [pforgey@albanyga.gov](mailto:pforgey@albanyga.gov)

### Reference 4

Name: Columbus/Muscogee County, Georgia  
Website: <https://www.columbusga.gov/planning/>  
Client contact person and title: Rick Jones, Planning Director  
Phone: 706-225-3936  
Email address: [rjones@columbusga.org](mailto:rjones@columbusga.org)

### Reference 5

Name: Morgan County, Georgia  
Website: <https://www.morganga.org/413/Comprehensive-Plan>  
Client contact person and title: Chuck Jarrell, Planning & Development Director  
Phone: 706-342-4373  
Email address: [cjarrell@morganga.org](mailto:cjarrell@morganga.org)



### 3. PROJECT UNDERSTANDING

The City of Walnut Grove is a small town located in Walton County with a population of around 1,500 people, covering an area of approximately 1.5 square miles. It lies at the crossroads of State Routes 138 and 81. There is significant development pressure for a variety of reasons and there are many changes in the works. The purpose of the Master Plan is to help the city prepare for these changes. The following are three examples of upcoming changes that the plan must address.

First, the Georgia Department of Transportation is expected to install a roundabout aimed at improving traffic flow, reducing congestion, and enhancing safety in the area. Roundabouts are becoming more common in Georgia as a way to manage traffic and reduce the severity of accidents. The roundabout will displace several businesses that provide a significant tax base for the city.



Second, Walton County is building a very large park adjacent to the City. The new park includes plans for a senior center, community center, tennis courts, skate park, etc. It will draw families from through Walton County.

Thirdly, the city has plans to develop a Town Center on some large parcels of land in the northeast corner of the Route 138 and 81 intersection. This is planned to be a new downtown with a mix of commercial uses and retail with multifamily residential and offices. Plans for the Town Center are being refined by the Northeast Georgia Regional Commission.



The new planned downtown, roundabout, and mega park will have a significant impact on the overall development and growth of the city. To prepare for the impact the Master Plan should address the following:

**Land Use:** The Master Plan must identify areas for residential, commercial, industrial, and recreational use. The DDA and city can work with developers to ensure that the land is used optimally and in accordance with the city's goals.

**Transportation:** The Georgia Department of Transportation has plans that will dramatically impact the city. The Master Plan will need to work with the GDOT changes and strive to improve mobility, reduce congestion and pollution, and enhance safety. The Plan could include improving public transportation in partnership with Walton County, pedestrian and bike paths, and roads.

**Housing:** Housing needs should be determined during the public engagement process. The Downtown Walnut Grove Concept Plan (2006) includes more than a thousand residential units. If the public engagement process calls for it, the Master Plan could focus on creating affordable housing options for low and middle-income residents. The DDA could work with developers to incentivize the construction of such housing.

**Economic Development:** The Plan must identify economic development opportunities, such as attracting new businesses, encouraging entrepreneurship, and creating jobs. The City and DDA can offer incentives to businesses that contribute to the city's growth and development.

**Infrastructure:** Walnut Grove must have the infrastructure to support the upcoming changes in land use and population growth. A primary purpose of this Master Plan is to prioritize capital improvements to accommodate change. The master plan can identify areas that require infrastructure improvements, such as water and sewage systems, public facilities, and green spaces.

**Community Engagement:** Engaging the community in the planning process is essential to ensure that their needs and priorities are addressed and the plan is implemented. The draft scope presented in the following pages elaborates the community engagement process.



## 4. PROJECT APPROACH AND PROPOSED SCOPE OF WORK

The Walnut Grove City Master Plan must be a partnership with Planning Commission, City Council, Downtown Development Authority (DDA), residents, business owners and other stakeholders. The most important aspect of a community vision is that it originates from the residents, business owners and elected leaders of the community. The consultant team's role is to listen, provide educational opportunities of the process, listen more, present what we hear, and listen again. It is an extremely iterative process requiring significant public participation.

*“ Hall Consulting helped us achieve our goal of making our Comprehensive Plan viable and informative to our citizens. The professionalism of the planning team provided the confidence our plan needed for formulating future goals for our community.”*

*– Rick Jones, Planning Director,  
Columbus, Georgia*

The final approach and scope of work will be created in collaboration with the City of Walnut Grove. The proposed approach and scope of work on the following pages should be considered a recommended or draft scope.



## PHASE ONE: PROJECT KICKOFF

### Task 1.1 Initial Meeting:

The Hall team will meet with the local project team, including staff from the City of Walnut Grove, to finalize project expectations, scope of work, and timeline. During this meeting, we will also review and finalize the list of data needs.

