

City of Red Bank

BOARD OF COMMISSIONERS WORK SESSION

Work Session Agenda

October 7, 2025

5:00 PM

The purpose(s) of the meeting shall be for the Commission to receive, consider, discuss, deliberate, and debate the matters listed herein below and such other public business as may lawfully be undertaken provided that no formal votes are to occur and no matters or issues will be formally decided upon at this meeting.

- I. **New employee introduction, Louis Brill, Public Works Storm Water Supervisor (PWD Tate)**
- II. **City Manager Performance Assessment Policy Draft Discussion (CM Granum)**
- III. **On Consent Agenda - Approve the Debt Policy update Res No. 25-1845 (DAF Perry)**
- IV. **On Consent Agenda - Ratify expenses for emergency repairs to traffic signal at Pineville Rd and Signal Mtn Rd in an amount of \$25,068.10 Res No. 25-1846 (PWD Tate)**
- V. **On Consent Agenda - Appoint Anthony Sims to the Cemetery Advisory Board, Res No. 25-1847 (PWD Tate)**
- VI. **On Consent Agenda - Formally join the Trust for Public Land's 10-minute walk campaign and reaffirm the commission's 2022 goal to develop parks within the ten-minute walk initiative Res No. 25-1848 (PRM Grabe)**
- VII. **On Consent Agenda - Purchase of steps for Fire Dept training facility Res No. 25-1851 (FTC Wood)**
- VIII. **On Consent Agenda - Adopt a Vision Zero Policy Res No. 25-1849 (CDD Slay)**
- IX. **On Consent Agenda - Award RFP 25-0801 to TSW Design for Contracted Professional Services Res No. 25-1850 (CDD Slay)**
- X. **Amend the Animal & Fowl Ordinance to allow 8 hens Ord No. 25-1288 (CDD Slay)**
- XI. **PUBLIC HEARING to authorize and release a Request for Proposals (RFP) for the sale and development of two (2) city-owned parcels located off Goodson Avenue (CDD Slay)**
- XII. **Beer Board Meeting - Jeff Schwenke, dba Clever Alehouse, has applied to serve beer at an event hosted by New Wave Coffee Roasters on October 11, 2025**
- XIII. **Citizen Comments on Items on the Work Session Agenda**
5:45 Hard stop to allow citizen comments on items on this Work Session Agenda (CM Granum)
- XIV. **Any other business to discuss**
- XV. **Adjournment**

City Manager

Performance Evaluation Policy

Purpose

This policy implements the Annual Performance Evaluation Process for the Red Bank City Manager.

Background

Resolution 25-XXXX establishes this City Manager Performance Evaluation Policy. The additional relevant documents are the then current city manager's contract, adopted by Resolution No. 21-1434 and Amended by Resolution No. 24-1726 which takes precedent should there be a conflict with this policy, and is equally applicable to any subsequent Employment or Retention Agreement for the then City Manager of the City of Red Bank.

Performance management is a continuous process that aligns individual employee goals with an organization's needs and objectives, including clear performance expectations through a solid performance management framework. In an environment of mutual trust, respect and empowerment, it goes beyond annual reviews, focusing on setting expectations, providing feedback, and promoting growth and mutual support. For managers, who often balance technical expertise with leadership roles, understanding performance management is key to advising stakeholders or managing teams effectively during performance discussions.

At its core, performance management tools are essential and involve:

- Goal Setting: Defining clear, measurable objectives for employees
- Ongoing Feedback: Providing regular, constructive input to guide performance.
- Evaluation: Assessing progress through reviews or appraisals.
- Development: Offering training and resources to enhance skills.

Modern performance management emphasizes real-time communication, employee empowerment, and nurturing a positive culture. Creating an effective performance management system promotes a culture of continuous development whereby employees understand they are supported and expected to excel, improving employee productivity, not just evaluated for compliance.

Criteria

The city manager will be evaluated based upon the following criteria:

- A. Annual Commission Goals which are established at the annual commission retreat and adopted each year by Resolution
 - a. Retreat process itself and the goal creation/adoption process
 - b. Promotion of the goals for broad awareness and sustained focus
 - c. Periodic updates
 - d. Progress on goal achievement
- B. Commission Support
 - a. Information flow and updates to the commission corporately
 - b. Support for individual commissioners
 - c. Provides professional advice and counsel to Commissioners and the Commission
 - d. Conduct of the Commission meeting itself and support of Commission processes and official responsibilities of the Mayor and Vice Mayor
- C. Community Relations, Outreach and Engagement
 - a. Intergovernmental Relationships
 - b. Public Outreach
 - c. Citizen Advisory Boards
 - d. Small Cities Coalition (Communications Specialist)
- D. Leadership of staff and Key Partners
 - a. Public Works
 - b. Community Development
 - c. Police
 - d. Fire
 - e. Courts
 - f. Administration & Finance
 - g. City Attorney
 - h. All other Key Partners: McKamey, CARTA, HC 911, licensees, TPO, etc.
- E. Organizational Management and Culture
 - a. Budget, Finance and Accounting
 - b. Human Resources
 - c. Facilities, Fleet, Information Technology
 - d. Capital planning
 - e. Develops staff; promotes high expectations and accountability for staff
 - f. Champions continuous improvement
- F. Professional Development
- G. Overall Performance

Rating scale and Definitions:

0. Unsatisfactory: performance has not significantly improved following a rating of needs improvement, or the performance is consistently below expectations.
1. Needs improvement: demonstrates best practices but not consistently; does not consistently meet expectations. Impact of leadership not adequately apparent across the organization. Improvement is necessary and expected.
2. Proficient: frequently demonstrates high level of skill; usually incorporates best practice. Impact of leadership is apparent in most aspects of the organization.
3. Exceeding: models excellence; serves as a mentor; recognized for performance; coaches others. Best practices and impact of leadership are apparent across the organization.

Responsibilities:

- **Director of Human Resources:** during the work session in July the Director of Human Resources is responsible for reminding all parties with responsibilities specified in this policy that the City Manager Performance Evaluation process is scheduled to commence; at the conclusion of the process ensure that records are properly retained in accordance with statute.
- **City Attorney:** implements the City Manager Evaluation Process in accordance with this policy. Develop City Manager Evaluation forms which facilitate commissioner input on the criteria established herein; distributes the forms and collects them once completed
- **City Manager:** provide written input to the commission
- **Commissioners:** Complete assessment forms provided by the City Attorney and return them to the City Attorney. Commissioner inputs are public documents.
- **Mayor:** with assistance and administrative support from the City Attorney, crafts a succinct executive summary memo that will be viewed as the city manager's performance evaluation. It will have six unedited attachments: the city manager's input and each of the commissioner's inputs. The Mayor's Executive Summary will be formally presented to the commission for consideration and vote. Once adopted, the Mayor will read the evaluation during commission meeting, sign and present the memo to the city manager.

Schedule and Workflow:

The Commission shall not less frequently than annually review the performance of the city manager, typically in September. The process beginning in 2026 shall be as follows*:

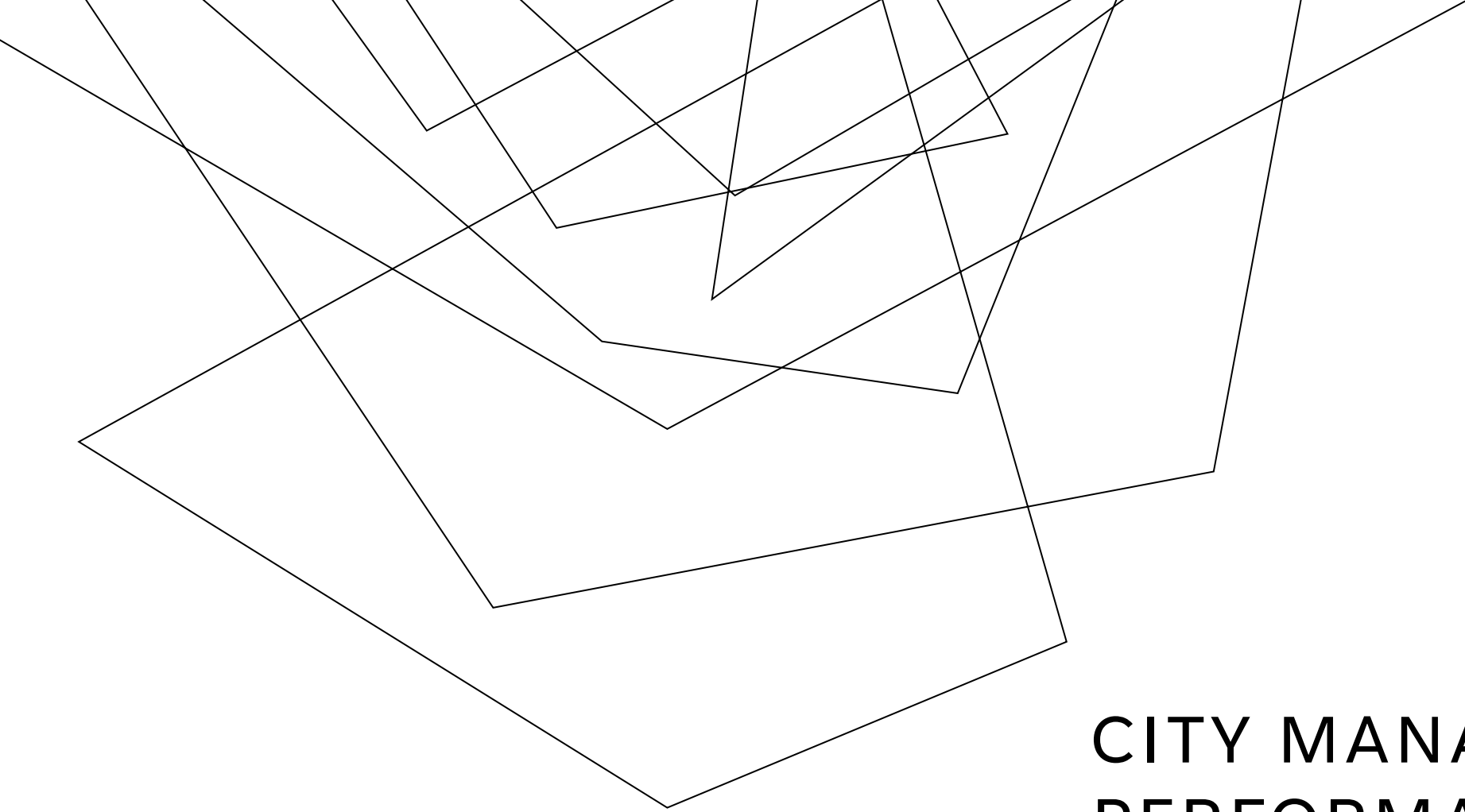
- **Process Review Step** -- early August: at the first Commission work session in August the City Attorney is placed on the agenda to review this policy and the city managers

contract with the commission in work session. If a majority of the City Commission and the City Manager concur, then the process moves to the City Manager Input Step. If there is no consensus, then a public formulary session will be scheduled within ten (10) days to discuss and attempt to reach consensus first before moving to the Input Step.

- **City Manager Input Step** – late August: the city manager will provide written input to the commission at the second work session in August. This step must be noted on the work session agenda and may be accompanied by a presentation by the city manager.
- **Call for Commissioner Input Step** – late August: also at the second work session in August and following the city manager’s inputs, the city attorney will distribute forms for commissioners to individually complete and return to the city attorney; these forms may be completed digitally. Assessment forms will be returned to the city attorney not later than the first work session in September. Commissioner inputs are public documents.
- **Mayor’s Executive Summary** – late September. The Mayor, with assistance from the city attorney, will craft an executive summary memo that will be viewed as the city manager’s performance evaluation. It will have six unedited attachments: the city manager’s input and each of the commissioner’s inputs. The Mayor’s Executive Summary will be formally presented to the commission for consideration at the second regular session in September.
- **Adoption and Presentation:** Upon adoption, the memo shall be signed by the Mayor, read in work session, and presented to the city manager.

* The dates outlined above are provided to suggest an achievable workflow and to create an expectation of the timeline. They are not inflexible, and the Commission may take liberty with these targeted dates by consensus as the Commission deems appropriate without needing to update this Resolution or Policy.

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CITY MANAGER PERFORMANCE EVALUATION POLICY

AGENDA

Background

Contract

Engagement

Context

Review & Discussion

Next Steps

BACKGROUND

Considerations

- Meaningful feedback is a gift. The goal of the performance evaluation is to provide the city manager with meaningful feedback
- Best Practice to establish a policy first, then conduct the evaluation
- Best Practice to minimally involve evaluators or subordinate staff in the **administration** of the evaluation... a facilitator is recommended
- A policy-based, third-party facilitated evaluation brings consistency and professionalism to the process
- I have experienced this process in another setting, and it works well

Scant history or past practice

- Despite all the above, written performance evaluation of a chief executive is not a common practice
- Within the City of Red Bank there is not a history of written performance evaluation

Every aspect of this process creates a public document

CONTRACT

Established in contract (adopted by Resolution)

- Resolution No. 21-1434 and Amended by Resolution No. 24-1726
- Contract Section 3.01 Performance Evaluation established this requirement in broad strokes and empowers both the Commission and the City Manager to have a role in the formulary process

ENGAGEMENT

Engaged with the following during the development of this DRAFT Policy

- Personal experience
 - Received over 30 in my career (USAF, two county employers, one city employer)
 - Written over one hundred in my career
 - Written on each of my Red Bank direct reports annually since becoming city manager
- Benchmarked from another public agency
- Discussions with City Attorney
- Discussions with MTAS
- Discussions with Commissioner Wilkinson

CONTEXT

- Annual Strategic Framework
 - Retreat
 - Budget
 - Updates
 - Audit
- Mission
- Vision
- Goals
- Unique Organization and Key Partners

Mission... from the 4th Annual Commission Strategic Planning Retreat (25 Feb 2025); Res. No. 25-1778

Mission (the purpose of a city's being and why it exists):

The City of Red Bank is a safe and thriving small-town community with an engaging, transparent government that builds on our rich history, provides excellent and efficient services, and welcomes all

Vision... from the 4th Annual Commission Strategic Planning Retreat (25 Feb '25); Res. No. 25-1778

Vision (builds upon the mission and takes it to the next level; a desired future state):

Red Bank strives for a vibrant, growing and inclusive community by pursuing excellence, enhancing safety, celebrating our neighborhood character and stewarding our natural landscapes

