City of Flowery Branch
City Council Meeting
Thursday, June 18, 2026, 6:00 PM
5410 Pine Street
Flowery Branch, GA 30542

Call Work Session to Order:

Pledge of Allegiance:

Adoption of Agenda:

Awards & Recognitions:

Public Hearing:

a. Public Hearing and First Read for Consideration of Ordinances 702-A and 715-A to Modify Rezoning Approval Conditions at Hemingway Subdivision Concerning Perimeter Fencing

Unfinished Business - Work Session:

New Business - Work Session:

a. Presentation: Update on Gaines Ferry/McEver Road Roundabout
b. Consideration to Award Contract to Inspire Placemaking Collective, Inc. for Bid #26-006 Professional Services for the Development of a Unified Development Code
c. Consider Resolution 26-011 To Adopt the Fiscal Year 2027 Annual Budget and Related Fiscal Plans and Policies
d. Consider Resolution 26-012 FY2026 Delinquent Property Tax Write-off
e. Consider Resolution 26-013: Reimbursement Resolution for Acquisition of Old Town Project

Department Reports:

a. City Manager Report
b. City Clerk Report
c. Department of Fun Report
d. Finance Department Report
e. Human Resources Report
f. Planning Department Report
g. Police Department Report
h. Public Utilities Report
i. Public Works Report
j. Attorney Report
k. Council Report

Adjournment Work Session:

Voting Session Agenda

Call Voting Session to Order:

Public Comments:
Please limit to two minutes

Consent Agenda:

a. Consider Mayor McClellan May 2026 Per Diem

b. Consider Council Member Vanderbilt Per Diem for February, March, April, and May 2026.

c. Consider June 4, 2026 City Council Meeting Minutes

Unfinished Business - Voting Session:

New Business - Voting Session:

a. First Read for Consideration of Ordinances 702-A and 715-A to Modify Rezoning Approval Conditions at Hemingway Subdivision Concerning Perimeter Fencing.

b. Consideration to Award Contract to Inspire Placemaking Collective, Inc. for Bid #26-006 Professional Services for the Development of a Unified Development Code

c. Consider Resolution 26-011 To Adopt the Fiscal Year 2027 Annual Budget and Related Fiscal Plans and Policies.

d. Consider Resolution 26-012 FY2026 Delinquent Property Tax Write-off

e. Consider Resolution 26-013: Reimbursement Resolution for Acquisition of Old Town Project

Executive Session:
As needed for discussion of personnel, litigation, or property.

Adjournment:

If you have a disability or impairment and need special assistance, please contact the City Clerk prior to the meeting at 770-967-6371 - Meeting agenda is subject to change.

Memorandum

To: City of Flowery Branch, City Manager, and City Council

From: Chris McCrary, Planning and Community Development Director

Date: June 18th, 2026

Subject: Hemingway Subdivision Changes in Conditions. Ordinances 702 & 715

Applicant:
Corbitt Woods
Walker Anderson Homes
390 Brogdon Road
Suwanee, GA 30024
404-210-9925

Owner:
Walker Anderson Homes (Current HOA)
390 Brogdon Road
Suwanee, GA 30024

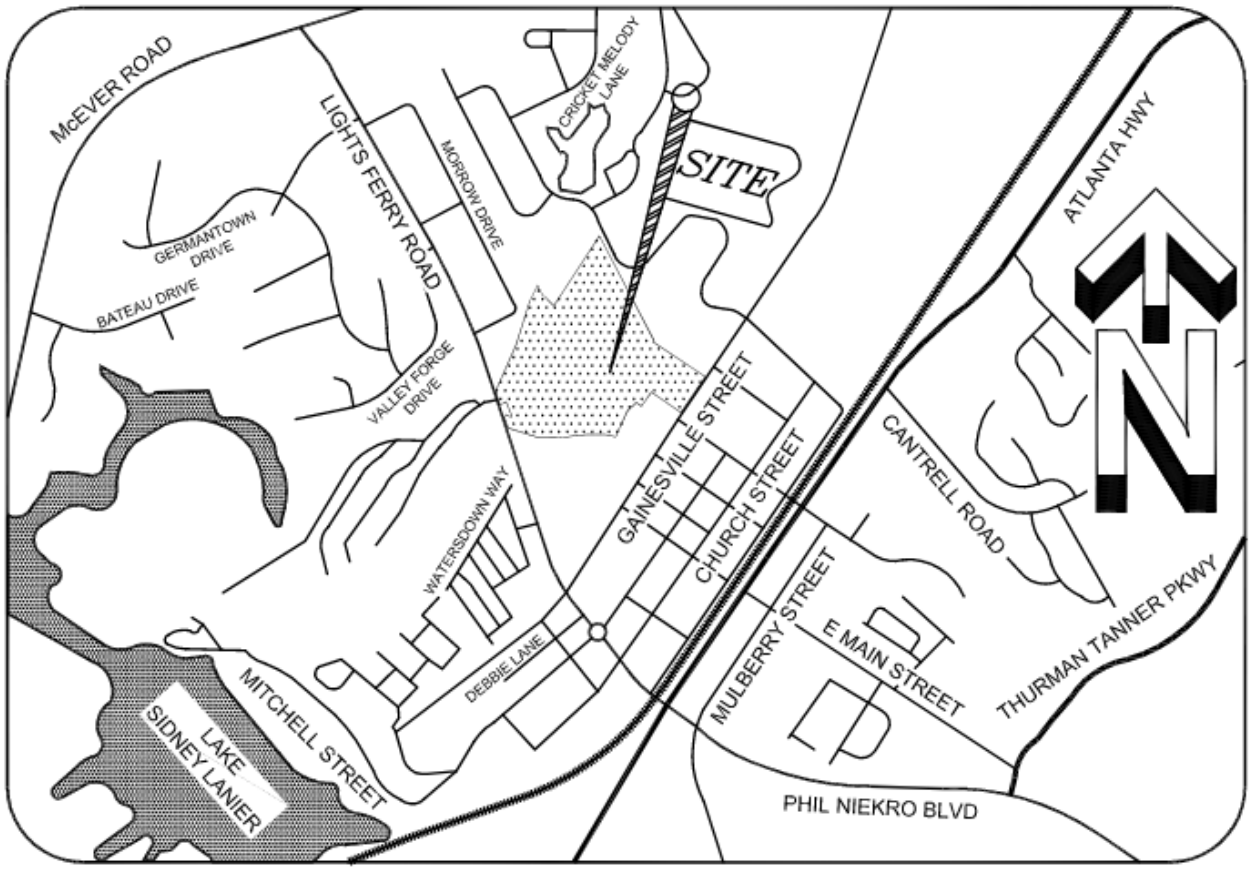
Existing Zoning: R-2

Location: Hemingway Subdivision. Platted Lots 3-15 & 44-46.

Proposed changes in conditions on ordinances 702 and 715 for the Hemingway subdivision located in the City of Flowery Branch at the corner of Gainesville Street and Spring Street include removing the required privacy fence behind Lots 3-15 & 44-46. The applicant is prepared to preserve the existing vegetation creating buffers and replant areas that have gaps.

Ordinance 702 — the applicant requests to amend conditions 5C and 9, and on 715 the applicant requests to amend conditions 5C and 8 for the reasons noted below.

Location Map:
Hemingway Subdivision. Platted Lots 3-15 & 44-46.



VICINITY MAP

Ordinance 702

5. Landscaping
   - A. A full landscape plan shall be submitted at the time of land disturbance review.
   - B. Typical lot landscaping design shall be submitted at the time of land disturbance review.: identifying type and size of trees and bushed
   - C. Pond shall be fenced:
     - a. 3 or 4 rail
     - b. Black horse rail fencing
     - c. Squared boards
     - d. the fence design shall significantly adhere to the design as shown below:



9. A fence along Lots 3 to 15 shall be required. Said fence will be five-foot wooden privacy, decorative in nature and shall be approved by staff. Fenced area should be but not limited to red line area as below:

Applicant proposes the following:

- Proposed change to **Condition 5C** is to allow the placement of a privacy fence rather than the design described in sub conditions a-d.
- Proposed change to **Condition 9**: After development, the area behind lots 3-8 is heavily vegetated and screens the adjoining property. Also, there is a drainage swale along this shared property line, which pre existed prior to development, with a large elevation change between the rear property line of the Hemingway lots with the adjoining properties. The request is to amend the condition to read to **add 3 evergreen trees on lots 3, and 9-15 inclusive, in the side (3) or rear yards of lots 9-15. Trees to be 6 – 8' at time of planting and placed out of any drainage**

swale or area. Granting this request will allow an evergreen screen to grow over time, while not impacting the existing and preserved screening between lots 3-8.

Ordinance 715

5. Landscaping
   - A. A full landscape plan shall be submitted at the time of land disturbance review.
   - B. Typical lot landscaping design shall be submitted at the time of land disturbance review.: identifying type and size of trees and bushed
   - C. Pond shall be fenced and the fence design shall significantly adhere to the design as shown below:



8. A fence along the red line (the rear property line from lot 39 to lot 48) as below to separate it from the neighbors shall be required. Said fence will be decorative in nature and shall be approved by staff.

Applicant proposes the following:

- Proposed change to **Condition 5C** is to allow the placement of a privacy fence rather than the design described in sub conditions a-d.
- **Condition 8** on 715 called for a fence behind lots 39-48 to screen the neighbors. We have installed a fence approved by city staff behind lots 46-51 to screen the neighbors. Lots 39-

46 have a wooded buffer between the city property that adjoins these lots. Also, there is a significant change in elevation between the Hemingway lots and the city property. A fence will do little to screen this change. Our request is to amend the condition to read to **add evergreen trees, 16-20' on center between lots 44-46 at the top of the shared property line.** Granting this request will allow an evergreen screen to grow over time, while not impacting the existing and preserved screening in place.

Recommendation for Ordinance 702A:

Staff recommend denial to the proposed revision to Condition 5C to allow an opaque privacy fence in lieu of the fence described in sub conditions a-d.

Staff recommend approval of the proposed revision to Condition 9 to now read as the following: "**In lieu of installing a privacy fence add evergreen trees and shrubs planted in staggered rows on lots 3, and 9-15 inclusive, in the side (3) or rear yards of lots 9-15. Trees to be 6 – 8' at time of planting and placed out of any drainage swale or area. Final landscape plan including density, species and placement shall be reviewed and approved by the Director of Planning and Community Development.**"

Recommendation for Ordinance 715A:

Staff recommend denial to the proposed revision to Condition 5C to allow an opaque privacy fence in lieu of the fence described in sub conditions a-c.

Staff recommend approval of the proposed revision to Condition 8 to now read as the following: "**In lieu of installing a privacy fence add evergreen trees and shrubs planted in staggered rows on lots 44-46. Trees to be 6 – 8' at time of planting. Final landscape plan including density, species and placement shall be reviewed and approved by the Director of Planning and Community Development.**"

ORDINANCE NO. 702-A & 715-A

AN ORDINANCE AMENDING ZONING CONDITIONS FOR THE SINGLE-FAMILY COMMUNITY KNOWN AS "HEMINGWAY" SPECIFICALLY RELATING TO ORDINANCE NUMBERS 702 AND 715; TO CHANGE CONDITION 9 IN EXHIBIT C TO ORDINANCE 702; TO CHANGE CONDITION 8 IN EXHIBIT C TO ORDINANCE 715 ; TO PROVIDE FINDINGS, TO PROVIDE FOR SEVERABILITY, TO PROVIDE FOR AN EFFECTIVE DATE; TO REPEAL CONFLICTING ORDINANCES, AND FOR ALL OTHER LAWFUL PURPOSES.

WHEREAS, the single-family community known as Hemingway on recorded Final Plat revision dated March 3, 2026 in Plat Book 888, Pages 390-395 and as shown on Exhibit "A" was previously zoned so as to impose conditions deemed to be in the best interest of the public health, safety, and welfare; and

WHEREAS, the specific conditions being changed for the subdivision are shown on attached exhibit "B"; and

WHEREAS, the City Council of the City of Flowery Branch has considered the standards set forth in Article 34 - Section 34.7 of Zoning Ordinance of the City of Flowery Branch, Georgia; and

WHEREAS, the City Council held a public hearing at the meeting of June 18, 2026 duly noticed as prescribed by law and published in the Gainesville Times, regarding, as shall be set forth in the minutes of said meeting.

