



AGENDA

Planning, Zoning, and Historic Preservation Commission

Thursday, March 6, 2025 5:30 pm

City Hall Chambers

326 Grant St. / Carthage MO 64836

Call to Order

Minutes of Previous Meeting Thursday, February 6, 2025

Public Participation

Each person who wishes to address the commission must put their name and address on the sign-up sheet and shall state their name prior to speaking. Each person is limited to two (2) minutes. The time may be extended by the chair if deemed necessary. Once a person has had their say on a particular issue they are not permitted to once again speak on the issue unless called to answer further questions by the commission or the chair.

Public Hearing

Staff Report

New Business

Old Business

1. Discuss RFP status of grant

Next Meeting: Thursday, April 3, 2025

Adjourn

Commission Members

Voting Members:	Chairman	Jim Hunter	1514 S River	417-850-5355
	Vice Chairman	Jim Swatsenbarg	601 Howard	417-358-1690
	Secretary	Joshua Anderson	1205 S Main	417-793-2196
	Member	Philip Brown	2533 Theo	417-793-8065
	Member	Vacant	Vacant	Vacant
	Member	Robin Harrison	721 E 10th	417-483-8835
	Member	Matt Smith	1022 E Chestnut	417-437-2281

Non-Voting Members:	Mayor	Alan Snow	City Hall	417-237-7003
	City Administrator		City Hall	417-237-7003
	Asst. City Administrator	Traci Cox	City Hall	417-237-7003
	Councilmember	Terri Heckmaster	1155 Grand	417-310-6178

Staff:	Public Works Director	Zeb Carney	Public Works Department	417-237-7010
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Meeting Minutes

February 06, 2025/ 5:30 PM / City Hall Council Chambers

Members Present: Jim Hunter, Jim Swatsenbarg, Philip Brown, Robin Harrison, & Josh Anderson

Members Absent: Matt Smith

Staff & Council: Julie Tilley, & Jana Schramm (filled in for Terri Heckmaster)

Staff Absent: Traci Cox, Zeb Carney, Terri Heckmaster

The meeting was called to order at 5:30 PM by Jim Hunter, Chairman

Approval of Previous Meeting Minutes

- Motion by Robin H. to approve the previous meeting minutes, seconded by Jim S. - All present voted in favor, minutes were approved

Public Hearings

1. *Request a Certificate of Appropriateness for the demolition of a garage located at 1427 Grand Ave.*
 - Brian Stringer, 1427 Grand Ave; spoke about his plan to demo the existing garage and passed around his plans for the new garage.
 - Josh A. asked if all the setback and zoning requirements had been met - Julie confirmed they had

Motion by Josh A. to approve the request, seconded by Robin H. - All present voted in favor, the motion passed.

Staff Reports

- n/a

New Business

- n/a

Old Business

1. *Discuss RFP status of grant*
 - Josh A. said the RFP for the grant was due today and had not heard back from anyone at the time of the meeting. The RFP was due by 3pm at city hall.
 - Josh A. will review and consider the next steps for the grant situation

Jim S. moved to adjourn the meeting, seconded by Robin H. - All present voted in favor, the meeting was adjourned at 5:41 PM.

The next meeting is scheduled for Thursday, March 6, 2025 at 5:30pm in the City Council Chambers

Proposal

to prepare the

Carthage Historic Preservation Design Guidelines

for

Carthage, Missouri

Presented to the:

City of Carthage
Planning, Zoning & Historic Preservation Commission

Presented by:

The Walker Collaborative

With:

Common Ground Urban Design + Planning

February 2025

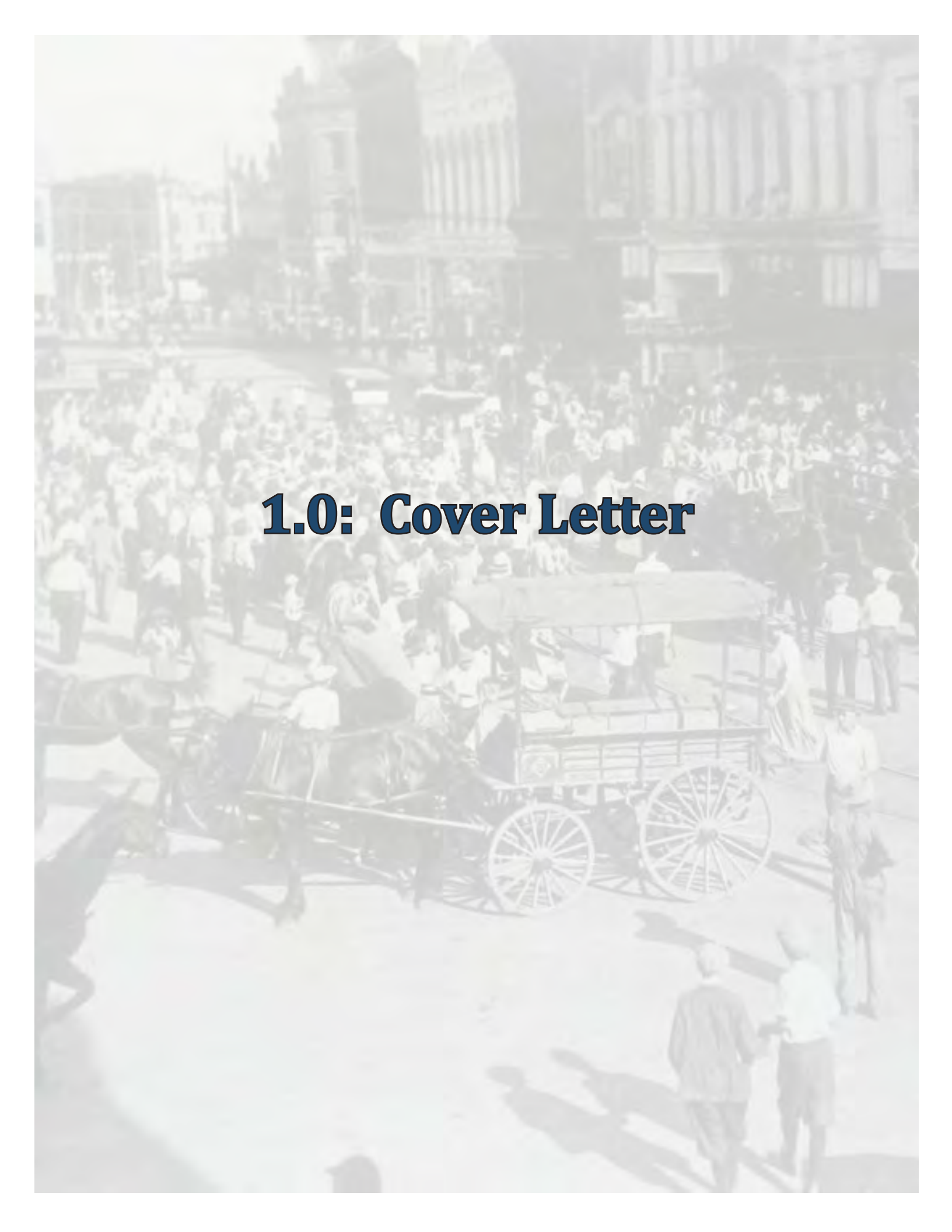


Table of Contents

<u>Section</u>	<u>Page</u>
1.0: Cover Letter	1
2.0: Executive Summary	2
3.0: Company Background	3
4.0: Company Experience	8
5.0: Responses to Scope of Services	12
6.0: Sample Documents	16
7.0: Signature Page Form	NA

“The reason the City continuously hires The Walker Collaborative, even over the course of multiple political administrations, is because they do a good job. Phil is good at listening to his clients and the public in general, and he takes the time to understand the various existing conditions in a thorough manner. His solutions for our community always seem to be the most technically sound and pragmatic path to take, so we value his recommendations.”

Mayor David Bennett - City of Lookout Mountain, Georgia

A historical black and white photograph of a crowded city street. In the foreground, a horse-drawn carriage with a canopy is being pulled by a team of horses. A large crowd of people is gathered on the street, some standing and some walking. In the background, there are large, ornate buildings with many windows and arches. The overall scene depicts a busy, early 20th-century urban environment.

1.0: Cover Letter

1.0: COVER LETTER



January 29, 2025

Josh Anderson
Planning, Zoning & Historic Preservation Commission
City of Carthage
326 Grant Street
Carthage, MO 64836

Dear Mr. Anderson:

The Walker Collaborative (TWC) Team appreciates this opportunity to submit our proposal to prepare Historic District Design Guidelines for the City of Carthage. I believe we are a highly-qualified team for your project for a variety of reasons. First, although I am a city planner in general, I specialize in historic preservation. I earned my bachelor's degree in Historic Preservation, and much of my planning work involves some dimension of preservation. I have worked on numerous design guideline projects across the country in over a dozen states, and I have also implemented guidelines by staffing design review boards in Natchez (MS) and Clarksville (TN).