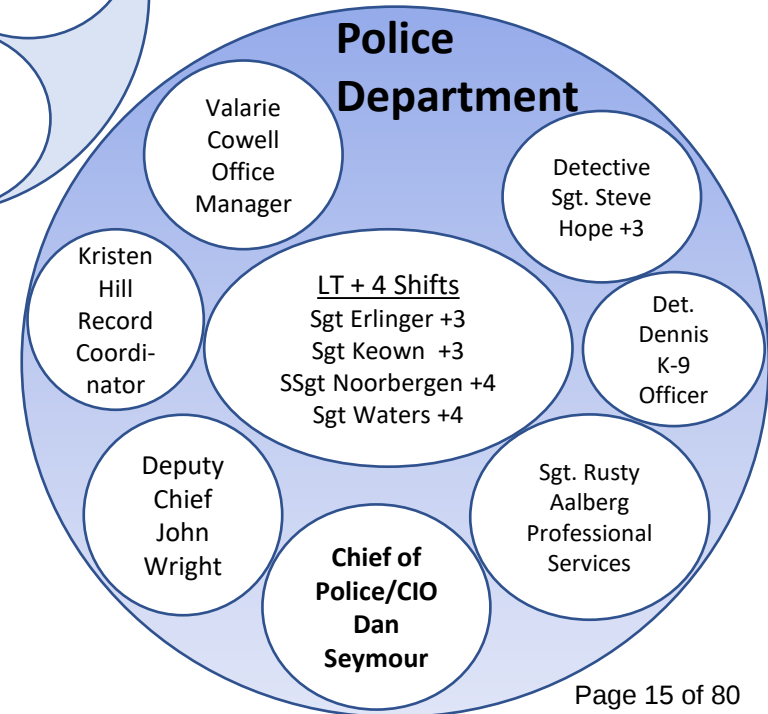
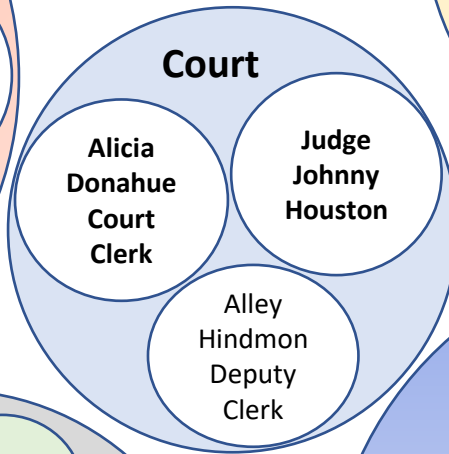
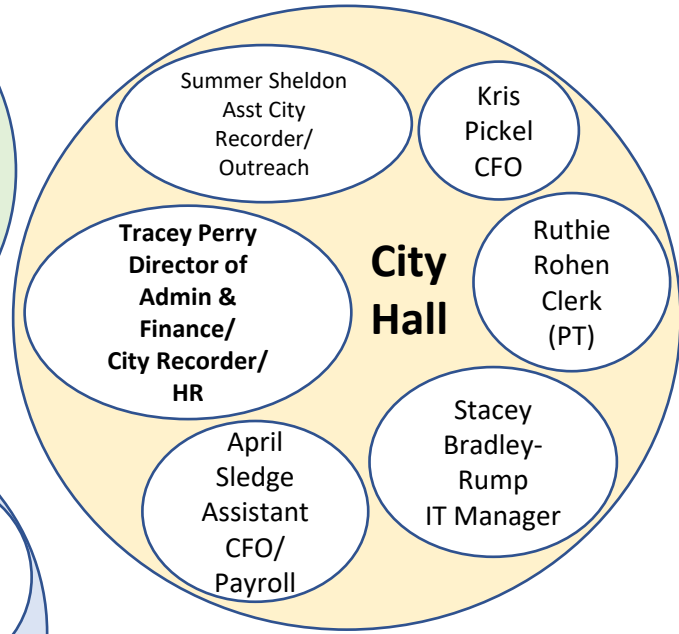
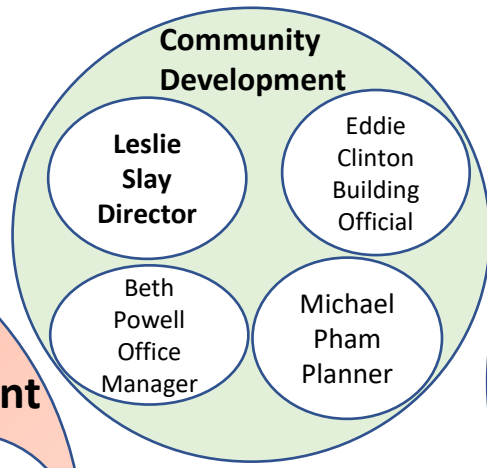
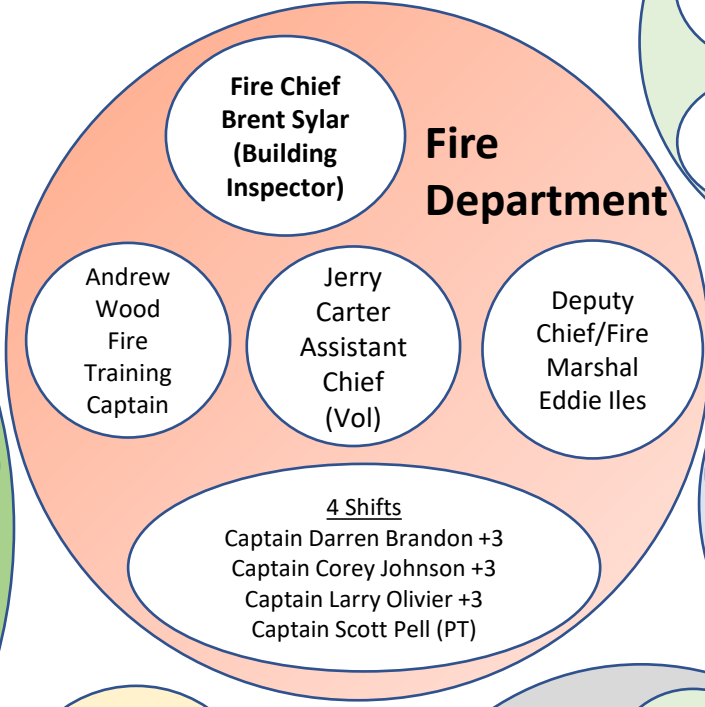
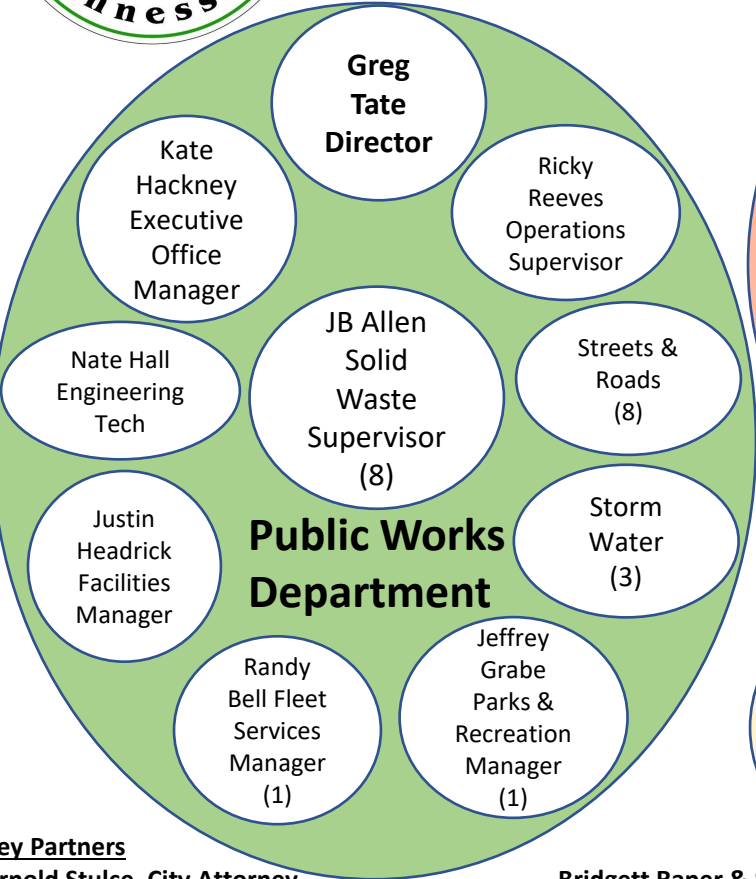
Goals... from the 4th Annual Commission Strategic Planning Retreat (25 Feb '25); Res. No. 25-1778)

Goals (after an environmental analysis and applying the SWOT methodology, issues were identified and ultimately goals were set that: address the key issues, meet the mission of the City and help the City to achieve its vision):

- *Develop a new land conversion agreement with TDEC and NPS (Mayor Dalton)*
- *Create priorities for safe streets: curtailing speeding, enhancing pedestrian walkability, and protected cycling routes (Commissioner Fairbanks-Harvey)*
- *Launch strategic economic development efforts to attract investment, support local businesses, and strengthen community prosperity. (Commissioner Holmes)*
- *Implementation of the Parks Master Plan (Commissioner Wilkinson)*
- *Low-cost activation of city property by making improvements (i.e. tables, gardens, etc.) (Vice Mayor Berry)*



City of Red Bank Organizational Overview



Key Partners
Arnold Stulce, City Attorney
James Exum, Admin. Hearing Officer
McKamey Animal Center
First Horizon
The Baldwin Group; Atlas Insurance Agency
Pool Advisory Committee (PAC)/Boxing/RBYA
Mutual Aid Partners (HCSO, CFD, others)
Hamilton County Service Partners: Elections; 911; GIS; Recycling; Water Quality; Trustee

Bridgett Raper & Small Cities Coalition
Honna Rogers & MTAS
CARTA Care-A-Van
Cumberland Securities
RJ Young
Trust for Public Land (TPL)
TPO/MPO/TCC (RPA); SETDD
WWTA; other utility providers
RBSD Charitable Foundation

REVIEW AND DISCUSSION

Establishes Policy

- Contextualizes and Establishes Criteria
 - Annual Commission Goals which are established at the annual commission retreat
 - Commission Support
 - Community Relations, Outreach and Engagement
 - Leadership of Staff and Key Partners
 - Organizational Management and Culture
 - Professional Development
 - Overall Performance
- Establishes Roles
 - Director of Human Resources (timekeeper)
 - City Attorney (facilitator)
 - Manager (inputs)
 - Commissioners (inputs; adoption as a body)
 - Mayor (synthesis and presentation)
- Establishes Schedule and Workflow



NEXT STEPS

Looking for consensus...

- Revise this draft for further discussion at work session, or
- Finalize for consideration by Resolution to adopt

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THANK YOU!

Martin Granum

Red Bank City Manager

City of Red Bank Debt Policy

The purpose of this debt policy is to establish a set of parameters by which debt obligations will be undertaken by the City of Red Bank, TN. This policy reinforces the commitment of the City and its officials to manage the financial affairs of the City to minimize risk, avoid conflicts of interest, and ensure transparency while still meeting the capital needs of the City. A debt management policy signals to the public and the rating agencies that the City is using a disciplined and defined approach to financing operating and capital needs and fulfills the requirements of the State of Tennessee regarding the adoption of a debt management policy.

The goal of this policy is to assist decision makers in planning, issuing, and managing debt obligations by providing clear direction as to the steps, substance, and outcomes desired. In addition, greater stability over the long-term will be generated by the use of consistent guidelines in issuing debt.

Definition of Debt: All obligations of the City to repay, with or without interest, in installments and/or at a later date, some amount of money utilized for the purchase, construction, or operation of City infrastructure, real estate, equipment, or other resources. This includes but is not limited to notes, bond issues, financing leases, installment purchases, and loans of any type.

Approval of Debt: Bond anticipation notes, capital outlay notes, grant anticipation notes, tax and revenue anticipation notes (including any inter-fund loans) and certain non-exempt financing leases will be submitted to the State of Tennessee Comptroller's Division of Local Government Finance and the City Commission prior to adoption of the authorizing resolution for capital outlay notes and prior to issuance or entering into all other notes. Capital or equipment leases may be entered into by the City Commission; however, details on the lease agreement will be forwarded to the Comptroller's Office on the specified form within 45 days. A plan for refunding debt issues will also be submitted to the Comptroller's Office prior to adoption of the authorizing resolution by the governing body and issuance.

Transparency:

- **The City shall comply with legal requirements for notice and for public meetings related to debt issuance.**
- **All notices shall be posted in the customary and required posting locations, including as required local newspapers, bulletin boards, and websites.**
- **All costs (including principal, interest, issuance, continuing, and one-time) shall be clearly presented and disclosed to the citizens, City Commission, and other stakeholders in a timely manner.**
- **The terms and life of each debt issue shall be clearly presented and disclosed to the citizens/members, City Commission, and other stakeholders in a timely manner.**

- **A debt service schedule outlining the rate of retirement for the principal amount shall be clearly presented and disclosed to the City Commission in a timely manner.**

Role of Debt:

- Long-term debt shall not be used to finance current operations. Long-term debt may be used for capital purchases or construction identified through the Capital Improvement Plan (CIP), regional development, transportation, or master process or plan. Short-term debt may be used for certain projects and equipment acquisition financing as well as for operational borrowing; however, the City will minimize the use of short-term cash flow borrowings by maintaining adequate working capital for enterprise funds, available cash for governmental funds, utilization of the CIP, and close budget management.
- In accordance with Generally Accepted Accounting Principles and state law,
 1. The maturity of the underlying debt will not be more than the useful life of the assets purchased or built with the debt, not to exceed 30 years; however, an exception may be made with respect to federally sponsored loans, provided such an exception is consistent with law and accepted practices.
 2. Debt issued for operating expenses must be repaid within the same fiscal year of issuance or incurrence.

Types and Limits of Debt:

- The City will seek to limit total outstanding debt obligations to 2% (*of assessments, per capita amount, etc.*), excluding overlapping debt, enterprise debt, and revenue debt.
- The limitation on total outstanding debt must be reviewed prior to the issuance of any new debt.
- The City's total outstanding debt obligation will be monitored and reported to the City Commission by the Chief Finance Officer once a year during the budget process. The Chief Finance Officer shall monitor the maturities and terms and conditions of all obligations to ensure compliance. The Chief Finance Officer shall also report to the City Commission any matter that adversely affects the credit or financial integrity of the City.
- The City has issued General Obligation Bonds and Capital Outlay Notes in the past and is authorized to issue General Obligation bonds, Revenue bonds, TIFs, loans, notes, financing leases, and other debt allowed by law.
- The City will seek to structure debt with level or declining debt service payments over the life of each individual bond issue, loan, or other debt obligation.
- As a rule, the City will not backload, or use "wrap-around" techniques, balloon payments, or other exotic formats to pursue the financing of projects.

When refunding opportunities, natural disasters, other non-general fund revenues, or other external factors occur, the City may utilize non-level debt methods.

However, the use of such methods must be thoroughly discussed in a public meeting, and the City Commission must determine whether such use is justified and in the best interest of the city, as well as submit to the Comptroller's Office for approval.

- The City may use financing leases (formerly called capital leases) to finance projects and/or equipment acquisitions. The City will follow the guidance established by the Comptroller of the Treasury, Division of Local Government Finance, when assessing potential financing leases. This guidance is pursuant to TCA 9-24-101 "Uniformity in Local Government Lease Financing Act of 2021" and the Division of Local Government Finance's Debt Manual.
[LocalGovernmentDebtManualFinal.pdf \(tn.gov\)](#)
- Bonds backed with a general obligations pledge often have lower interest rates than revenue bonds. The City may use its General Obligation pledge with revenue bond issues when the populations served by the revenue bond projects overlap or are significantly the same as the property tax base of the City. The City Commission and management are committed to maintaining rates and fee structures of revenue-supported debt at levels that will not require a subsidy from the City's General Fund. *[This provision is necessary only if the City has a source of repayment for a revenue bond, such as a water or sewer system.]*

Use of Variable Rate Debt: (Use of variable rate debt should be prohibited or the city should set a cap, i.e., 25% of total debt)

- The City recognizes the value of variable rate debt obligations and that cities have greatly benefited from the use of variable rate debt in the financing of needed infrastructure and capital improvements.
- However, the City also recognizes there are inherent risks associated with the use of variable rate debt and will implement steps to mitigate these risks, including:
 1. The City will annually include in its budget an interest rate assumption for any outstanding variable rate debt that takes market fluctuations affecting the rate of interest into consideration.
 2. Prior to entering into any variable rate debt obligation that is backed by insurance and secured by a liquidity provider, the City Commission shall be informed of the potential effect on rates as well as any additional costs that might be incurred should the insurance fail.
 3. Prior to entering into any variable rate debt obligation that is backed by a letter of credit provider, the City Commission shall be informed of the potential effect on rates as well as any additional costs that might be incurred should the letter of credit fail.
 4. Prior to entering into any variable rate debt obligation, the City Commission will be informed of any terms, conditions, fees, or other costs associated with the prepayment of variable rate debt obligations.

5. The City shall consult with persons familiar with the arbitrage rules to determine applicability, legal responsibility, and potential consequences associated with any variable rate debt obligation.
6. The City will avoid over-reliance on variable-rate debt due to the volatility seen in credit markets. Variable-rate debt should not exceed 25% of the total debt.

Use of Derivatives:

- The City chooses not to use derivative or other exotic financial structures in the management of the City's debt portfolio.
- Prior to any reversal of this provision:
 1. A written management report outlining the potential benefits and consequences of utilizing these structures must be submitted to the City Commission; and
 2. The City Commission must adopt a specific amendment to this policy concerning the use of derivatives or interest rate agreements that comply with the Comptroller's State Funding Board Guidelines.

Costs of Debt:

- All costs associated with the initial issuance or incurrence of debt, management, and repayment of debt (including interest, principal, and fees or charges) shall be disclosed prior to action by the City Commission in accordance with the notice requirements stated above.
- In cases of variable interest or non-specified costs, a detailed explanation of the assumptions shall be provided along with the complete estimate of total costs anticipated to be incurred as part of the debt issue.
- Costs related to the repayment of debt, including liabilities for future years, shall be provided in the context of the annual budgets from which such payments will be funded (i.e., General Obligations bonds in the context of the General Fund, Revenue bonds in the context of the dedicated revenue stream and related expenditures, loans, and notes).

Refinancing Outstanding Debt:

- The City will refund debt when it is in the best financial interest of the City to do so, and the Chief Financial Officer shall have the responsibility to periodically review and analyze outstanding bond issues for refunding opportunities. The Comptroller's Office must review the refunding plan prior to the decision being approved by the governing body, and all plans for current or advance refunding (no longer tax-exempt) of debt must be in compliance with state laws and regulations.
- The Chief Financial Officer will consider the following issues when analyzing possible refunding opportunities:

1. Onerous Restrictions – Debt may be refinanced to eliminate onerous or restrictive covenants contained in existing debt documents or to take advantage of changing financial conditions or interest rates.
2. Restructuring for Economic Purposes – The City will refund debt when it is in the best financial interest of the City to do so. Such refunding may include restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, or release reserve funds. Current refunding opportunities may be considered by the Chief Financial Officer if the refunding generates positive present value savings, and the Chief Financial Officer must establish a minimum present value savings threshold for any refinancing.
3. Term of Refunding Issues – The City will refund bonds within the term of the originally issued debt. However, the Chief Financial Officer may consider maturity extension when necessary to achieve a desired outcome, provided such extension is legally permissible. The Chief Financial Officer may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.
4. Escrow Structuring – The City shall utilize the least costly securities available in structuring refunding escrows. Under no circumstances shall an underwriter, agent, or financial advisor sell escrow securities to the City from its own account.
5. Arbitrage – The City shall consult with persons familiar with the arbitrage rules to determine applicability, legal responsibility, and potential consequences associated with any refunding.

Professional Services:

The City shall require all professionals engaged in the process of issuing debt to clearly disclose all compensation and consideration received related to services provided in the debt issuance process by both the City and the lender or conduit issuer, if any. This includes “soft” costs or compensations in lieu of direct payments.

- **Counsel:** The City shall enter into an engagement letter agreement with each lawyer or law firm representing the City in a debt transaction. *(No engagement letter is required for any lawyer who is an employee of the City or a lawyer or law firm that is under a general appointment or contract to serve as counsel to the City. The City does not need an engagement letter with counsel not representing the City, such as underwriters’ counsel.)*
- **Financial Advisor:** *(If the City chooses to hire financial advisors)* The City shall enter into a written agreement with each person or firm serving as financial advisor for debt management and transactions. Ongoing relationships with a financial advisor should be reviewed every three years.

- o **Whether in a competitive sale or negotiated sale, the financial advisor shall not be permitted to bid on, privately place, or underwrite an issue for which they are or have been providing advisory services for the issuance or broker any other debt transactions for the City.**
- **Underwriter: *(If there is an underwriter)* The City shall require the Underwriter to clearly identify itself in writing (e.g., in a response to a request for proposals or in promotional materials provided to an issuer) as an underwriter and not as a financial advisor from the earliest stages of its relationship with the City with respect to that issue. The Underwriter must clarify its primary role as a purchaser of securities in an arms-length commercial transaction and that it has financial and other interests that differ from those of the Entity. The Underwriter in a publicly offered, negotiated sale shall be required to provide pricing information both as to interest rates and to takedown per maturity to the City Commission in advance of the pricing of the debt. The underwriter relationship will be reviewed at each new issuance of debt by the City.**

Conflicts:

- **Professionals involved in a debt transaction hired or compensated by the City shall be required to disclose to the City existing client and business relationships between and among the professionals to a transaction (including but not limited to financial advisor, swap advisor, bond counsel, swap counsel, trustee, paying agent, liquidity or credit enhancement provider, underwriter, counterparty, and remarketing agent), as well as conduit issuers, sponsoring organizations, and program administrators. This disclosure shall include that information reasonably sufficient to allow the City to appreciate the significance of the relationships.**
- **Professionals who become involved in the debt transaction as a result of a bid submitted in a widely and publicly advertised competitive sale conducted using an industry-standard, electronic bidding platform are not subject to this disclosure. No disclosure is required that would violate any rule or regulation of professional conduct.**

Review of Policy:

This policy shall be reviewed periodically by the City Commission. Any amendments shall be considered and approved in the same process as the initial adoption of this Policy, with an opportunity for public input.