NOW THEREFORE, THE COUNCIL OF THE CITY OF FLOWERY BRANCH DOES HEREBY ORDAIN AS FOLLOWS:

SECTION 1. FINDINGS.

The City Council finds that the proposed modifications to the rezoning conditions of the current TND (Traditional Neighborhood Design) is consistent with the adopted standards for governing the exercise of the zoning power consistent with O.C.G.A § 36-66-5 and requirements of the Zoning Ordinance as identified below.

l. The proposed clarification will permit a use that is suitable in view of the use and development of adjacent and nearby property.

2. The proposed clarification is not expected to adversely affect the existing use or usability of adjacent or nearby property.

3. The proposed clarification could be used in accordance with the existing regulations and has a reasonable economic use as currently zoned PUD.

4. This proposed clarification if approved is not expected to result in a use which will or could cause an excessive or burdensome use of existing streets, transportation facilities, utilities, or schools.

5. The proposed clarification is in conformity with the policy and intent of the comprehensive plan and the character area map and future land use plan map.

6. The proposed clarification is considered appropriate in view of existing use(s) and zoning of the subject property and nearby properties.

7. No determination has been made by staff with regard to the value differential between development under the current zoning as opposed to the modified PUD.

8. The proposed clarification will not be a deterrent to the value or improvement of development of adjacent property in accordance with existing regulations.

9. There are no known adverse effects that would result from the clarification in the zoning district map, or change in use, on the character of a zoning district.

10. The proposed clarification is not expected to impact on the environment, including but not limited to, drainage, soil erosion and sedimentation, flooding, air quality and water quality. Compliance with city subdivision and land development regulations will be required, which include but are not limited to soil erosion and sedimentation, stormwater, and flood damage prevention.

SECTION 2. CONDITIONS.

The zoning of the subject parcels, as shown and described on Exhibit "A", to a TND (Traditional Neighborhood Design) are to continue to be subject to the same conditions imposed by Ordinance Number 702 and Ordinance Number 715, respectively, except for those conditions specifically altered as set forth in Exhibit "B". Said Exhibits are incorporated by reference as if fully set forth herein.

SECTION 3. SEVERABILITY.

Should any section or provision of this Ordinance be declared invalid or unconstitutional by any court of competent jurisdiction, such declaration shall not affect the validity of this Ordinance as a whole or any part thereof which is not specifically declared to be invalid or unconstitutional.

SECTION 4. EFFECTIVE DATE.

The effective date of this Ordinance shall be upon adoption by the City Council of the City of Flowery Branch, Georgia.

SECTION 6. REPEALER

All ordinances and parts of ordinances in conflict herewith are hereby repealed to the extent of the conflict.

Adopted this _____ day of _____, 2026.

_____

Oliver McClellan, Mayor

_____

Shelia Cooper, City Clerk

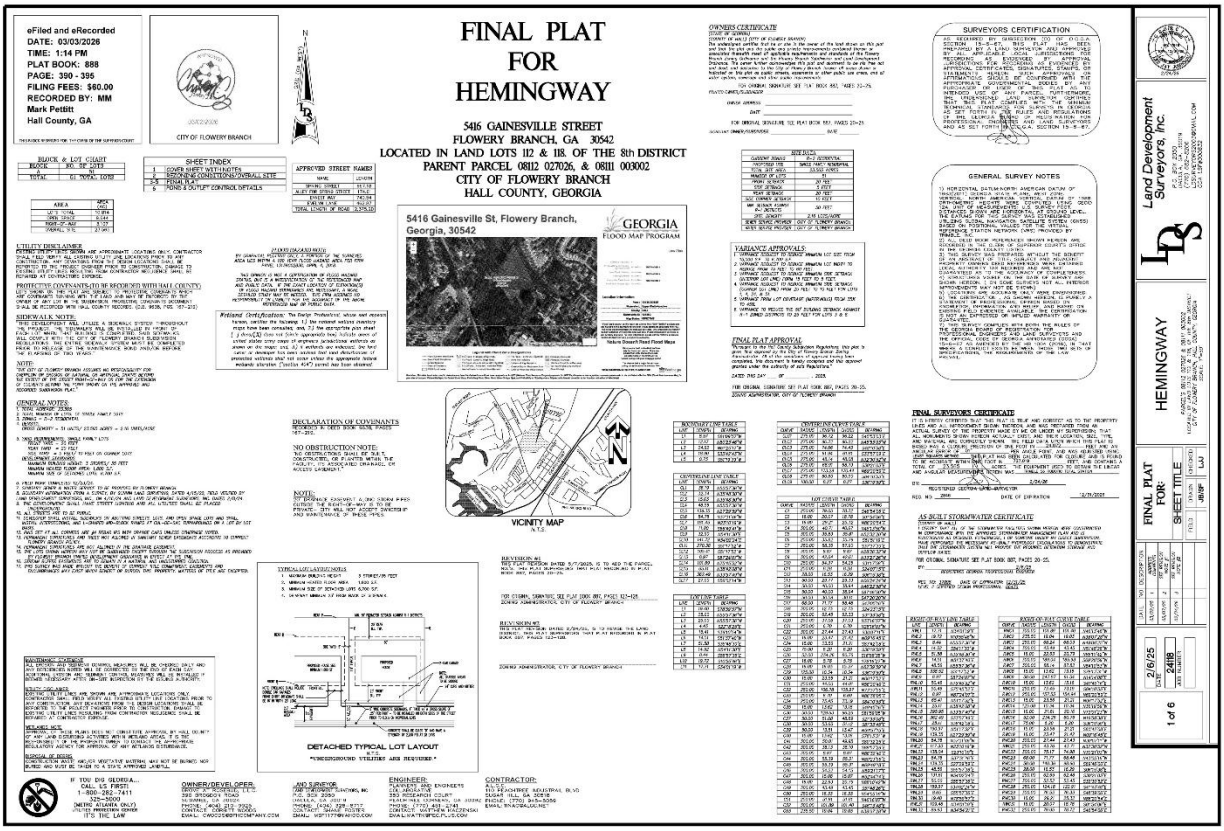
APPROVED AS TO FORM:

