

A FIRM OVERVIEW

Kleinfelder, Inc. is a multi-disciplinary firm specializing in **municipal planning, economic and community development, grants, engineering, and community branding.** An international company founded in 1961 and headquartered in San Diego, California, Kleinfelder has over 105 offices in the United States, Canada, and Australia employing over 3,100 people.

As a national firm, Kleinfelder can provide quality planning services drawing from offices across the East, providing a variety of perspectives translatable to communities in the Upper Coastal Plain region of North Carolina. Kleinfelder has proven experience providing planning and administration services to clients across the East Coast, Ohio, and Texas, and **brings this diverse team of professionals with national experience to the UCPCOG.**

Our presence in North Carolina is familiar to COGs, counties, and municipalities across the eastern part of the state through resiliency planning efforts from the state level, as well as civil engineering, geotechnical engineering, and construction materials testing for private and public clients.

Kleinfelder's Ohio team of planners successfully delivers comprehensive land use planning, economic development planning, workforce development planning, and funding services to clients across the Midwest, having obtained over **\$1.3 Billion** in grants and low-interest loans for our clients.

Century Engineering – A Kleinfelder Company, located in the Mid-Atlantic, provides professional services by **uniting quality, innovation, and creativity, with dedication, responsiveness, and commitment.** Kleinfelder's Century Engineering team has extensive experience analyzing current zoning and land use elements and comparing it to Comprehensive Plans to determine modifications necessary to promote growth, development, and preservation.

Additionally, Doucet & Associates – A Kleinfelder Company, based in central Texas, not only provides planning services to both the public and private sectors, but also has robust practices in the fields of civil engineering, public works, water resources, transportation, land development, surveying, and GIS. This diversified team of professionals ensures **each client receives practical and actionable deliverables vetted through a variety of lenses** that interface with all stages and scales of short- and long- range planning.

Services

- Land Use Planning
- Transportation Planning
- Climate Resilience Planning
- Regulatory Amendments
- Zoning Ordinances
- Program Administration
- Parks & Recreation Planning
- Coastal Planning
- Downtown Planning



B | QUALIFICATIONS

Comprehensive Planning & Comprehensive Plan Updates (long range)

The Kleinfelder Team has experience in the development of comprehensive plans, master plans, community development plans, economic development strategic plans, workforce development plans, and corridor plans. The Team's regional and local experience on plans include comprehensive plans in the northern Ohio **cities of Green, New Franklin and North Olmsted, villages of Millersburg and Richfield, and Holmes County.** Comprehensive economic development strategies have been completed for the **City of Luna Pier, Michigan and Morrow County, Ohio Site Development Strategy and Land Use Plan Update.** Additionally, our team led a **5 Year Comprehensive Plan Update for the Dover Air Force Base Compatible Use Plan** in Delaware. Workforce development strategies have been completed for multi-county regions, including northwest Ohio's **Four County (Huron, Ottawa, Sandusky, and Seneca) Workforce and Economic Development Strategy** and the **Youngstown – Warren Regional Chamber Four-County (Ashtabula, Columbiana, Mahoning, and Trumbull) Workforce Ecosystem Alignment Strategy** in northeast Ohio. *These project examples can be applied directly to tasks anticipated under this agreement.* Kleinfelder worked with each community to design new zoning districts and expand the allowable uses within each zoning classification to support community development and land preservation priorities. The goal of Kleinfelder's Team when working with communities on planning efforts is to bridge planning documents with an implementation plan that leads to achievable, actionable, and positive results. It is not beneficial for a plan to sit on a shelf, and our team works with our client governments to prepare implementation plans that are thoughtful, realistic and attainable. One of the most useful tools Kleinfelder's Planning Team develops for clients is an implementation matrix which outlines goals and strategies of a plan, complemented by funding sources and key partners to successfully support and drive success.

Ordinance Updates & Support (current/regulatory)

Our Team is also experienced with a variety of localized ordinance re-writes. Individual text amendments, low-impact development standards, form-based zoning regulations, and transit-oriented development overlays are tools that can be used to cultivate more desirable projects as compared to more traditional approaches to land use planning and growth. Our Team's experience throughout the U.S. offers diverse insights and new ideas that can create innovative approaches around local ordinance language for UCPCOG member communities. Kleinfelder recently completed a comprehensive review of the **New Castle County, Delaware Impact Fee** structure and provided recommendations to the county on possible fee increases to keep pace with increased county costs needed to provide services funded through the impact fees. The development of new ordinances and the modification of existing ordinances requires in-depth research and data gathering, in addition to a comprehensive public engagement process.

Zoning (current/regulatory)

The Kleinfelder Team has vast and diverse experience in zoning and land use controls. This includes both traditional Euclidean zoning and more recent innovative tools, such as mixed-use zoning, form-based zoning, intensity zoning, incentive zoning, shared parking, transportation system management zones, transportation oriented/supportive development zones, density bonuses, special corridor, and historic districts. Land Use and Zoning work has been completed throughout urban and rural Ohio communities, including the **City of Fremont, Ohio Zoning Update, City of Orrville, Ohio Zoning Update, and Village of Elmore Zoning Code Update.** *These project examples can be applied directly to tasks anticipated under this agreement.* Kleinfelder worked with each community to design new zoning districts and expand the allowable uses within each zoning classification to support community development and land preservation priorities. The Kleinfelder Team will work with UCPCOG member governments to explore options for land use zones and their definition, which could be defined by typical

land uses, physical characteristics, intensity, or incentives where developers can be granted lower restrictions in exchange for amenities not usually required, such as parklands.