Compliance:

The City Commission, with assistance from the Chief Finance Officer, is responsible for ensuring compliance with this policy.

References:

T.C.A. §§ 7-51-901 thru 911 - Contracts, Leases, and Lease Purchase Agreements
T.C.A. § 9, Part 21 – Local Government Public Obligations Law
T.C.A. § 9-24-101 - Uniformity in Local Government Lease Financing Act of 2021
Government Finance Officers Association (GFOA) [Debt Management Policy \(gfoa.org\)](https://www.gfoa.org/debt-management-policy)

City Manager

(date)





P O BOX 9397
CHATTANOOGA TN 37412
423-624-0073

A Tennessee corporation

INVOICE

93875

Date:9/23/2025

Due Date:10/23/2025

66400

Bill To: City of Red Bank
3117 Dayton Blvd.
Red Bank TN 37415

Job No:9368
Description:Red Bank Traffic Work 2025
PO#

Description

9/21/25 - Received call from Justin asking us to replace a cabinet at the intersection of Signal Mtn. Road and Pineville Road due to the existing cabinet being hit during a wreck. Arrived at intersection and labeled and de-terminated all field terminations. Installed new cabinet on pad, terminated all field terminations, installed new controller and MMU. Intersection now working properly.

LABOR: \$1,490.20

MATERIAL: \$20,415.56

OVERHEAD: \$3,062.34

EQUIPMENT: \$100.00

AMOUNT

25,068.10

Thank You For Your Business!

Amount Now Due:

25,068.10

Terms:Net 30 Days



423/622-8463
423/624-0073 FAX
423/624-8585

Date: 9/21/2025

Work Order

2800 2nd Avenue • Chattanooga, Tennessee • 37407 P.O. Box 9397 ■ Chattanooga, Tennessee • 37412

Invoice To: City of Red Bank

Work Location: Signal Mountain Rd & Pineville Rd

Order Number: 9368

Date Started: 9/21/2025

Work Description: Received a call from Justin asking us to replace a cabinet at intersection due to the existing cabinet being hit during wreck. Arrived at intersection and labeled and de-terminated all field terminations. Installed new cabinet on pad, terminated all field terminations, installed new controller and MMU. Intersection now working properly.

LABOR RECORD

Electrician	Hrs.	Rate	Total
Chad Cunningham	5 DT	149.02	745.10
Scott Herrod	5 DT	149.02	745.10
Service Truck	5	20.00	100.00

MATERIALS

Qty.	Description	Qty.	Description
1	16 channel traffic signal cabinet 14,537.90		
1	16 channel EDI MMU 1,234.53		
1	Yunex M60 controller 4,643.13		
	20,415.56		

Total Labor	1,490.20
Total Materials	20,415.56
Overhead	3,062.34
Equipment	100.00
Total	25,068.10

Date Completed _____

The above work is complete and satisfactory

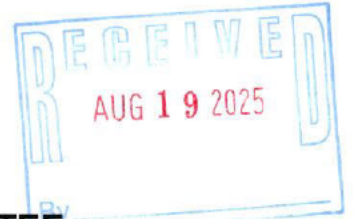
Customer Signature _____

CITY OF RED BANK

City Hall, 3105 Dayton Blvd, 37415

Telephone (423) 877-1103

www.redbanktn.gov



APPLICATION FOR CITIZEN ADVISORY COMMITTEE

City government depends on its citizens for knowledge and insight. That is why the City of Red Bank urges its citizens to apply to serve as members on city committees (also referred to as committees and commissions). Committee members contribute greatly to the operation of sound, responsive government through their review and recommendations regarding issues that impact the operation of effective and responsive city government. The following questionnaire has been developed to assist the City Commission and the City Manager to assess interests, eligibility and qualifications of those applying for committee appointments. All residents are eligible and applications will remain on file for a year. For information on specific committees and their responsibilities, visit the city website and click on "Committees".

Questions to consider before applying for committee membership:

- *What is my motivation for applying for membership?*
- *Do I fully understand what this committee expects from me?*
- *Am I committed to the purpose, duties and responsibilities of the committee?*
- *Can I afford the demands on my time, resources and energy?*
- *Can I attend meetings regularly, making them a priority for the duration of my appointment?*
- *Am I willing to perform a reasonable amount of work outside of regularly scheduled meetings?*
- *Can I work effectively with members of the committee, city manager, staff and commissioner?*
- *Am I committed to serving even if the going gets rough and controversy arises?*
- *Am I willing to participate in necessary training, education and development activities to improve my effectiveness on the committee?*

APPLICANT INFORMATION

Applicant Name (please print):

Anthony Sims Jr.

Home Address:

[REDACTED]

City: Red Bank

State: TN

Zip: 37415

Phone: (H) [REDACTED] (C) [REDACTED]

E-mail

[REDACTED]

Occupation: VP of Marketing

Retired: ☐ Yes ☐ No

CITY OF RED BANK COMMITTEE APPLICATION

Page 2 of 3

a) For which committee are you applying? Cemetery Citizens' Advisory Board

b) The committee members are required to attend regular meetings, missing no more than (3) consecutive meetings in a row during any calendar year and also staying current with the issues before the committee. Are you able to meet these requirements? ☒ Yes ☐ No

c) Do you know of any circumstances or conflicts of interest that may cause you to abstain from voting on any action before the committee? ☐ Yes ☒ No If yes, please explain:

d) Do you, your employer, your spouse, children or their employers, do business with the City of Red Bank?

☐ Yes ☒ No If yes, please explain: _____

e) Do you have any employment or contractual relationship with the City of Red Bank that would create a continuing or frequently recurring conflict with regard to your participation on a committee? ☐ Yes ☒ No If yes, please explain:

f) Please explain your reasons for wishing to serve on a particular committee:

I'm looking for ways to be more active in local issues. Cemeteries are local, potentially beautiful, and important to communities and culture.

CITY OF RED BANK COMMITTEE APPLICATION

Page 3 of 3

g) Please list three (3) references with address and phone #

Regan Williams, [REDACTED]

Chris Enter, [REDACTED]

David Andrews, [REDACTED]

h) Please provide a personal narrative, including education, experience, previous civic, community or other service involvement that would help the city make an informed decision regarding your committee application.

My career was shaped by early work with local nonprofits. It remains among the most satisfying work I've ever done.

As a Red Bank resident since 2020, I hope to bring whatever skills I can offer to help my neighbors and fellow citizens not only by maintaining our cemeteries in a respectful, diligent, and efficient manner, but also hopefully by letting our cemeteries illuminate our shared history with stories that educate, inform, and entertain.

Applicant Statement: *I understand that I am applying to the City of Red Bank to volunteer for a committee appointment; that such application may require an interview prior to consideration for appointment; that if appointed, I will be required to take an oath of office to uphold the United States and Tennessee Constitutions and to support the purpose and responsibilities of the committee; that I will be required to meet the attendance and training requirements for committee membership; and, that failure to do so or any other reason designated by law or City Charter may cause my removal from office. I agree to comply with all requirements of the committee for which I am applying and to which I may be appointed. All statements and information provided in this application are true to the best of my knowledge.*



Signature

Anthony Sims

Printed Name

August 19, 2025

Date

Please return completed and signed application to:
Tracey Perry, Human Resources
CITY OF RED BANK
3105 Dayton Blvd
Red Bank, TN 37415 or
tperry@redbanktn.gov
Telephone: (423) 877-1103
Website: www.redbanktn.gov



Project Areas

Red Bank, TN - City Level Report

All statistical results are aggregated for the listed project areas and their service areas. Service areas are based on 10-minute (1/2 mile) walk times from project access points defined for each project area and based upon the walkable network.

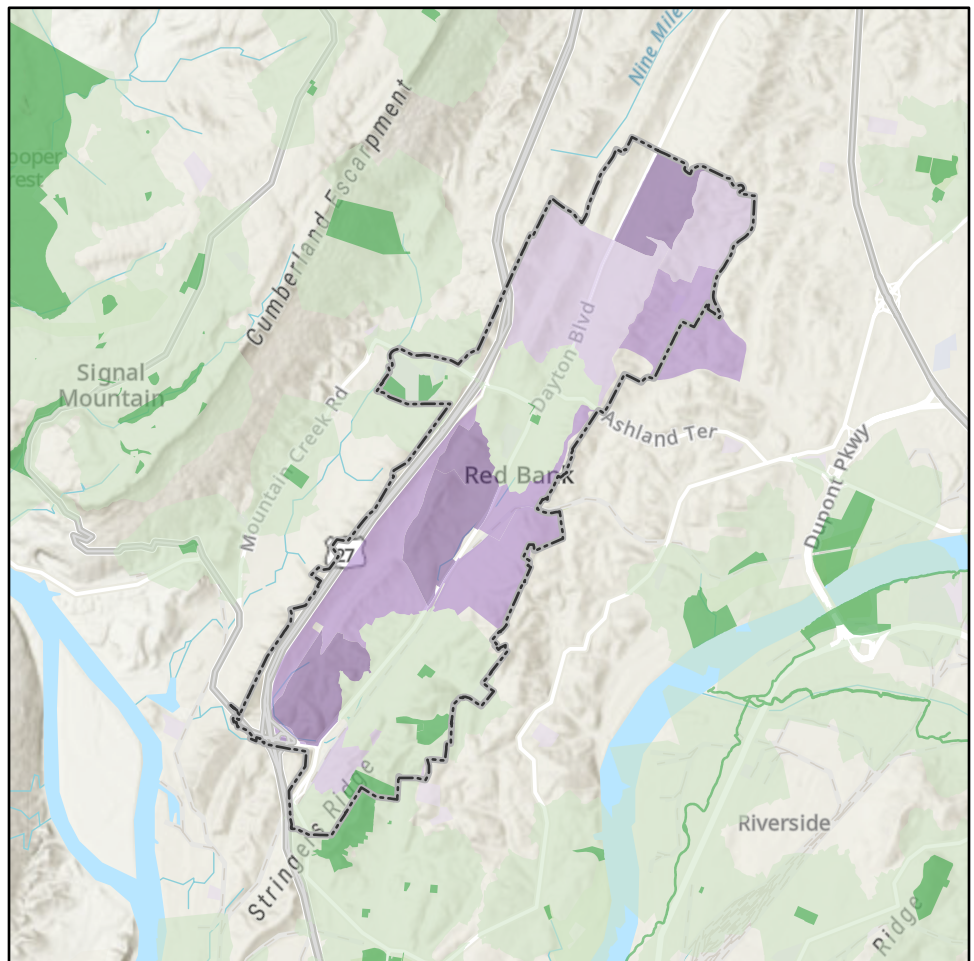
City Statistics

Current

City: Red Bank, TN	
Park Acres	95
Total Population	12,143
Served Population	3,137
Percent Served	25.8%

Legend

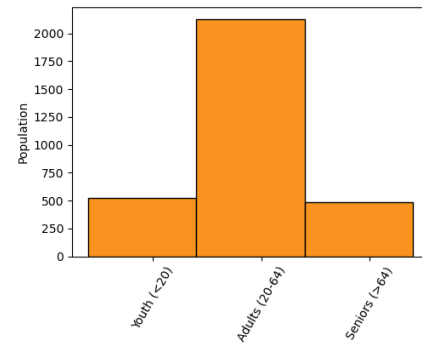
-  City Boundary
-  Parks
-  Service Areas
- Priority areas for new parks
 -  Very high priority
 -  High priority
 -  Moderate priority





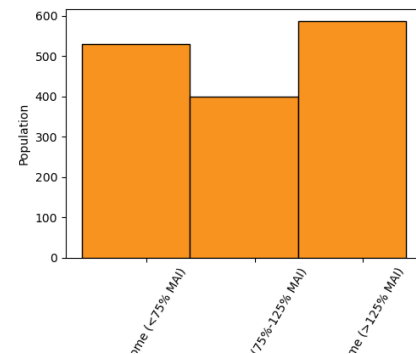
Population	Within a 10-minute walk
Total Population	3,137

Age	Within a 10-minute walk
Children (less than age 20)	523
Adults (age 20 to age 64)	2,128
Seniors (age 65 and up)	486



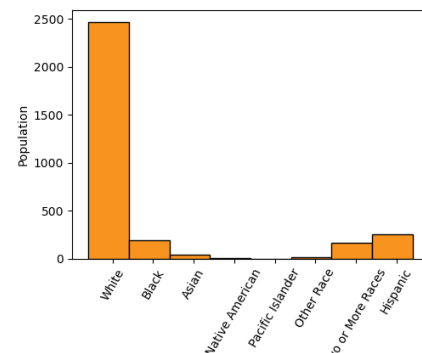
Households by Income	Within a 10-minute walk
Low income	530
Middle income	399
High income	587

(Generated from urban area median income)



Race/Ethnicity	Within a 10-minute walk
White*	2,468
Black*	190
Asian*	40
Native American*	5
Pacific Islander*	0
Other Race*	13
Two or More Races*	166
Hispanic	253

* Excludes those that report Hispanic origin (which is captured separately from race by the U.S. Census)



Demographic information is derived from ESRI 2024 Demographic Forecast Block Groups data.

This report was created on September 26, 2025 using the ParkServe® interactive mapping site. It is for informational purposes only. The providers of this report disclaim any and all warranties, express or implied, including fitness for a particular purpose or merchantability, and make no representation that the report is complete, accurate, or error free. Use and reliance on this report is at the sole risk of the party using same.

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TPL Welcomes New Cohort to the 10-Minute Walk® Park Equity Accelerator

SAN FRANCISCO
January 14th, 2025

Today, Trust for Public Land (TPL) announces the addition of seven U.S. communities to the third cohort of the 10-Minute Walk® Park Equity Accelerator. Cities including Chicago, IL, New Haven, CT, and San Jose, CA, will be working to create equitable park access, addressing long-standing disparities in outdoor opportunities and building vibrant, resilient communities.

Established in 2017, TPL's [10-Minute Walk program](#) partners with mayors and city leaders nationwide to close the park equity gap. Through reenvisioning how park systems are planned, funded, and activated, the program helps cities harness the transformative potential of parks to tackle pressing challenges such as public health, climate resilience, economic development, and community cohesion. By equipping cities with knowledge, capacity, and relationships, the Accelerator helps cities address high impact, "frequently experienced" barriers to park equity, to support meaningful local change, test new ideas, and generate nationally applicable learnings.

"Close-to-home parks are critical to a healthy future for our cities and communities," **said Bianca Clarke, Parks Initiative Lead and Associate Vice President of TPL's 10-Minute Walk program.** "When our neighborhoods have welcoming green spaces, we drive well-being, connection, climate resilience, and economic vitality all at once. Yet far too many communities still lack access to the benefits that quality public and greenspaces provide. The Park Equity Accelerator empowers cities to address these disparities, turning bold aspirations into tangible and lasting change that benefits everyone."

The third cohort of cities was selected based on their commitment to advancing local park equity goals, readiness to innovate, and potential to generate insights that could inform field-wide learning and practices. Each city will focus on pressing challenges, such as equitable budgeting, co-development of parks and housing, and increasing park access. The cities and their areas of focus are:

- Birmingham, AL and Tacoma, WA: Increasing park connectivity and access.
- Bridgeport, CT and San Jose, CA: Equitable budgeting for parks.
- Chicago, IL and New Haven, CT: Increasing funding for parks.
- King County, WA: Encouraging co-development of parks and housing.

"Closing the gap between people's access to parks and public spaces is important to us," **said Birmingham, AL Mayor Randall L. Woodfin.** "These are welcoming places for our children, our seniors, and our visitors. They are havens for them to run, play, read, write, exercise, be free to soak in the sun and experience the freedoms we are all born to enjoy. I am thrilled that the City of Birmingham will join the list of municipalities being supported by Trust for Public Land."

To learn more about Trust for Public Land's 10-Minute Walk program, please visit www.10minutewalk.org.

About Trust for Public Land

Trust for Public Land (TPL) is a national nonprofit that works to connect everyone to the benefits and joys of the outdoors. As a leader in equitable access to the outdoors, TPL works with communities to create parks and protect public land where they are needed most. Since 1972, TPL has protected more than 4 million acres of public land, created more than 5,420 parks, trails, schoolyards, and iconic outdoor places, raised \$110 billion in public funding for parks and public lands, and connected nearly 9.7 million people to the outdoors. To learn more, visit tpl.org.

About 10-Minute Walk® program

The 10-Minute Walk program, a Trust for Public Land award-winning national program, is engaging city leaders to close the park equity divide so that every resident has access to a quality park or green space within a 10-minute walk of home. The program calls on U.S. mayors to address cities' most pressing needs around health, resilience, environmental protection, economic development, and community building through parks, and provides the resources needed to create and support parks that drive equitable, healthy, thriving communities. Through investigating and implementing high-impact policies and best practices for accelerating parks development, we aim to serve as the go-to group for closing the park equity divide.

Sign up to get the latest news and updates about our work and stay connected to our mission.



The Trust for Public Land is an IRS approved 501(c)(3) tax-exempt organization. All donations are tax deductible to the extent provided by law. Our Federal Identification Number (EIN) is 23-7222333.

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October 2, 2025

Agenda No.