_____

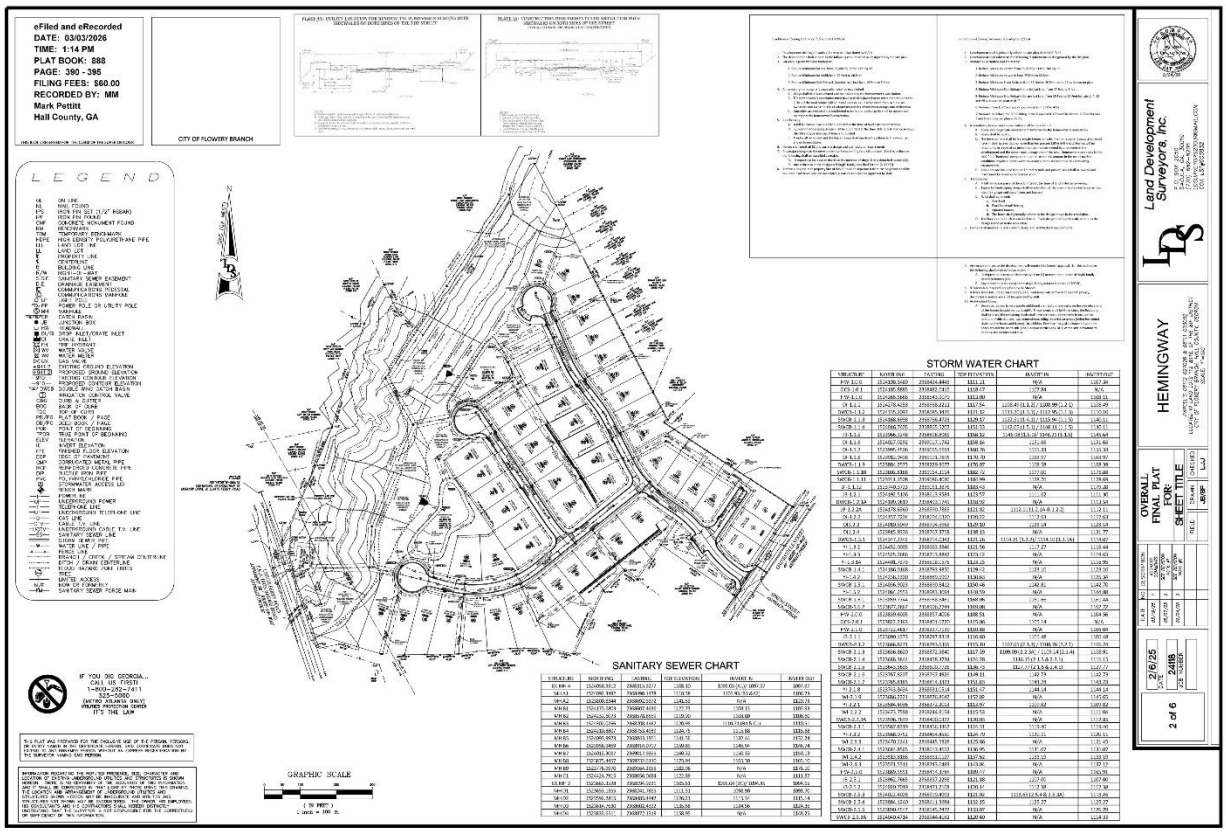
Ted Baggett, City Attorney

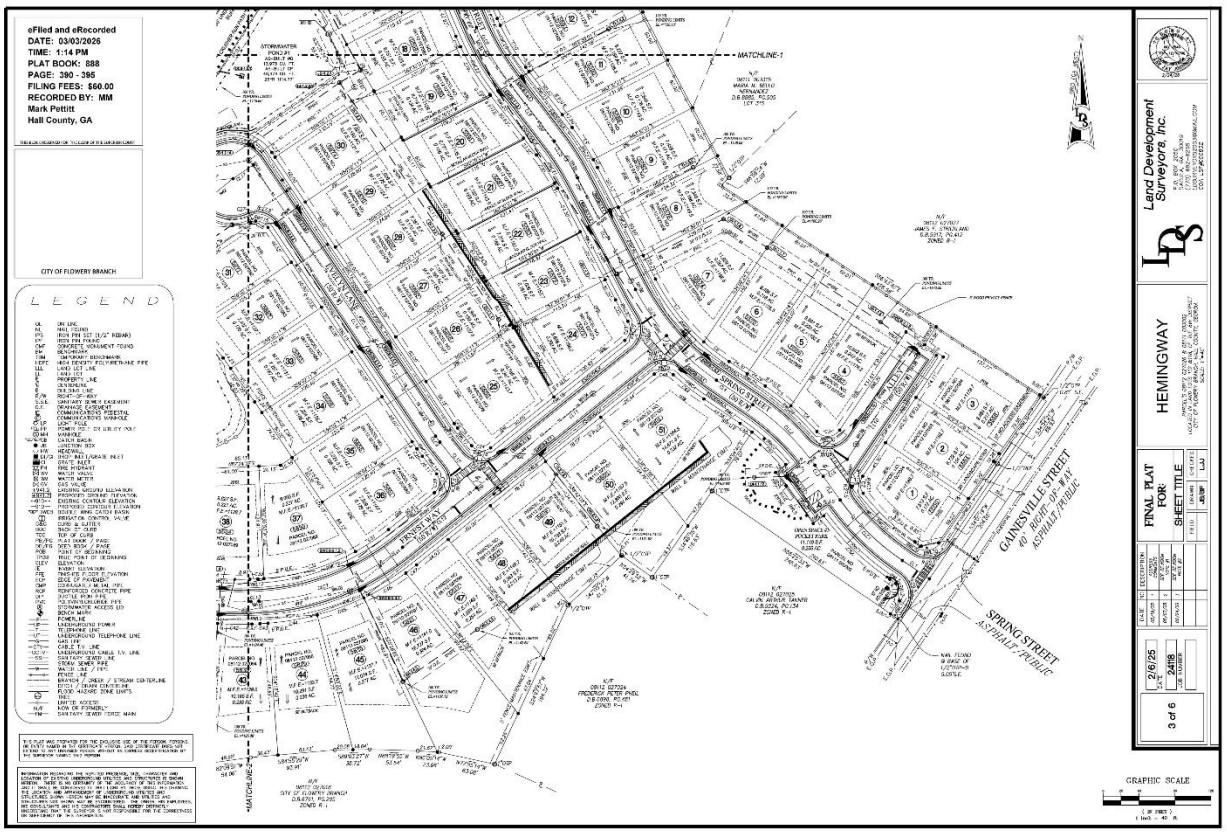
Exhibit A

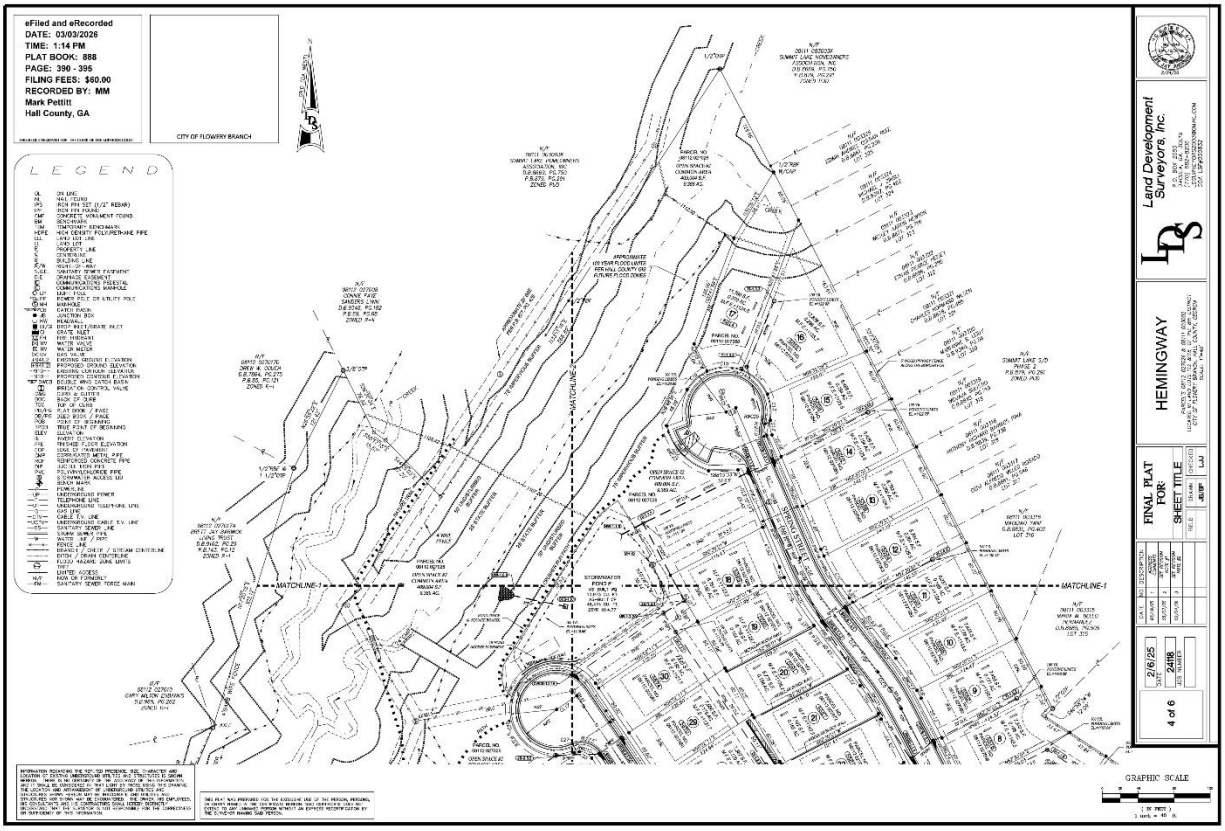
Hemingway Subdivision Final Plat revision dated March 3, 2026, in Plat Book 888, Pages 390-395.

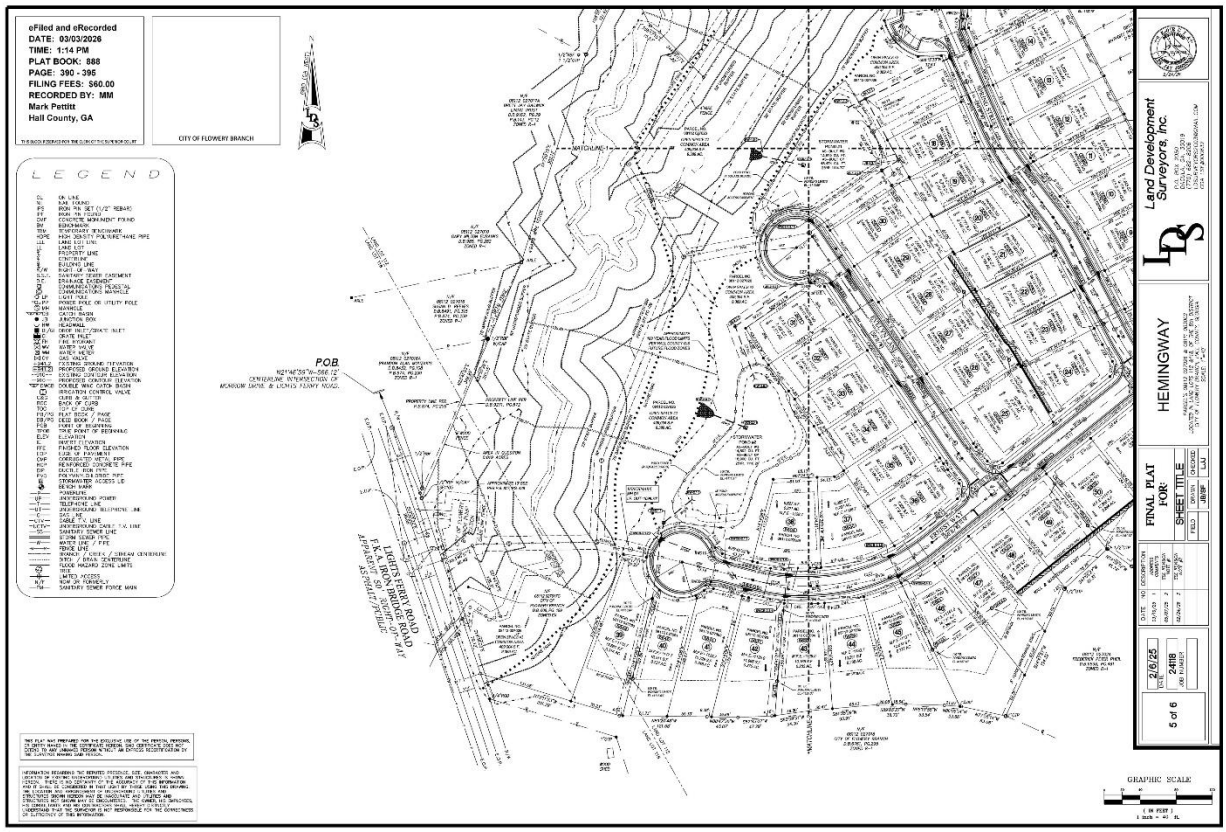


Public Hearing Published 05/13/2026 First Reading 06/18/2026
Public Hearing 06/18/2026 Second Reading 07/16/2026






eFiled and eRecorded
DATE: 03/03/2026
TIME: 1:14 PM
PLAT BOOK: 888
PAGE: 390 - 395
FILING FEES: $60.00
RECORDED BY: MM
Mark Pettitt
Hall County, GA
CITY OF FLOWERY BRANCH
LEGEND
Land Development Surveyors, Inc.
HEMINGWAY
FINAL PLAT FOR:
SHEET TITLE
2/6/25
4 of 6
MATCHLINE-1
GRAPHIC SCALE


eFiled and eRecorded
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5 of 6
P.O.B.
LIGHTER FERRY ROAD
GRAPHIC SCALE

Public Hearing Published 05/13/2026 First Reading 06/18/2026
Public Hearing 06/18/2026 Second Reading 07/16/2026

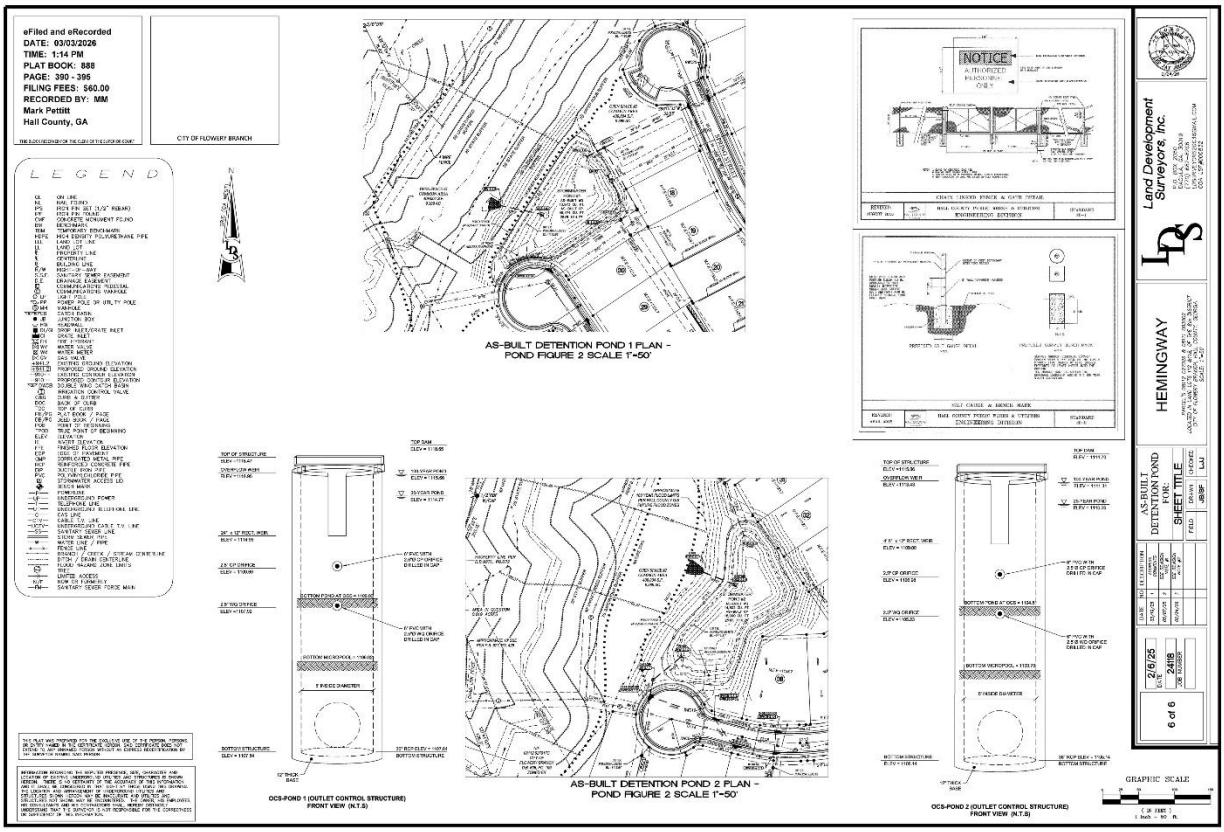


Exhibit B

Ordinance 702A:

Condition 9 listed in Exhibit C shall now read as follows: "**In lieu of installing a privacy fence add evergreen trees and shrubs planted in staggered rows on lots 3, and 9-15 inclusive, in the side (3) or rear yards of lots 9-15. Trees to be 6 – 8' at time of planting and placed out of any drainage swale or area. Final landscape plan including density, species and placement shall be reviewed and approved by the Director of Planning and Community Development.**"

Ordinance 715A:

Condition 8 listed in Exhibit C is hereby repealed and replaced to now read as follows: "**In lieu of installing a privacy fence add evergreen trees and shrubs planted in staggered rows on lots 44-46. Trees to be 6 – 8' at time of planting. Final landscape plan including density, species and placement shall be reviewed and approved by the Director of Planning and Community Development.**"

CITY OF FLOWERY BRANCH CITY COUNCIL

EXECUTIVE SUMMARY

SUBJECT: **Consideration to Award contract to Inspire Placemaking Collective, Inc. for Bid #26-006 Professional Services for the Development of a Unified Development Code**

DATE: **June 18, 2026**

COUNCIL ACTION REQUESTED ON: **June 18, 2026**

BUDGET INFORMATION:
$149,888.00

PURPOSE: The purpose of this item is to seek City Council approval to award the contract for Bid #26-006 to Inspire Placemaking Collective, Inc. for the development of a Unified Development Code (UDC). The UDC will modernize, consolidate, and streamline all development-related regulations into a single, cohesive, and user-friendly regulatory framework that supports the City's long-term growth and policy objectives.