Community Development Program Administration

For nearly 45 years, Kleinfelder has assisted numerous communities throughout Ohio with the application to and administration of various Federal **Community Development Block Grant funding programs (CDBG)**, including CDBG Economic Development Funding and Allocation and Competitive programs. The CDBG Economic Development Program creates and retains permanent, private-sector jobs, principally for low- and moderate-income persons, through the expansion and retention of business and industry in eligible communities. Funds are granted to local government applicants for both economic development loan and public infrastructure grant projects. Public off-site infrastructure funds are retained as a grant by the local government. In the case of a loan, the local government grantee loans the funds to the beneficiary business for eligible fixed asset financing projects and the funds are repaid to the local government by establishing a Revolving Loan Fund program that can benefit other eligible projects in the future. Eligible activities include provision of financial assistance, through eligible units of general local government, for public off-site infrastructure improvements and fixed asset financing for acquisition of land, acquisition or construction of building, machinery and site preparation directly and primarily related to the creation, expansion or retention of a particular business that results in job creation and retention for persons of low- and moderate-income. Counties receive applications from local governments within their jurisdiction, and after making selections of eligible projects, they apply for and receive funding from the Ohio Department of Development (ODOD) through the Office of Community Development (OCD). Annual allocations through the CDBG program are dependent, in part, on the population size and economic conditions of the eligible communities and availability of funding appropriated by the US Congress.

Kleinfelder Program Administration Services

Economic Development Funding Assistance

- Economic development and private sector investment eligibility determination in partnership with communities and companies
- Define scope of work and eligible funding activities
- Properly address required Economic Development Criteria and Low-to-Moderate Income criteria, as applicable
- Complete all required application forms and exhibits, including financial documents, engineering and construction documentation, job creation commitments, and community legislation
- Prepare & Complete Environmental Review Record for submission

Preparation & Submittal of Grant Application

- Assisting community staff with scheduling, advertising, and convening all required public hearings
- Assisting staff with soliciting funding proposals from City/County departments, agencies, community non-profit organizations, and other eligible entities
- Properly completing the required Fair Housing table, as required by the state/federal guidelines, including coordination of outreach and training sites
- Properly addressing the required Community Development Implementation Strategy (CDIS) criteria
- Properly completing all required application forms and exhibits and providing revisions to the application as needed or requested by the state
- Ready application for submission

Funding

Our Kleinfelder Team is abreast of many North Carolina state and federal funding sources and can provide member governments with support in identifying and pursuing relevant opportunities. Our mantra at Kleinfelder is “bridging planning with results.” We never want a project to stall or a year-long planning process to sit on the shelf. We provide our clients with the necessary tools they need, including research and outreach to funding agencies, a listing of funding sources, and application processes and timeframes to successfully implement projects and priorities. Kleinfelder is one of a few consulting firms that possesses a separate division to handle the pursuit and award of grants and other financial assistance for projects. Kleinfelder has secured over **\$1.3 Billion in grants and low-interest loans for our client communities**. Our experience with these funding programs is extensive and includes administration and coordination of the programs for communities together with local, state, and federal agencies.

Grants that may be applicable to Upper Coastal Plain COG member communities include, but are not limited to:

- NC DEQ 205j
- NC DWI State Revolving Fund and Asset Inventory and Assessment (AIA)
- NCEM Transportation Infrastructure Resiliency Fund (TIRG)
- Shell Buildings RLF Program (NCDOC)
- Rural Downtown Economic Development Program (NCDOC)
- NC Rural Ready Sites Program (NCDOC)
- Golden LEAF Foundation Shell Building/SITE Program/Building Reuse Fund
- US Economic Development Administration Funding
- US Department of Agriculture Funding

FUNDING EXPERTISE



Kleinfelder's Ohio in-house grants and financing team has helped communities and organizations secure over a billion dollars in grants and low interest loans. This number continues to grow. Our project development experts will be pleased to help identify funding opportunities and pursue support for your community or organization's capital improvement, planning, housing or economic development needs.

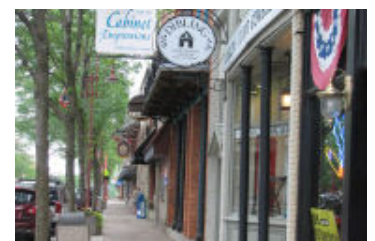
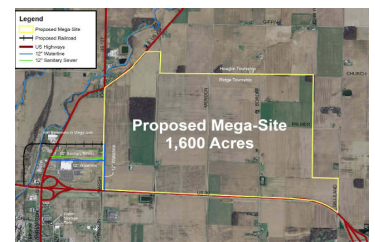
Funding Program Application & Administration Services

- Application Preparation
- Funding Agency Coordination
- Disbursement Requests
- Citizen Participation Activities (public hearings, etc.)
- Environmental Reviews
- Bid and Contract Document Reviews
- Recordkeeping and Bookkeeping Set-up
- File Monitoring and Closeout