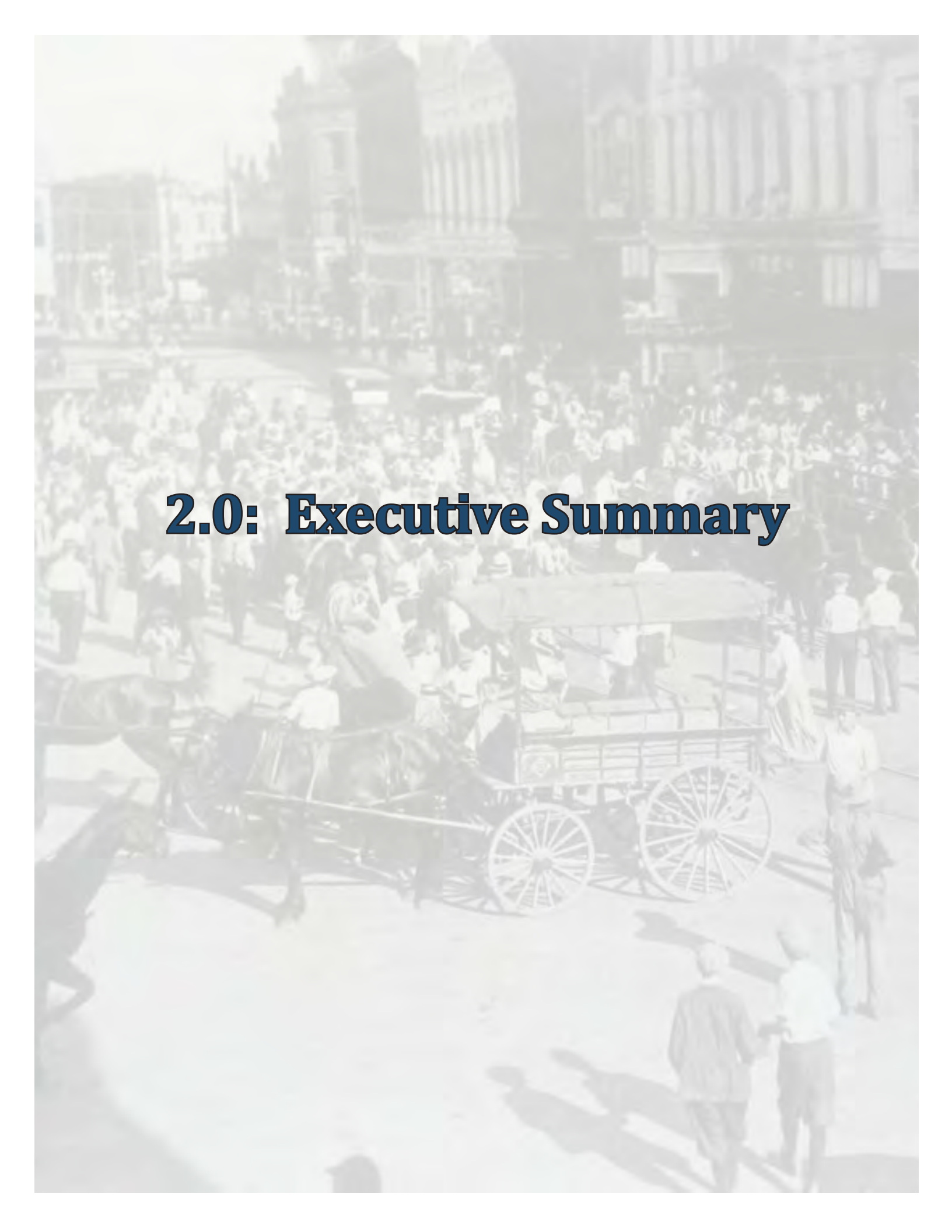
Joining me on this project will be Keith Covington of Common Ground Urban Design + Planning, who I have worked with for 25 years on a range of planning projects. Keith is an architect, urban designer, and planner. In addition to his extensive consulting experience, he led Nashville's Urban Design Studio for several years, and he is now serving a part-time role as the Planning Director of Pike Road, Alabama. We just finished historic district design guideline projects for Sullivan's Island (SC) and Opelika (AL), and we are now working on guidelines for Cheraw (SC) and Clarksville (TN).

Your RFP document asks respondents to explain in the cover letter their interest in this project. Foremost, I have a general fascination with the history of communities, historic architecture, and their current context. However, I also have a niche in battlefield preservation planning and have prepared battlefield preservation plans for dozens of battlefields, including projects for the American Battlefield Trust (ABT). In fact, just last week I met with members of the Perryville (KY) Main Street Board and their Battlefield Commission to explore opportunities to more effectively leverage heritage tourism for downtown revitalization. While it would not be part of our scope for this design guidelines project, I might still be able to share ideas on how Carthage could also further leverage its battlefield and Civil War Museum.

In summary, we greatly appreciate this opportunity to submit a proposal for preparing your Historic District Design Guidelines, and we look forward to discussing it with you at your earliest convenience.

Sincerely,

Philip L. Walker, FAICP
Principal

A historical black and white photograph of a crowded city street. In the foreground, a horse-drawn carriage with a canopy is being pulled by a team of horses. The carriage is filled with passengers. The street is filled with a large crowd of people, some walking and others standing. In the background, a large, ornate building with many windows and a clock tower is visible. The overall scene depicts a busy urban environment from a past era.

2.0: Executive Summary

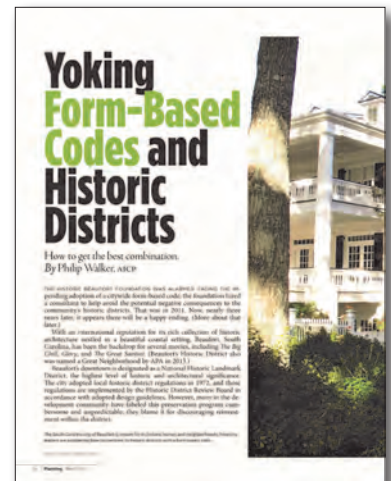
2.0: EXECUTIVE SUMMARY

This page concisely summarizes the key points of this proposal with respect to the Consultant Team's qualifications for the project and the proposed project approach.

Consultant Qualifications

In addition to meeting the Secretary of the Interior's Professional Qualifications, our credentials include:

- **Education & Training:** The Walker Collaborative's Phil Walker has degrees in Historic Preservation, Urban & Regional Planning, and Real Estate Development. Common Ground's Keith Covington has degrees in Architecture and Urban Design. Both have worked for planning and design firms that provided them the skill set to prepare highly-effective design guidelines.
- **Preparation of Design Guidelines:** Walker and Covington have prepared numerous design guidelines and codes in a variety of states, including: Alabama, Arkansas, Delaware, Florida, Georgia, Indiana, Idaho, Iowa, Louisiana, Maryland, Mississippi, Missouri, Nebraska, New Jersey, New York, North Carolina, South Carolina, Tennessee and Texas.
- **Implementation of Design Guidelines:** Walker has served as staff to municipal preservation commissions and/or worked for entities that formally weighed in on COA applications in Pensacola (FL), Natchez (MS), and Clarksville (TN). Covington is currently serving as the part-time interim Planning Director for the Town of Pike Road (AL), where he leads all design review functions for the Town.
- **Research & Writing:** Walker has served as the author, co-author and contributor to three books related to historic preservation and design review, and he has authored five related articles in the American Planning Association's "Planning" magazine (one of which was co-authored by Covington).