HISTORY: The City of Flowery Branch's development regulations have been adopted and amended over many years, resulting in fragmented, inconsistent, and outdated provisions across zoning, subdivision, land development, environmental standards, utilities, and fats, oils, and grease (FOG) requirements.

To address these challenges, the City issued Bid #26-006 seeking a qualified consultant to lead the creation of a comprehensive UDC. Inspire Placemaking Collective, Inc. submitted a proposal demonstrating strong expertise in code development, planning, and regulatory modernization.

FACTS & ISSUES: The UDC will consolidate all development related ordinances including zoning, subdivision, land development, environmental standards, utilities, and FOG into a single unified document.

The project will ensure alignment with:
- The City of Flowery Branch Comprehensive Plan
- The Hall County Regional Plan
- The Georgia Zoning Procedures Law (O.C.G.A. § 36 66 1 et seq.)

The UDC will emphasize clarity, usability, and transparency, incorporating tables, graphics, examples, and consistent formatting to improve accessibility for staff, developers, elected officials, and the public.

Implementation tools will be developed, including administrative manuals, review checklists, and training resources for staff and City Council.

Sustainability and resilience will be integrated through updated standards for environmental protection, green infrastructure, and stormwater management, including compliance with the Georgia Stormwater Management Manual.

The project includes restructuring the Subdivision Ordinance into a broader Development Regulations framework and integrating related provisions from other code sections.

Key regulatory updates will address:
- Preliminary and final plat procedures
- Signage regulations, including LED and large format signs
- Tree preservation and specimen tree definitions
- Standardized drawings and technical specifications (potentially aligned with Hall County)
- New administrative processes such as Certificates of Development Conformance, House Location Plans (HLP), and Residential Drainage Plans (RDP)

The project includes public engagement, with at least three public meetings and multiple Council review sessions.

Final deliverables will be provided in digital (PDF and editable) and print formats.

OPTIONS: 1. Award the contract to Inspire Placemaking Collective, Inc. to develop the Unified Development Code.
2. Do Not Award Contract.

RECOMMENDED SAMPLE MOTION: Motion to award the contract for Bid #26 006 to Inspire Placemaking Collective, Inc. for professional services related to the development of the Unified Development Code

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DEPARTMENT: Finance
PREPARED BY: Nancy Rodriguez, Budget Manager

Unified Development Code: Executive Summary

The City of Flowery Branch seeks to modernize and streamline its development regulations through the creation of a Unified Development Code (UDC). This initiative is designed to improve efficiency, clarity, and consistency across the City's regulatory framework while supporting sustainable growth and community priorities.

At its core, the UDC will consolidate the City's existing zoning, subdivision, land development, and related ordinances into a single, cohesive document. This consolidation will eliminate redundancies, resolve inconsistencies, and create a unified regulatory structure that is easier to interpret and administer.

A key objective of the project is to ensure full alignment with the City's Comprehensive Plan, the Hall County Regional Plan, and all applicable state laws, including the Georgia Zoning Procedures Law (O.C.G.A. § 36-66-1 et seq.). This alignment will strengthen policy implementation and ensure that development regulations effectively support the City's long-term vision.

The UDC will be designed with a strong emphasis on clarity and usability. The document will feature concise language, consistent formatting, and user-friendly elements such as tables, graphics, and examples. These enhancements will improve accessibility for City staff, developers, elected officials, and the public, promoting transparency and ease of use.

To support effective implementation, the project will include the development of practical tools such as administrative manuals, review checklists, and training resources for City staff and the City Council. These materials will facilitate consistent application and administration of the new regulations.

In addition, the UDC will incorporate provisions that promote sustainability and resilience. The updated regulations will address environmental protection, green infrastructure, and stormwater management, while recognizing Flowery Branch's unique natural assets, including its proximity to Lake Lanier.

The scope of work includes a comprehensive review of existing ordinances, plans, and policies to identify inconsistencies, redundancies, and opportunities for modernization. This will involve restructuring the current Subdivision Ordinance into

a broader Development Regulations framework and integrating related provisions from other sections of the Code of Ordinances, including building regulations, environmental standards, utilities, and fats, oils, and grease (FOG) requirements.

The project will also include the development of standardized drawings and technical specifications, potentially aligned with Hall County standards, to ensure consistency in infrastructure design and construction. Key regulatory processes will be updated and refined, including preliminary and final plat review procedures, signage regulations (with consideration for LED technology and larger formats), and tree preservation and planting requirements, with clear definitions for specimen tree protection.

Further updates will include ensuring stormwater regulations conform to the Georgia Stormwater Management Manual, as well as establishing new administrative processes such as a Certificate of Development Conformance, House Location Plan (HLP), and Residential Drainage Plan (RDP) procedures.

Beyond regulatory revisions, the project will assess community needs and growth projections to ensure the UDC reflects current and future development conditions. The drafting process will include the preparation of regulatory text, maps, and graphics, along with a robust public engagement component featuring at least three public meetings. Drafts will be presented to City Council for review and feedback throughout the process.

Upon completion, the City will receive final deliverables in both digital (PDF and editable formats) and print formats, providing a comprehensive and implementable framework to guide Flowery Branch's growth and development for years to come.

CITY OF FLOWERY BRANCH

Request for Qualifications

RFQ No. 26-006

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

RFQ Release:	Wednesday, February 25, 2026
RFQ Questions Deadline:	Friday, March 20, 2026, 11:00 a.m. EST.
RFQ Due Date:	Monday, April 20, 2026, 1:00 p.m. EST.

Postal Return and/or Courier Delivery Address:

City of Flowery Branch
Finance Department
5410 Pine Street
Flowery Branch, GA 30542

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PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

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BACKGROUND

Located on Lake Lanier and just over forty miles from Atlanta, Flowery Branch has maintained a picturesque historic downtown. Recent investment, including streetscape improvements and a revitalized train depot, is beginning to revitalize the downtown area, known as “Old Town.” Many of the original buildings in the historic central business district still exist and have been rehabilitated and repurposed.

PROJECT INTRODUCTION

The City of Flowery Branch, Georgia (henceforth referred to as the "City"), a vibrant community in Hall County with a population of approximately 12,000, is seeking statements of qualifications from qualified firms or consultants to develop a Unified Development Code (UDC). The UDC will consolidate and modernize the City’s existing zoning, subdivision, and development related ordinances into a single, user-friendly document that aligns with the City’s Comprehensive Plan, promotes sustainable growth, and supports Flowery Branch’s vision as a charming, old town, forward-thinking community.

Flowery Branch is experiencing steady growth due to its proximity to Lake Lanier, major transportation corridors (I-985 and GA-365), and the Atlanta metropolitan area. The City’s current development regulations, including its zoning ordinance and subdivision regulations, are outdated and fragmented, creating challenges for developers, residents, and City staff. The UDC will streamline these regulations, incorporate best practices in urban planning, and ensure consistency with state and federal laws.

The City revised its Comprehensive Plan in 2021 and is currently developing a new plan in 2026. The selected firm or consultant will collaborate closely with the Georgia Mountains Regional Commission (GMRC) to ensure consistency and alignment between the Unified Development Code (UDC) and the Comprehensive Plan.

CORRESPONDENT

Upon release of this Solicitation, all Respondent communications concerning this acquisition must be directed to the Finance Department contact listed below:

City of Flowery Branch
Attn: Nancy Rodriguez
5410 Pine Street, Flowery Branch, GA. 30542
Phone: (770-967-6371) ext. 111
Nrodriguez@flowerybranchga.org

Unauthorized contact regarding this Solicitation with any other City of Flowery Branch employee may result in disqualification. Any oral communications will be considered unofficial and non-binding on the City. Respondents should rely solely on written statements issued by the City’s designated contact.

QUESTIONS

All questions must be submitted in writing to the contact named above. Questions must be received by 11:00 a.m. EST on Friday, March 20, 2026. A list of questions and answers will be posted on the city website at www.flowerybranchga.org/BIDs and on the Georgia Procurement Registry (GPR).

RESPONSE DATE AND LOCATION

The Finance Department must receive the Respondent's submission in a sealed envelope, in its entirety, no later than 1:00 p.m. Eastern Standard Time on Monday, April 20, 2026, at 5410 Pine Street, Flowery Branch, Georgia. Submissions received after the deadline will be returned unopened to the sender. All submissions and accompanying documentation will become the property of the City of Flowery Branch and will not be returned. **Submissions must be clearly marked on the outside of the package with the required Solicitation Label.**

Respondents assume all risks associated with their chosen method of delivery. The City of Flowery Branch is not responsible for delays caused by any delivery service. A postmark by the due date will not substitute for actual receipt of the submission. Late submissions will not be accepted, nor will additional time be granted to any Respondent. Submissions may not be delivered by facsimile, other telecommunication methods, or solely by electronic means.

PROPOSED SCHEDULE:

Release:	Wednesday, February 25, 2026
Questions Deadline:	Friday, March 20, 2026, 11:00 a.m. EST.
Due Date:	Monday, April 20, 2026, 1:00 p.m. EST.
City Council Award of Contract:	TBD
Contract Effective Date	TBD

SCOPE OF WORK

The selected firm will provide professional planning and legal services to develop a UDC that meets the following objectives: Consolidation, Alignment, Clarity and Usability, Implementation Tools and Sustainability and Resilience.

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

I. **Objectives**

A. Consolidation
- Integrate existing zoning, subdivision, land development, and related ordinances into a single, cohesive UDC.

B. Alignment
- Ensure consistency with the City's Comprehensive Plan, the Hall County Regional Plan, and applicable state laws (e.g., Georgia Zoning Procedures Law, O.C.G.A. § 36-66-1 et seq.).

C. Clarity and Usability
- Create a clear, concise, and user-friendly document with visuals, tables, and examples to enhance accessibility for staff, developers, and the public.

D. Implementation Tools
- Provide supporting materials, such as administrative manuals, checklists, and training for City staff and City Council.

E. Sustainability and Resilience
   - Incorporate provisions for environmental protection, green infrastructure, and resilience to support Flowery Branch's natural assets, including proximity to Lake Lanier.

II. Details

The following gives an example of various details involved in the project. The scope seeks to include, but is not limited to:

A. Review of existing ordinances, plans, and policies.
   - Identify inconsistencies and redundancies for correction.
   - Grammer, punctuation and formatting. Consistent throughout the document.
   - Review of the Subdivision Ordinance and change to Development Regulations.
   - Incorporate other chapters in the current Code of Ordinances into the Development Regulations section including, but not limited to, Building and Building Regulations, Environment, Fats Oils and Grease (FOG), and Utilities.
   - Develop a City of Flowery Branch Standard Drawings and Specification. Many may be the same as Hall County.
   - Other processes, procedures, or organization needs identified through the UDC process.
   - Update and revise the Preliminary and Final Plat process.
   - Update and revise sign regulations to include LED technology and oversized signs.
   - Update and revise tree preservation and planting regulations to include more robust planting requirements and defining specimen trees for preservation.
   - Review stormwater regulations for conformance with the Georgia Stormwater Manual and other updates needed for modernization.
   - Develop a Certificate of Development Conformance process and checklist.
   - Develop and Define House Location Plan (HLP) and Residential Drainage Plan (RDP) processes and procedures.

B. Analysis of community needs and growth projections.
C. Drafting the UDC, including text, maps, and graphics.
D. Conducting at least three (3) public meetings.
E. Presenting drafts to the City Council.
F. Providing final deliverables in digital (PDF, editable formats) and print formats.