To: The Board of Commissioners
Thru: Brent Sylar, Fire Chief
From: Andrew Wood, Fire Training Captain *AW*

Subject: Purchase Requisition for the Fabrication and Installation of Drill Tower Stairs

Background: Over the past two years, the Training Division has been building a three-story drill tower on our training grounds adjacent to Fire Station 2. Generally, a tower like this would cost several hundred thousand dollars to have built. By building the tower ourselves, we have been able to achieve this goal much more affordably. Though we have completed much of the work ourselves, some structural features require more knowledge and skill to construct and carry much more liability if they fail. One of these structural features are the stairs. Last budget year, we bid out and had stairs constructed from the first to the second story of the tower. (See picture) This year, we budgeted to have stairs constructed from the second story to the third story of the tower. Due to increased material costs and a more complicated installation, this project is more expensive and requires your approval.



Justification: Installing stairs to the third story will allow us access to the top floor to continue construction and bring the third floor into play for training evolutions. This will also meet the ISO requirement of having a drill tower of at least three stories. Due to these stairs serving as a means of egress in the event of an emergency, we are not willing to accept the liability of constructing them ourselves and sought bids to complete the project.

All City policies were adhered to, and three written bids were received for this project.

Bidders:

Chambers Welding and Fabrication	\$14,231.31
S & H Erectors	\$14,745.00
Red Rooster Welding and Fabrication	No Bid

Recommendation: To award the project to the lowest bidder, Chambers Welding and Fabrication.

Fiscal Impact: \$14, 231.31 from budgeted funds

Total impact: \$14, 231.31



Chambers Welding & Fabrication, Corp

1009 Taft Avenue | Chattanooga, Tennessee 37408
4234010422 | chambersweldingfabrication@gmail.com |
<https://www.chambersweldingfabrication.com/>

RECIPIENT:

Red Bank Fire Department

4851 Dayton Blvd.
Red Bank, TN

Quote #34

Sent on

Sep 30, 2025

Total

\$14,231.31

SERVICE ADDRESS:

4851 Dayton Blvd.
Red Bank, TN 37415

Product/Service	Description	Qty.	Unit Price	Total
Materials	Cost of Materials	1	\$4,561.31	\$4,561.31
Drafting Services	CAD drawings	6	\$65.00	\$390.00
Labor - Shop Bid-Repair	Per Welder - Shop Welding/Fabrication	50	\$90.00	\$4,500.00
Labor - Prime & Paint	Labor - Primer/ Painting in Shop	8	\$100.00	\$800.00
Labor - Field - Bid-Repair	Labor - For Onsite Fabrication/Installation	20	\$155.00	\$3,100.00
Welding Consumables - 40+ Hours	Welding Consumables	1	\$700.00	\$700.00
Travel Time - Bid-Repair	Travel Time - includes driving to/from powder coating, picking-up/dropping off project, installation travel, and out-of-town travel	2	\$90.00	\$180.00

A deposit of \$9,796.31 will be required to begin.

Total

\$14,231.31

This estimate is for the fabrication and installation of stair stringers with Grating stair tread and 2 line pipe rail on stringers and around opening going from 2nd floor to 3rd floor, Primed finish

A deposit of 100% of material cost & Powder Coating, 50% of remaining estimate cost is required prior to beginning your project. Once materials for your project have been purchased, your deposit can not be refunded if you decide to cancel the project. The remaining balance will be due upon beginning of installation.

By accepting this estimate you also accept our Terms and Conditions.

This quote is valid for the next 30 days, after which values may be subject to change.

R & R ERECTORS, INC.
DBA S & H Erectors
8427 Hixson Pike
Hixson, TN 37343
423.842.3444 | 423.842.0721 Fax
"Serving the Industry Since 1968"

September 30, 2025

City of Red Bank Fire Department
3127 Dayton Boulevard
Red Bank, TN 37415

ATTENTION: Andrew Wood

SUBJECT: Stair with Handrail Installed in Red Bank Fire Training Con-x

S & H Erectors proposes to provide the following. Price includes material, shop labor, detailing, coat primer paint, delivery, unloading, and field erection. To be installed in training con-x's at Red Bank Fire Station located at 4851 Dayton Build. Red Bank, TN.

Stair, Columns, Bracing, Grating Treads & Handrails From 2nd Level to 3rd Level

QUOTE PRICE: \$14,745.00

Price will remain good for 30 days. Terms are net 30 days from completion of work.

Thank you for the opportunity to quote material and erection for this project.

Sincerely,

Larry J Hopper
Sales Representative
Office: 423-842-3444
Fax: 423-842-0721
Cell: 423-842-8986
Email: lhopper@sherectors.com

The following terms apply as a condition to your approval and acceptance. In the event this account is turned over to an attorney for collection, the customer agrees to pay all costs of collection including reasonable attorney fees, whether or not a suit is actually filed.



Rooster

Andrew Wood
Red Bank Fire Department

AW



Thank you. Thank you Andrew, I will give you a call Monday morning and see what will be a good time for us to come.

Mon, Sep 15 at 12:22

4851 Dayton Blvd

Thank you

Mon, Sep 15 at 15:18

We are here, outback

Good deal. I'll be out there in a sec.

Today 11:15

Hey Andrew I was going to let you know we are not going to bid on your steps, I appreciate you calling.

Okay, thank you

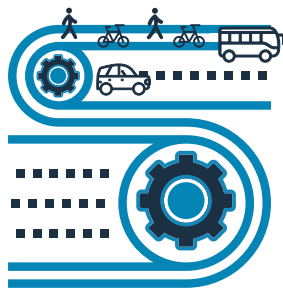
Read 11:23

Yes sir. Thank you



Text Message (10)





CORE ELEMENTS

FOR VISION ZERO COMMUNITIES

INTRODUCTION

Vision Zero – the strategy to eliminate traffic fatalities and severe injuries – is being adopted by a growing number of communities across North America and beyond. While safe mobility is not a new concept, Vision Zero requires a shift in how communities approach decisions, actions, and attitudes around safe mobility.

A fundamental part of this shift is moving from a traditional approach to a Safe Systems approach toward traffic safety. A traditional approach accepts that a certain number of traffic deaths and severe injuries will occur as unavoidable consequences of mobility and focuses on changing individual behavior to reduce the frequency of these incidents. In contrast, Vision Zero is built on the basis that traffic deaths and severe injuries are preventable. Vision Zero emphasizes a Safe Systems approach, which acknowledges that people make mistakes and focuses on influencing system-wide practices, policies, and designs to lessen the severity of crashes.

Approaching the issue of safe mobility in a new way can be challenging, even when everyone agrees on the ultimate goal – in this case, safety for all road users. One limitation to the success and proliferation of Vision Zero in this moment is the lack of a unifying definition and “best practice benchmark.” While an increasing number of jurisdictions may call themselves Vision Zero communities, the authentic and ongoing commitment to the fundamental shift in safety perspective can be uneven.

The Vision Zero Network and Institute of Transportation Engineers have partnered to develop a set of Vision Zero Core Elements to help communities set priorities, work toward tangible results in promoting safety, and benchmark their progress relative to best practices. This resource encourages leaders to focus on the most impactful actions and helps hold them accountable to their Vision Zero commitments.

TRADITIONAL APPROACH

Traffic deaths are **INEVITABLE**
PERFECT human behavior
Prevent **COLLISIONS**
INDIVIDUAL responsibility
Saving lives is **EXPENSIVE**

VS

VISION ZERO

Traffic deaths are **PREVENTABLE**
Integrate **HUMAN FAILING** in approach
Prevent **FATAL AND SEVERE CRASHES**
SYSTEMS approach
Saving lives is **NOT EXPENSIVE**

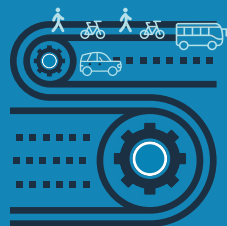
VISION ZERO NETWORK



A Community of Transportation Professionals

Released November 2018

Thank you to the primary collaborators on this resource: Jenn Fox & Leah Shahum, Vision Zero Network; Jeff Lindley, ITE; Dana Weissman & Meghan Mitman, Fehr & Peers; Richard Retting, Sam Schwartz Consulting.



CORE ELEMENTS FOR VISION ZERO COMMUNITIES

Leadership and Commitment

1. Public, High-Level, and Ongoing Commitment.

The Mayor and key elected officials and leaders within public agencies, including transportation, public health, and police, commit to a goal of eliminating traffic fatalities and serious injuries within a specific timeframe. Leadership across these agencies consistently engages in prioritizing safety via a collaborative working group and other resource-sharing efforts.

2. Authentic Engagement. Meaningful and accessible community engagement toward Vision Zero strategy and implementation is employed, with a focus on equity.

3. Strategic Planning. A Vision Zero Action Plan is developed, approved, and used to guide work. The Plan includes explicit goals and measurable strategies with clear timelines, and it identifies responsible stakeholders.

4. Project Delivery. Decision-makers and system designers advance projects and policies for safe, equitable multi-modal travel by securing funding and implementing projects, prioritizing roadways with the most pressing safety issues.

Equity and Engagement

Elevating equity and meaningful community engagement, particularly in low-income communities and communities of color, should be a priority in all stages of Vision Zero work.

Safe Roadways and Safe Speeds

5. Complete Streets for All. Complete Streets concepts are integrated into communitywide plans and implemented through projects to encourage a safe, well-connected transportation network for people using all modes of transportation. This prioritizes safe travel of people over expeditious travel of motor vehicles.

6. Context-Appropriate Speeds. Travel speeds are set and managed to achieve safe conditions for the specific roadway context and to protect all roadway users, particularly those most at risk in crashes. Proven speed management policies and practices are prioritized to reach this goal.

Data-driven Approach, Transparency, and Accountability

7. Equity-Focused Analysis and Programs. Commitment is made to an equitable approach and outcomes, including prioritizing engagement and investments in traditionally under-served communities and adopting equitable traffic enforcement practices.

8. Proactive, Systemic Planning. A proactive, systems-based approach to safety is used to identify and address top risk factors and mitigate potential crashes and crash severity.

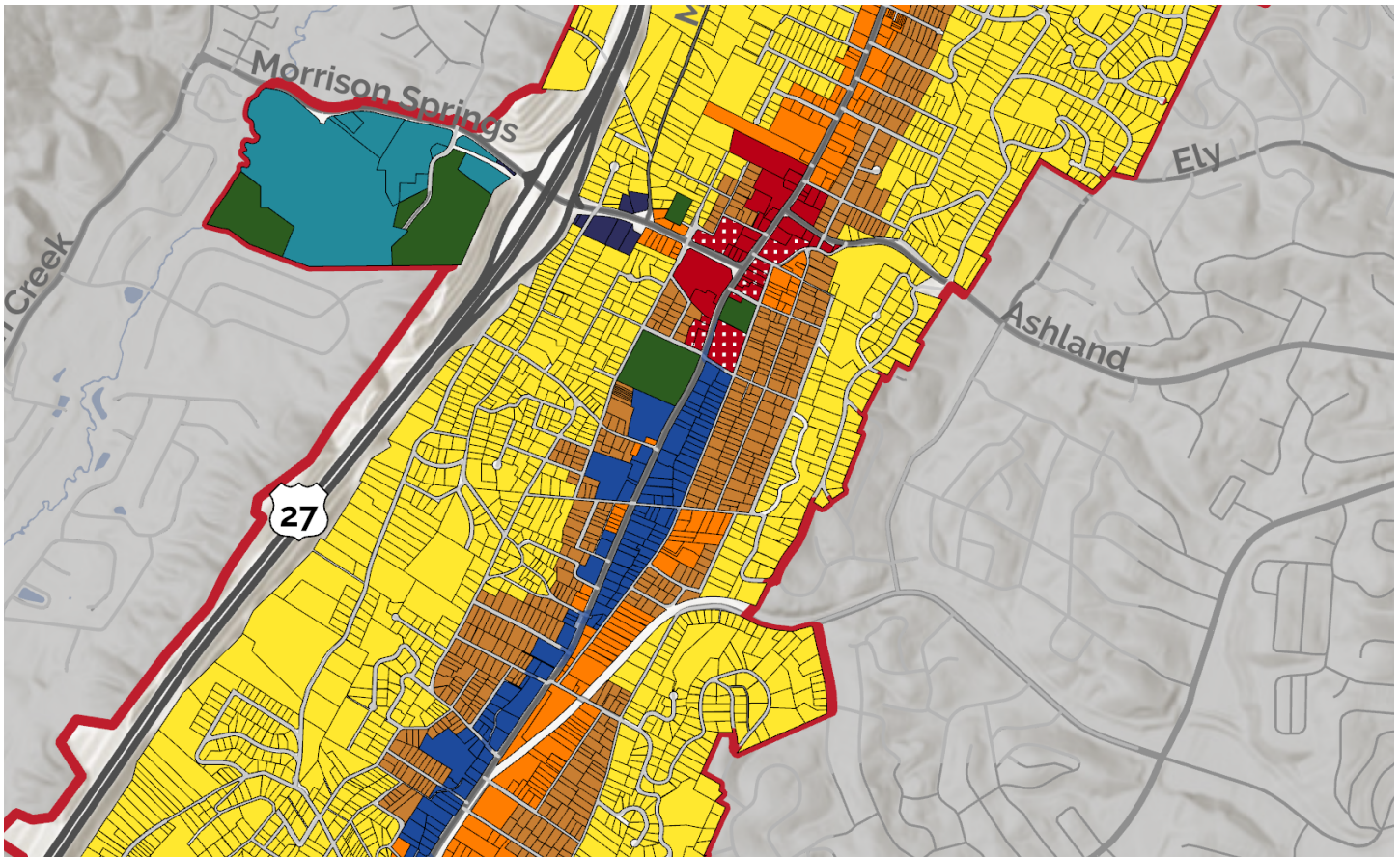
9. Responsive, Hot Spot Planning. A map of the community's fatal and serious injury crash locations is developed, regularly updated, and used to guide priority actions and funding.

10. Comprehensive Evaluation and Adjustments. Routine evaluation of the performance of all safety interventions is made public and shared with decision makers to inform priorities, budgets, and updates to the Vision Zero Action Plan.

To learn more about the Vision Zero Core Elements, see the Vision Zero Network's full [Vision Zero Core Elements](#) document, which includes further details and links to examples and related resources. In addition, the [Vision Zero Network website](#) and [ITE Safety Resources Toolbox](#) offer useful information on Vision Zero principles, recommended practices, and analysis strategies.

City of Red Bank, TN

Comprehensive Land Use Regulations and Zoning Ordinance Update



SUBMITTED BY:

TSW

Primary Contact: Bert Kuyrkendall, Senior Associate

1100 Market Street, Suite 600

Chattanooga, TN 37402

Direct: 423.417.9233

Email: bkuyrkendall@tsw-design.com

Web: www.tsw-design.com

TSW QUALIFICATIONS:

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TSW’s Tailoring Guideposts

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September 19, 2025

Dear Ms. Slay, Mr. Pham, and Selection Committee:

TSW is pleased to submit our qualifications to assist the City of Red Bank in preparing a new Unified Development Code (UDC) and update their zoning map to fully aligns with the goals and objectives of the Red Bank Comprehensive Plan 2045. This initiative represents a pivotal step in ensuring that Red Bank's adopted vision translates into clear, predictable, and effective development regulations.

With more than 35 years of experience working with communities of all sizes, TSW understands how outdated or inconsistent zoning ordinances, subdivision regulations, and design standards can hinder the very goals set forth in a comprehensive plan. A well-structured UDC not only removes barriers but also actively advances the community's vision for growth, connectivity, and quality of life.

Our team includes seasoned code writers, urban designers, and former public administrators who have led zoning and UDC rewrites across Tennessee, Georgia, and the Southeast. We specialize in balancing technical precision with usability, creating codes that are modern, user-friendly, and tailored to each community's unique context.

For Red Bank, we propose a collaborative, phased process designed to produce a UDC that is both visionary and practical:

- **Code Assessment:** Review of existing regulations to identify alignment with Comprehensive Plan 2045, outdated provisions, and opportunities for simplification.
- **Code Diagnostic:** Development of a clear framework that addresses regulatory gaps, incorporates best practices, and establishes a roadmap for drafting.
- **Complete Streets Integration:** Embedding best-practice street design standards that ensure future development supports safe, accessible, and connected multimodal corridors.
- **Drafting & Refinement:** Iterative drafting of UDC components, with input from Town staff, Planning Commission, and the public at key intervals.
- **Final Review & Adoption:** Guidance through the adoption process with presentations to the Planning Commission and Town Council to ensure clarity and support.

We recognize the importance of collaboration in this effort. Our approach emphasizes transparency, regular communication, and responsiveness to ensure the final UDC reflects both the Comprehensive Plan 2045 and the lived priorities of Red Bank's residents and stakeholders.

We welcome the opportunity to partner with the Town of Red Bank in crafting a modern, effective Unified Development Code that transforms vision into action.