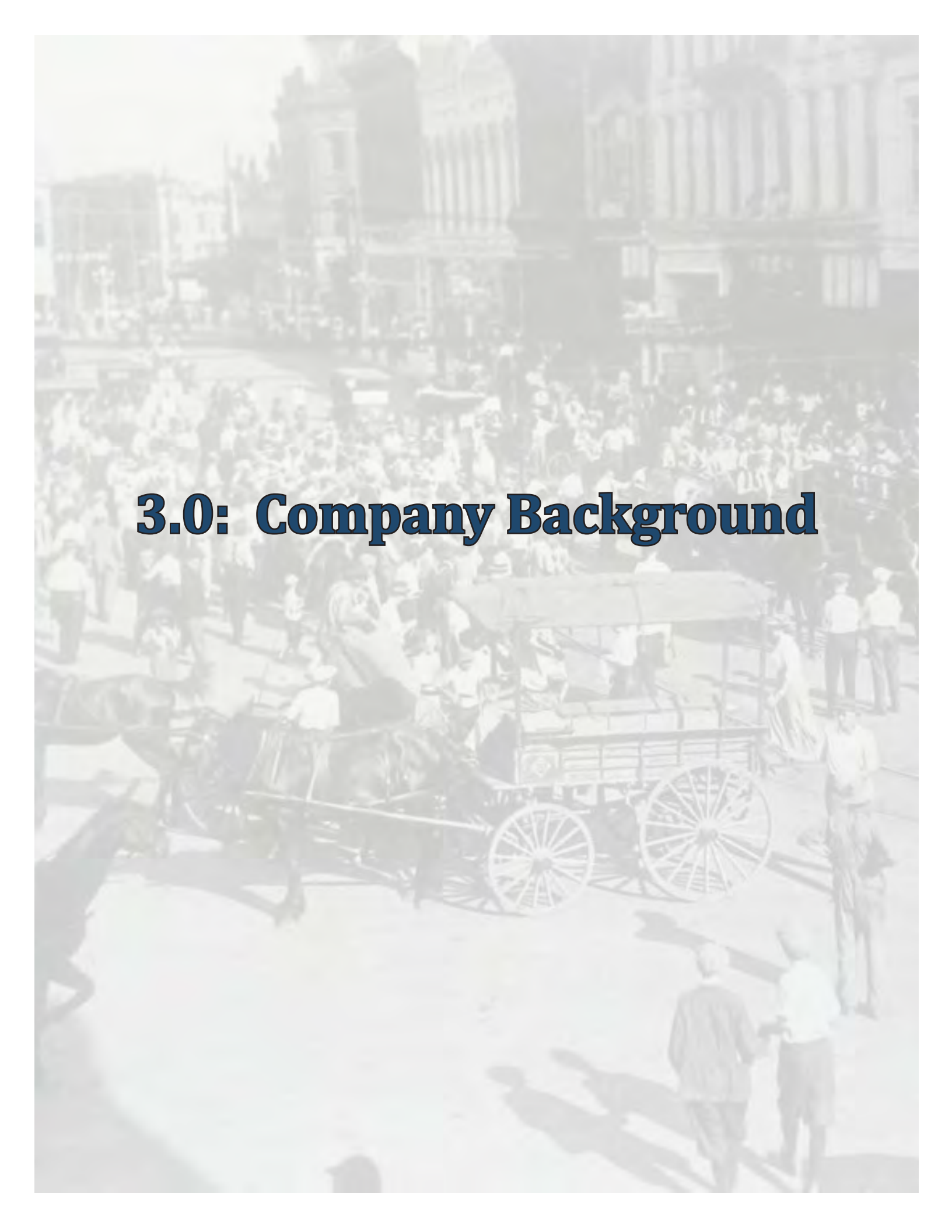
Proposed Approach

The proposed approach for creating the Carthage Design Guidelines features four key steps. They are summarized below, along with the tentative schedule, which can be adjusted based upon the City's input.

Task 1.0: Background Work	Month 1
Task 2.0: Field Work & Meetings	Month 2
Task 3.0: Guidelines Preparation	Months 3-6
Task 4.0: Presentation & Revisions	Months 7-8

The proposed approach also includes a very robust public engagement process that will include a public kick-off meeting, a series of stakeholder focus group meetings, an open house, and public presentations of the draft Design Guidelines.



A historical black and white photograph of a crowded city street. In the foreground, a horse-drawn carriage with a canopy is being pulled by a team of horses. A large crowd of people is gathered on the street and sidewalks. In the background, there are large, ornate buildings, possibly a cathedral or a government building. The overall scene depicts a busy, early 20th-century urban environment.

3.0: Company Background

3.0: COMPANY BACKGROUND

It is proposed that this project for Carthage will be led by The Walker Collaborative (TWC), with Common Ground Urban Design + Planning as a subconsultant to TWC.

The Walker Collaborative

Based in Nashville, The Walker Collaborative (TWC) is the planning practice of Philip L. Walker, FAICP, who has nearly 40 years of professional experience in both the public and private sectors. TWC was established in 2002 based upon the fact that only rarely is any one firm uniquely qualified for any single planning project. Rather than using a “firm-based” approach, TWC employs a “person-based” approach. TWC initiates each project by first determining the needed areas of expertise, and then identifying the most effective people to form the Consultant Team. Team members are determined by balancing professional expertise and experience with considerations of geography, professional relationships, personalities, and planning philosophies. TWC is involved with a wide range of planning projects. Core competencies include community visioning, comprehensive planning, downtown and neighborhood revitalization, and zoning. However, TWC has a particular emphasis on historic preservation and design guidelines. TWC’s Phil Walker has worked on dozens of design guidelines across the county, including projects in Alabama, Arkansas, Florida, Georgia, Indiana, Louisiana, Maryland, Mississippi, Missouri, Nebraska, North Carolina, South Carolina, Tennessee, Texas, and Virginia.



Common Ground Urban Design + Planning

Common Ground is an award-winning land planning and urban design firm based in Franklin, Tennessee. Founded in 2006 under the name Third Coast Design Studio, the firm has completed over 100 projects in 20 states. Celebrating their 10th anniversary in 2016, the firm decided to rebrand itself as Common Ground to reflect their commitment to working side-by-side with communities to achieve the greatest outcomes in their planning efforts. Prior to establishing the firm, Principal Keith Covington led the Metro Nashville Planning Department’s Urban Design Studio. The firm has worked across the country on a range of planning and design projects. Covington’s background in architecture provides a unique insight into the urban design and planning challenges of historic places.



Past Teaming

The two consultants proposed for this project are Phil Walker with TWC and Keith Covington with Common Ground Urban Design + Planning. In addition to numerous comprehensive, downtown and neighborhood plans, they have teamed (or are currently teaming) on the following particularly relevant projects:

- Cheraw (SC) Historic District Design Guidelines
- Clarksville (TN) Overlay Design Guidelines
- Sullivan’s Island (SC) Historic Design Guidelines
- Opelika (AL) Historic District Design Guidelines
- Burlington (NC) Historic Design Standards
- Fayetteville (NC) Historic Design Standards
- Starkville (MS) Zoning & Design Standards
- Lookout Mountain (GA) Town Center Design Guidelines
- Downtown Cullman (AL) Design Standards
- Northport (AL) Zoning & Design Standards
- Music Row (Nashville, TN) Design Standards

PHILIP L. WALKER, FAICP - Principal / Project Manager
The Walker Collaborative: Nashville, Tennessee

Phil Walker has nearly 40 years of professional planning and historic preservation experience. His public sector experience consists of serving as the: Executive Director of the Pensacola (Florida) Downtown Improvement Board; City Planning Director for Natchez, Mississippi; and the part-time Interim Director of Clarksville, Tennessee's, Two Rivers Company. From 2019 to 2021, he served as the part-time Interim Director of the newly established Downtown Natchez Alliance. In all of those positions, he either staffed or provided formal input into the review and approval of Certificate of Appropriateness (COA) applications before each community's historic design review body. Most recently, in 2022, he served as the part-time interim City Planning Director for Natchez where he once again staffed the City's Preservation Commission.



Phil's private sector experience includes Associate positions with Hintz-Nelessen Associates (HNA) in Princeton, New Jersey, and Christopher Chadbourne and Associates (CCA) in Cambridge, Massachusetts. While with HNA, he led the preparation of multiple preservation plans and zoning ordinances. At CCA, Phil served as the Project Manager for several preservation projects, including drafting design standards for Cumberland, Maryland. While serving as the Principal of Nashville-based Community Planning & Research (1995-1998), he drafted historic district design standards for several communities, including Little Rock's Central High Neighborhood, Downtown Natchitoches (LA), and Downtown Memphis. As the Director of Planning for the Nashville office of LRK Architects (1998-2002), he led zoning and design guideline projects across the country. Since establishing his own practice in 2002, he has continued to work on numerous design guideline projects. In 2011, Phil was hired by the Historic Beaufort Foundation (SC) to make recommendations on how the City's proposed form-based code might be treated relative to their existing Historic District, and in 2021 he was hired by the City of Frederick (MD) to provide guidance on how a new form-based code might interface with their historic East Street corridor.

Phil Walker has consulted to the National Trust for Historic Preservation and numerous local Main Street programs, and he has been a speaker at many national and regional conferences, including those of the American Planning Association, the National Main Street Center, various state Main Street conferences, and the National Trust for Historic Preservation. His book entitled "Downtown Planning for Smaller and Mid-sized Communities" was published by the American Planning Association's Planners Press in 2009. Phil has been a member of the American Institute of Certified Planners (AICP) since 1989, and he was inducted into AICP's College of Fellows (FAICP) in 2018. He holds a bachelor's degree in Historic Preservation from Middle Tennessee State University, a master's degree in Urban and Regional Planning from the University of Florida, and a master's degree in Real Estate Development from Harvard University.