III. Qualifications

Interested firms must meet the following **minimum qualifications**:

A. **Firm Overview:**
   - Name, address, and contact information.
   - Brief history and description of the firm, including years in business and office location(s).

B. **Experience:**
   - Demonstrated experience in developing UDCs or similar land use regulations, preferably for municipalities in Georgia or the Southeast (provide at least three examples from the past five years).

- Knowledge of Georgia's planning and zoning laws (e.g., O.C.G.A. § 36-66-1 et seq.).
- Experience with public engagement and consensus-building in small or mid-sized communities.

C. **Project Team:**
- Names, roles, resumes, and relevant certifications of key personnel.
- Identification of any sub-consultants and their roles.

D. **Approach and Methodology:**
- Proposed approach to developing the UDC, including timeline, public engagement strategies, and methods for ensuring alignment with City goals.
- Examples of innovative or context-sensitive solutions implemented in prior projects.

E. **Certifications :**
- Confirmation of compliance with all applicable state and federal laws, including Georgia's procurement requirements.
- Disclosure of any conflicts of interest or litigation involving the firm related to similar projects.

F. **References:**
- Contact information for at least three (3) municipal clients for whom similar projects have been undertaken and completed in the past five years.

RESPONDENT RESPONSIBILITY

When determining whether a Respondent is qualified, or when evaluating a submission, the following factors may be considered, any one of which will suffice to determine whether a Respondent is qualified or whether the submission is most advantageous to the City:

A. The ability, capacity, and skill of the Respondent to perform the contract or provide the required equipment and/or services.
B. The character, integrity, reputation, judgment, experience, and efficiency of the Respondent.
C. Whether the Respondent can perform the contract within the time specified.
D. The quality of performance of previous public and private contracts or services, including, but not limited to, Respondent's failure to perform satisfactorily or complete any written contract. The City's termination for default of a previous contract with a Respondent, within the past three years, shall be deemed to be such a failure.
E. The previous and existing compliance by the Respondent with laws relating to the contract or service.
F. Evidence of collusion with any other Respondent, in which case colluding Respondent will be restricted from submitting further response on the subject project or future solicitations, for a period not less than three years.
G. All employees, subcontractors or vendors performing services in any City-owned building must be submitted to pass a thorough criminal background investigation with no convictions, other than minor traffic violations.
H. The Respondent has been convicted of a crime of moral turpitude or any felony, excepting convictions that have been pardoned, expunged, or annulled, whether in this state, in any other state, by the United States, or in a foreign country, province or municipality. The Respondent shall affirmatively disclose to the City all such convictions, especially of management personnel or the Respondent as an entity, prior to the notice of award or execution of a contract, whichever comes first. Failure to make such affirmative disclosure shall be grounds, in the City's sole opinion and discretion, for termination for default subsequent to the award or execution of the contract.
I. If the Respondent will be unable, financially, or otherwise, to perform the work.

J. At the time of the solicitation opening, the Respondent is not authorized to do business in Georgia, or otherwise lacks a necessary license, registration, or permit.
K. Any other reason deemed proper by the City.

LIABILITY AND INSURANCE

During the performance of the duties outlined in the Scope of Work of this solicitation, the successful Respondent shall procure the following insurance, which shall be full coverage insurance not subject to self-insurance provisions, except for vehicle collision insurance and comprehensive automobile coverage and shall not, of the Respondent's initiative, cause such insurance to be cancelled or materially altered during the contract term. The Respondent must provide evidence, satisfactory to the City, of the following insurance requirements:

A. Owner requires the Respondent to have and maintain the following insurance coverage and indemnification provisions with the City of Flowery Branch named as an additional insured hereunder.

B. The Respondent agrees to provide and maintain insurance coverage until the contract is completed and to furnish certificates from its insurance carriers showing that it carries insurance in the following minimum limits:

▪ Workers' Compensation	Statutory Minimum $100,000/accident
▪ Employers Liability	$1,000,000
▪ Bodily Injury Liability	$1,000,000
▪ Except Automobile	$1,000,000 aggregate
▪ Property Damage Liability	$1,000,000 each occurrence
▪ Except Automobile	$1,000,000 each occurrence
▪ Automobile Bodily Injury	$1,000,000 each person
▪ Liability	$1,000,000 each occurrence
▪ Automobile Property Damage Liability	$1,000,000 each occurrence
▪ Excess Umbrella Liability	$2,000,000 each occurrence

C. PROOF OF INSURANCE

The Respondent shall furnish the Owner with certificates showing the type, amount, class of operations covered, effective dates, and date of expiration of policies. Such certificates shall also contain substantially the following statement: The insurance covered by this certificate will not be cancelled or materially altered, except after thirty (30) days written notice has been received by the Owner.

D. INDEMNIFICATION

The Respondent shall indemnify, protect, defend and hold harmless the City, and any and all of its employees, officials and agents from and against any liability (including liability for claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses or costs of any kind, whether actual, alleged or threatened, including attorney's fees and costs, court costs, interest, defense costs and expert witness fees), where the same arise out of, are a consequence of, or are in any way attributable to, in whole or in part, the performance of the contract by Respondent or by any individual or entity

for which Respondent is legally liable, including but not limited to officers, agents, employees or subcontractor of Respondent.

REQUIREMENTS / EVALUATION CRITERIA

The City will select the response that, in its sole discretion, is the most responsive and responsible submission to the City. The City will evaluate all submissions based on the published evaluation criteria and will create a shortlist of up to three (3) Respondents for interviews. Respondents should therefore submit their response on the most favorable terms available.

Following the interviews, the City will issue a follow-up solicitation to the shortlisted Respondents only. This second-stage solicitation will request detailed pricing and any additional technical information needed for final evaluation. Participation in the interview and the follow-up solicitation, if issued, is mandatory for continued award consideration.

Following the interview process and the evaluation of the follow-up solicitation, the City will select the Respondent determined to be the most advantageous to the City based on the combined evaluation of the written submission, interview, and second-stage solicitation. Once the final Respondent is selected, the City may negotiate adjustments to the scope of services, pricing, and other contract terms prior to execution.

I. Submission Requirements

Respondent shall submit one (1) original hard copy submission and one (1) electronic copy on a flash drive.

Interested firms must submit a Statement of Qualifications (SOQ) addressing the following:

A. **Firm Overview:**
- Name, address, and contact information.
- Brief history and description of the firm, including years in business and office location(s).

B. **Experience:**
- Demonstrated experience in developing UDCs or similar land use regulations, preferably for municipalities in Georgia or the Southeast (provide at least three examples from the past five years).
- Knowledge of Georgia's planning and zoning laws (e.g., O.C.G.A. § 36-66-1 et seq.).
- Experience with public engagement and consensus-building in small or mid-sized communities.

C. **Project Team:**
- Names, roles, resumes, and relevant certifications of key personnel.
- Identification of any sub-consultants and their roles.

D. **Approach and Methodology:**
- Proposed approach to developing the UDC, including timeline, public engagement strategies, and methods for ensuring alignment with City goals.
- Examples of innovative or context-sensitive solutions implemented in prior projects.

E. **Certifications:**
- Confirmation of compliance with all applicable state and federal laws, including Georgia's procurement requirements.
- Disclosure of any conflicts of interest or litigation involving the firm related to similar projects.

F. **References:**
   - Contact information for at least three (3) municipal clients for whom similar projects have been undertaken and completed in the past five years.

II. Evaluation Criteria

Submissions will be evaluated based on the following criteria (100 points total):

A. Experience and Qualifications (30 points):
- Relevant experience in UDC development and knowledge of Georgia planning laws.

B. Project Team (25 points):
- Expertise, qualifications, and availability of key personnel.

C. Approach and Methodology (30 points):
- Clarity, feasibility, and creativity of the proposed approach, including public engagement strategies.

D. References and Past Performance (15 points):
- Quality of work and client satisfaction on prior projects.

Any failure to meet any of the minimum qualifications set out in this solicitation, including but not limited to: failure to supply the minimum number of references, negative references, or failure to demonstrate adequate experience shall be a basis for disqualification.

AWARD AND EXECUTION

Following the evaluation of submissions, the City will create a shortlist of up to three (3) Respondents for further consideration. Only shortlisted Respondents will be invited to participate in interviews. Participation in an interview, if requested, is mandatory for continued award consideration.

After shortlisting, the City will issue a follow up solicitation to the shortlisted Respondents only. This subsequent solicitation will request detailed pricing and any additional technical or project specific information needed for final evaluation. Only shortlisted Respondents will be eligible to participate in this second stage solicitation.

After the interviews and the evaluation of the follow up solicitation are completed, the City will select the Respondent(s) determined, in the City's sole discretion, to be the most responsive, responsible, and advantageous to the City based on the combined results of the interview and the second stage solicitation.

Should the City require additional time to develop a shortlist or finalize an award decision, the evaluation and award period may be extended by mutual written agreement between the City and the shortlisted Respondent(s). If an award has not been issued within ninety (90) days of the RFQ submission deadline, or within an agreed upon extension, a Respondent may withdraw its submission without obligation to either party.

GENERAL CONDITIONS

I. WAIVER OF TECHNICALITIES

All items must meet or exceed specifications as stated by the City of Flowery Branch. The City of Flowery Branch reserves the right to waive any technicalities and to reject or accept any solicitation

in its entirety or to accept any portion thereof if it is determined that either method results in lower costs, better service, final satisfaction or is otherwise determined to be in the best interest of the City of Flowery Branch. The award may be made by item number or in total. Determination of best response to solicitation will be the sole judgment of the City of Flowery Branch. Solicitation shall remain valid for ninety days from the date of solicitation opening.

II. BONDING REQUIREMENTS

Bid, performance and payment bonds shall be required for all contracts where the cost is two-hundred fifty thousand dollars ($250,000.00) or greater as required per O.C.G.A. § 36-91-50.

a. Bid Bonds
    i. The bid bond must be in an amount of not less than 5 percent of the total amount payable by the terms of the contract. In lieu of a bid bond, the city may accept a cashier's check, certified check, or cash deposit in an amount of not less than 5 percent of the total amount payable by the terms of the contract. If the contract does not exceed $750,000.00, the city may also accept an irrevocable letter of credit in lieu of the bid bond. No bid or bid shall be considered to be complete unless a bid bond has been submitted. O.C.G.A. § 36-91-50(d). If a bid bond is required and the Vendor fails to provide it, the contract shall be invalid. O.C.G.A. § 36-91-50(d). The city must approve the form and solvency of the surety prior to acceptance of the bid or bid. O.C.G.A. § 36-91-40(a)(2).

b. Performance Bonds
    i. The performance bond shall be in the amount of at least the total amount payable by the terms of the contract and shall be increased as the contract amount is increased. O.C.G.A. § 36-91-70. If the public works construction contract is less than $750,000.00, the local government may accept an irrevocable letter of credit instead of a performance bond. O.C.G.A. § 36-91-71. No public works construction contract requiring a performance bond shall be valid for any purpose unless the Vendor shall give such performance bond. O.C.G.A. § 36-91-70. The affected city may recover any damages resulting from the Vendor's breach by filing an action within one year of the completion of the project and acceptance of the work. O.C.G.A. § 36-91-72. The city must approve the form and solvency of the surety prior to the execution of the contract. O.C.G.A. § 36-91-40(a)(2).

c. Payment Bonds
    i. The payment bond shall be in the amount of at least the total amount payable by the terms of the initial contract for the use and protection of all subVendors, and all persons supplying labor, materials, machinery, and equipment in the conduct of work provided in the contract. O.C.G.A. § 36-91-90. In lieu of a payment bond, the city may accept, in its discretion, a cashier's check, certified check, or cash in the amount of at least the total amount payable by the terms of the contract. O.C.G.A. § 36-91-90. No public works construction contract requiring a payment bond shall be valid for any purpose. O.C.G.A. § 36-91-91. The city must approve the form and solvency of the surety prior to the execution of the contract. O.C.G.A. § 36-91-40(a)(2).

III. NON-COLLUSION

Respondent(s), by submitting a solicitation, certify that the accompanying solicitation is not the result of, or affected, by any unlawful act of collusion with any other person or company engaged in the same line of business or commerce, or any other fraudulent act punishable under Georgia or United States law.