**\$1.3
BILLION**

Over \$1.3 Billion in Grant and Low-Interest Loan Assistance

PROGRAM	Project Grants	Project Loans	Total
ODOT	\$42,303,019		\$42,303,019
State of Ohio ED	\$50,427,837	\$11,006,678	\$61,434,515
EDA	\$31,091,257	\$1,000,000	\$32,091,257
ODOD Ohio Builds	\$14,822,956		\$14,822,956
ODOD Energy Grants	\$1,807,796		\$1,807,796
LGIF/Collaboration Grants	\$1,237,210		\$1,237,210
OPWC	\$100,634,072	\$47,262,187	\$147,896,259
USDA-RD	\$31,410,100	\$43,987,165	\$75,397,265
ODNR	\$194,939,591	\$8,463,294	\$203,402,885
OWDA	\$500,000	\$219,680,944	\$220,180,944
CDBG Programs—CDBG-DT, CDBG-ED, Water/Sewer, CDBG-Formula, CHIP, RLF	\$169,301,175	\$14,072,463	\$183,373,638
EPA	\$33,430,821	\$192,308,461	\$225,739,282
Other Funding Programs	\$139,145,975		\$139,145,975
TOTAL	\$811,051,809	\$537,781,192	\$1,348,833,001



Funding Through 2024

GRANTS/FINANCING ASSISTANCE EXPERIENCE

ODNR- Recreational Trail Program

- Village of Grafton
- City of Van Wert

ODNR- Clean Ohio Trail Fund

- Village of Grafton

ODNR- Land & Water Conservation Fund

- Village of Covington
- Village of Payne
- Village of Columbus Grove
- Village of Grafton

ODNR- NatureWorks

- Village of Whitehouse
- Village of Grafton
- Village of Walbridge
- Village of Bloomdale
- Village of Edgerton
- Village of New London
- Village of Swanton
- Village of Bradner
- Village of Covington
- Village of Lexington

OWDA- Application & Funding Administration

- Village of Creston
- Village of Delta
- Village of Deshler
- Village of Gibsonburg
- City of Wapakoneta

Ohio EPA- Stimulus Application Mgmt & Project Reporting

- Village of Whitehouse
- Village of Creston
- Village of Deshler
- Village of McComb
- Village of Mt. Gilead
- Village of Wellington
- Village of Woodville

Ohio EPA- Application & Funding Administration

- Village of Forest
- Village of Columbus Grove

OPWC- Application Mgmt & Funding Administration

- Village of Antwerp
- Village of Arcadia
- Village of Barnesville
- Village of Bellville
- Village of Bloomdale
- City of Bowling Green
- Village of Bradner
- Village of Castalia
- Village of Creston
- Village of DeGraff
- Village of Delta
- Village of Deshler
- Village of Edgerton
- Village of Elmore
- Village of Forest
- Village of Genoa
- Village of Gibsonburg
- Village of Grafton
- Village of Hamler
- Village of Hartford
- Village of Helena
- Village of Holland
- City of Huron
- Village of LaGrange
- Village of Liberty Center
- Liberty Township
- Village of McComb
- Village of Mount Gilead
- Village of New Lexington
- Village of New London
- Village of North Baltimore
- Northwestern Water and Sewer District
- Village of Oak Harbor
- City of Port Clinton
- Village of Put-In-Bay
- Village of Republic
- Village of Swanton
- City of Upper Sandusky
- Village of Wakeman
- Village of Walbridge
- Village of Wellington
- Village of Weston
- Village of Woodville

GRANTS/FINANCING ASSISTANCE EXPERIENCE

Ohio BUILDS Administered by Ohio Department of Development

- Village of Whitehouse Elevated Storage Tank
- Village of Oak Harbor SR 163 Waterline
- Village of Bettsville Wastewater Treatment Plant
- Village of Payne Plainfield Waterline
- Village of Sycamore Storm Sewer
- City of Bowling Green WTP Low Service Pump Station
- Village of Creston Factory Street Waterline
- Village of DeGraff WTP
- Village of LaGrange WWTP Raw Effluent & RAS Pump
- Village of McComb Storm Sewer
- Morrow County SoMoCo Construction
- Village of New Lexington
- Village of New London Avenue & Street Improvements
- Village of Put-in-Bay East Point & Ibis

CDBG Water & Sewer- Funding Administration & Reporting

- Village of Bradner
- Village of Columbus Grove
- Village of Deshler
- City of Fremont
- Village of Helena
- Village of LaFayette
- Stony Ridge/Lemoyne
- Village of Stryker

WSRLA - Application and Funding Administration

WPCLF - Application and Funding Administration

C PROJECT EXPERIENCE

HOLMES COUNTY & MILLERSBURG VILLAGE COMPREHENSIVE PLAN: SHAPING OUR FUTURE

LOCATION

Holmes County, Ohio

OWNER

Holmes County Planning Commission

OWNER CONTACT

Arnie Oliver, Director
Holmes County Planning Commission
2 Court Street, Suite 21
Millersburg, Ohio 44654
330.674.5625
aoliver@co.holmes.oh.us

DATE

2021 - 2022

PROJECT SIZE

44,000 (population)

RELEVANCE

- Community Outreach/Public Input
- Data Collection/Analysis
- Planning
- Transportation Engineering
- Economic Development
- GIS Mapping
- Graphic Design
- Grants & Financing



Kleinfelder worked with Holmes County and the Village of Millersburg to complete a Comprehensive Plan to guide the future of the County. Holmes County is unique in that almost half of its population is Amish and there is a \$2 million dollar a year tourist industry related to the Amish population. Efforts were made to include the Amish in this planning process, including inclusion on the county-appointed Steering Committee.



Hey Holmes County!