"TWC was extremely knowledgeable and competent in the subject matter. They provided a level of expertise that brought our antiquated Design Standards in line with modern and easy to read standards. TWC was very organized, and we are very satisfied with the overall end product."

Jamie Lawson, AICP - Planning Director - City of Burlington, NC

Representative Project Experience for Walker

Projects for which he served (or is serving) as the Project Manager have been asterisked (*).

- Cheraw Historic District Design Guidelines: Cheraw, South Carolina*
- Clarksville Overlay Design Guidelines: Clarksville, Tennessee*
- Sullivan's Island Design Guidelines: Sullivan's Island, South Carolina
- Wilmington Design Standards: Wilmington, North Carolina
- Decatur Design Guideline: Decatur, Alabama
- Capitol Area & Mansion Area Design Standards: Little Rock, Arkansas*
- Burlington Design Standards: Burlington, North Carolina*
- Madison Historic District Design Guidelines: Madison, Indiana
- Fayetteville Design Standards Update: Fayetteville, North Carolina*
- Omaha Historic District Design Standards: Omaha, Nebraska
- Natchez Historic District Sign Standards: Natchez, Mississippi*
- Deteriorated Historic Buildings Strategy: Georgetown, South Carolina
- Lookout Mountain Town Center Design Standards: Lookout Mountain, Georgia*
- MacArthur Park Historic District Infill Design Standards: Little Rock, Arkansas*
- Downtown Clarksville Historic District Design Standards: Clarksville, Tennessee
- Cullman Historic Design Standards: Cullman, Alabama*
- Bagdad Historic Zoning & Design Standards: Santa Rosa County, Florida*
- Heath Town Center Zoning & Design Standards: Heath, Texas*
- Columbia Pike Design Standards: Franklin, Tennessee*
- East Bank & Five Points Design Standards: Nashville, Tennessee*
- Hillsboro Village Design Standards: Nashville, Tennessee*
- Fairpark District Zoning & Design Standards: Tupelo, Mississippi*
- Old Meridian Design Standards: Carmel, Indiana*
- Downtown Memphis Design Standards: Memphis, Tennessee*
- Saving the Farmstead Design Standards: Williamson County, Tennessee*
- Central High Neighborhood Design Standards: Little Rock, Arkansas*
- Natchitoches Historic District Design Standards: Natchitoches, Louisiana*
- Historic District Design Standards: Cumberland, Maryland*
- Vicksburg Downtown & Riverfront Design Standards: Vicksburg, Mississippi*



Following TWC's Town Center Plan for Lookout Mountain, Georgia, the firm teamed with Common Ground to prepare design guidelines for this important focal point for the community.

KEITH COVINGTON, RA, AICP - Principal

Common Ground Urban Design + Planning: Franklin, Tennessee

Keith Covington is a registered architect and certified planner who brings over 25 years of professional experience in urban design, land planning, and architecture to Common Ground. He has worked on dozens of plans, studies, and development regulations across the country. Keith earned his Bachelor of Architecture at the University of Tennessee and his Masters of Architecture in Urban Design at Congress for the New Urbanism founders Andres Duany and Elizabeth Plater-Zyberk's program at the University of Miami. As a graduate of these programs, Keith has a unique understanding of traditional patterns of architecture and urbanism. Keith applies time-tested principles to all of his projects to achieve a true sense of community in downtowns, neighborhoods, districts, towns and cities.



He is also an accomplished architect whose work has been published in national and regional publications. He has designed projects under historic and conservation zoning, which provides him with a unique perspective on how to create comprehensive and effective development regulations that ensure predictable results. As a designer, Keith leads in-house document production with the goal of concise, graphically rich, and easy to understand layouts for plans and regulations. Prior to starting his private practice in 2006, Keith was the director of the Metro Nashville Planning Department's Design Studio where he helped reinvent Nashville's approach to planning, public engagement, and development regulations. In addition to managing his planning practice, Keith currently serves as the interim Planning Director for the Town of Pike Road, Alabama and has been working with that community since 2006.

Representative Experience for Covington

Keith Covington has played a key role in the projects listed below:

- Cheraw Historic District Design Guidelines: Cheraw, South Carolina
- Clarksville Overlay Design Guidelines: Clarksville, Tennessee
- Sullivan's Island Design Guidelines: Sullivan's Island, South Carolina
- Opelika Historic District Design Guidelines: Opelika, Alabama
- Burlington Historic District Design Standards Update: Fayetteville, North Carolina
- Walden Town Center Zoning: Walden, Tennessee
- Fayetteville Design Standards Update: Fayetteville, North Carolina
- Downtown Vision Plan and Form-based Code: Cedar Falls, Iowa
- Whyte-Hardee Boulevard Master Plan: Hardeeville, South Carolina
- Downtown Design Standards: Bernardsville, New Jersey
- South Hartmann Drive Form-based Code: Lebanon, Tennessee
- Residential Infill Overlay: Lebanon, Tennessee
- Downtown Historic District Standards: Lewisburg, Tennessee
- Spartanburg Comprehensive Plan: Spartanburg, South Carolina
- Design Standards Update: Lebanon, Tennessee
- Lowry Street Design Standards: Smyrna, Tennessee
- Lookout Mt. Design Standards: Lookout Mountain, Georgia
- E. Commerce Corridor Special District: Lewisburg, Tennessee
- Nashville Hwy Corridor Special District: Lewisburg, Tennessee
- Historic Stockyards Form-based Code Charrette: Fort Worth, Texas

- SmartCode Update: Pike Road, Alabama
- The Flats Revitalization Plan and Pattern Book: Wilmington, Delaware
- River Arts District Form-based Code Charrette: Asheville, North Carolina
- Haywood Road Form-based Code Charrette: Asheville, North Carolina
- Downtown Victor Form-based Code Charrette: Victor, Idaho
- Downtown Driggs Form-based Code Charrette: Driggs, Idaho
- Downtown Malta Form-based Code Charrette: Malta, New York
- Mid-Town Form-based Code Charrette: Hattiesburg, MS
- Downtown Cullman Design Standards: Cullman, Alabama
- Downtown Northport Design Standards: Northport, Alabama
- West 30s District Revitalization Plan & Residential Standards: Covington, Louisiana



For their award-winning work for Russellville (AR), Phil Walker and Keith Covington created a series of visual simulations to illustrate the potential rehab of historic buildings and compatible new infill development.

“What we like most about this process is the strong desire this organization has to get public input.... The Walker Collaborative seemed to truly care about getting local buy-in. We were also impressed that they didn’t really look to direct or control the groups; they just listened and facilitated great discussion...”

The Courier - Russellville, Arkansas

A historical black and white photograph of a crowded city street. In the foreground, a horse-drawn carriage with a canopy is being pulled by a team of horses. A large crowd of people is gathered on the street, and in the background, there are large, ornate buildings, possibly a cathedral or a government building. The scene is busy and captures a moment of daily life in a past era.

4.0: Company Experience

4.0: COMPANY EXPERIENCE

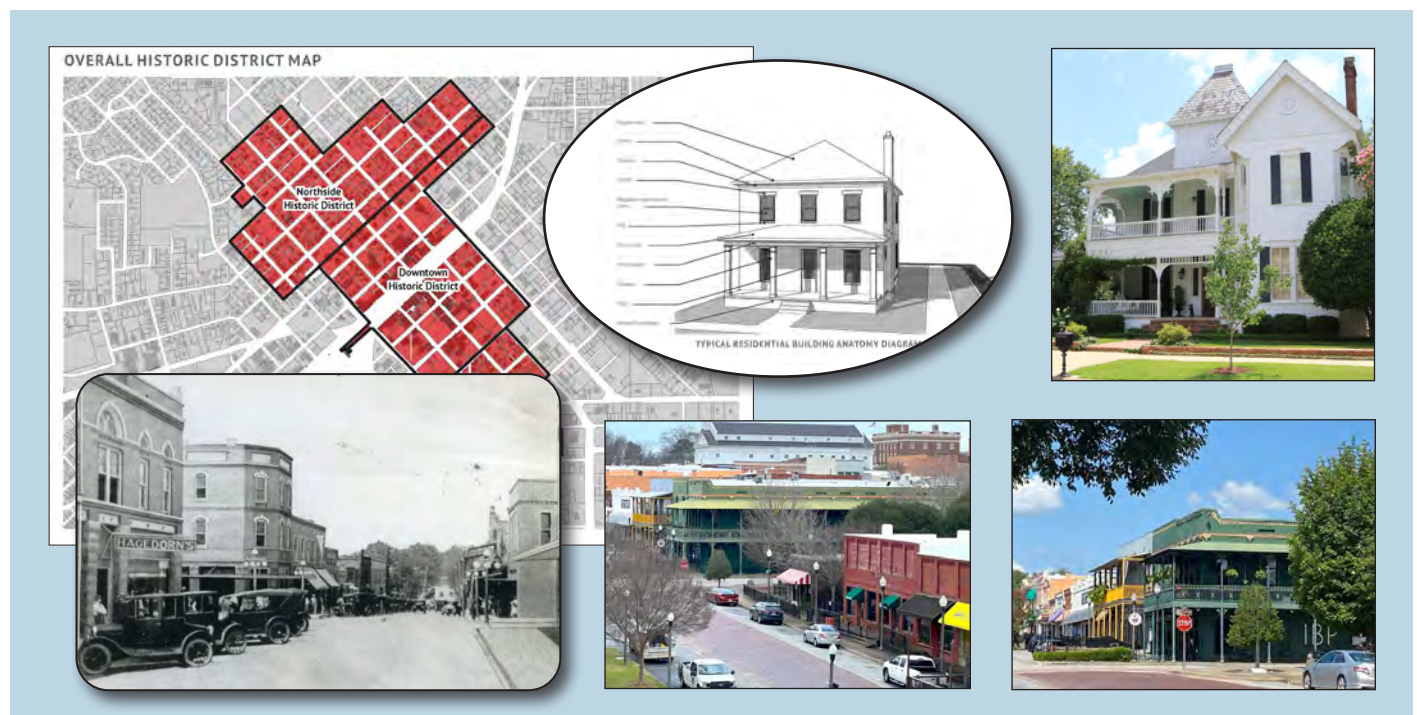
EXAMPLE PROJECT:

Opelika Historic Design Review Guidelines - Opelika, Alabama (2024)

Opelika is the county seat of Lee County in the east-central part of Alabama. With a population of approximately 31,000 and as part of the Auburn-Opelika Metropolitan Area, it is a popular location for many of Auburn University's faculty. In addition to its desirable historic neighborhoods, the Downtown features numerous restaurants, multiple microbreweries, and a distillery. The community has three locally-designated historic districts, one encompassing the downtown and the other two being adjacent residential areas. Their design guidelines were last revised in 2009. The Walker Collaborative was hired to lead the complete rewriting of their design guidelines working in tandem with Common Ground Urban Design + Planning. The key issues for the project included the following:

- *Document Organization* – The previous organization of the guidelines was not user-friendly and consisted of three separate and confusing documents.
- *Design Review Process* – The previous guidelines lacked clarity on the design review process, including no approval flow chart.
- *Substance of the Specific Standards* – Many of the standards made extreme generalizations and discouraged design treatments appropriate in certain circumstances. Also, many important issues were overlooked.
- *Graphics* – The previous document for the two residential districts lacked graphics altogether, and those for the Downtown district were generic graphics from the state Main Street program.

Reference: Lisa Harrelson - Community Development Administrator / lharrelson@opelika-al.gov / (334) 705-5155



EXAMPLE PROJECT:

Local Historic Overlay District Design Standards - Burlington, North Carolina (2022)

Burlington is a community of 55,000 people located in the Piedmont Triad, which is anchored by Greensboro, Winston-Salem and High Point. The City has two designated local historic districts. The Glencoe Mill Village District on the Haw River features an 85,000 square foot mill complex, over 30 mill houses, a company store, and other associated buildings dating to the early 1880s. Located to the west is the West Davis - Fountain Place Historic District, the principal residential neighborhood representing the urban growth and development in Burlington between 1890 and 1930. Because the City's design standards for the two local historic districts were over 20 years old and had many deficiencies, the City hired The Walker Collaborative and Common Ground Urban Design + Planning to prepare new standards. Key features of the new standards include the following:

- *Application Type Matrix* listing every conceivable type of application for a Certificate of Appropriateness (COA) and indicating whether it is a Major, Minor or No COA.
- *Materials Matrix* listing every conceivable material and indicating whether it is Permitted or "Maybe" (considered per criteria and potentially prohibited).
- *Hyperlinks* in the table of contents, as well as to National Park Service "Preservation Briefs."
- *Diagrams* addressing the visibility of buildings from the street and the anatomy of buildings.

Although the Downtown is not locally designated as a historic district, building types there and in other parts of town were addressed in case such areas might be designated in the future.

Reference: Jamie Lawson, AICP - City Planning Director / jlawson@burlingtonnc.gov / (336) 222-5113



EXAMPLE PROJECT: Historic District Design Standards - Fayetteville, North Carolina (2021)

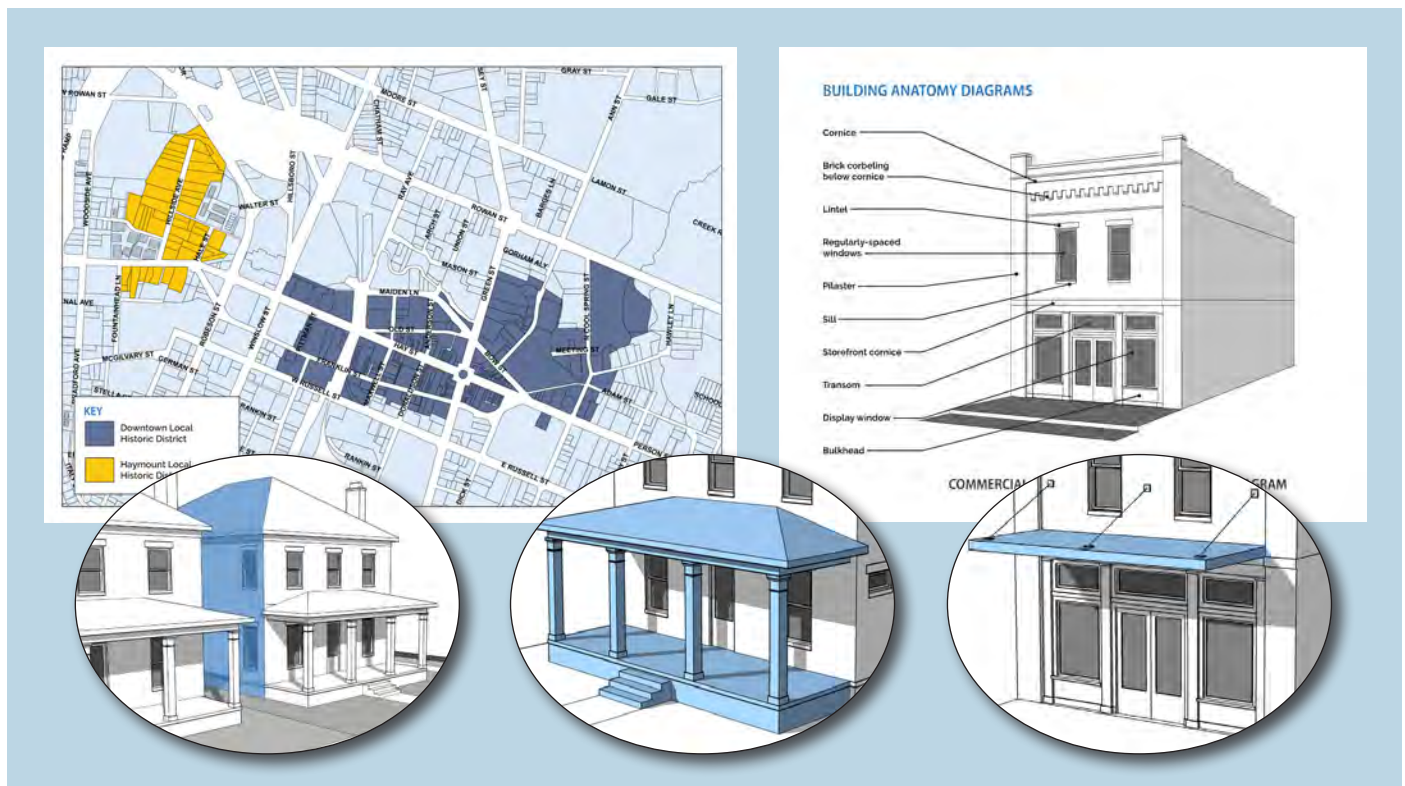
Founded in 1760 near the Cape Fear River, Fayetteville is perhaps best known as the home to the Fort Bragg military base. It is a major economic driver for the region. Less known to those who have not visited the community are its beautiful historic districts that reflect a broad range of historic eras and architectural styles. Their two locally-designated historic districts - one a downtown and the other a residential neighborhood - are also consistent with the geography of four National Register districts. One district is the Downtown Historic District, while the Haymount Historic Districts is residential.