IV. SOLICITATION REJECTION

The City of Flowery Branch reserves the right to reject any or all solicitations at any time without penalty. ***Any Respondent, who acts as a supplier to another Respondent submitting a solicitation and also submits a solicitation of their own, will be viewed as participating in Collusive behavior. This behavior displays a pattern or practice of unethical or immoral business practices. Any Respondent associated with this practice may be banned from doing business with the City of Flowery Branch for up to three years.***

V. MODIFICATION OF SOLICITATIONS

Any clerical mistake that is patently obvious on the face of the solicitation may, subject to the limitations described below, be corrected upon written request and verification submitted by the Respondent. A non-material omission in a solicitation may be corrected if the Finance Department determines that correction to be in the City's best interest. Omissions affecting or relating to any of the following shall be deemed material and shall not be corrected after solicitation opening:

(1) Price Information; and
(2) Any Required Insurance

VI. WITHDRAWAL OF SOLICITATIONS

Solicitations may be withdrawn at any time prior to the opening. After solicitations have been opened, withdrawal of a solicitation shall be based upon the following:

The Respondent shall give notice in writing of his claim of right to withdraw his solicitation due to an error within two business days after the conclusion of the opening procedure. Solicitations may be withdrawn from consideration if the price is substantially lower than the other solicitations due solely to a mistake therein, provided the solicitation was submitted in good faith, and the mistake was a clerical mistake as opposed to a judgment mistake, and was actually due to an unintentional arithmetic error or an unintentional omission of a quantity of work, labor or material made directly in the compilation of the solicitation, which unintentional arithmetical error or unintentional omission can be clearly shown by objective evidence drawn from inspection of original work papers, documents and materials used in the preparation of the solicitation sought to be withdrawn. The Respondent's original work papers shall be the sole acceptable evidence of error and mistake if he elects to withdraw his solicitation. If a solicitation is withdrawn under the authority of this provision, the lowest remaining responsive solicitation shall be deemed to be the low solicitation.

VII. NON-ENDORSEMENT

As a result of the selection of a Respondent to supply products and/or services to the City of Flowery Branch, the City of Flowery Branch is neither endorsing nor suggesting that the Respondent's product is the best or only solution. The Respondent agrees to make no reference to the City of Flowery Branch in any literature, promotional material, brochures, sales presentation, or the like without the express written consent of the City of Flowery Branch.

VIII. PROPRIETARY MATERIAL

Any information contained in the solicitation that is proprietary will be neither accepted nor honored. All information contained in this solicitation is subject to public disclosure.

IX. RESPONSE PROPERTY OF THE CITY OF FLOWERY BRANCH

All material submitted in response to this request becomes the property of the City of Flowery Branch. Selection or rejection of a response does not affect this right.

X. NO OBLIGATION TO BUY

The City of Flowery Branch reserves the right to refrain from contracting with or purchasing from any Respondent. The release of this solicitation does not compel the City of Flowery Branch to purchase.

XI. COST OF PREPARING SOLICITATION

The City of Flowery Branch is not liable for any cost incurred by Respondent(s) in the preparation and presentation of solicitations and demonstrations submitted in response to this solicitation.

XII. NUMBER OF COPIES REQUIRED

Respondent shall submit one (1) original hard-copy submission and one (1) electronic copy provided on a flash drive.

XIII. ADDENDA

Respondent(s) are responsible for checking the City of Flowery Branch's website for the issuance of any addenda prior to submitting a solicitation. The address is **https://www.flowerybranchga.org/BIDs**

**The City of Flowery Branch is an equal opportunity owner/employer and will not discriminate against any vendor because of race, creed, color, religion, sex, national origin, or ADA disability status.

*** The City of Flowery Branch will comply with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 USC 2000d—42 USC 2000d—4 (hereinafter referred to as the Act), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the Regulations), and other pertinent directives, to the end that in accordance with the Act, Regulations, and other pertinent directives, no person in the United States shall, on the grounds of race, color, sex, or national origin be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives federal financial assistance from the Department of Transportation, including the Federal Highway Administration, and HEREBY GIVES ASSURANCE THAT it will promptly take any measures necessary to effectuate this agreement.

City of Flowery Branch
CERTIFICATION
RFQ No. 26-006 PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

This form must be completed and signed for the solicitation to be considered.

With my signature, I certify that I am duly authorized to commit my firm to this solicitation. I further certify that the information contained in this submission is true, accurate, and complete and shall remain valid for a period of ninety (90) days from the date of submission.

Postal Return and/or Courier Delivery Address:

City of Flowery Branch
Finance Department
5410 Pine Street Flowery Branch, GA 30542

The undersigned further certifies that:
This submission is made without any prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same solicitation, and without collusion or fraud.
The firm has reviewed and understands the Request for Proposal and agrees to comply with all requirements, terms, and conditions stated therein.
The firm is not disqualified from responding to this solicitation under any applicable laws, regulations, or policies.

I acknowledge that my firm has reviewed and understands the scope of work and certifies that it can perform the services as presented in this solicitation upon the City's request.

Signed, sealed, and delivered in the presence of:

_____ By: _____
Unofficial Witness (Person authorized to sign binding contract)

Title: _____

_____
Notary Public Attest: _____
Commission Expires: _____ (Officer of Company if Corporation)

Title: _____

Company Name: _____

CITY OF FLOWERY BRANCH

ADDENDUM ACKNOWLEDGEMENT

RFQ 26-006

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

PLEASE LIST ISSUED ADDENDUM(S)

Addendum Number(s)

_____ _____

_____ _____

_____ _____

☐ **NO ADDENDA WERE RECEIVED**

COMPANY NAME: _____

CONTACT PERSON: _____

ADDRESS: _____

CITY:_____ **STATE:**_____ **ZIP:**_____

PHONE: FAX: _____

EMAIL ADDRESS: _____

By signing below, I hereby acknowledge receipt of the supplement pertaining to the above referenced bid.

SIGNATURE: _____ **DATE:** _____

UPON RECEIPT, PLEASE PRINT AND ADD TO YOUR SOLICITATION.

AFFIX THIS LABEL IN A VISIBLE LOCATION ON SEALED SOLICITATION

RFQ Title:	**26-006 PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE**
Company:	
Contact Person:	
Contact Phone:	
RFQ Due Date:	Monday, April 20, 2026, at 1:00 P.M.

DELIVER ONLY TO:

City of Flowery Branch

Attn: Finance Department

5410 Pine Street

Flowery Branch, GA 30542

Internal Use Only:

Received:

THIS SEALED SOLICITATION WILL REMAIN CLOSED UNTIL THE ADVERTISED OPEN DATE AND TIME BY THE FINANCE DEPARTMENT.



Inspire
PLACEMAKING COLLECTIVE

Original

Inspire Placemaking Collective, Inc.

April 20, 2026, 1:00pm

Re: RFQ #26-006

Professional Services for the Development of a Unified Development Code

City of
FLOWERY BRANCH, GA

Flowery Branch, GA is a growing city known for its historic downtown charm and role as the headquarters of the Atlanta Falcons. This "Old Town" community offers a blend of 19th-century architecture and modern suburban growth, providing residents with easy access to both outdoor lakeside recreation and the greater Atlanta area.



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Cover LETTER

April 20, 2026
City of Flowery Branch, GA
Nancy Rodriguez, Finance Department
5410 Pine Street, Flowery Branch, GA 30542

Re: RFQ #26-006 | Professional Services for the Development of a Unified Development Code

Dear members of the selection committee,

Located on the shores of Lake Lanier, Flowery Branch is known for its charming downtown, strong economic opportunities, and small-town character, all of which is complemented by its proximity to nearby metropolitan areas. Over the past decade, these qualities have resulted in the City experiencing significant growth, creating new opportunities as well as challenges related to infrastructure capacity, resource protection, and development pressures. With the upcoming Comprehensive Plan update nearing completion, Flowery Branch stands at a critical intersection, one where its planning momentum can be translated into lasting, meaningful change. The next step in realizing the community vision is aligning the Unified Development Code with the updated Comprehensive Plan.

Inspire Placemaking Collective, Inc. (Inspire) was founded in 2022 as a formal spin-off of S&ME, Inc.'s planning and landscape architecture divisions which operated for more than 20 years. With a team of over 40 planners, designers, and other professionals that possess more than 400 years of collective experience, Inspire offers a traditional city planning practice, with a depth and breadth that is unique within today's marketplace.

We've teamed with the award-winning Croy Engineering to craft a best-in-class ordinance that combines visionary landscape architecture, innovative environmental design, and smart land-use solutions that deliver vibrant streetscapes, enhanced ecological resilience and improved accessibility and multimodal connectivity.

Our practice focuses on comprehensive planning, land development code updates, form-based codes, design guidelines, community redevelopment, economic development, historic preservation, and small area studies. We have assisted numerous cities and counties with the preparation of streamlined, user-friendly land use plans, comprehensive plans, land development regulations, form-based codes, design standards, and technical manuals. Our current and previous clients range from rural counties to fast-growing urban communities. Placemaking, a design perspective that recognizes the relationship between transportation, private development, and civic spaces is the foundation of all our work. We think beyond project site boundaries and plan for the people and experiences of the larger place and community. Inspire is committed to creating great places, safe streets, and thriving communities.

Thank you for this opportunity to present our qualifications for your consideration. We hope to have the opportunity to expand upon our ideas and experience through the interview process.

Sincerely,
Inspire Placemaking Collective, Inc.

Sarah Sinatra Gould, AICP, CZO
Project Manager
ssinatra@inspireplacemaking.com

George Kramer, AICP
Authorized Representative
gkramer@inspireplacemaking.com

01 Firm Overview



Flowery Branch Farmers Market

FIRM PROFILE

Inspire
PLACEMAKING COLLECTIVE

Inspire partners with local governments to create great places, safe streets, and thriving communities.

For cities and counties focused on results — protecting community character, enhancing quality of life, and fostering high-wage jobs — Inspire offers a different approach to consulting. Building a talented team, instilling grit, and fostering long-term client partnerships is about more than winning the next contract. This unique model provides a foundation for transformational change. Focusing on people and communities, Inspire has built a shared work ethos that is mission-driven, interdisciplinary, and focused on implementation.

Over time, new ordinances and amendments dilute and muddle local development codes. Eroded organization, conflicting provisions, and a maze of cross-references frustrate staff and applicants alike, costing local governments time and money. Furthermore, a lack of alignment between land development codes and corresponding comprehensive plans impede a community's efforts to achieve its own vision and goals. Inspire's system for code drafting and reorganization was developed by our team of code specialists and has been continually refined over 25 years. Organization, clarity, and easy-to-understand charts and visuals are hallmarks of Inspire's code work.

Mission-driven

Serving the public interest is paramount.

Interdisciplinary

Extensive collaboration across disciplines leads to holistic solutions.

Focused on Implementation

Bold ideas and compelling designs must be tested for workability and strategically positioned for approval and funding.

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Comprehensive Plan Projects

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Unified Development Code Projects

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Redevelopment Projects

09
Development Review Projects

Project Specializations

- Comprehensive Plans
- Land Development Codes
- Redevelopment
- Complete Streets
- Civic Realm Design
- Downtown Master Plans
- Economic Development
- Historic Preservation
- Branding & Wayfinding
- In-house & On-call Support

Technical Services

- Planning
- Landscape Architecture
- Urban Design
- Graphic Design
- GIS Mapping & Analysis
- Community Engagement
- Market Analysis
- Development Review



OFFICE LOCATIONS

Firm Information

Founded in 2022 as a formal spin-off of S&ME, Inc.'s planning and landscape architecture divisions which operated for more than 20 years. The previous names of the firm were Land Design Innovations, LLC, Littlejohn Engineering Associates, and S&ME, Inc.

The local office where most of the work will be performed is located at:
817 W. Peachtree St., NW, Suite A-145, Atlanta, GA 30308

The primary contact will be:
Sarah Sinatra, AICP, CZO, Project Manager
954.205.3272 | ssinatra@inspireplacemaking.com

FIRM PROFILE

CROY

Croy Engineering is an award winning, full-service consulting firm founded in 2005.

As a leading provider of design solutions and support services in the Southeast, Croy leverages its local presence and community ties to serve both public and private sector clients on the local, regional, and national levels.