- Task 1.1 Deliverables:**
- 1) Final Data Needs List**
  - 2) Final Scope of Work and Timeline**

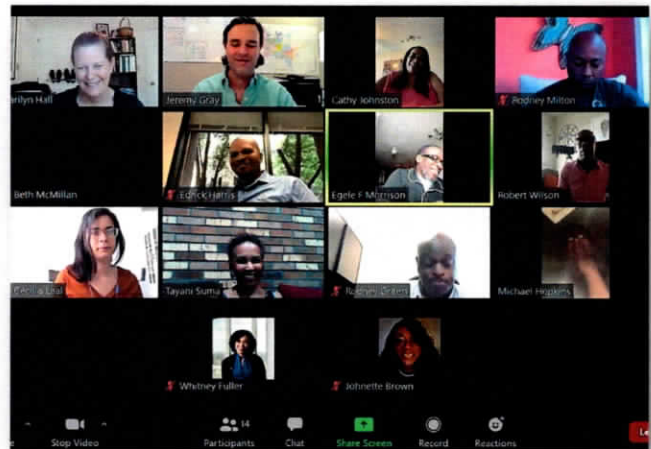
### Task 1.2 Community Tour:

The Hall team will tour the City with a local host to get further acquainted with the city and the local planning environment. This will include discussion with planning staff regarding existing local plans for the city, Walton County, and other entities, institutions, regional agencies, and significant public and private authorities with an impact on the larger planning effort.

- Task 1.2 Deliverables:**
- 1) Final Stakeholder List & Contact Information developed in collaboration with the city**

### Task 1.3 Community Engagement Plan:

The consulting team will develop a Community Engagement Plan (CEP) that outlines techniques and processes that will be used to gather public input. The CEP will include development of a visioning committee, key stakeholders to be contacted, number and schedule for community meetings/public hearings, and other key components for outreach throughout the project. The CEP will include a detailed schedule that includes dates, times, and locations for all participation opportunities, notification methods for outreach, engagement methods to reach diverse constituency, staffing plan, information collection and coordination methodology, steering committee role and strategy, and draft marketing and public presentation materials.



Although the Hall Consulting Team prefers to meet stakeholders in person, meetings can be virtual if needed. (Photo: Marilyn Hall hosts a virtual steering committee meeting in Atlanta, GA)

While specific elements of the CEP will be developed in coordination with the client, the consulting team anticipates a plan that includes the following public engagement opportunities:

- One (1) public project kick-off meeting/event outlining public engagement process;
- Two (2) public workshops to include identification of community vision, reformulation of community character area map and narrative, and strategic framework for implementation;
- Three (3) Visioning Committee meetings to be held early the project;
- One (1) Final presentation to the City Planning Commissioners
- One (1) Final presentation to City Council
- Virtual online engagement opportunities, and

To maximize the effect of public engagement we will combine innovative, industry-leading techniques from multiple disciplines into a methodology uniquely suited to the master planning process in Walnut Grove. The details of the public engagement strategy will be developed in collaboration with city staff. The CEP will be developed according to the principles of our Public Engagement Philosophy outlined on the following page.

**Task 1.3 Deliverables 1) Community Engagement Plan that includes education strategies, outreach strategies, workshop details, and timeline of all workshops and meetings.**



## Public Engagement Philosophy

### Identify the Stakeholders

For a successful plan, one must have the right stakeholders at the table from the start, which is why one of our first steps in any client engagement is the identification of stakeholder groups. The stakeholders identified through this exercise are categorized as either primary, secondary, or general, which then determines their level of participation and the means used to reach out to them.

**Primary Stakeholders** – Essentially the project's steering committee, this group includes all key decision-makers

**Secondary Stakeholders** – Persons or organizations with experience or perspectives that will provide crucial input into or feedback on the plans

**General Stakeholders** – Members of the public with a general interest in the project



### Public Participation

We understand some stakeholders may need education and other support to be able to participate fully and in a meaningful way. We tailor our public outreach and engagement in a way that facilitates informed discussion and that allows all voices to be heard. Because our process uses three feedback loops, there are opportunities for refinement and course correction throughout the process, rather than a single opening during the public comment period.



### Active Listening

When interacting with the public, our team employs active listening techniques to ensure greater accuracy and accountability in the collection of residents' perceptions and comments. Active listening techniques also hold potential for conflict resolution and consensus-building.

### Collaborative Review

Before a draft is published for public comment, it is internally reviewed in a collaborative process involving certain key stakeholders. Verification of facts and research ensures the legitimacy of conclusions and findings and provides opportunities for corrections prior to public review.