Fayetteville's existing design standards developed prior to this project were prepared in 2000, but they were in much need of rewriting. Deficiencies included a lack of graphics, a lack of detail, and many issues that were not addressed, including modern materials. Consequently, the City used a Certified Local Government (CLG) grant to hire The Walker Collaborative (TWC) to draft new standards for both the downtown and residential district, and TWC was supported by Common Ground Urban Design + Planning for this project. The project scope included:

- Field work to study the districts
- Meetings with City staff and the Historic Resources Commission (HRC)
- Strong involvement from the State Historic Preservation Office

In addition to addressing all of the typical historic district design issues, the standards address resiliency in light of climate change.

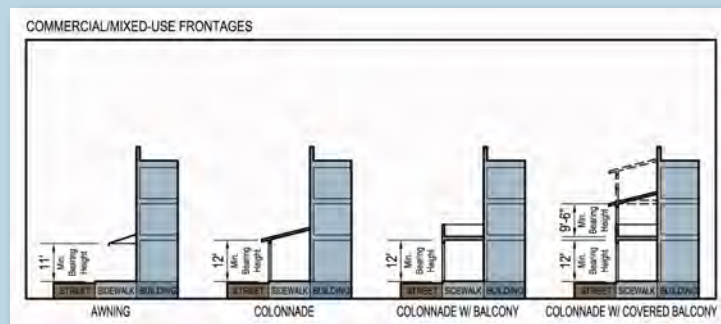
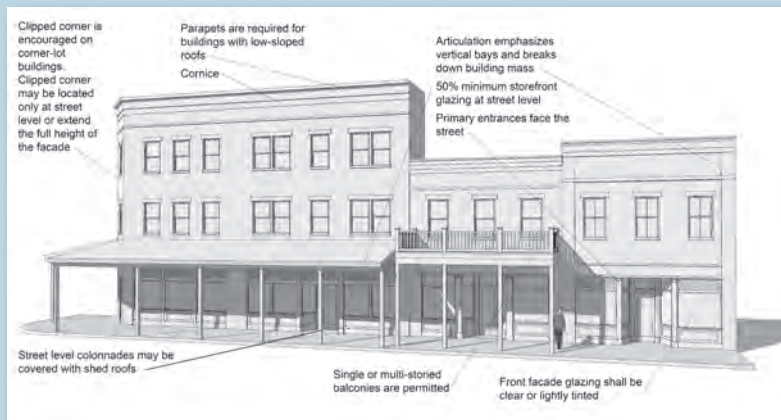
Reference: Jennifer Baptiste - Senior Planner/Interim Planning & Zoning Manager / jenniferbaptiste@fayettevillenc.gov / (910) 433-1936



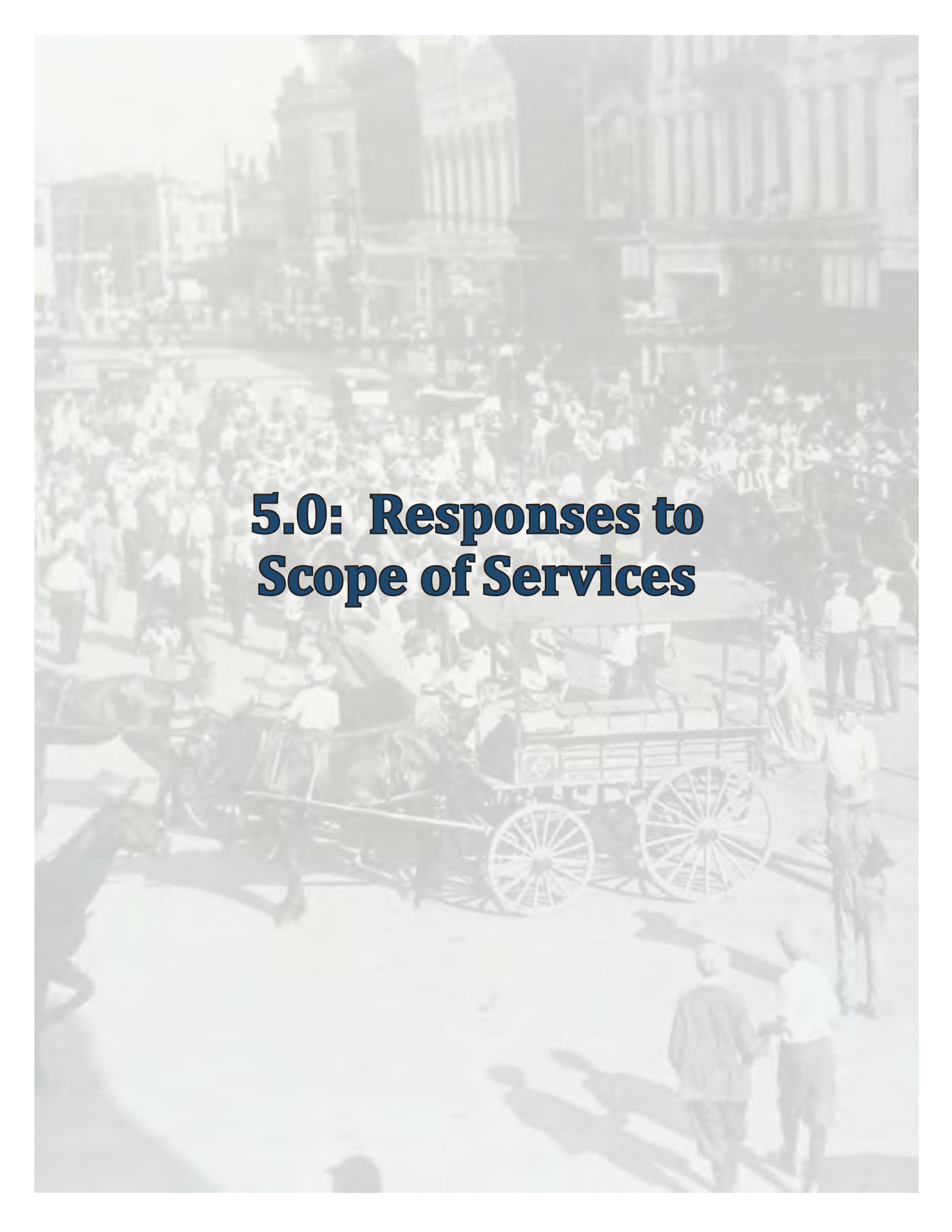
ADDITIONAL EXAMPLE PROJECTS FROM THE PAST FIVE YEARS:

In addition to the three projects profiled on the previous three pages, additional design guideline projects of TWC over the past five years include those listed below. TWC served as a subconsultant on some of these projects, and those projects that included Common Ground have been asterisked (*).

- *Cheraw Historic District Design Guidelines*: Cheraw, South Carolina (current)*
- *Clarksville Overlay Design Guidelines*: Clarksville, Tennessee (current)*
- *Sullivan's Island Design Guidelines*: Sullivan's Island, South Carolina (2024)*
- *Wilmington Design Standards*: Wilmington, North Carolina (2023)
- *Decatur Design Guideline*: Decatur, Alabama (2023)
- *Capitol Area & Mansion Area Design Standards*: Little Rock, Arkansas (2023)*
- *Madison Design Guidelines*: Madison, Indiana (2022)
- *Omaha Historic Districts Design Guidelines*: Omaha, Nebraska (2020)



After Cullman, Alabama, was struck by a tornado, TWC and Common Ground were hired to quickly prepare design guidelines to assist with the restoration and rebuilding of their historic downtown and neighborhoods. Rather than being mandated, they were incentivized through a new grant program. The City later won an award from the Southern Economic Development Council for its efforts anchored by the design guidelines.

A historical black and white photograph of a crowded city street. In the foreground, a horse-drawn carriage with a canopy is being pulled by a team of horses. A large crowd of people is gathered on the sidewalks and in the street. In the background, there are large, ornate buildings, possibly a cathedral or a government building. The overall scene depicts a busy, historic urban environment.

5.0: Responses to Scope of Services

5.0: RESPONSES TO SCOPE OF SERVICES

Project Tasks

Overview

A four-step approach is proposed for carrying out this project for Carthage's Historic Preservation Design Guidelines, as follows:

Task 1.0: Background Work

Task 3.0: Guidelines Preparation

Task 2.0: Field Work & Meetings

Task 4.0: Presentation & Revisions

The following pages present a summary of each task. Please refer to page 15 of this section regarding responsibilities the project schedule, and the proposed project budget.

Task 1.0: Background Work

Taks 1.1: Project Kick-Off Meeting

The Consultant Team will conduct a meeting via video conferencing with City representatives (potentially including the Guidelines Workgroup) to discuss the project logistics, including the project schedule, public engagement, additional background information and mapping data not already provided, and potential document formatting.