Croy is a more than 100-person firm with three Southeastern office locations: Marietta, Ga., Chattanooga, Tenn., and Huntsville, Ala. In addition to traffic engineering experience, Croy offers a diversified range of capabilities in various fields, including site design, landscape architecture, transportation, parks and recreation planning, municipal utility design, surveying, land acquisition, program management, environmental, as well as construction engineering and inspection services.

Local Office: **200 Cobb Parkway North, Building 400, Suite 413, Marietta, GA 30062.**

Croy's primary contact will be:
Jason Gaines, AICP, Technical Project Manager
404.895.5537 | jgaines@croyeng.com

On-Call Services Experience

Our Croy team has experience performing projects under existing on-call contracts for more than 30 clients across the Southeast, including currently holding on-call contracts with Cobb County, and the cities of Smyrna, Powder Springs, and Marietta. Our Croy team's experience with performing projects as task orders under on-call contracts will enable us to hit-the-ground-running, as well as leverage lessons learned to deliver projects effectively and efficiently.

Local Government Experience

Many of our team members previously served in municipal roles before joining Croy, and therefore, understand the need to meet budgets and schedules, communicate progress, and provide quality design. This gives us a unique familiarity with the priorities and requirements governments face, and the flexibility to help address them successfully. In addition, Croy has been providing engineering services to local governments across Georgia since our founding two decades ago. We work to maintain long-term clients by building successful partnerships to realize project goals, as well as being responsive, approachable, and efficient.

Core Disciplines

- Aviation
- Civil/Site Design
- Construction Management
- Construction Inspection
- Environmental Areas
- GIS Databases
- Land Acquisition/Right-of-Way
- Landscape Architecture
- Municipal Utilities
- Parks and Recreation
- Planning
- Program Management
- Public Involvement
- Site Development
- Stormwater
- Surveying / SUE
- Traffic Engineering
- Transit
- Transportation Design
- Utility Coordination

Firm Awards





Firm Information

Croy Engineering, LLC was incorporated in Georgia. Croy has been in business since 2005 (21 Years in Business). They are a Limited Liability Company and Private Partnership. Croy has three Southeastern Offices.

Website: https://www.croyengineering.com/

02 Experience



St. Patrick's Day Market

RINCON, GA

Unified Development Ordinance

Project Dates:
12/2023 - 02/2025

Client Information:
City of Rincon, GA
302 South Columbia Avenue
Rincon, GA 31326

Project Description:
Having experienced significant growth and no sign of it slowing, the City of Rincon recognized the need to modernize its regulatory framework. With outdated regulations that were fragmented across multiple ordinances, Rincon engaged Inspire to prepare a Unified Development Ordinance that consolidates and updates the City's regulations while implementing the character area framework established in the Comprehensive Plan. The resulting UDO emphasizes clarity, ease of use, and visual prompts and guidance. Stakeholder meetings, a dedicated project website, and a community open house were integral components of the public engagement process to gather input and build consensus.









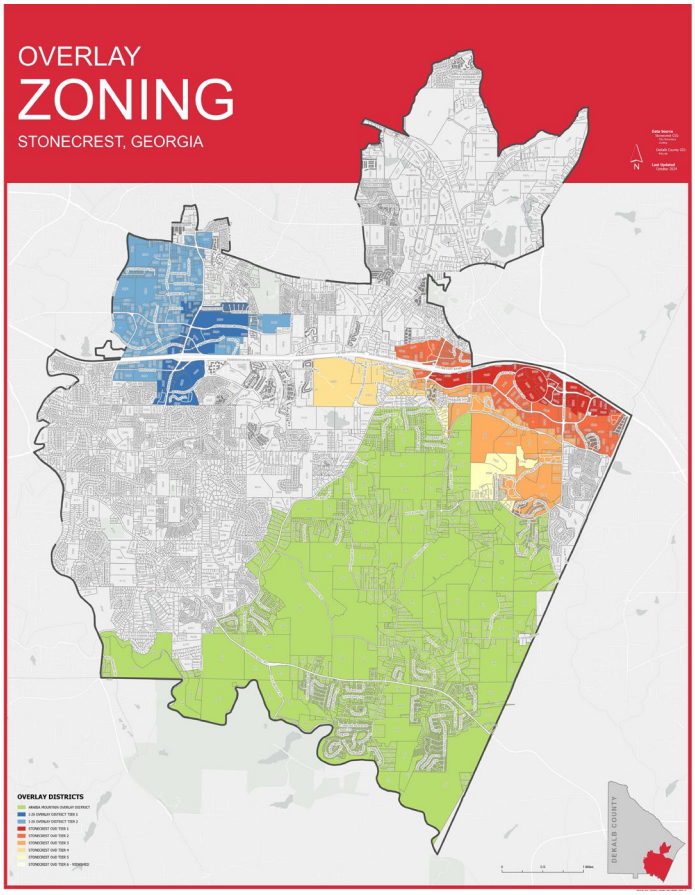
STONECREST, GA

Zoning Ordinance & Overlay District Update

Project Dates:
09/2025 - Ongoing

Client Information:
City of Stonecrest, GA
3120 Stonecrest Boulevard
Stonecrest, GA 30038

Project Description:
Inspire is assisting the City with updates to its Land Development Code and Zoning Overlay districts, focusing on reorganizing the document and revising language to ensure it is consistent, concise, and user-friendly for residents, developers, and staff. To achieve this, design visualizations will be incorporated into the document to demonstrate how development standards should be applied in real-world scenarios, bridging the gap between technical requirements and the everyday user's understanding. To build early buy-in and ensure the update aligns with local strategic goals and needs, a stakeholder advisory committee was established to provide local insight and serve as ambassadors to the wider community, encouraging broader participation. Through this comprehensive approach, Inspire is helping the City of Stonecrest to modernize its regulatory framework, foster transparency, and build stronger connections between planning policy and community priorities.









EAST POINT, GA

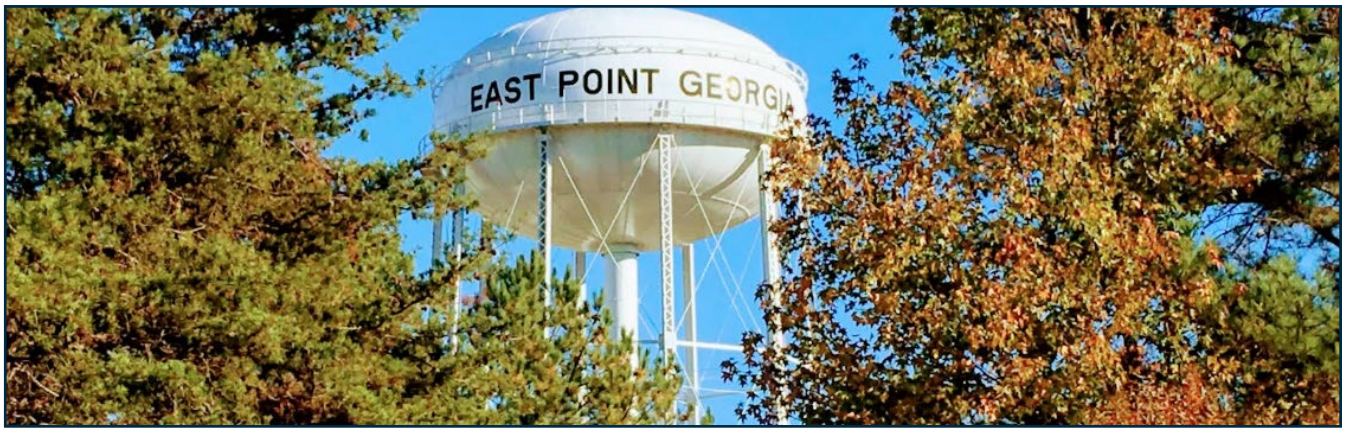
Zoning Ordinance Rewrite

Project Dates:
11/2025 - Ongoing

Client Information:
City of East Point, GA
2757 East Point Street
East Point, GA 30344

Project Description:
The zoning ordinance rewrite is a timely opportunity for Inspire to assist the City of East Point in aligning its development regulations with the City's forward-thinking policies focused on equity, preservation of neighborhood character, promotion of housing choice, support of small businesses, and advancement of community resiliency.

The update streamlines language, improves consistency, and makes standards more practical and accessible by including visual examples that show how requirements apply in real-world situations. The final product will be fully digital and designed for integration into the City's website.





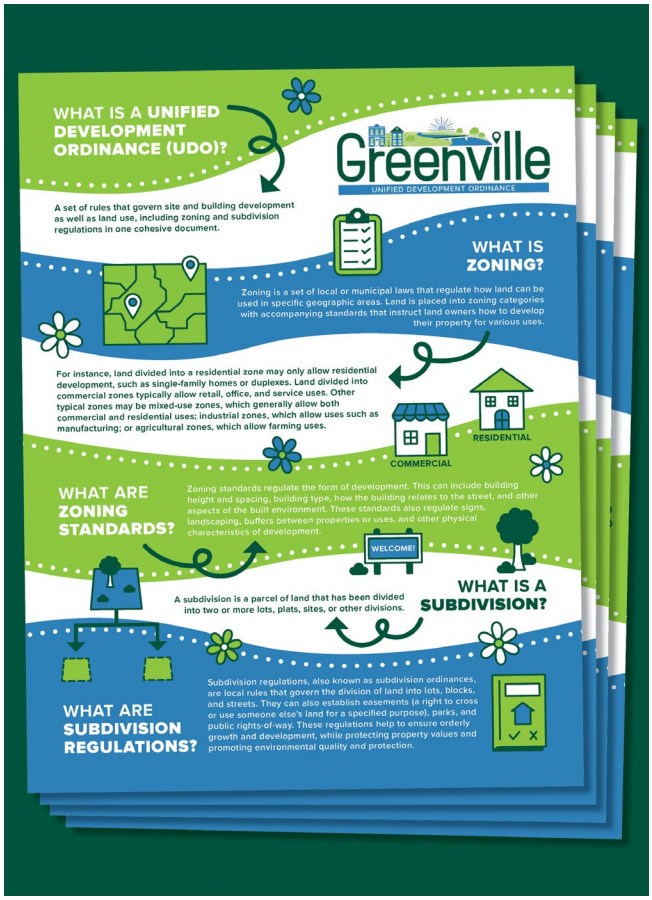
GREENVILLE, NC

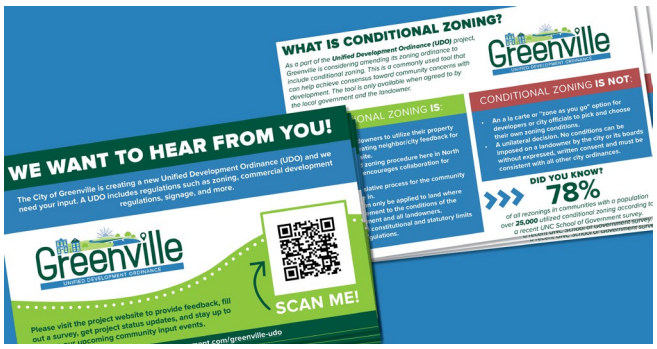
Unified Development Ordinance

Project Dates:
04/2024 - 11/2025

Client Information:
City of Greenville, NC
201 W. 5th Street
Greenville, NC 27835

Project Description:
Inspire prepared the City's first Unified Development Ordinance (UDO) to incorporate design standards for the downtown and surrounding area and to improve code organization, streamline regulations, and create conditional zoning regulations. The UDO was a community-driven process centered on the last update to the Comprehensive Plan and needs of the community. The regulations were outdated and conflicting and the goal of the project was to craft predictable standards by which to design and build, while focusing on pedestrian-friendly, sustainable development.







EFFINGHAM COUNTY, GA

Land Development Regulations

Project Dates:
09/2021 - 09/2024 &
07/2025 - 09/2025

Client Information:
Effingham County, GA
804 South Laurel Street
Springfield, GA 31329

Project Description:
Effingham County hired Inspire to update its Comprehensive Plan and overhaul its land development regulations. This update focused on streamlining requirements, while conducting substantial public engagement efforts, including working with the County staff to create an appropriate list of stakeholders for a steering committee consisting of appointed officials, County Administration, staff of key County departments, members of relevant County boards and commissions, landowners, developers, realtors, design and construction professionals, neighborhood groups, business owners, and others.