Sincerely,

Caleb Racicot, AICP, LEED AP
Principal-in-Charge
Phone: 470.751.2430
Email: cracicot@tsw-design.com

ALIGNMENT WITH RED BANK COMPREHENSIVE PLAN 2045

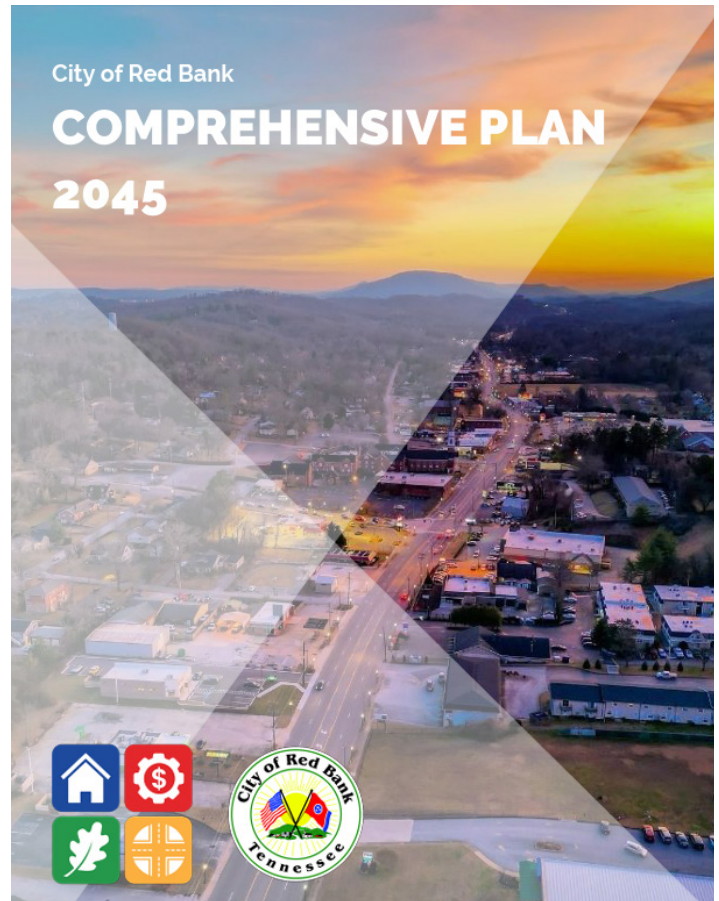
The City of Red Bank is seeking to modernize its land use regulations through the development of a Unified Development Code (UDC) and updated zoning map that align with the Red Bank Comprehensive Plan 2045. TSW understands that the current regulations are fragmented and no longer reflect the community's aspirations for growth, mobility, and quality of life. This project will consolidate and simplify those regulations into a clear, adaptable, and user-friendly code that reduces barriers to development, encourages context-sensitive design, and provides predictable outcomes for residents, businesses, and investors.

The Red Bank Comprehensive Plan 2045 sets forth a vision for vibrant, connected neighborhoods supported by a mix of housing choices, multimodal transportation networks, and a thriving downtown corridor. TSW's proposed approach ensures that the new UDC translates these goals into actionable policies by embedding placetype zoning, complete streets standards, and flexible design guidelines. The result will be a code that not only aligns with the plan but actively advances its priorities, creating a framework that fosters walkability, protects community character, and promotes sustainable growth. The key items that will be produced from this project include:

- Unified Development Code (UDC)
- Red Bank Site Plan and Design Review Standards
- Red Bank Zoning Map

TSW has a proven track record of delivering successful code updates and planning initiatives for communities across the Southeast. Our experience includes: preparing **unified development codes**, **form-based codes**, and **zoning updates** that have streamlined regulatory frameworks while advancing community visions for growth and livability.

Several examples of this work are highlighted in the following pages, demonstrating our ability to translate comprehensive plan goals into clear, implementable regulations that achieve lasting results.



City of Red Bank Comprehensive plan – Comp Plan Workshop

SECTION 1: REFERENCES AND EXPERIENCE

Hall County Unified Development Code

Client Information:

Hall County
Beth Garmon, Director of Planning and Zoning
770.297.2626

After TSW completed Hall County’s Comprehensive Plan, TSW was retained to create the County’s Unified Development Code to ensure that regulations were aligned with its vision and goals. Specific attention was given to growth management, attainable housing, infrastructure maintenance and expansion, parks and recreation, resource and greenspace conservation, multi-modal transportation, safety and security, and economic development.

Services Provided by TSW:

- Diagnostic Review
- Solutions and Code Outline
- Code Drafting
- Community Engagement
- Public Adoption Hearings

Cost of Services: \$230,000

Status: Adopted 2024

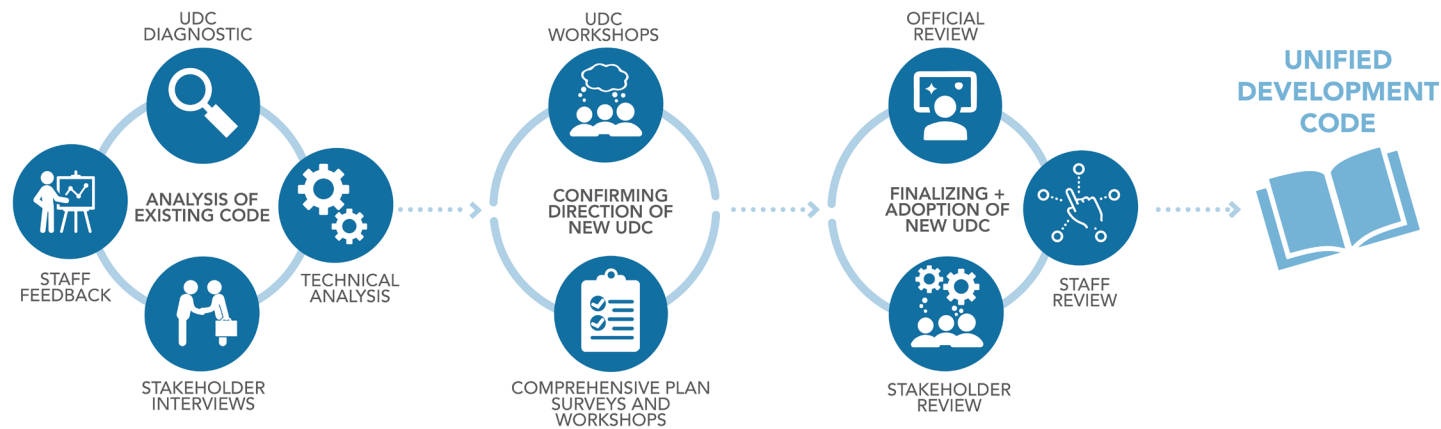


HALL COUNTY UNIFIED DEVELOPMENT CODE

COMMUNITY WORKSHOP

Monday, May 10
6:00 - 8:00 p.m.
North Hall
Community Center

Tuesday, May 11
6:00 - 8:00 p.m.
Mulberry Creek
Community Center



SECTION 1: REFERENCES AND EXPERIENCE

City of Goose Creek Central Creek District Design Standards

Client Information:
City of Goose Creek
Alex Kiser, Special Project Manager
843.797.6220 x1123

After TSW completed the City of Goose Creek’s Comprehensive Plan, TSW was retained for planning services to advise the City on zoning code best practices and prepare zoning code updates that support the Comprehensive Plan. As part of the planning process, TSW developed Design Standards for the Central Creek District.

The standards are intended to encourage and support the orderly redevelopment of the Central Creek District Overlay. More specifically, these standards seek to: enhance the unique qualities that make Goose Creek special, promoting local design traditions and using them to shape new development; implement City plans and policies, especially the Comprehensive Plan; assist with implementation and interpretation of the zoning ordinance; and guide design review.

The guidelines focus primarily on incrementalism, recognizing that the area will not all redevelop at once. This included developing a matrix of compliance triggers. The standards include guidelines for site planning (connectivity, access management, amenity spaces, building access, streetscapes, parking, site metrics, screening, utilities, stormwater facilities), buildings (massing, frontages, rear and side elevations, elements, materials and colors, style), lighting (parking lot, street, signs, landscape), site furniture (benches, outdoor dining, fences, bicycle racks, bollards, etc.), and landscaping (street trees, parking lot, sustainability, hardscape).

- Services Provided by TSW:**
- Site Planning Standards
 - Building Design Standards
 - Lighting Standards
 - Private Site Furniture Standards
 - Landscaping Standards

Cost of Services: \$21,000

Status: Completed in 2023



THE CITY OF GOOSE CREEK
CENTRAL CREEK DISTRICT
DESIGN STANDARDS

NOVEMBER 8, 2023



PLANT MATERIALS

Street & Parking Lot Trees
The following trees are all native to South Carolina and are suitable for most street trees and parking lots.

Crown Raising
Crown raising is restricted to less than 15% of the live crown height. Leave the crown at least two thirds of the total height of every tree. Only limbs 1/2" - 3".

LAUREL OAK
Quercus laurifolia
Recommended use: as a street or parking lot tree.
Characteristics: tolerates air pollution, tolerates wet and poor soils.

HIGHTOWER WILLOW OAK
Quercus phellos 'Hightower'
Recommended use: as a street tree due to its upright-and-firm and proven urban adaptability and durability.
Characteristics: likes full sun/part shade; tolerates air pollution, yellow fall color.

FLORIDA MAPLE
Acer floridanum
Recommended use: under power lines or where there are site constraints.
Characteristics: street tree with yellow and red fall color; tolerates air pollution.

TRIDENT MAPLE
Acer buergerianum
Recommended use: under power lines or where there are site constraints.
Characteristics: street tree with yellow, orange and red fall color; tolerates air pollution.

BALD CYPRRESS
Taxodium distichum
Recommended use: street tree or parking lot (columnar version).
Characteristics: tolerates wet soils and inundation and air pollution; very few health problems; turns rusty gold in fall.

AMERICAN SYCAMORE
Platanus occidentalis
Recommended use: as a natural early colonizer of disturbed sites with yellow fall color; use in bioswales and rain gardens; use in medium-wet soils; tolerates air pollution.

44 City of Goose Creek - Central District Design Guidelines

3.2. Break up primary facades into smaller modules.

a. Create visual interest using one of the following techniques:

- Divide primary facades into 20 to 60 feet wide modules that have the appearance of separate buildings built over time; or
- Apply architectural ornament to larger modules up to 200 feet in length.

b. Distinguish adjacent modules by changing the following:

- Exterior materials, extending from grade through the cornice;
- Storefront systems;
- The number of stories;
- Window systems;
- Building styles; or
- Similar means that convey separate buildings.

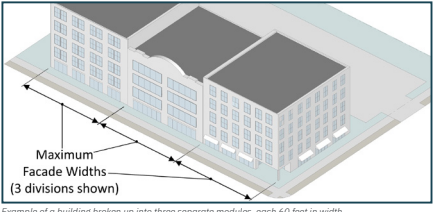
Change in color, building ornament, or setback alone is not allowed.

c. Within a module, provide visual divisions between the first and second floors, where applicable. This can be done by adding courses, awnings, or a change in materials. Provide a ground story storefront. (See Building Elements)



Traditional downtowns usually are made up of narrow buildings.

In traditional downtowns, larger buildings are highly ornamented to retain visual interest.



Example of a building broken up into three separate modules, each 60 feet in width.

City of Goose Creek - Central Creek District Design Standards

2: Site Planning

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SECTION 1: REFERENCES AND EXPERIENCE

Milton Unified Development Code

Client Information:

City of Milton
Robyn MacDonald, Zoning Manager
678.242.2540
robyn.macdonald@miltonga.gov

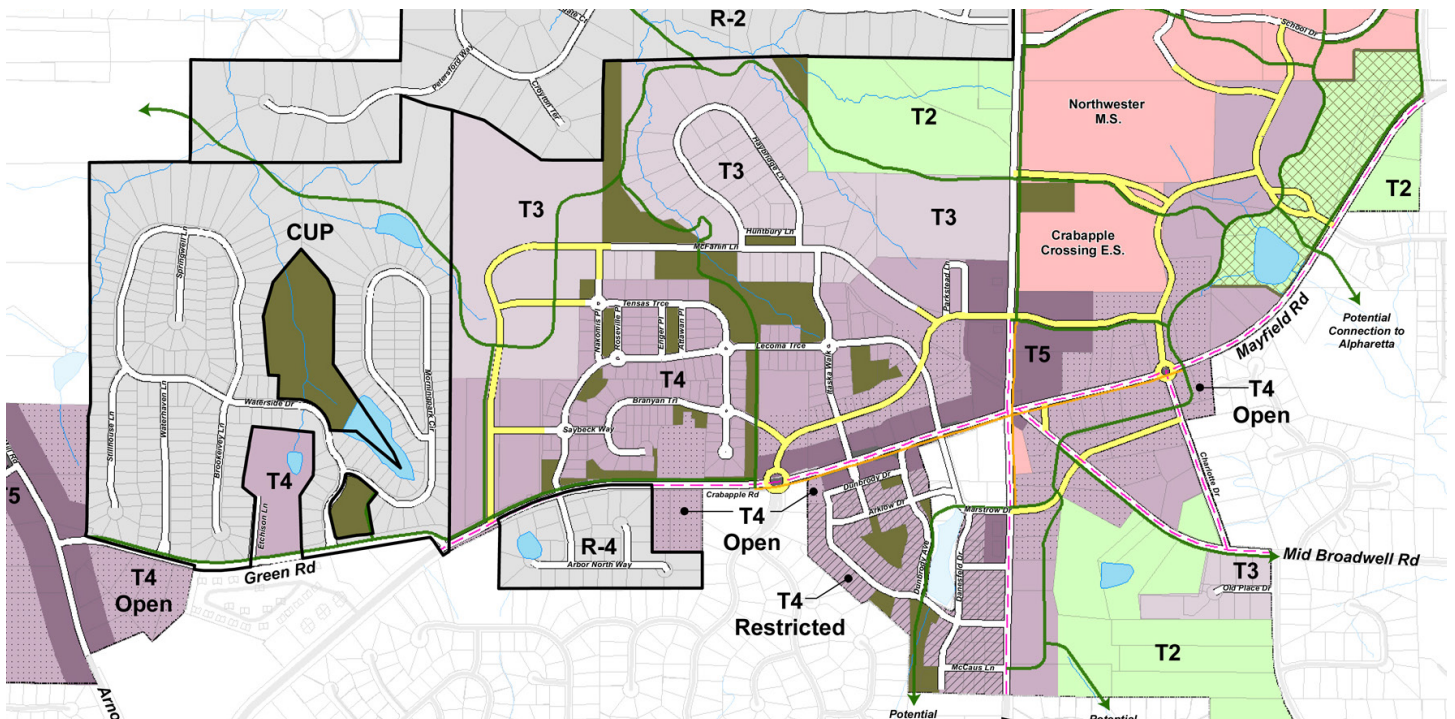
TSW has worked with the City of Milton to update its zoning and development regulations since the city's incorporation in 2006. Most recently, TSW completed a comprehensive update of all zoning and development regulations, resulting in the creation of a unified development code (UDC). Key updates included enhancing the clarity and usability of the codes, aligning them with city policies, and eliminating outdated standards that were carried over when the newly incorporated city initially adopted Fulton County's regulations.

Services Provided by TSW:

- Code Audit
- New UDC
- Community Engagement

Cost of Services: \$200,000

Status: Adopted 2024



SECTION 2: PROJECT TEAM

Additional Project References

Land development code projects for the following jurisdictions have similar scopes of work (or similar elements) to this new code development project for the City of Red Bank:

City of Atlanta

Keyetta Holmes, Director, Office of Zoning and Development, Department of City Planning
404.330.6145
kmholmes@atlantaga.gov

City of Chattahoochee Hills, GA

Mike Morton, Community Development Director
770.463.6578
mike.morton@chatthillsga.us

City of Dunwoody, GA

Richard McLeod, Community Development Director
678.382.6802
richard.mcleod@dunwoodyga.gov

City of Goose Creek, GA

Alex Kiser, Special Project Manager
843.797.6220 x1123
akiser@cityofgoosecreek.com

City of Lexington, KY

Harold (Hal) Baillie, Planner Principal, Division of Planning
859.258.3470
hbaillie@lexingtonky.gov

City of Statesboro, GA

Justin Williams, Director of Planning and Development
912.764.0630
justin.williams@statesboroga.gov

City of Milton, GA

Robyn MacDonald, Zoning Manager
678.242.2540
robyn.macdonald@miltonga.gov

Summary of Code Experience and Qualifications

TSW has extensive national experience in coding, with Principal Caleb Racicot recognized as a leading expert in the field. A speaker at conferences like APA, CNU, and Railvolution, Caleb has played a pivotal role in shaping communities through codes. Caleb's work spans diverse contexts—from the urban core of Downtown Atlanta to the rural fabric of Blythewood, South Carolina—with over four dozen codes that continue to guide meaningful, character-driven development nationwide.

TSW understands what it takes to create effective and adoptable codes. Our team's codes are cutting edge, graphically-oriented, easy to understand, and efficient to implement for staff, citizens, and property owners alike. We pride ourselves in working closely with our clients and public constituents to ensure that we have a clear understanding of community desires and expectations and that each code fits within the local political and legal context. In short, we have done this type of work many times before; we have extensive national and regional experience; and we are committed to the City of Red Bank's success.



SECTION 2: PROJECT TEAM

TSW Overview



TSW is a full-service planning, architecture, and landscape architecture firm comprised of talented professionals who work collaboratively to provide our clients with extraordinary designs for communities, buildings, and greenspaces. With approximately 35 full-time employees in our Atlanta, Georgia, headquarters and satellite offices in Tulsa, Oklahoma, and Chattanooga, Tennessee, our small office size allows our principals to be hands-on in every aspect of a project and enables more multidisciplinary collaboration.

TSW works throughout the Southeast on a variety of projects, including on-call/on-demand municipal contracts, civic and community buildings, downtown master plans, streetscape plans, coding and guidelines, and park and recreation projects. With a focus on buildings that animate a community, we provide contemporary and traditional designs for civic facilities, mixed-use projects, multifamily, and community buildings. Our designs reinforce a building's setting while establishing important architectural precedents. Careful attention is given to each building's visual character, through designs based on regional and local architectural traditions.

TSW's personnel includes 50 full-time employees, several of whom work in multiple studios. Our staff members include:

- 16 planners (8 with AICP accreditation)
- 4 registered architects
- 9 project architect designers
- 6 registered landscape architects
- 9 landscape designers
- 9 LEED Accredited Professionals
- 2 administrative employees

TSW has extensive experience planning and designing civic buildings, including site selection, building programming, space design, and full architecture and landscape architecture services going through to construction administration. TSW leads multidisciplinary teams, working closely with municipalities, to develop buildings that reflect vernacular architecture characteristics. We also focus on sustainability, incorporating innovative design techniques for better building performance equating to lower energy consumption and maintenance costs.

SECTION 2: **PROJECT TEAM**

TSW Team Organizational Chart



Staff Availability

TSW has a stringent policy about only pursuing work that we have available staff for to ensure a detailed, implementation-based planning process that stays on time and on budget. At the conclusion of contract negotiations, our team is committed and ready to commence work immediately. The TSW Team has reviewed staff workloads for the estimated timeframe for this project. The staff members that are included in this proposal will be assigned to the project, if awarded, and will remain on the project throughout its duration. If a staff member does need to be replaced because of unforeseen circumstances, the Village will be notified immediately, and that staff person will be replaced by another staff member with equal or greater qualifications and experience.