Task 1.2: Review & Analysis

Following the Project Kick-off Meeting and the receipt of any additional needed background information, the information will be reviewed by the Consultant Team with a focus on the following:

- Current relevant ordinances
- Current design guidelines
- Current comprehensive plan and other relevant plans and studies
- Relevant historic sites inventories
- National Register (NR) nomination documents for NR districts and properties
- Missouri SHPO CLG grant requirements
- Other applicable documents

Task 2.0: Field Work & Meetings

This task will constitute *Trip #1* for the Consultant Team. Phil Walker and Keith Covington will spend two (2) days in Carthage as follows:

Task 2.1: District Field Work

The Consultant Team will document the historic districts through mapping, field notes, and photography. Particular attention will be paid to recent alterations to existing buildings, new infill development, and specific exceptional examples within the districts (as identified by City representatives).

Task 2.2: Meeting with City Representatives

The Consultant Team will meet with City staff, the Planning, Zoning & Historic Preservation Commission, and the Guidelines Workgroup to discuss issues and opportunities for the existing guidelines and associated documents. This meeting will result in the Consultant Team gaining a clearer picture of the

aspirations for the project and the specific issues currently facing Carthage's preservation efforts.

Task 2.3: Stakeholder Focus Group Meetings

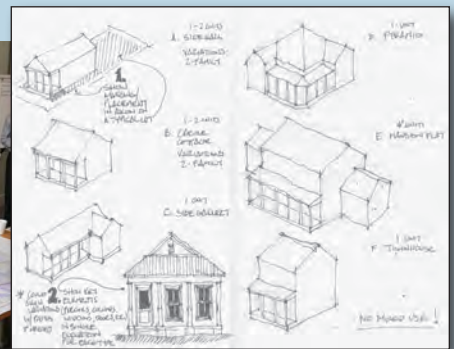
Based on consultation from the Consultant Team, the City will invite key stakeholders who can provide useful information and perspectives on the various issues related to compliance with the existing guidelines and the approval process. The Consultant Team proposes three (3) meetings, each lasting roughly one (1) hour. Each meeting will include up to ten (10) individuals who have shared interests, and potential meetings might include the following groups:

- Districts property owners, business owners, and residents
- Developers, builders, and design professionals
- City staff, Commission members, municipal officials, and preservationists (CHP members, etc.)

Task 2.4: Public Kick-Off Meeting

This meeting will introduce the Consultant Team to the public, review the project process, and begin soliciting information and opinions from the public regarding the future revised guidelines. A potential meeting outline might include the following:

- Introduction of Consultant Team & City Representatives
- Explanation of the Project Process
- Identification of the Current Guidelines Shortcomings
- Discussion of Desired Attributes of Future Guidelines



Focus group meeting and field notes from a project led by Common Ground Urban Design + Planning

Task 2.4: Open House (Optional)

If this task is desired by the City, a three (3) to four (4) hour timeframe would be allotted to allow interested citizens to drop in as their schedules permit and to provide their thoughts on the project. A brief presentation by the Consultants might also be incorporated into the Open House at a specified time.

Task 3.0: Guidelines Preparation

The Consultant Team will begin drafting the design guidelines during this phase of the project. At some point prior to this task, the Team will provide the City with formatting options for the document. Variables will include the document size and orientation, font sizes and styles, line spacing, color palette, and overall page layout. The City will sign off on the format before the guidelines are created. It will be the Team's goal to create a concise, easy-to-use, and graphically-rich document, yet still include enough text to provide a sufficient degree of detail. The use of illustrations and photographs will create a consistent, seamless document. The following page provides is a preliminary outline of what the document might include, although the ultimate contents will be determined based upon input from the City.

Unique Feature

If the City so desires, the guidelines will list every conceivable type of COA application and indicate whether it can be administratively approved or requires Commission approval.

Introduction

- Benefits of Historic Districts
- Legislation for Historic Zoning
- Guidelines Intent
- Acknowledgement of Funding

Design Review Process

- Property Designation & Review Structure
- Design Review Process Diagram
- Certificates of Appropriateness
- Minor vs. Major Work Matrix
- Interface with Other Policies & Regulations

Historic Context

- Historic Districts Overview
- Building Anatomy Diagrams by Building Types
- Architectural Styles by Building Types

Design Guidelines

General

- General Principles: The Secretary of the Interior's Standards for Rehabilitation
- Visibility & Contextual Compatibility
- Material Deterioration & Replacement

Existing Buildings

Maintenance, Alterations & Additions

- Residential Buildings
- Commercial / Mixed-Use & Institutional Buildings (if necessary)
- Changes to Non-Contributing Buildings

New Buildings

Design

- Residential Buildings
- Commercial / Mixed-Use Buildings
- Institutional Buildings

Outbuildings & Site Design

- Outbuildings
- Site Design

Building Relocation & Demolition

- Building Relocation
- Building Demolition

Appendices

- Glossary of Terms
- Additional Resources

Task 4.0: Presentation & Revisions

Following submission of the draft documents to the RPC and time for review, Tasks 4.1 and 4.2 will occur.

Task 4.1: Public Presentation

As part of a two (2) day *Trip #2* to Carthage, this meeting will target a broad audience of public officials and the general citizenry. It should also include the types of district stakeholders as those who will participate in the stakeholder focus group meetings that will be held as part of Task 2.3. Additional meetings can occur as part of this trip if needed.

Task 4.2: Final Revisions

Based on a final review of the draft Design Guidelines by the City and the Missouri SHPO office, as well as input from the public presentation and the City's submission of a single "red-lined" copy of the Design Guidelines (serving as a composite of all comments from the reviewers) to the Consultant Team for any final revisions, the Design Guidelines will be finalized and submitted in its final form, including the InDesign software document and a high-resolution PDF.



Within the past few years, TWC's Phil Walker has served as both the part-time interim Main Street Manager and the City Planning Director for Natchez, MS, where he also staffed the Historic Preservation Commission.

Responsibilities

The Consultant Team will provide all deliverables such as drafts of the Design Guidelines and PowerPoint presentations. The Team will also lead all meetings and presentations, and will provide suggestions to the City on topics such as public engagement and implementation of the Guidelines. The City will be responsible for all logistics related to meetings, such as securing meeting venues, providing public notifications, placing ads and similar promotion of meetings, and printing any meeting hand-outs.

Proposed Schedule

Although the Consultant Team can meet any reasonable schedule, below is a preliminary suggestion:

Tasks	Timeframe
Task 1.0: Background Work	Month 1
Task 2.0: Field Work & Meetings	Month 2
Task 3.0: Guidelines Preparation	Months 3-6
Task 4.0: Presentation & Revisions	Months 7-8