Let's Talk about PLANNING in Holmes County and the Village of Millersburg

BACKGROUND

The County and Village-based Program Design Group, Inc. is working with a community appointed Steering Committee to complete a Comprehensive Plan. A Comprehensive Plan is a document and process that addresses community goals and aspirations in terms of community development. It can guide policy and is useful to economic development, land use, transportation, infrastructure utilities, public safety, preservation of agricultural, natural, and cultural resources, housing, and downtown revitalization/retrofit preservation.

Key stakeholders, interested/traveler parties, and the public are encouraged to submit their experiences to new planning issues in the County and position their input. A plan becomes the voice of the community and should be visible in community space.

WHAT TO EXPECT

To begin the County's consultant will lead a series of conversations about the work that has been completed to date, focusing on making data collection, best practices, recent community planning, and project milestones.

WHY IS THIS IMPORTANT?

Material generated from the meeting will be fundamental to the Comprehensive Plan. All you will be provided records and used to formulate the development of goals and action steps to shape the future of Holmes County.

Shaping Our Future Holmes County/Village of Millersburg Comprehensive Plan		Join Us For Upcoming Planning Workshops	
#1 Economic Development	WEDNESDAY, AUGUST 18TH 10-11:30 AM	Old Jail 2 Court Street Millersburg, Ohio 44654	Click here to join the meeting
#2 Land Use	WEDNESDAY, AUGUST 18TH 5:30-7 PM	Old Jail 2 Court Street Millersburg, Ohio 44654	Click here to join the meeting
#3 Housing	TUESDAY, SEPTEMBER 14TH 5:30-7 PM	Holmes County Fairgrounds 6355 SR 19 Millersburg, Ohio 44654	Click here to join the meeting
#4 Transportation	WEDNESDAY, SEPTEMBER 22ND 5:30-7 PM	Holmes County Fairgrounds 6355 SR 19 Millersburg, Ohio 44654	Click here to join the meeting
#5 Downtown/Historic Preservation	TUESDAY, OCTOBER 12TH 5:30-7 PM	Holmes County Fairgrounds 6355 SR 19 Millersburg, Ohio 44654	Click here to join the meeting
#6 Infrastructure/Utilities/Public Safety	THURSDAY, OCTOBER 28TH 5:30-7 PM	Holmes County Fairgrounds 6355 SR 19 Millersburg, Ohio 44654	Click here to join the meeting
#7 Agriculture/Cultural/Natural Resources	WEDNESDAY, NOVEMBER 3RD 5:30-7 PM	Holmes County Fairgrounds 6355 SR 19 Millersburg, Ohio 44654	Click here to join the meeting
#8 Tourism	WEDNESDAY, NOVEMBER 17TH 5:30-7 PM	Holmes County Fairgrounds 6355 SR 19 Millersburg, Ohio 44654	Click here to join the meeting

Questions? Please contact Arnie Oliver, Director, Holmes County Planning Commission, aoliver@co.holmes.oh.us or 330-674-5625.

A four-phased approach was utilized that includes Discovery, Collaborative Visioning, Public Input, and Public Review/Final Adoption. During the Public Input Phase nine workshops were held covering planning elements such as Land Use, Economic Development, Housing, Transportation, Historic Preservation, Infrastructure, Capital Improvements, Agriculture, and Natural/Cultural Resources. Workshops were publicized in print media and online. Attendees were able to review challenges and opportunities in each planning element. Photo boards and mapping were used to visually represent big ideas in planning. Microsoft Teams was used for workshops for those residents who would rather join the meeting virtually.

ECONOMIC DEVELOPMENT STRATEGIC PLAN & COMPREHENSIVE LAND USE PLAN UPDATE

LOCATION

Morrow County, Ohio

OWNER

Morrow County Development Office

OWNER CONTACT

Jamie Brucker, Director of Operations
Morrow County Development Office
80 North Walnut Street, Suite B
Mount Gilead, OH 43338
419.718.0739
jamie.brucker@morrowcountyohio.gov

DATE

2021 - 2022

PROJECT SIZE

35,151 (population)



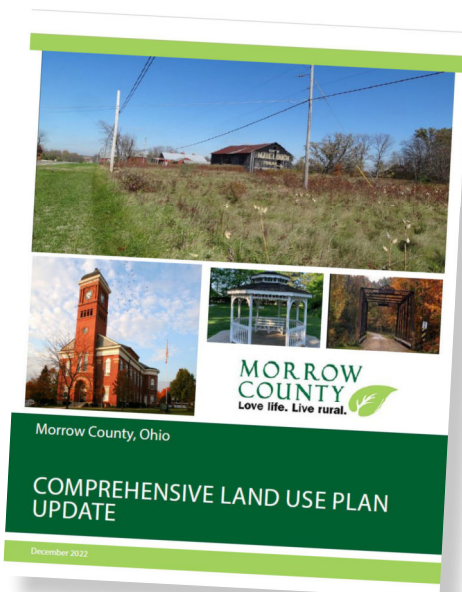
Kleinfelder, along with their subconsultant, The Montrose Group, provided economic development and land use strategic planning services to conduct a Morrow County Economic Development Strategic Plan & Comprehensive Land Use Plan Update for the Morrow County Commissioners. Morrow County completed their last comprehensive update in 2012.