SECTION 2: PROJECT TEAM



Caleb Racicot, AICP, LEED AP

Principal-in-Charge / Code Specialist

Caleb, a Principal at TSW, is a community planner specializing in urban design, smart growth codes, community retail strategies, and the use of corridor studies as catalysts for community building. Caleb has worked in both the public and private sectors and led numerous community workshops. Caleb frequently speaks on coding implementation to municipalities, professional organizations, and neighborhood groups.

Education:

2001 Master of City Planning
Georgia Institute of Technology

1997 Bachelor of Science in Environmental Design
University of Massachusetts at Amherst

Professional Affiliations:

- American Planning Association
- American Institute of Certified Planners
- CNU

Awards:

- 2021 GPA Outstanding Planning Process for City of Decatur's Destination 2030
- 2017 VeloCity Award for Bike-Friendly Policy: Atlanta Zoning Update
- 2012 GPA Outstanding Plan Implementation: Crabapple SmartCode and TDR Ordinance



Representative Projects

Decatur Unified Development Ordinance (Decatur, GA) - Principal-in-Charge/Project Manager for developing a unified development code that supports the 2010 Decatur Strategic Plan.

City of Atlanta Zoning Ordinance Rewrite (Atlanta, GA) - Principal-in-Charge/Project Manager to conduct a general assessment and rewrite of the existing Zoning Ordinance, focusing on policy strengths and weaknesses and identification of other municipal zoning ordinance models/typologies that may be appropriate for the City and will work under State Zoning Statutes.

City of McDonough Unified Development Ordinance (McDonough, GA) - Principal-in-Charge for developing a unified development code.

City of Hampton Zoning Update (Hampton, GA) - Principal-in-Charge for comprehensive update of this small city's zoning and subdivision codes, including community engagement, code writing, and coordinating with subconsultant experts.

City of Milton Form-Based Codes (Milton, GA) - Principal-in-Charge for locally-calibrated SmartCode for the Crabapple and Deerfield (Highway 9 corridor) areas. Both codes included an extensive public participation process.

City of Snellville Towne Center Districts (Snellville, GA) - Principal-in-Charge for Towne Center Districts regulations to support the vision of the 2003 LCI, 2030 Comprehensive Plan, and Towne Center Master Plan.

Dunwoody Village Master Plan Update & Dunwoody Village District Regulations (Dunwoody, GA) - Principal-in-Charge for update to the 2011 Dunwoody Village Master Plan to include proposed street improvements and new district regulations that included general regulations, building types, and open space types.

Perimeter Community Improvement Districts Planning Services (Fulton and DeKalb Counties, GA) - Principal-in-Charge for various planning services, including an LCI update, code updates, and public place standards.

Creek Central Creek District Design Standards (Goose Creek, SC) - Principal-in-Charge for development of zoning code best practices and design standards for the city's Central Creek District that focus on supporting the Comprehensive Plan and encouraging quality incremental development over time. The standards include guidelines on site planning, buildings, lighting, site furniture, and landscaping.

SECTION 2: PROJECT TEAM



Beverly Bell, PLA

Project Manager / Community Planner + Urban Designer

Beverly is a project manager and community planner in TSW’s Planning Studio and lives in Chattanooga, Tennessee. She has a background in sustainable development with a range of professional experience that includes community planning, urban design, public parks, campus design, multifamily residential, and ecological assessment. Beverly’s passion is creating thoughtful spaces that inspire people while enhancing the connection to the natural environment. Beverly thrives at detailed planting design, community space design, trail + park master planning, and applying creative design solutions to complex sites. She serves as Chair of the Chattanooga Form-Based Code Committee.

Education:

2014 Master of Landscape Architecture
University of Georgia
2011 Bachelor of Science, Sustainable Development: Community, Regional & Global Development Concentration
Appalachian State University

Professional Status:

- Registered Landscape Architect: TN

Awards:

- 2024 Oklahoma ASLA Merit Award: City of Fayetteville, Arkansas, Walker Park Master Plan
- 2021 National ASLA Honor Award in Urban Design: Market + Georgia Public Space, “The Porch”



Work Experience:

Beverly was at TSW for 3+ years (2016–2019) before moving to Chattanooga where she was an urban designer for 2.5+ years (2019–2022) with the Chattanooga Design Studio.

Representative Projects:

City of Red Bank Comprehensive Plan (Red Bank, TN) – Project Manager and Planner for Comprehensive Plan and small area study for the former Red Bank Middle School site. The planning process includes an existing conditions assessment and variety of community outreach and engagement activities to help shape the future of land use, transportation, housing, economic development, and open space while focusing on intentional placemaking.

Hall County Forward Comprehensive Plan (Hall County, GA) – Project Manager and Planner for Comprehensive Plan intended to balance opportunities for economic growth with the desire to maintain rural character.

Town of Farragut Town Center Visioning Plan (Farragut, TN) – Project Manager and Planner for community engagement and planning services to guide future development and redevelopment in the 273-acre Town Center area, including regulatory updates.

City of Maryville Downtown Master Plan (Maryville, TN) – Project Manager and Planner for a master plan that focuses on enlivening downtown Maryville through preserving historic structures, creating gateways, improving streetscapes, as well as adding public space amenities in existing and proposed greenspaces, plazas, and trails.

City of Cartersville Downtown Master Plan (Cartersville, GA) – Project Manager and Planner for the Cartersville Downtown Master Plan, guiding a 10-month process to strengthen downtown’s role as a regional destination. Directed public engagement, coordinated with city officials and stakeholders, and oversaw strategies for land use, mobility, streetscape enhancements, and public space activation. Delivered an implementation framework balancing economic growth, historic preservation, and livability to position downtown for long-term vitality.

SECTION 2: PROJECT TEAM



Nathan Brown

Associate

Nathan is an Associate at TSW in the Planning Studio. Nathan’s interest in planning began as a graduate student studying historic preservation and the history of the built environment at Georgia State University. With experience as a municipal planner at both the City of McDonough, Georgia, and the City of Atlanta, Nathan brings a diverse knowledge of urban, suburban and rural public policy. In addition to his professional experience, Nathan is also active in his neighborhood, serving as a member of the neighborhood Zoning Committee and as a volunteer soccer coach.

Work Experience:

Prior to joining TSW in January 2023, Nathan was an Urban Planner at the City of Atlanta and a City Planner at the City of McDonough.

Representative Projects:

City of Gainesville Unified Land Development Code (Gainesville, GA) – Project Manager and Planner for the update of the city’s ULDC, including a diagnostic review, legal review, and drafting of new code and updates to existing code. Update focus areas include permitted and special uses for residential and nonresidential zoning districts; Planned Unit Development standards, Subdivisions and Land Development standards; access, parking, and loading requirements; sign ordinance; buffers, landscaping, and tree protection; and zoning applications and procedures. New code focus areas include creation of a short term rental ordinance.

City of Atlanta Zoning Ordinance Rewrite (Atlanta, GA) – Community planner for zoning ordinance rewrite that includes developing alternatives for public consideration, developing content and collateral material for Focused Workshops, and presentation preparation for Idea Labs.

Hall County Unified Development Code (Hall County, GA) – Lead Planner for zoning ordinance rewrite that includes developing a unified development code, the creation of content and collateral material for Focused Workshops, and developing presentations for review of the draft code for the public and government representative.

Henry County Comprehensive Development Plan Update (Henry County, GA) – Planner for the 10 year comprehensive plan update that includes analysis of existing land use, transportation, and economic factors to develop public policy for future growth, developing content and collateral material for Focused Workshops, and presentation preparation for public engagement.

City of Atlanta Urban Planner (Atlanta, GA) – Planner for the Department of City Planning that included reviewing development plans for consistency with the city zoning ordinance, working with architects and engineers to achieve approval for entitlements, and administering the subdivision ordinance.



Education:

2015 Master of Historic Preservation
Georgia State University

2011 Bachelor of Arts in Sociology
University of Georgia

Professional Affiliations:

- American Planning Association
- Georgia Planning Association
- Georgia Association of Zoning Administrators
- Urban Land Institute

SECTION 2: PROJECT TEAM



Bert Kuyrkendall, PE, AICP

Senior Associate / Transportation Engineer and Planner

Education:

Bachelor of Science in
Civil Engineering
Mississippi State
University, 1995

Bachelor of Arts in
Mathematics
Belhaven University,
1993

Professional Status:

- Registered Engineer:
AL, GA, MS, KY, TN
- American Institute of
Certified Planners

Bert, a Senior Associate at TSW, has more than 25 years of experience as a Transportation Planner and Engineer. Bert's planning work focuses on helping cities and towns become more sustainable, just, and livable places. He has led and collaborated on numerous transportation plans, comprehensive plans, corridor studies, bike/ped network plans, and Complete Streets design projects. As an engineer and planner, Bert is able to bring a balanced approach to transportation planning and implementation. He has extensive experience in street and multimodal facility design, with a firm grasp on state and city/county design standards, including the ability to modify and draft new transportation standards. He has shepherded many projects from concept design and public input, to estimating and budgeting, grant application, schematic and engineering design, bidding, construction oversight, and maintenance.

WORK EXPERIENCE:

Prior to joining TSW, Bert was a Transportation Planner and Engineer with Orion Planning + Design, and served as City Transportation Engineer for the City of Chattanooga.

REPRESENTATIVE PROJECTS:

Starkville Complete Streets Program (Starkville, MS)

Leading development of a citywide Complete Streets program to standardize design for both new development and city-led projects. Responsibilities include creating street typologies, typical sections, a master thoroughfares plan, and developing transportation standards.

Lexington Complete Streets Standards (Lexington, KY)

Contributed to the citywide development of Complete Streets standards to guide both public and private projects within the right-of-way for all travel modes. Assisted with developing and reviewing the new standards, including integration with subdivision regulations, state and federal requirements, and implementation guidelines.

Berkeley Lake Unified Development Ordinance (Berkeley Lake, GA)

Supported creation of a new unified development ordinance for a small suburban municipality to guide growth citywide. Developed transportation, stormwater, and utility infrastructure standards tailored to local needs and capacity.

Coweta Subdivision Regulations (Coweta, OK)

Directing preparation of new subdivision regulations to streamline development review and permitting. Project scope includes updating transportation and utility standards, performance and maintenance bond requirements, park and open space dedication, and establishing new connectivity requirements.

Tuscaloosa Transportation Standards* (Tuscaloosa, AL) – Project Lead to develop transportation standards that regulate the design process and standards for pedestrian, bicycle, transit, and vehicular facilities and help set the vision for how the City develops from a mobility perspective.

* Work completed prior to joining TSW.



SECTION 2: PROJECT TEAM



Brandon Sutton, PLA ASSOCIATE / LANDSCAPE ARCHITECT

Brandon is a project manager and landscape architect who lives in Chattanooga, Tennessee. His professional experience has centered on work in the public and private sectors, working toward human-centered public spaces and street designs that accommodate all modes and abilities. He has a background that spans urban mixed use and campus design to public parks, greenways and streetscapes.

Education:

2004 Bachelor
of Landscape
Architecture
University of Georgia

Professional Status:

- Professional
Landscape Architect:
TN (#1122), GA (#1497)

Professional

Affiliations:

- American Society of
Landscape Architects
(ASLA)
- Council of Landscape
Architectural
Registration Boards
(CLARB)
- Bike Walk
Chattanooga
(Volunteer)

WORK EXPERIENCE:

Brandon initially worked with TSW from 2006 to 2013. He rejoined TSW after working with the City of Chattanooga for 10+ years as Transportation Design Manager with its Transportation Department and Regional Planning Agency.

REPRESENTATIVE PROJECTS:

Red Bank Comprehensive Plan (Red Bank, TN) – Served as landscape architect and mobility planner, developing initial street sections for major arterials and drafting implementation recommendations. The plan, built on community input and data-driven analysis, outlines strategies to enhance quality of life, promote sustainable land use, improve infrastructure, and support economic growth for a vibrant, connected, and resilient community.

Riverfront Parkway Complete Streets Enhancements* (Chattanooga, TN) –

Transportation Design Manager – Led a context-sensitive redesign of an arterial roadway that acted as a barrier to pedestrians and cyclists. Coordinated public-private partnerships to extend the urban grid to the Tennessee River and deliver new privately built streetscapes. Oversaw restriping with on-street parking, crosswalks, and bike facilities, integrating with new development to extend downtown's 21st Century Waterfront and advance the 1911 John Nolan plan linking the city to its parks.

Cherokee & Dayton Boulevard Corridor Redesign* (Chattanooga & Red Bank, TN) – Transportation Planner & Design Manager – Scoped and coordinated with TDOT and multiple jurisdictions to right-size a major urban arterial, improving safety and multimodal options between two municipalities. The concept addresses complex freeway ramps and challenging intersections, introducing on-street parking to support evolving land uses, a two-way protected bike lane, and a pedestrian scramble at a five-points intersection.

Juniper and 12th Streetscapes (Atlanta, GA) – Landscape architect responsible for the initial concept and schematic construction documents to reimagine an urban arterial roadway and right-sizing. The design focuses on mobility enhancements for all modes, including a one-way protected bicycle lane and integrated streetscape with stormwater planters along the project length. Because of its innovation as Midtown Atlanta's first streetscape-centered LID, the approach was first tested with a pilot location in order to demonstrate its performance years ahead of the streetscape. Juniper Streetscape is a Federal Transit Authority Funded Project for the City of Atlanta, managed via Midtown Alliance.

* Work completed prior to joining TSW.



SECTION 3: PROJECT APPROACH



Safae Amahrir – Hammer

Transportation Planner

Safae joined the TSW Planning Studio in 2024. Within community and transportation planning projects, she specializes in working closely with local stakeholders to develop mobility solutions that prioritize sustainability and equity. Her in-depth experience with public engagement honed her ability to effectively communicate with diverse audiences and drive impactful community initiatives. Safae has experience working on projects across Morocco and Germany in rural, suburban, and urban contexts, and is passionate about introducing sustainable mobility solutions to underserved communities.

Education:

2022 Master in City and Regional Planning – Transportation and community Planning
Georgia Institute of Technology

2017 Master in City and Regional Planning
Institut National d’Aménagement et d’Urbanisme – Rabat, Morocco

2014 Master in Architecture
Ecole Nationale d’Architecture – Rabat, Morocco

2011 Bachelor in Architecture
Ecole Nationale d’Architecture – Rabat, Morocco

WORK EXPERIENCE:

Prior to joining TSW, Safae was a Technical advisor at The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) for two years, where she worked on transportation policy and Transit-Oriented-Development implementation in Germany and Morocco.

REPRESENTATIVE PROJECTS:

City of Red Bank Comprehensive Plan (Red Bank, TN) – Transportation Planner – Evaluated transportation networks, parking, and connectivity to guide the plan’s mobility framework. Advanced strategies for multimodal streetscapes and traffic calming, recommending complete street retrofits along Dayton Boulevard, intersection safety upgrades, and new pedestrian and bicycle facilities such as the Boulevard Greenway and sidepaths. The goal was to link neighborhoods with key destinations, integrate transit and micro-mobility, and foster a safer, more walkable community.

Johnson City Downtown Parking and Circulation Plan (Johnson City, TN) – The plan assesses current parking supply and circulation patterns, forecasts future demand, and proposes targeted infrastructure and policy improvements, such as added on-street parking, walkable streetscapes, and multimodal connections, to support a vibrant, equitable, and well-connected downtown environment.

City of Madison Transportation Plan (Madison, GA) – The plan outlines a comprehensive strategy to create a safe, sustainable, and connected transportation system. It focuses on improving mobility for all modes of travel, reducing congestion, enhancing transit services, and promoting environmental sustainability, providing a framework for future investments and policies.

Jimmy Carter Boulevard LCI Master Plan (Norcross, GA) – The plan outlines multimodal strategies to improve pedestrian and bicycle access, optimize traffic circulation, and support transit-oriented redevelopment. It integrates land use, transportation, and urban design recommendations to foster walkable activity centers and enhance economic vitality along the corridor, providing a coordinated framework for future infrastructure investments and policy updates.



SECTION 3: PROJECT APPROACH

TSW's Process at a Glance

Our process starts with listening. We will begin with listening to the Community Development staff, Board of Commissioners, Planning Commission, and other City leadership and stakeholders, asking questions like the following:

- » What are the major obstacles caused by regulations today?
- » What are the City's most common enforcement issues?
- » Where do property owners, business owners, and residents struggle the most in terms of investing in Red Bank's built environment?
- » How can the code support a safe and active multimodal approach to street design?

TSW brings deep experience helping communities translate their vision into action through tailored, place-based regulations. Our team specializes in writing codes that are visually oriented, easy to understand, and grounded in the long-term goals of the community. In Red Bank, this means promoting development patterns that align with the comprehensive plan, supporting open space preservation, and incorporating multimodal infrastructure. The following section describes how TSW will work alongside the City of Red Bank to deliver a customized code that reflects the community's values and vision, and is ready for implementation.

TSW believes that codes must be tailored to the communities they serve. To do this, we always keep the following in mind:



User Friendliness: We find it critical to have the end users in mind as we craft and organize regulations. User friendliness through accessible language and intuitive organization helps create clear standards, and it supports consistent enforcement and transparent decision making.



Administrative Capacity: Different cities have different abilities to manage regulations. Codes should only contain elements that the administering staff can readily interpret, apply, and enforce.



Balance: Codes must balance the need to prevent undesirable development while allowing freedom for creativity. As both designers and coders, we understand this balance, where regulation is appropriate, and where it may stifle good design.



Flexibility: As part of achieving balance, flexibility must also be considered, especially in projects that are phased over many years.

SECTION 3: PROJECT APPROACH

Project Approach

The following is our initial proposal for updating Red Bank's zoning and development regulations. We look forward to fine-tuning this with the City.

Phase 1: Code Assessment

TSW will begin by familiarizing ourselves with Red Bank's existing codes and related policies, including the Red Bank Comprehensive Plan 2045 and the Downtown Red Bank Design Guidelines. We will then assess these codes and regulations from both a technical and policy perspective.