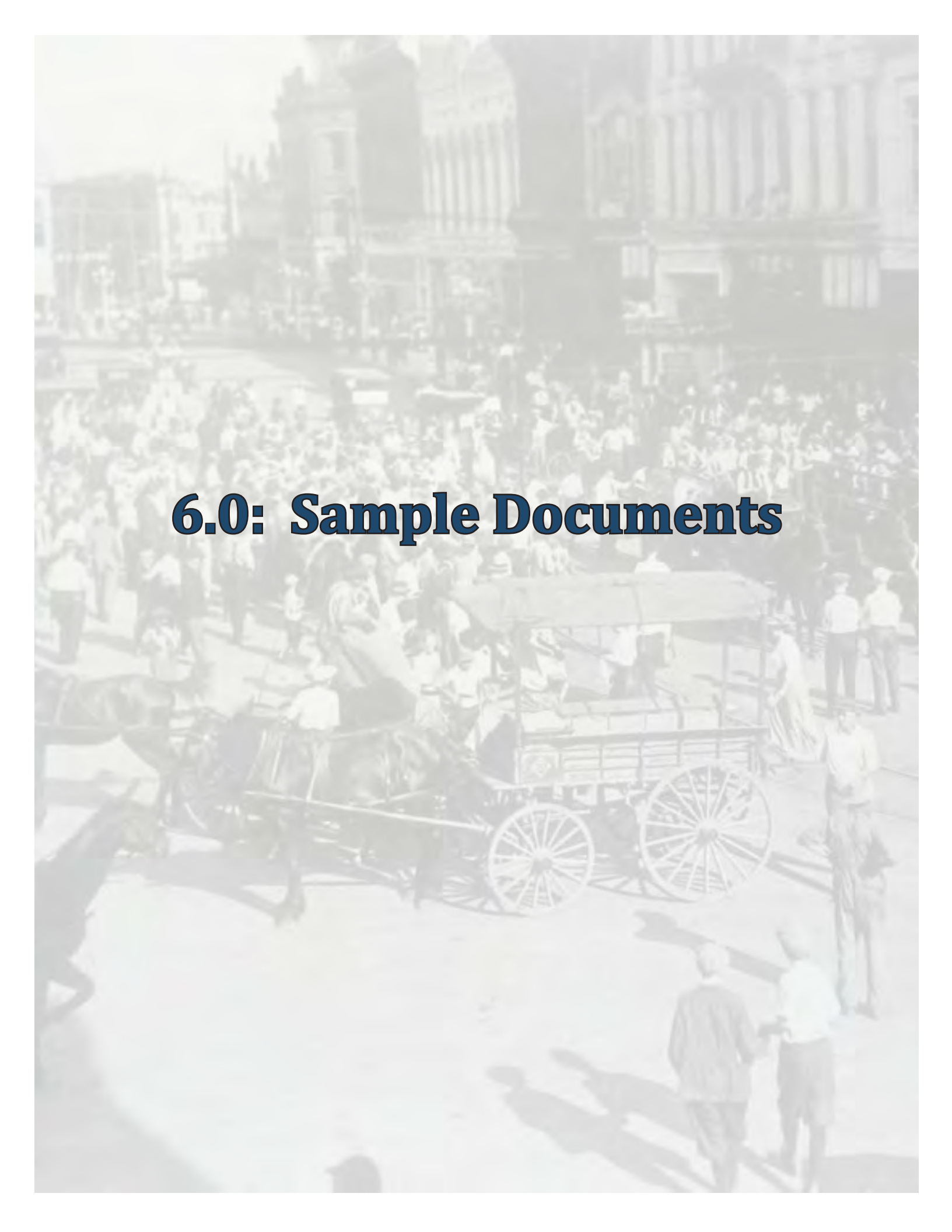
Proposed Budget

The project budget below proposes a total of \$32,320 in professional fees and \$5,100 in expenses. Of the expense total, most will be for travel (airfare, rental vehicles, fuel, lodging and dining).

PROJECT BUDGET		Task 1.0	Task 2.0	Task 3.0	Task 4.0			Total
Carthage Design Guidelines		Background Work	Field Work & Meetings	Guidelines Preparation	Presentation & Revisions	Hours	Rate/hr.	Costs
PROFESSIONAL FEES								
The Walker Collaborative								
Walker		12	28	26	32	98	\$185	\$18,130
Common Ground								
Covington		8	22	24	32	86	\$165	\$14,190
SUBTOTAL HOURS		20	50	50	64	184		
SUBTOTAL FEES		\$3,540	\$8,810	\$8,770	\$11,200			\$32,320
EXPENSES								
Travel		\$0	\$2,550	\$0	\$2,550			\$5,100
SUBTOTAL FEES		\$0	\$2,550	\$0	\$2,550			\$5,100
TOTAL PROJECT COST		\$3,540	\$11,360	\$8,770	\$13,750			\$ 37,420

“As the Project Manager for our city-wide historic preservation plan, I appreciated Phil Walker’s expertise. He managed his sub-consultants well and applied critical thinking to the substantive issues critical to developing community consensus around our plan. Phil is particularly skilled at conducting public meetings and encouraging extensive public input and involvement.”

Shanon Peterson - Historic Preservation Officer (former) - City Of Fort Worth, Texas

A historical black and white photograph of a crowded city street. In the foreground, a horse-drawn carriage with a canopy is being pulled by a team of horses. A large crowd of people is gathered on the street, some standing and others walking. In the background, there are large, ornate buildings, possibly a cathedral or a government building, with many windows and arches. The overall scene depicts a busy, historical urban environment.

6.0: Sample Documents

6.0: SAMPLE DOCUMENTS

Below are hyperlinks to three sample design guideline documents prepared by TWC and Common Ground within the last five years. Pages 8-10 include a summary of each project and a client reference. Also, a PDF of each of these samples are being provided with this proposal on a flash drive.



Opelika Historic Design Review Guidelines

Opelika, Alabama (2024)

Document Link:

https://www.dropbox.com/scl/fi/j33yxo9erkbbbg3rlc95y/2024_05_06-Opelika-Design-Guidelines.pdf?rlkey=hka26lvjrs13vhzdikp9g1u6s&dl=0



Local Historic Overlay District Design Standards

Burlington, North Carolina (2022)

Document Link:

<https://www.dropbox.com/scl/fi/grgt470moltx8ra78tecc/Bulington-Hist.-Dist.-Standards-2022.pdf?rlkey=wopcvfv3laqxquu8gyxy6u92d&dl=0>



Historic District Design Standards

Fayetteville, North Carolina (2021)

Document Link:

<https://www.dropbox.com/scl/fi/4bae0yxzo6ff779pkse0l/Fayetteville-NC-Design-Guidelines-2021.pdf?rlkey=50ibqyaxk7m24aqcpmt96j2x&dl=0>

A faded, historical photograph of a crowded city street. In the foreground, a horse-drawn carriage with a canopy is visible, with several people seated inside. A large crowd of people is gathered on the street, and in the background, there are large, ornate buildings, possibly a cathedral or a government building. The overall scene depicts a busy, historical urban environment.

7.0: Signature Page Form

7.0: SIGNATURE PAGE FORM

Attachment A

THECITYOFCARTHAGE
REQUESTFORPROPOSALSUBMISSIONFORM

Company The Walker Collaborative, LLC

Address 2408 Belmont Blvd.

Contact Person Philip L. Walker, FAICP

Telephone Number (615) 383-1510

Email pwalker@walkercollaborative.com

NOTE TO RESPONDENTS: SUBMIT ENTIRE SECTION WITH RESPONSE. THIS EXECUTION OF OFFER MUST BE COMPLETED, SIGNED, AND RETURNED WITH THE RESPONDENT'S QUALIFICATIONS. FAILURE TO COMPLETE, SIGN AND RETURN THIS EXECUTION OF OFFER WITH THE QUALIFICATIONS MAY RESULT IN REJECTION OF THE QUALIFICATIONS.

SIGNING A FALSE STATEMENT MAY VOID THE SUBMITTED QUALIFICATIONS OR ANY AGREEMENTS OR OTHER CONTRACTUAL ARRANGEMENTS, WHICH MAY RESULT FROM THE SUBMISSION OF RESPONDENT'S QUALIFICATIONS, AND THE RESPONDENT MAY BE REMOVED FROM ALL PROPOSER LISTS. A FALSE CERTIFICATION SHALL BE DEEMED A MATERIAL BREACH OF CONTRACT AND, AT THE CITY'S OPTION, MAY RESULT IN TERMINATION OF ANY RESULTING CONTRACT.

By signature hereon, Respondent acknowledges and agrees that (1) this RFP Submission Form is a solicitation for Interest and is not a contract or an offer to contract; (2) the submission of Responses by Respondent in response to this RFP will not create a contract between the City and Respondent; (3) Neither the City or the Committee, or any of their representatives, have made a representation or warranty, written or oral, that one or more contracts with the City will be awarded under this RFP; and (4) Respondent shall bear, as its sole risk and responsibility, any cost which arises from Respondent's preparation of a response to this RFP.

By signature hereon, Respondent offers and agrees to furnish to the City all of the products and/or services more particularly described in its Responses, and to comply with all terms, conditions and requirements set forth in the RFP documents and contained herein.

By signature hereon, Respondent affirms that they have not given, nor intends to give at any time hereafter, any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor or service to a public servant, elected officials, leadership or staff of the City or partner organizations in connection with the submitted Responses.

By signature hereon, the Respondent hereby certifies that neither the Respondent nor the firm, corporation, partnership or Developer represented by the Respondent, or anyone acting for such firm, corporation, or institution has violated the antitrust laws of this state, or the Federal antitrust laws, nor communicated directly or indirectly the Responses made to any competitor or any other person engaged in such line of business.

By signature hereon, Respondent represents and warrants that:

Respondent is a reputable company regularly engaged in providing products and/or services necessary to meet the terms, conditions and requirements of the RFP;

Respondent has the necessary experience, knowledge, abilities, skills, and resources to satisfactorily perform the terms, conditions and requirements of the RFP;

By signature hereon, Respondent certifies that the individual signing this document and the documents made part of the RFP is authorized to sign such documents on behalf of the company and to bind the company under any agreements or other contractual arrangements, which may result from the submission of the Response.

By signature hereon, Respondent affirms that no compensation has been received for participation in the preparation of the specifications for this RFP.

By signature hereon, Respondent affirms that it has not violated any of the noted No-Lobbying provisions or specification contained in this RFP.

By signature hereon, Respondent agrees to defend, indemnify, and hold harmless the City and the Committee, all of their officers, agents and employees from and against all claims, actions, suits, demands, proceedings, costs, damages, and liabilities, arising out of, connected with, or resulting from any acts or omissions of Respondent or any agent, employee, subcontractor, or supplier of Respondent in the execution or performance of any agreements or other contractual arrangements which may result from the submission of these Responses.

Submitted and certified this 27 day of January, 2025.

BY:

Signature Date: January 27, 2025

Name (Printed): Philip L. Walker, FAICP

Title: Principal

Signature: Philip Walker