## PHASE TWO: PLAN DEVELOPMENT

**Task 2.1 Community Engagement Process:** Based on the Community Engagement Plan, the consulting team will gather public input through in person workshops and online. Additional engagement opportunities may include written surveys administered online or in hard copy, focus groups, one-on-one interviews, and any other forms of outreach identified in the CEP. The consulting team will also hold Visioning Committee meetings as part of this Task. The Hall Team will prepare all materials for these meetings, including notices, flyers, and other advertisements, facilitate the meeting process and compile a written summary of each meeting for submission to the City.

**Task 2.1 Deliverables:**

- 1) All materials used in meetings**
- 2) Detailed notes from all meetings**

**Task 2.2 Current Conditions and Analysis and FLU Update:** Concurrently with Task 2.1, the consulting team will undertake a technical review of existing plans including the city’s Comprehensive Plan, water and sewer master plans, transportation plans, park plans, other local plans, and other relevant national, regional, and local data sources. This information will provide a background for the community visioning workshops and other public outreach efforts and may consider the following:

- Population and Demographics
- Land Use and Development Character
- Parks & Recreation, including trails
- Community Facilities and Services
- Health and Wellness
- Schools
- Economic Development
- Transportation
- Historic Preservation
- Intergovernmental Coordination
- Broadband Service
- Water and Sewer Service
- Housing

“

*This was the best handled and managed project the Town has contracted for the five years I have been here.”*

*- Hall and Nelsnick Planning Team Client*

An important part of this task will be to update the Future Land Use Map (FLU) so it is consistent with the plans for the new roundabout and other recent changes. The FLU update will be based on public engagement results, input from the Visioning Committee, review of current conditions, and future projections.

**Task 2.3 Needs Analysis**

The consultant will combine the needs and concerns identified during the public engagement program and the results of Task 2.2. The Visioning Committee, the City, DDA, and others will assist the consultant in prioritizing the needs and concerns based on the vision and values articulated during the public engagement process. From this task, goals and strategies will be developed in Phase 3.

**Task 2.3 Deliverable: Community Snapshot and Context of Change Presentation**

- Analysis of data and information

- Summary of relevant existing plans
- Prioritization needs to be addressed

### PHASE 3: DEVELOP IMPLEMENTATION PLAN

Strategies, initiatives, and performance metrics for the goals articulated thus far will be developed in this task as defined below.

#### Task 3.1 Strategic Goal Setting

The consulting team will develop *Strategic Goals* for the community based on the needs prioritized in Task 2.3, community input, tours and site visits, quantitative research, and other findings. Evaluating and developing these goals will be an important assignment of the Visioning Committee.

*Strategic Goals are results oriented, focused on desired outcomes, quantitative with numbers and percentages, easy to interpret, and credible.*

#### Task 3.2 Initiatives and performance measures

The consultant will develop action statements that allocate resources to address goals and strategies from Task 3.1. Initiatives will include a scope, budget, timeline, and *Performance Metrics*. Performance metrics are quantitative indicators put in place to track the progress against stated strategies and initiatives. They are a useful tool for evaluating the success and effectiveness of the city's master plan. The specific measures that Walnut Grove will use will depend on the goals and objectives outlined in previous tasks. (See sidebar for examples)

**Task 3.2 Deliverables: Draft documentation of goals, initiatives, and performance metrics.**

Task 3.3 Draft Master Plan: The consulting team will hold a public workshop or event and will provide identical content online to present the content of the Draft Plan to residents, business owners, Planning Commission, City Council, and other stakeholders and solicit comments and feedback.

**Task 3.3 Deliverables: 1) PPT of Draft Plan Presentation  
2) All meeting materials**

Task 3.4 Approval and Adoption: After revising the Plan per the input received in Task 3.2, the consulting team will attend a meeting of the Walnut Grove City Council to present the final plan and respond to any questions.

## EXAMPLES OF COMMON PERFORMANCE METRICS

#### *Economic indicators*

job growth, business retention, and new business development

#### *Environmental indicators*

air quality, water quality, and the amount of open space or green infrastructure

#### *Social indicators*

public safety, health outcomes, and access to affordable housing

#### *Transportation indicators*

traffic congestion, public transit ridership, and the number of bike lanes or pedestrian paths.

#### *Land use indicators*

amount of land used for residential, commercial, or industrial purposes, as well as the availability of affordable housing.

#### *Civic engagement indicators*

voter turnout, participation in public meetings and forums, and the amount of community input gathered during the planning process.



Task 3.5 Submission of Documents: The consulting team will provide digital copies, in both editable format and pdf, and one loose reproducible original of the final plan and all other final printed materials including maps, charts, tables, and photographs.

## 5. PROJECT SCHEDULE

Allowing for bid reviews, interview process, and contract execution, we assume a mid-May start date. Under that assumption the following chart outlines projected milestones for completion of Master Plan as proposed