The technical analysis will evaluate the structure, clarity, and consistency of the current regulations, identifying contradictory or unclear provisions that may lead to poor outcomes. We will also review variance and conditional use decisions, as these often highlight recurring challenges and areas where the code requires adjustment.

The policy analysis will measure how well existing regulations align with the Comprehensive Plan and related documents. As part of this process, we will evaluate the degree to which the City's codes incorporate, or fall short in incorporating, Complete Streets principles. This includes assessing requirements for sidewalks, crosswalks, bikeways, and street connectivity, and determining how effectively the regulations support safe, accessible, and multimodal corridors.

Once this assessment is complete, we will present our findings to the City's land use review team to ensure that all regulatory concerns, including mobility and multimodal priorities, are fully captured before moving forward.

Phase 2: Code Diagnostic

TSW will prepare a clear, structured diagnostic outline with recommendations for a modernized Unified Development Code. This outline will consolidate years of incremental amendments into a cohesive, user-friendly framework that reflects Red Bank's current vision and priorities.

A central component of the Diagnostic will be identifying opportunities to integrate Complete Streets principles into the UDC. This will include recommendations for context-sensitive cross-sections, enhanced pedestrian and bicycle accommodations, and standards that support safe, connected mobility throughout the city.

Working closely with the City's land use review team, we will present findings and facilitate discussions to ensure the Diagnostic reflects Red Bank's priorities. Gaining early consensus on key changes, including how various elements will be codified, will provide a strong foundation for the drafting process.



» OVERVIEW

Hybrid Code

- Provide a balance of use-based and regulations and form-based regulations.
- Provide more design regulations in some areas, less in others.
- Create regulations that are more easily understood and administered than a pure form-based code.

Unified Zoning and Subdivision Ordinances

- Consolidate Parts 15 (Subdivision

User-Friendly Code

- Write in Plain English, not "legalese."
- Use illustrative graphics to make requirements easier to visualize.
- Make use of tables for allowed uses and other requirements.
- Improve definitions so they are clear and leave no room for interpretation.
- Supplement code updates with website enhancements.

Place-Based Zoning

- Document existing development patterns to identify place types.
- Establish place-based zoning that can be tailored to neighborhoods, corridors, and districts.
- Recognize that some place types may be more walkable/urban and some more drivable/suburban.
- Tie place types to the updated Comprehensive Development Plan (CDP).

- Consider creating "Legacy Districts" (that remain on the zoning map but not available for rezoning) in order to reduce non-conformities and preserve existing entitlements.

Staffing

- Consider the staffing implications of every potential new regulation.
- Provide sufficient staff resources to properly administer new regulations.
- Invest in updated technology and application processing procedures.

SECTION 3: PROJECT APPROACH

Phase 3: Drafting & Refinement

TSW will develop the full draft of the UDC based on the approved Diagnostic outline. We will work collaboratively with City Staff to establish expectations for deliverables and will organize the drafting process into manageable sections.

Throughout drafting, TSW will incorporate graphics, definitions, tables, and other user-friendly elements to ensure clarity. Complete Streets standards will be embedded directly into the code, providing clear requirements for sidewalks, bikeways, safe crossings, and context-sensitive street design. By integrating these standards into the zoning and subdivision framework, Red Bank will ensure that new development consistently supports walkability, accessibility, and multimodal connectivity.

At key milestones, and in coordination with Staff, TSW will present in-progress drafts to the land use review team and Planning Commission to confirm alignment. We will also test recent development applications against the draft code to ensure that the new provisions, especially those related to Complete Streets, are clear, functional, and implementable.

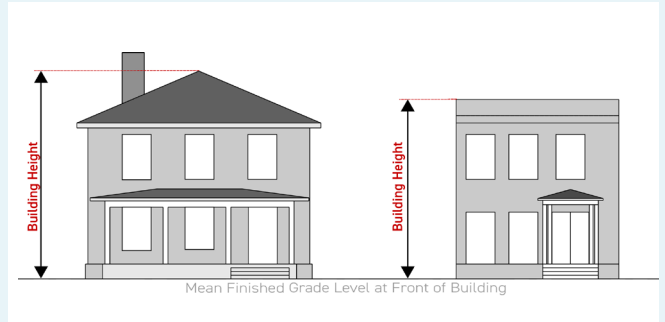
Phase 4: Final Review & Adoption

TSW will work closely with City Staff to refine and finalize the draft UDC. Once complete, the draft will be presented to the Planning Commission and City Council for review and input. Any necessary revisions will be incorporated before proceeding through the formal adoption process.

During adoption hearings, TSW will present the final UDC and zoning map, answer questions from the public and elected officials, and highlight how the updated code integrates Complete Streets principles to advance Red Bank's vision of safe, accessible, and vibrant multimodal corridors. This process will ensure the UDC is clear, enforceable, and aligned with both the Comprehensive Plan 2045 and community priorities.

Code Graphics

TSW strongly believes in the power of graphic techniques to convey coding concepts, achieve consensus, and get people excited about the process. We use a variety of these graphic types in our codes, primarily for illustrative purposes. In coding, the text always prevails.



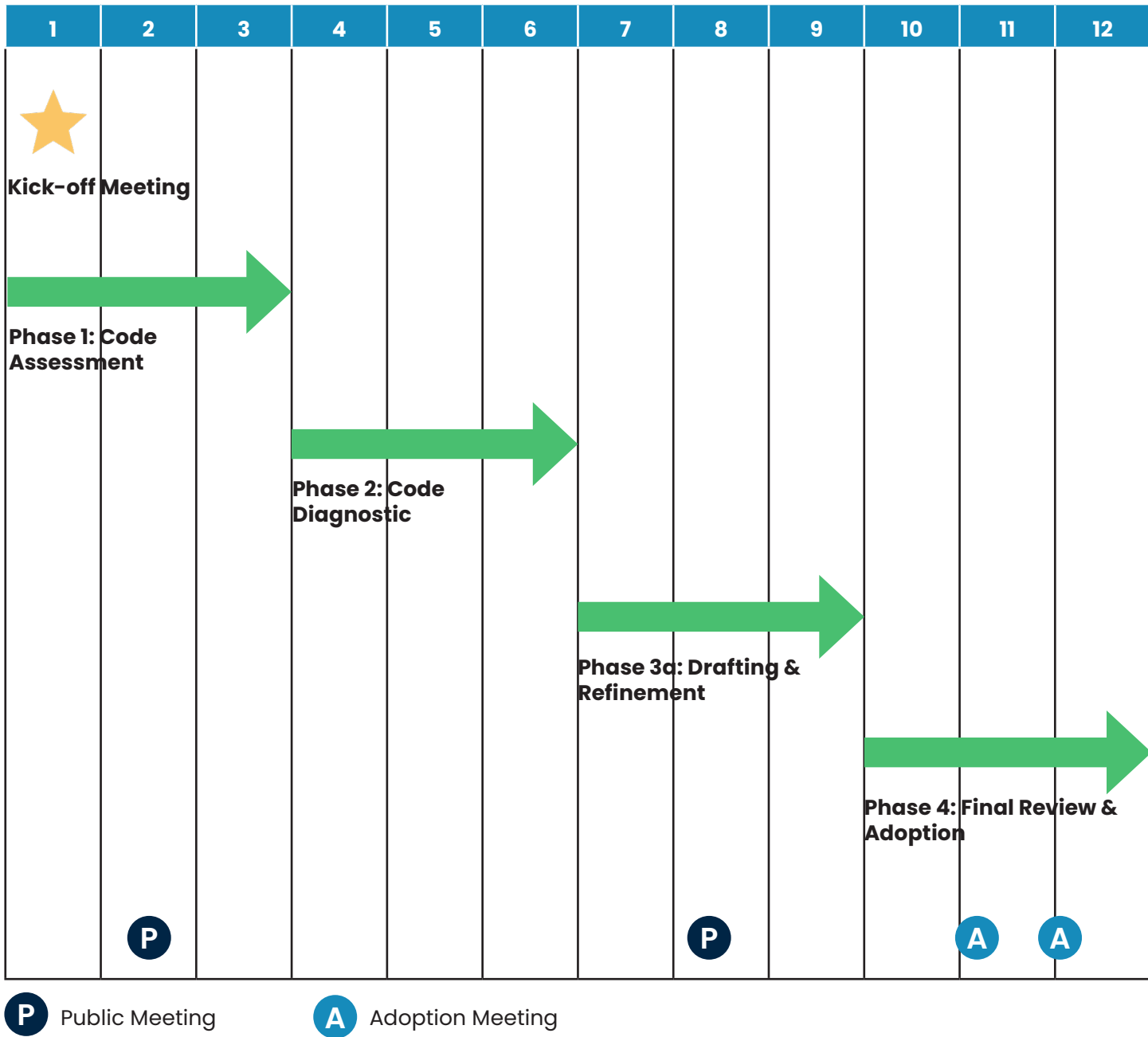
SHARED STREETS
Roads that are designed to be used by all users (pedestrians, bicyclists, transit users, and motorists) and are designed to be used by all users (pedestrians, bicyclists, transit users, and motorists) per the drawings on pages 27 to 29.



SECTION 4: **PROPOSED TIMELINE AND FEES**

Estimated Schedule

Based on previous experience with similar projects, we are estimating a 12-month process to adopt updated land development regulations with flexibility for additional review periods or other unexpected circumstances. The TSW Team will continue to work with City Staff to develop a more detailed schedule with meetings (dates and times), review periods, and deliverable dates.



SECTION 4: PROPOSED TIMELINE AND FEES

Cost Overview

Our goal is to build a partnership with the City of Red Bank and the community. We do not want fees to be a barrier preventing our selection as your planning consultant team. If our fee proposal differs significantly from the competition or what may be budgeted for this project, we would be pleased to discuss our fee approach and refine our scope of services.

Listed below is our proposed fee to perform the services detailed in the proposal scope. Also listed are hourly rates for project team roles and potential additional services that can be considered by the City. Attached to this proposal is a copy of our standard agreement that details standard contract language regarding fees, service adjustments, additional services, and other details.

TASKS	ESTIMATED HOURS	PROPOSED FEE
Task 1: Code Assessment	50	\$7,000
Task 2: Code Diagnostic	55	\$8,000
Task 3: Drafting & Refinement	670	\$100,000
Task 4: Final Review & Adoption	85	\$12,500
TOTAL:		\$125,000

OPTIONAL/ADDITIONAL SERVICES		
Task 5.1: Enhanced Engagement	160	\$22,000
Task 5.2: Conduct in-depth code testing.	50	\$7,000
Task 5.3: Provide training sessions for local staff on the new ordinances.	65	\$9,500

HOURLY RATES	
Principal	\$230
Project Manager	\$120
Senior Engineer	\$185
Landscape Architect	\$135
Planner	\$135

ATTACHMENT A

IRAN DIVESTMENT ACT CERTIFICATION

RFP REFERENCE NUMBER: #25-0801

VENDOR/CONTRACTOR NAME: Tunnell-Spangler & Associates, Inc. dba TSW

The Iran Divestment Act, Tenn. Code Ann. § 12-12-101 et. seq. requires a person that attempts to contract with the state, including a contract renewal or assumption, to certify at the time the proposal is submitted or the contract is entered into, renewed, or assigned, that the person or the assignee is not identified on a list created pursuant to § 12-12-106.

Currently, the list is available online at the following website:

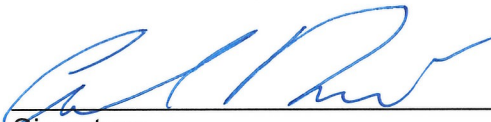
<https://www.tn.gov/generalservices/procurement/centralprocurement-office--cpo-/library-/public-information-library.html>

The vendor/contractor, identified above, certifies by signature below that it is not included on the list of persons created pursuant to Tenn. Code Ann. § 12-12-106 of the Iran Divestment Act.

CONTRACTOR SIGNATURE NOTICE: This certification **MUST** be signed by an individual with legal capacity to contractually bind the Contractor.

Caleb Racicot, Corporate Secretary

PRINTED NAME, TITLE OF SIGNATORY

 DATE: 9/18/25
Signature

ATTACHMENT B

Non-Boycott of Israel Certification

The Contractor certifies that it is not currently engaged in, and will not for the duration of the contract engage in, a boycott of Israel as defined by Tenn. Code Ann. § 12-4-119. This provision shall not apply to contracts with a total value of less than two hundred fifty thousand dollars (\$250,000) or to contractors with less than ten (10) employees.

Signature: _____



Printed Name: Caleb Racicot

Title: Corporate Secretary

Date: _____

9/18/25

GENERAL CONDITIONS:

1. All equipment must be manufactured or distributed in the United States.
2. **The proposal must meet or exceed the Proposal Specifications.** The proposer is required to list all exceptions, deviations, or variations to the specifications set forth, and it should be done in a clear, logical fashion on a sheet designated by the proposer as such. Brochures, standard catalog sheets, or technical data should accompany each proposal, but may not be considered a notice of exceptions, deviations, or variations to these specifications.
3. BRAND or TRADE NAMES are given as a "quality reference" to aid proposers in offering the right quality for this proposal, except where said quality reference is followed by the word "only", any quotation will be considered if, in the opinion of the City, the products are equal to those specified.
4. "DEL ___ DAYS ARO" shall mean the number of consecutive calendar days after receipt of a fully executed contract; delivered F.O.B. to 3105 Dayton Boulevard, Red Bank, Tennessee.
5. A full copy of the warranty, if any, covering the proposed items, should accompany the proposal. Warranty start date will be the date the items are delivered, not the order date or invoice date.
6. Invoices should be submitted to Accounts Receivable at: City of Red Bank, 3105 Dayton Boulevard, Red Bank, TN 37415.
7. All work shall be performed by the awarded contractor. Subcontracted services are not allowed.

AUDIT CLAUSE

"The City reserves the right to audit the records of the contractor. The Contractor shall make and keep as the same accrue, full and complete records and books as accounts of revenue and income, and costs and expenses that specifically relate to performance under this contract. Records and books of accounts, together with any or all other memoranda pertaining thereto that may be kept, maintained or possessed by the Contractor, shall be open to examination during regular business hours by the City or its representatives for the purpose of inspecting, auditing, verifying or copying the same or making extracts therefrom. The Contractor shall make and keep said records and books of accounts in accordance with generally accepted accounting principles."

PROPOSAL SECTION:

As per attached specifications, the proposal for the contracted professional services is as follows:

Total Price for Contracted Services: \$125,000

Delivery: N/A **days A.R.O.**

For either of the two following numbered reasons (I, we) herewith declare that (I/we)) will forfeit any claim to any contract resulting from the proposal stated herein:

(AND, IF A PROPOSAL BOND IS REQUIRED IN ORDER TO COMPLY WITH THE ENCLOSED "LEGAL NOTICE TO PROPOSERS")

(I/we) will forfeit as liquidated damages to the City of Red Bank (my/our) proposer's bond, or certified or cashier's check on a solvent bank in the sum of

N/A

—

_____ (\$ _____) DOLLARS:

- 1) After award, if the contract is not signed and returned to the City WITHIN TEN (10) DAYS AFTER RECEIPT OF SAME, or:
- 2) If a performance bond is required – failure to enter into a contract with a good and solvent bond in a surety company doing business in the State of Tennessee acceptable to the City of Red Bank in an amount equal to the gross amount of said contract (or for an amount as specified) and to be made and contract signed and required to the City WITHIN TEN (10) DAYS AFTER RECEIPT OF SAME.

The full name and residence of all persons interested in the foregoing as principals are as follows: (if out of state company, please list Tennessee office address.)

BUSINESS NAME AND ADDRESS OF PROPOSER:

Tunnell-Spangler & Associates, Inc. dba TSW

1447 Peachtree St NE, Suite 850 Atlanta, GA 30309

If Proposer is an INDIVIDUAL, fill out the following:

—

(NAME OF OWNER)

If Proposer is a PARTNERSHIP, fill out the following:

PARTNER NAME:

ADDRESS:

If Proposer is a CORPORATION, fill out the following:

NAME OF CORPORATION PRESIDENT:

Adam Williams

—

NAME OF CORPORATION SECRETARY:

Caleb Racicot

—

NAME OF COMPANY: Tunnell-Spangler & Associates, Inc. dba TSW

PRINT NAME OF PROPOSER: Caleb Racicot

SIGNATURE OF PROPOSER: 

TITLE: Corporate Secretary

PHONE NUMBER: 470-751-2430

EMAIL ADDRESS: cracicot@tsw-design.com



TUNN&SPANG

CBOURDON

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/8/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Weymouth, Swayze, and Corroon Ins 5710 Kennett Pike, PO Box 3939 Wilmington, DE 19807	CONTACT NAME: Carol Bourdon	
	PHONE (A/C, No, Ext): E-MAIL ADDRESS: cbourdon@wscins.com	
INSURED Tunnell-Spangler & Associates, Inc. DBA TSW 1447 Peachtree St., NE Suite 850 Atlanta, GA 30309	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : CONTINENTAL CASUALTY	20443
	INSURER B : Sentinel Insurance Co, LTD	11000
	INSURER C : Endurance American Specialty Insurance Company	41718
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR ☒ Contractual ☒ Broad form PD GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:			6020707119	9/5/2025	9/5/2026	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
A	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			6020707119	9/5/2025	9/5/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 10,000			6020707167	9/5/2025	9/5/2026	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) ☐ Y / N If yes, describe under DESCRIPTION OF OPERATIONS below		N / A	44WECAT5YS8	9/5/2025	9/5/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liabili			DPL30096646800	9/5/2025	9/5/2026	Per Claim 2,000,000
C	Professional Liabili			DPL30096646800	9/5/2025	9/5/2026	Prof. Aggregate 4,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Additional named insured:

Tunnell-Spangler & Associates, Inc. d/b/a Tunnell-Spangler-Walsh & Associates, Inc. and TSW

CERTIFICATE HOLDER

CANCELLATION

Evidence of Insurance

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



Agreement - [INSERT NAME] [DATE]

Tunnell, Spangler & Associates, Inc. d/b/a TSW (the Consultant) agrees to provide [INSERT CLIENT NAME] (the Client) the following professional services associated with [INSERT OVERVIEW] in [INSERT LOCATION, INCLUDING STATE] (the Project), and the Client contracts for such services and agrees to pay for them according to the fees, terms, and conditions set forth herein (the Agreement).