A steering committee was created with community members and Morrow County staff. A Listening and Learning Session was held for key people in the county from business, education, government, and community sectors to discuss their thoughts, vision, and ideas related specifically to economic development and Morrow County's future, but more broadly to land use and quality of life indicators. We examined the county's current economic development activities and programs, how Morrow County ranks amongst its peers in Central Ohio, the state of Ohio, and throughout the United States, and its reputation with the corporate and development community in Morrow County and Central Ohio.

An implementation strategy was created, focusing on industrial and commercial development, housing, community facilities/public services, infrastructure and utilities, transportation, education, downtown/historic preservation, agriculture preservation/cultural resources/parks and recreation, tourism/branding, and / zoning/subdivision regulations/property maintenance. The table identified a time frame, responsible party and funding for every individual activity/strategy.

This comprehensive plan will serve as a roadmap for the foreseeable future.





KERR-TAR REGIONAL BUILDING INVENTORY & ANALYSIS

LOCATION

Franklin, Granville, Person, Vance, Warren Counties, North Carolina

OWNER

Kerr-Tar Regional Council of Governments

OWNER CONTACT

Diane Cox, Director
Kerr-Tar Regional COG
252.436.2040
dcox@kerrtarcog.org

DATE

2024 - 2025



Kleinfelder is supporting the Kerr-Tar Regional Council of Government (KTRCOG) in advancing a regional priority project identified in the Kerr-Tar Regional Resilience Portfolio, created through the Regions Innovating for Strong Economies and Environment (RISE) Program. Kleinfelder is conducting the development of a regional building inventory to review existing land use and parcel data and provide a product that supports each county in their economic development planning.

To drive stakeholder conversations, Kleinfelder examined macroeconomic data for each county to gain insight into current market conditions, identify trends, and lead discussion regarding opportunities and challenges for development in the region. Data will then inform a desktop analysis creating a geodatabase to inventory building infrastructure and land parcels, identifying natural features that overlap, and distinguishing specific criteria that may be desirable to developers.

The final deliverable will support county economic development practitioners attract developers to the region and provide information about suitable existing building stock and available parcels that meet their needs and that are resilient to the impacts of climate change and economic shifts.

CALDWELL COUNTY ENGINEERING & PLANNING SERVICES

LOCATION

Caldwell County, Texas

OWNER

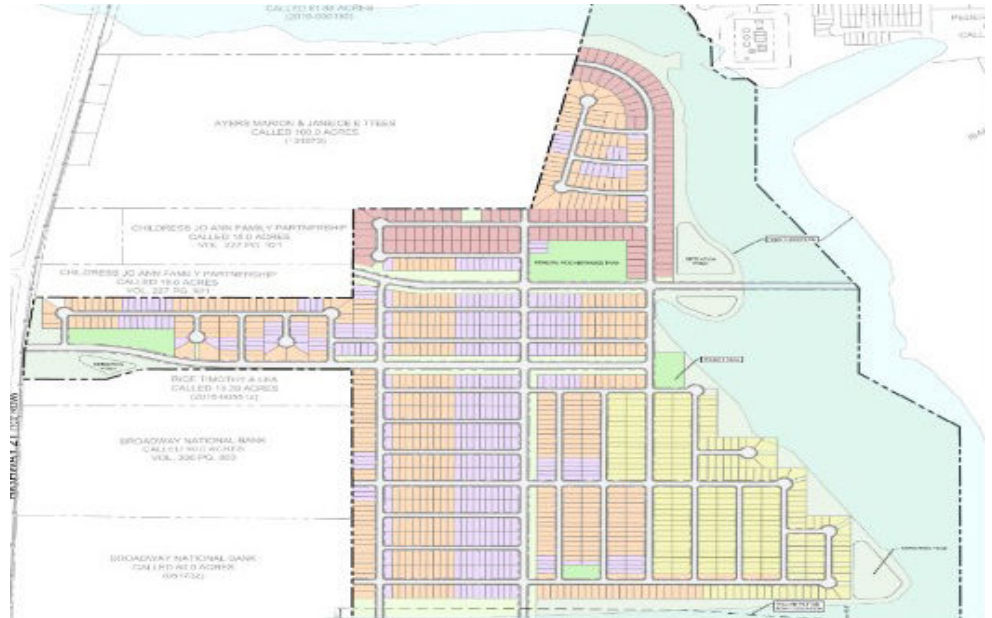
Caldwell County

OWNER CONTACT

Kasi Miles, Director of Sanitation
Caldwell County, Texas
512.398.1803
kasi.miles@co.caldwell.tx.us

DATE

2022 - Present



Doucet – A Kleinfelder Company (Doucet) evaluated the Cotton Gateway Subdivision Development Agreement, Platting, TIA, Floodplain, and Subdivision Construction Plans. Throughout the evaluation process, Doucet ensured that the planned development adhered to the Caldwell County Development Ordinance. Phase 1 construction is now complete, and the developer is actively working on Phase 2 of the Cotton Gateway Subdivision. The project includes the platting and construction of a new 1,281 single-family housing community with mixed lots and open areas.

Caldwell County Pre-Meetings and Intake-Meetings

Doucet attends Pre-Meetings and Intake Meetings on behalf of Caldwell County, as the County Engineer and Planner. The meetings range in discussion topics from adding an additional home to a site, to an Industrial Park. During each meeting, Doucet ensures all applicants are aware of the development process outlined in the Caldwell County Development Ordinance, Texas Government Code, and Interlocal Agreements with adjacent jurisdictions. In addition to the Pre-Meeting/Intake-Meetings, Doucet arranges further meetings with the Sub-Consultant for TIA reviews, as well as meetings with Commissioners and developers as the project progresses through the development process. Overall, it is our responsibility to promote the county's health, safety, morality, and general welfare.

FREMONT ZONING UPDATE

LOCATION

Fremont, Ohio

OWNER

City of Fremont

OWNER CONTACT

Erica Williams, Zoning Inspector
Office of Engineering & Zoning
City of Fremont
323 South Front Street
Fremont, Ohio 43420
419.334.8963
ewilliams@fremontohio.org

DATE

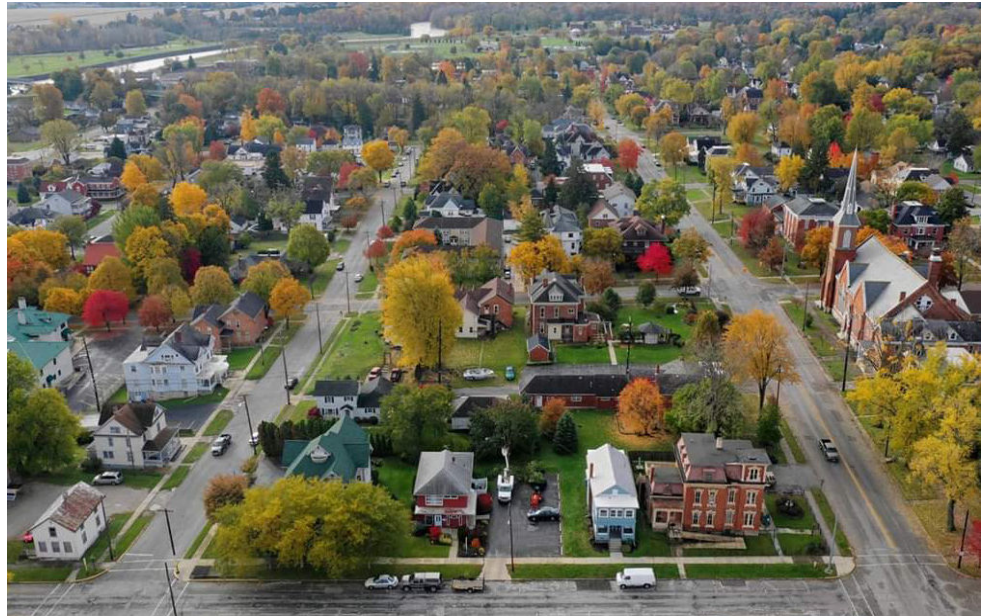
2019 - 2020

PROJECT SIZE

8.74 square miles
16,073 (population)

RELEVANCE

- Zoning
- Subdivision Regulations



Working with an internal city advisory committee, Kleinfelder assisted the City in updating both their subdivision regulations and zoning ordinance. The codes were restructured and reformatted, obsolete terms deleted, new land uses incorporated (microbreweries, electric vehicle charging stations and the keeping of bees and chickens in residential districts), new provisions added (architectural design standards, landscaping regulations and environmental regulations) and their sign code was also revamped to accommodate Reed v. Gilbert provisions. This almost two year project started in March 2019 and on November 5, 2020, the drafts were presented to City Council. Council approved these ordinances on January 7, 2021. The cost for this project was \$47,800.



Community Outreach

A seven member committee was appointed by the City to work with the consultants. The final draft was presented at two Planning Commission meetings and three City Council meetings.

ORRVILLE ZONING UPDATE

LOCATION

Orrville, Ohio

OWNER

City of Orrville

OWNER CONTACT

Kristin Endsley, Planning &
Community Development Director
City of Orrville
207 North Main Street
Orrville, Ohio 44667
330.684.5000
kendsley@orrville.com

DATE

2018 - 2019

PROJECT SIZE

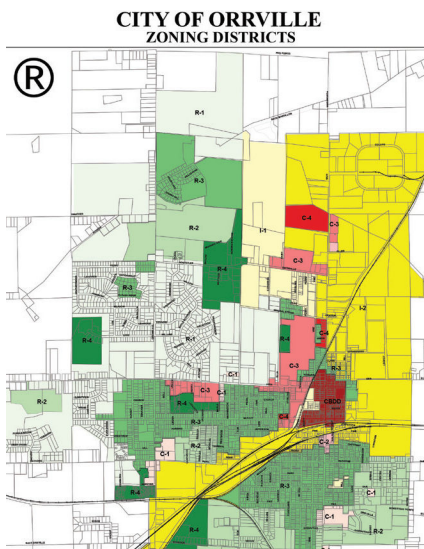
5.34 square miles
8,339 (population)

RELEVANCE

- Zoning
- Subdivision Regulations
- Overlay Zoning
- Architectural Design Standards



Kleinfelder was retained by the City of Orrville to update their subdivision regulations and zoning ordinance. Kleinfelder restructured and reformatted their zoning code for easier referencing and added new chapters to address architectural design standards, environmental regulations, and created a new overlay zoning district (combining general commercial and light industrial uses) for the area north of their downtown. The City's sign code was also revamped to address the 2015 Reed v. Gilbert U.S. Supreme Court decision regarding free speech. This project took 20 months (from March 2018 until November 2019) to complete at a cost of \$47,700.



Community Outreach

The City appointed an eight member Steering Committee to work with the consultants. Upon completion of the draft, the changes were presented to the Planning Commission and City Council. A total of four public meetings were locally televised.