The Client and Tunnell, Spangler & Associates, Inc. d/b/a TSW are independent parties and nothing in this Agreement constitutes either party as the employer, principal, or partner of or joint venture with the other party. Neither the Client nor the Consultant has any authority to assume or create any obligation or liability, either express or implied, on behalf of the other.

1. SERVICES

The Consultant will provide the following services (the Services):

[INSERT LIST OF SERVICES AND DELIVERABLES OR REFERENCE ATTACHMENT A]

2. EXCLUSIONS

The Consultant will not be responsible for the following services:

[INSERT LIST NAME OR REFERENCE ATTACHMENT A]

3. SERVICE ADJUSTMENTS

Both the Consultant and the Client hereby acknowledge that the Services specified in Section 1 above are subject to refinement. The Consultant and the Client may, at any time during the Agreement period (see Section 4 Schedule below), make changes to the Services and their technical provisions, as mutually agreed upon in writing. If any such change causes any increase or decrease in the Consultant's cost of performing any part of the Services, an equitable adjustment will be made in Fees (see Section 5), or in the Schedule (see Section 4), or in both, and a written amendment of such adjustment will be made. Any claim by the Consultant for an equitable adjustment must be in writing and delivered to the Client before proceeding with the additional services. The Consultant will perform

no additional services until written authorization is received from Client. Nothing in this clause will excuse the Consultant from proceeding with performance of this contract in accordance with the original terms and conditions and any approved changes.

4. SCHEDULE

A. The full length of this Agreement (the Schedule) is as follows:

[INSERT DATES]

B. The Consultant will provide project deliverables on dates as agreed in Section 3 Services and Section 4.A above, as applicable. The Consultant will make every effort to meet agreed upon dates. The Client is aware that failure to submit required information or materials may cause subsequent delays in production. Client delays could result in significant delays in delivery of finished work.

5. FEES

The Consultant agrees to provide services included in this Agreement for [INSERT FEE AND TERMS]. [This fee includes all direct and indirect expenses].

Any hourly rates specified under this Agreement will be subject to an annual adjustment on January 1st of each year.

6. ADDITIONAL SERVICES

Work will be completed based on the Schedule. Changes in Client input or direction, excessive changes, or major deviation from the Schedule may be cause for additional services. Any services that the Client requests that is not specified in Section 1 Services above will be considered an additional service. Such work requires written approval, an amendment to this Agreement and additional fees.

7. ASSIGNMENT OF WORK

The Consultant reserves the right to assign subcontractors to the Services to ensure quality and on-time completion.

8. RESERVATION OF RIGHTS

All rights not expressly granted hereunder are reserved by the Consultant, including but not limited to all rights to sketches, comps, or other preliminary materials. See Section 9 Copyrights below.

9. COPYRIGHTS

Copyright is in Consultant's name. Upon completion of Work and payment of the contract in full, the copyright will be released to the Client. The Consultant shall retain the right to use all copyrighted materials for marketing purposes.

10. PERMISSIONS AND RELEASES

The Client agrees to indemnify and hold harmless Consultant against any and all claims, costs, and expenses, including attorney's fees, due to materials included in the Services at the request of the Client for which no copyright permission or previous release was requested or uses which exceed the uses allowed pursuant to a permission or release.

11. BILLING AND PAYMENT POLICIES

- A. In contracting with the Consultant, the Client warrants that funds are available to compensate the Consultant for the total fees agreed to, and that these funds are neither encumbered nor contingent upon subsequent approvals, permits, or financing commitments by lending institutions or other parties.
- B. The Consultant will submit monthly invoices to the Client. Invoices are due and payable upon receipt and become delinquent if not paid in full 30 calendar days after their invoice date. The Client must notify the Consultant of any dispute regarding invoices received within seven calendar days of receipt of invoice. Only the disputed portion of the payment may be withheld. Interest charges will be applied at rate of 1.5% to delinquent accounts.
- C. Account delinquency longer than 60 calendar days will result in the stoppage of work by the Consultant and any subconsultants. Seven calendar days' notice must be given prior to stoppage of work to enable accounts to be brought current. Work will recommence upon payment of all fees and service charges due. In some cases, additional fees may be required to stop and start work because of account delinquency.

12. TERMINATION

This Agreement may be terminated for cause upon seven calendar days' written notice, as follows:

- A. The Client may terminate for their sole convenience.
- B. The Client may terminate in the event of the cancellation of funds, a change of priorities, or cancellation of a program with no right of appeal available to the Consultant.

- C. The Client or Consultant may terminate for failure of the other party to perform substantially in accordance with the terms and conditions of this Agreement.
- D. The Consultant may terminate if the project is suspended for more than 90 calendar days.
- E. When this Agreement is terminated, the Client shall reimburse the Consultant for work actually and properly performed by the Consultant up to the date of termination.
- F. The Client has the right to monitor performance, certification, and any subsequent recourse available in the event of default or non-performance by the Consultant.

13. DISPUTE RESOLUTION

A. Mediation

1. If a dispute arises between the parties to this Agreement, the Client and the Consultant agree that the dispute will be subject to mediation as a condition precedent to binding dispute resolution. If such matter relates to or is the subject of a lien arising out of the Consultant's services, the Consultant may proceed in accordance with applicable law to comply with the lien notice or filing deadlines before resolution of the matter by mediation or by binding dispute resolution.
2. The Client and the Consultant will endeavor to resolve claims, disputes, and other matters in question between them by mediation, which, unless the parties mutually agree otherwise, will be in accordance with the United States Arbitration & Mediation Rules of Arbitration. A request for mediation must be made in writing, delivered to the other party to this Agreement, and filed with the person or entity administering the mediation. The request may be made concurrent with the filing of a complaint or other appropriate demand for binding dispute resolution but, in such event, mediation will proceed in advance of binding dispute resolution proceedings, which will be stayed pending mediation for a period of 60 calendar days from the date of filing, unless stayed for a longer period by agreement of the parties or court order. If an arbitration proceeding is stayed pursuant to this Section 13.A, the parties may nonetheless proceed to the selection of the arbitrator(s) and agree upon a schedule for later proceedings.
3. The parties will share the mediator's fee and any filing fees equally. The mediation must be held in the place where the Project is located unless
another

location is mutually agreed upon. Agreements reached in mediation will be enforceable as settlement agreements in any court having jurisdiction.

4. If the parties do not resolve a dispute through mediation, the method of binding dispute resolution will be Arbitration as specified in Section 13.B below.

B. Arbitration

1. If the parties have selected arbitration as the method for binding dispute resolution in this Agreement, any claim, dispute, or other matter in question arising out of or related to this Agreement subject to, but not resolved by, mediation will be subject to arbitration, which, unless the parties mutually agree otherwise, will be in accordance with the United States Arbitration & Mediation Rules of Arbitration. A demand for arbitration must be made in writing, delivered to the other party to this Agreement, and filed with the person or entity administering the arbitration.
2. A demand for arbitration may not be made earlier than concurrently with the filing of a request for mediation, but in no event may it be made after the date when the institution of legal or equitable proceedings based on the claim, dispute or other matter in question would be barred by the applicable statute of limitations. For statute of limitations purposes, receipt of a written demand for arbitration by the person or entity administering the arbitration will constitute the institution of legal or equitable proceedings based on the claim, dispute, or other matter in question.
3. The foregoing agreement to arbitrate, and other agreements to arbitrate with an additional person or entity duly consented to by parties to this Agreement, shall be specifically enforceable in accordance with applicable law in any court having jurisdiction thereof.
4. The award rendered by the arbitrator(s) will be final, and judgment may be entered upon it in accordance with applicable law in any court having jurisdiction.

C. Consolidation or Joinder

1. Either party, at its sole discretion, may consolidate an arbitration conducted under this Agreement with any other arbitration to which it is a party provided that (1) the arbitration agreement governing the other arbitration permits consolidation; (2) the arbitrations to be consolidated substantially involve common questions of law or fact; and (3) the arbitrations employ materially similar procedural rules and methods for selecting arbitrator(s).

2. Either party, at its sole discretion, may include by joinder persons or entities substantially involved in a common question of law or fact whose presence is required if complete relief is to be accorded in arbitration, provided that the party sought to be joined consents in writing to such joinder. Consent to arbitration involving an additional person or entity will not constitute consent to arbitration of any claim, dispute or other matter in question not described in the written consent.
3. The Consultant and Client grant to any person or entity made a party to an arbitration conducted under this Section 13 Dispute Resolution, whether by joinder or consolidation, the same rights of joinder and consolidation as the Owner and Architect under this Agreement.
4. The provisions of this Section 13 Dispute Resolution will survive the termination of this Agreement.

14. MISCELLANEOUS

This Agreement is governed by the law of the place where the Project is located.

The undersigned agrees to the terms of this Agreement on behalf of their organization or business.

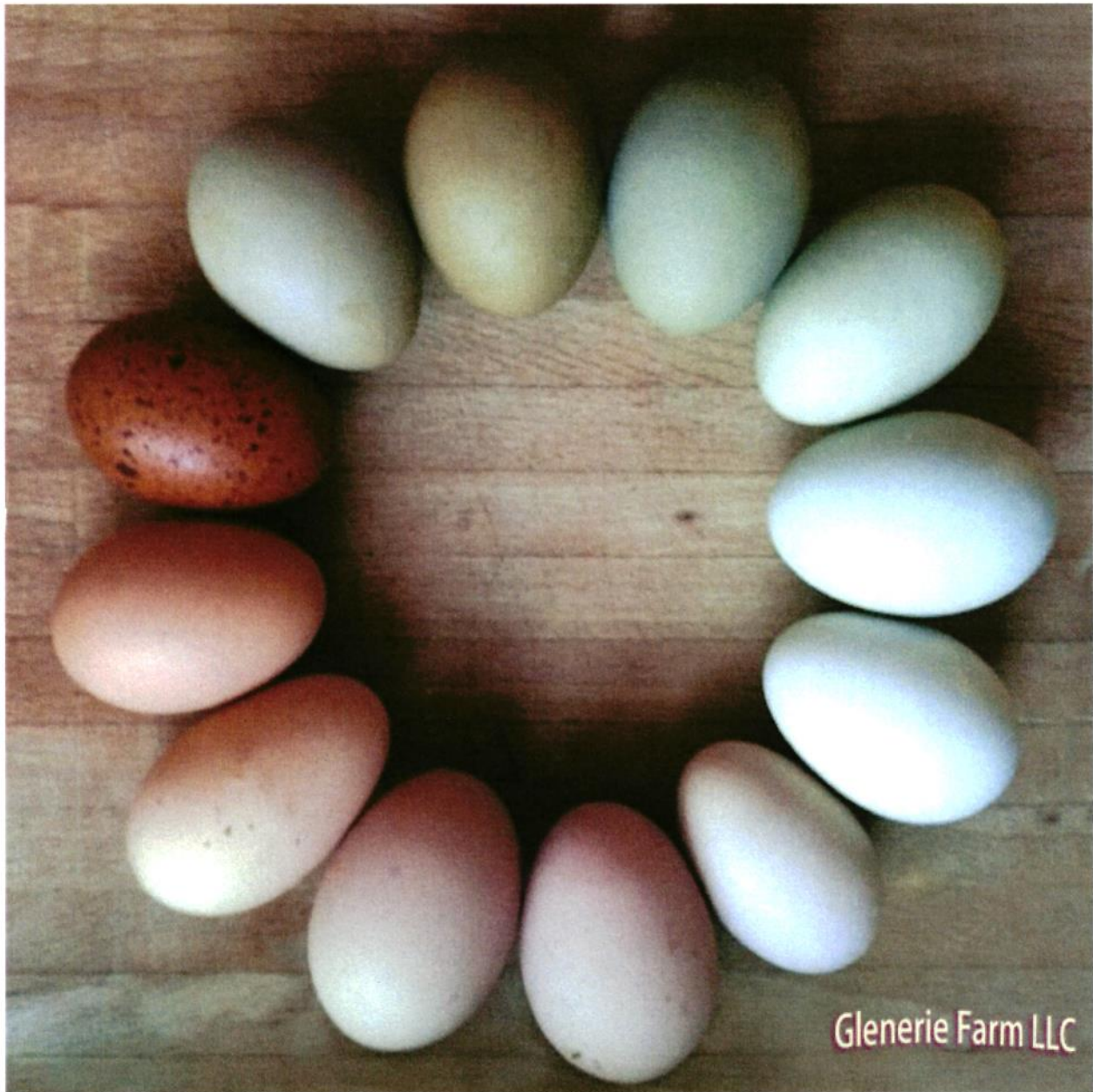
Tunnell, Spangler & Associates, Inc.
d/b/a TSW by [INSERT NAME]

[INSERT CLIENT NAME]

Date

Date





Current Regulations

Up to 4 Hens = Eggs



PROPOSED REGULATIONS:
Up to 8 Hens = More Eggs

The City of Red Bank, Tennessee is seeking Requests for Proposals (RFP) for the sale and residential development of city-owned parcels identified as:

Hamilton County Tax Map and Parcel ID

(1) 126C E 031.01

(2) 126 E 027

Introduction

The purpose of this RFP is to identify a developer, builder or general contractor with the interest, resources and experience to purchase, develop, and sell the two (2) residential parcels located off Goodson Avenue, Red Bank, Tennessee .

The City of Red Bank is NOT seeking to have any form of partnership role in the development of the site once sold. The City seeks to sell real estate, specifying certain conditions upon the sale and binding restrictions with respect to the residential development and residential use of the property.

The City is NOT interested in engaging a broker, agent or consultant who proposes to work on a fee basis to market the property or to act as a real estate agent, advisor or broker for the city.

The City's intent is for both parcels to be sold and developed for residential purposes only, not for commercial investments.

Site Information

Subject parcels are located off Goodson Avenue and further identified as:

1. Hamilton County Tax Map 126C E 031.01
2. Hamilton County Tax Map 126 E 027

Subject parcels are zoned RT/Z Residential Townhomes\Zero Lot Line Zone by the City of Red Bank. .

Evaluation and Selection

The City of Red Bank will evaluate proposals and select the proposal that it judges to be in the best interest of the city. The City shall be the sole judge of its own best interest in relation to the proposals, and any resulting development agreement and/or sales contract. The City reserves the right to negotiate and/or to reject all submitted proposals. The decisions of the City shall be final.

The City's evaluation criteria may include, but not be limited to the following:

- A. Overall responsiveness to the RFP.
- B. Qualifications and documented experience of the respondent.
- C. Quality of the development proposals, including:

25-XXXX

RFP: Sale and Development of City Owned Parcels: Goodson Avenue

- 1) Residential design options proposed for the site(s).
- 2) Design compatibility with its surrounding location .
- 3) Proposed timeframe for purchase, development and sale.
- 4) Proposed purchase price for both parcels.
- 5) Proof of financial capability to purchase and develop both sites
- 6) Anticipated median sale price range
- 6) Such other factors the city may deem relevant

The City reserves the right to change the schedule below, with or without notice to respondents, to meet the needs of City Staff and the City Commission.

The proposal evaluation will follow the general timeline below:

- Issue RFP: **Monday, XXXXXX**
- Final day to submit questions: **Monday, XXXXX**
- RFP-Due: **Close of Business (4:30 pm EST) XXXX**

City Staff and the City Manager will review proposals and may schedule meetings with RFP respondents if deemed necessary by the city. The city may also request additional information from respondents at any time. The City reserves the right to select one (1) or none of the respondents if it is determined to be in the best interest of the City.

All Submittals shall become the property of the City and, after selection process, will become Public Record.

Submittal Instructions

1. Cover Letter on firm letterhead:
 - a. Principal contact information
 - b. Summary of the respondent's proposal
 - c. Proposed timeline for purchase and development of both parcels.
 - d. Proposed purchase price for both parcels
 - e. Anticipated selling price of residential structure(s)
2. Qualifications and Experience:
 - a. Examples of similar projects by the respondent within last 12 months
 - b. Capacity of time and resources to undertake the project.
 - c. Financial capacity to undertake the project.

4. Proposals will be accepted on or before the deadline identified above. Proposals received after that date and time will be rejected. Proposals will not be opened publicly.

5. Questions regarding this RFP should only be directed in writing to Leslie Slay, Community Development Director at lslay@redbanktn.gov

25-XXXX

RFP: Sale and Development of City Owned Parcels: Goodson Avenue

Contact with elected officials regarding solicitations is grounds for disqualification.

This RFP does not commit the City of Red Bank to sell either or both properties or to award a contract(s), to pay any costs incurred in the preparation of a response to this request or to procure or contract for services or supplies. The City of Red Bank reserves the right to accept or reject any or all proposals received because of this request, to waive minor irregularities in the procedure, to negotiate with any qualified source, or to cancel in part or in its entirety, this RFP, if it is in the best interest of the City of Red Bank to do so.

Amendments

Amendment of proposals may be made as follows:

By City of Red Bank: Proposals may be amended by the City of Red Bank in response to the need for further clarification, specifications and/or requirements changes, new opening date, etc. Copies of the amendment will be made available online to prospective vendors at www.redbanktn.gov/bids.

By Firm: Proposals may only be amended after receipt by the City of Red Bank by submitting a later dated proposal that specifically states that it is amending an earlier proposal. No proposal may be amended after the opening date unless requested by the City of Red Bank. Proposals may be withdrawn only in total, and only by a written request to the City of Red Bank prior to the time and date scheduled for opening of proposals.

Contract Administration

The staff member below is the primary contact for contract administration of this proposal:

Leslie Slay - Director of Community Development
lslay@redbanktn.gov

In the absence of the primary contact, the secondary contact for contract administration is:

Michael Pham, Community Planner
mpham@redbanktn.gov