KENT COUNTY COMPREHENSIVE PLAN UPDATE & TRANSPORTATION STUDY

LOCATION

Kent County, Delaware

OWNER

DeIDOT

OWNER CONTACT

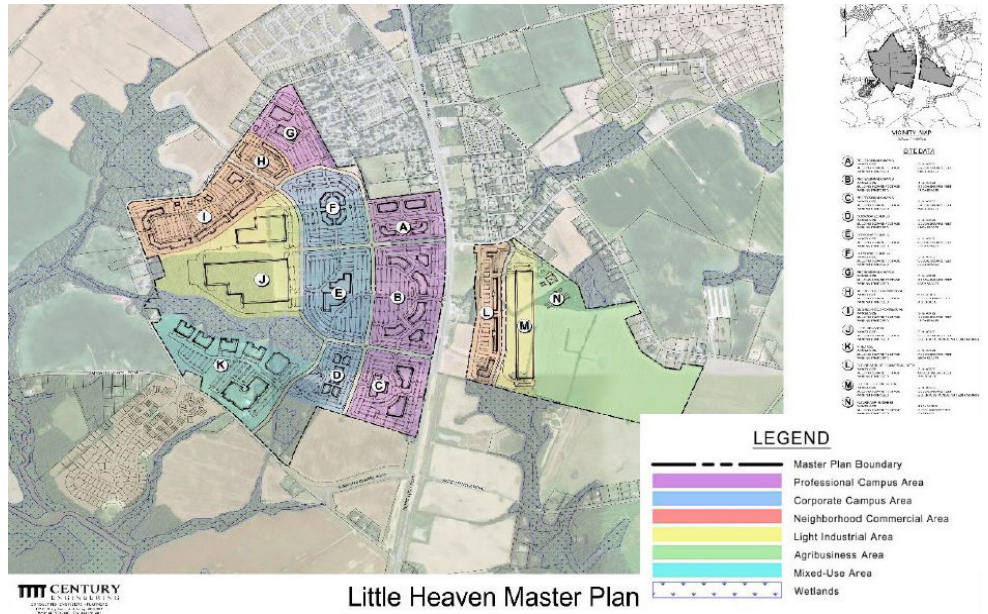
Sarah Coakley, AICP
DeIDOT
302.760.2236
sarah.coakley@delaware.gov

DATE

2021

RELEVANCE

- Master Planning
- Transportation Planning
- Multi-Modal Design
- Land Use
- GIS



Little Heaven Master Plan

Century Engineering, A Kleinfelder Company, was retained by the Delaware Department of Transportation (DeIDOT) to develop the transportation element needed to support Kent County’s Comprehensive Plan update for two Master Plan areas along SR 1 between Little Heaven and N.E. Front Street in Milford. The land use master planning areas included an employment center near the recently completed SR1 Little Heaven Grade Separate Intersection (GSI) and the areas around The DE Turf Sports Complex near the recently completed SR1 South Frederica Grade Separate Intersection (GSI).

The purpose of the Transportation Study was to identify the needed transportation improvements for SR 1 and the surrounding roadway network between Little Heaven and the Thompsonville Road GSI to support the Master Plan buildout for inclusion into the Comprehensive Plan. The effort sought to improve safety and traffic flow throughout the project limits by identifying specific transportation linkages needed to support the proposed land use plans.

Century proposed a series of frontage roads and service roads to provide access to existing and proposed land uses. Century prepared a sensitivity analysis as well that analyzed the capacity of the existing infrastructure with the ultimate land use build out to determine the threshold of proposed growth that could be accommodated. The effort resulted in modifications to both land use plans to “right-size” future growth consistent with the future capacity of the transportation network. The land use Master Planning effort examined future sewer needs and created specific areas for future spray fields to assist in maintaining future sewer capacity. The Master Plans and transportation component were included into the Comprehensive plan which was adopted in early 2021.



DOVER AIR FORCE BASE COMPATIBLE USE STUDY

LOCATION

Dover, Delaware

OWNER

DeIDOT Under Contract with:
Office of Local Defense Community
Cooperation, Department of
Defense

OWNER CONTACT

Humaira Nabeela, Planner II
DeIDOT
302.760.2174
humaira.nabeela@delaware.gov

DATE

2023

RELEVANCE

- Land Use Planning & Zoning
- Master Planning
- Transportation Policy
- Public Outreach
- GIS

Issue / Strategy ID #	Types of Strategy	Timeframe	Issue / Strategy	DAFB	Office of State Planning Coordination	DeIDOT	DNREC	Dover / Kent County MPO	Department of Agriculture	Department of Safety and Homeland Security	Delaware State Housing Authority	Kent County	Kent Economic Partnership	City of Dover	Municipalities (Bowers Beach, Camden, Little Creek, Magnolia, Wyoming)
BIO-1			Military activities and community development impact wildlife on military installations												
BIO-1a			Expand existing easement agreements to include BASH enforcement	•								o		o	
BIO-1b			Record easements so that they will transfer with the property when sold	•								o		o	
BIO-2			Protect Environmentally-Sensitive Land												
BIO-2a			Leverage the REP Program to continue to seek partnership opportunities with federal, state and local agencies, conservation organizations, and willing private property owners to acquire real property or conservation easements and to provide incentives to protect working agricultural land with intent of sustaining military readiness and protecting valuable natural resources	•			•		•						

The Dover Air Force Base (DAFB) Compatible Use Study was a cooperative planning initiative to help surrounding communities and the DAFB to understand and develop strategies and implementation actions for land use planning that support the community goals and the installation’s mission. The initiative addresses land use compatibility planning around the installation to support the installation’s mission and operations, while balancing sustainability, viability, and safety of both the Base itself and the surrounding communities.

The data gathering efforts consisted of a technical and policy evaluation of local, state, and federal guidelines, regulations, and conditions guided by the Policy and Technical Committees, as well as a robust public involvement process. Central to the data collection efforts was the collection of regional GIS data for the entire study area. The data sets were categorized and were included in a web map, located on the project website hosted by DeIDOT, that were used by stakeholders and resource agencies to coordinate and collaborate uses within the study area. Twenty-two stakeholder interviews were conducted to determine concerns, issues, and possible mitigation strategies. The stakeholder interviews identified common themes pertaining to land use codes, communication, land preservation processes, and the importance of Port Mahon.

Stakeholder and agency coordination through interviews, as well as the Technical and Policy Committees were open to the public. In addition, two hybrid public workshops, preceded by public officials’ briefings, were held to inform the public of the data gathered, the study process, concerns, potential conflicts, and mitigation strategies to gather feedback. Public input was also solicited through a two-day charette planning session that was focused on determining the future land use of an existing borrow pit located adjacent to the DAFB. The two-day charette began with an informational session followed by small group discussions on five possible land use scenarios. Our team took the ideas and vetted them for technical feasibility and then mapped them for use on day-two. The process yielded a clear path forward for the current owner, local land use agencies and the DAFB.



SOUTHBRIDGE TRANSPORTATION ACTION PLAN

LOCATION

Wilmington, Delaware

OWNER

WILMAPCO

OWNER CONTACT

Bill Swiatek, AICP, Principal Planner
302.737.6205
bswiatek@wilmapco.org

DATE

2023

RELEVANCE

- Transportation Planning
- Master Planning
- Public Outreach
- GIS

The Southbridge Transportation Action Plan (STAP) is a community driven plan conducted by the Southbridge Civic Association (SBCA) and the South Wilmington Planning Network (SWPN), with funding from Healthy Communities Delaware. The purpose of the STAP is to build upon and update the 2008 Southbridge Circulation Study, as well as the more recent Southbridge Neighborhood Action Plan (SNAP).



The SNAP is an update of the 2006 South Wilmington Neighborhood Plan and addresses several components of Wilmington’s 2028 Comprehensive Plan. The SNAP was endorsed by the SBCA and SWPN on September 27, 2021.

The STAP fulfills the SNAP recommendation to analyze the mobility elements in more detail with assistance from the community. Key focus areas include reducing traffic speeds and trucks, improving conditions for people biking and walking, and enhancing bus connectivity.

The STAP was developed over a year-long process guided by an Advisory Committee, under the managing agency WILMAPCO, that met at regular meetings of the SWPN. Existing conditions and recommendations were vetted through the SWPN for feedback and suggestions. The Project Team employed community representatives who assisted the Team in advertising the project and presenting ideas. The technical analyses began with data gathering of existing conditions by WILMAPCO.

Recommended improvements were developed based upon stakeholder and public outreach; identified issues pertaining to economic development, land use, transportation, environment; opportunities; constraints; safety; and proposed plans for soon-to-be constructed projects. Recommendations were developed in three tiers of implementation:

- Short Term - 0-5 years
- Medium Term - 5-8 years
- Long Term - 9+ years

Quick action items, which can be completed in 0-5 years, were summarized in a memo and submitted to the City of Wilmington for consideration and implementation. They include signing, striping, and signal timing improvements that can improve truck routing, enforce no truck parking, reduce speeding, and improve pedestrian safety. Many of these items can be implemented using the City’s own staff.

Based on stakeholder feedback, community outreach, and technical analysis, the preferred concepts were identified. Planning level cost estimates were developed for the recommendations. Next steps for implementation were documented in a Planning and Environmental Linkages (PEL) Report.

CDBG: COMMUNITY DEVELOPMENT PROGRAMS

Economic Development Funding Assistance

- Economic development and private sector investment eligibility determination in partnership with communities and companies
- Define scope of work and eligible funding activities
- Properly address required Economic Development criteria
- Complete all required application forms and exhibits, including financial documents, engineering and construction documentation, job creation commitments, and community legislation
- Complete Environmental Review Record

Preparation & Submittal of the Grant Application

- Assisting community staff with scheduling, advertising, and convening all required public hearings.
- Assisting staff with soliciting funding proposals from City/County departments, agencies, community non-profit organizations, and other eligible entities.
- Assisting community staff with determining eligibility of projects and proposals, including overseeing CDBG income surveys.
- Properly completing the required Fair Housing table as required by OCD, including coordination of outreach and training sites.
- Properly addressing the required Community Development Implementation Strategy (CDIS) criteria.
- Properly completing all required application forms and exhibits and providing revisions to the application as needed or requested by OCD.
- Ready application for submission to OCD by County/City staff through the state OCEAN software program.

Environmental Review Record

- Coordination with the Ohio Historic Preservation Office, ODNR, the Health Department, OCD, and any other local/state/federal agencies as required by federal regulations.
- Proper preparation of the required Environmental Review Record (ERR), which includes data collection, narrative preparation, and mapping.
- Preparation of proper notices, reports, and certification forms to obtain the environmental “Release of Funds” for eligible program activities. (Community is responsible for publication costs.)