COLLEGE PARK, GA

Comprehensive Plan

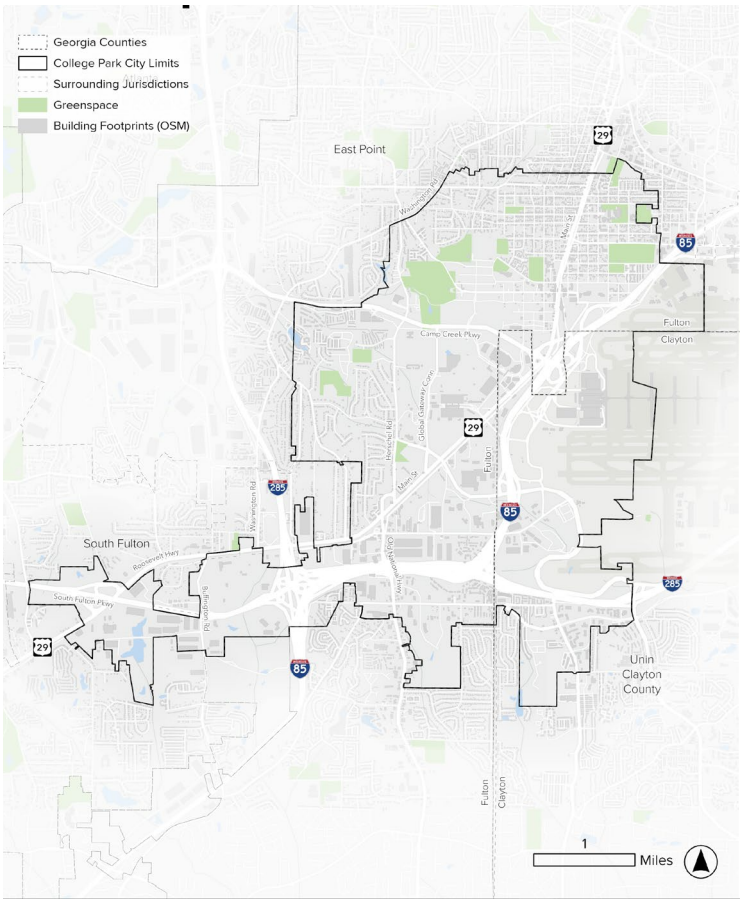
Project Dates:
02/2026 – Ongoing

Client Information:
3667 Main Street
College Park, GA 30337

Project Description:
College Park is a major hub of global and regional commerce anchored by Hartsfield-Jackson Atlanta International Airport. As Georgia's fourth-largest urban historic district, College Park combines rich history with access to urban amenities. The Comprehensive Plan update includes an update to the Community Work Program, and offers a chance to reassess past goals, re-shaping them to form a more balanced, community-driven future. Staff will conduct a thorough analysis of existing conditions to include demographic trends, economic factors, and infrastructure needs. Community engagement will include a futuristic workshop demonstrating before-and-after visualizations of what the various plan elements may look like as aligned with the proposed community goals, particularly as it pertains to neighborhood character areas.

College Park
Comprehensive Plan





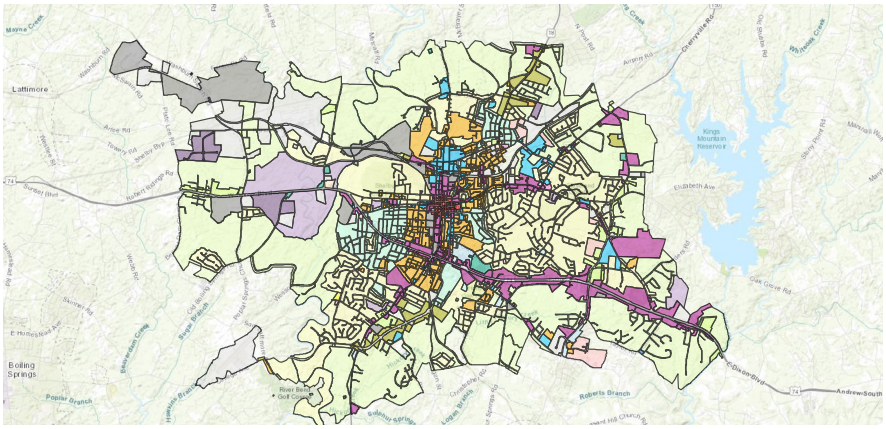
SHELBY, NC

Unified Development Ordinance Rewrite

Project Dates:
07/2025 - Ongoing

Client Information:
City of Shelby, NC
311 South Lafayette Street
Shelby, NC 28150

Project Description:
Inspire converted the existing, outdated zoning and subdivision ordinance into a UDO with an accompanying rezoning of the entire jurisdiction to align with consolidated and refined zoning districts. Additional standards were added for specific uses and for design in the districts, implementing the vision of the recently adopted comprehensive plan. Public engagement and outreach included public meetings, stakeholder interviews, and video testimonials from local citizens.









CHATTANOOGA, TN

Chattanooga Area Comprehensive Plan Update

Project Dates:
Completion: 10/2024

Client Information:
City of Chattanooga, TN
Chattanooga -
Hamilton County
Regional Planning Agency
1250 Market Street
Chattanooga, TN 37402

Project Description:
Croy supported Chattanooga's Comprehensive Plan Update, which divided the region into 11 sub-areas for a holistic vision. Our team analyzed five years of crash data and the city's functional network to identify high-risk hotspots, specifically prioritizing non-motorized safety and equity impact areas. We also evaluated "critical corridors" by reviewing land use, traffic stress, pavement quality, and transit accessibility. Following field surveys and public outreach, we developed a comprehensive suite of recommendations, including complete streets, intersection improvements, and multimodal infrastructure to guide future investments.





PAULDING COUNTY, GA

CROY

Paulding County Comprehensive Transportation Plan Update

Project Dates:
Completion: 12/2022

Client Information:
Paulding County, GA
240 Constitution Boulevard
Dallas, GA 30132

Project Description:
Croy served on the consultant team for the Paulding County CTP update, which was conducted alongside the County's Comprehensive Plan. Our team led the analysis of active transportation, aviation, bridges, and ITS, while also authoring the Existing Conditions and Needs Assessment Report to define current system performance. Our role involved multi-tiered public engagement—including stakeholder workshops and Board of Commissioners presentations—as well as project prioritization and cost estimation. Croy co-authored the Final Report to provide a data-driven roadmap for the County's future infrastructure.



SPALDING COUNTY, GA

Griffin-Spalding County Comprehensive Transportation Plan Udate

Project Dates:
07/2021 - 02/2023

Client Information:
Spalding County, GA
119 E. Solomon Street
Griffin, Georgia 30223

Project Description:
In July 2021, Croy was selected to update the Griffin-Spalding County Comprehensive Transportation Plan (CTP), collaborating with Griffin, Sunny Side, and Orchard Hill. Our team analyzed current travel data and future growth to guide strategic infrastructure investments through 2040, focusing on mobility, safety, and economic development. A key part of our approach was a robust public engagement strategy using workshops and digital tools like Social Pinpoint. By combining detailed needs assessments with a rigorous evaluation methodology, Croy delivered a prioritized roadmap of recommendations to enhance regional connectivity and quality of life.





HENRY COUNTY, GA

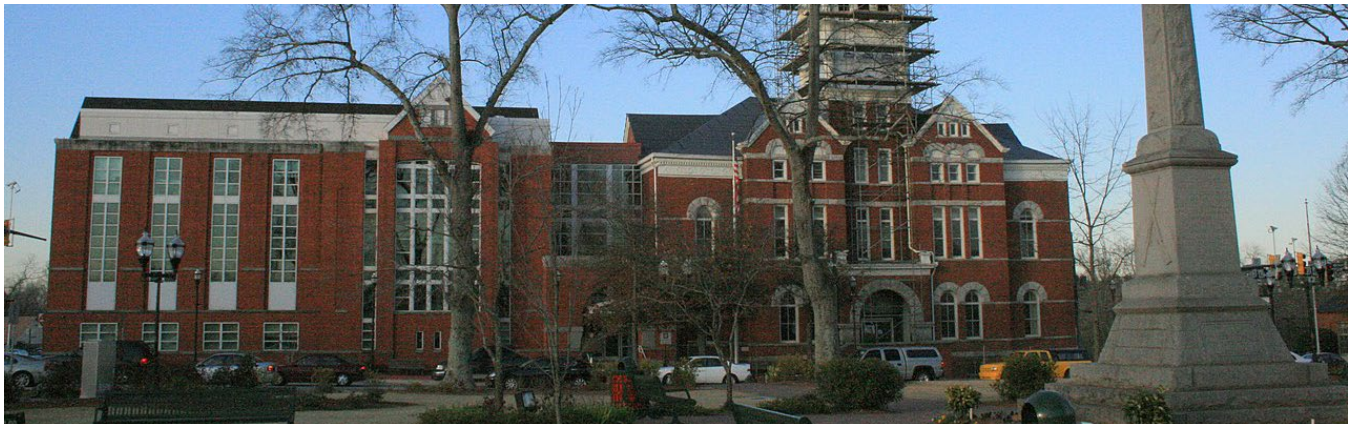
Henry County Comprehensive Plan Update

Project Dates:
Completion: 10/2023

Client Information:
Henry County, GA
Planning & Economic
Development Department
140 Henry Parkway
McDonough, GA 30253

Project Description:
Croy assisted Henry County in updating its Comprehensive Plan, aligning transportation and trail studies with the County's long-term land use vision. Our team addressed key elements including community goals, broadband, and the Community Work Program (CWP). Through a robust engagement process—including three steering committee workshops and five public meetings—Croy developed context-sensitive recommendations. These prioritized roadway safety in rural areas and multimodal options in urban centers. The Board of Commissioners officially approved the plan in October 2023





INSPIRE EXPERIENCE STATEMENTS

Knowledge of Georgia's Planning & Zoning Laws

The Inspire team brings extensive expertise and experience in navigating Georgia's planning and zoning laws. We have a proven track record of delivering successful Unified Development Ordinance (UDO) and Land Development Code (LDC) projects across diverse local and regional jurisdictions in Georgia, including major updates in Rincon and Effingham County, as well as on-going similar efforts in Stonecrest and East Point. In every project, our planners review updated legislative changes at the state and federal level to ensure full compliance with regulatory statutes. Additionally, our ongoing work in the state of Georgia keeps us continuously attuned to legislative changes that may influence our work.

Experience with Public Engagement & Consensus-Building in Small/Mid-Sized Communities

All communities are unique and therefore the engagement needs to be tailored to address the size, demographics, and dynamics of a place. Inspire has worked in a significant amount of small to mid-sized communities throughout the southeast. For example, Hardeeville, SC and Rincon, GA are both fast growing, mid-sized cities that are geographically close to each other but with vastly different demographics.

For our engagement in Hardeeville, we hosted a two day open house at a community center. The programming throughout the day and evening catered to a variety of residents. We heard very different opinions of what the public wanted for their community. We ended up presenting the outcomes in a workshop discussing trade offs., which helped craft the changes to the new zoning ordinance.

In Rincon, the public was mainly concerned about the rapid pace of development and traffic. Our team focused the engagement activities on redevelopment opportunities and design preferences the public could react to, resulting in the creation of overlay districts and corridor standards for the City's main thoroughfare.

All of our engagement efforts are unique and react to the environment we work in. We have used tactile elements like building blocks to demonstrate mass and bulk, and have done many popup events such as attending a festival or farmers market to talk to the general public. Building consensus is an integral part of the process in crafting an effective ordinance.

03 Project Team



Flowery Branch Clock

Downtown

MEET THE TEAM

Organizational Chart



Sarah Sinatra Gould, AICP, CZO
Project Manager

Sarah has served as a planning director for numerous jurisdictions throughout her career. The "both sides of the counter" experience has shaped Sarah's approach to UDOs and ordinance updates. From focusing on a streamlined development review process to using graphics to depict dimensional standards, her goal is predictable, user-friendly deliverables.



Patricia Tyjeski, AICP

Principal-in-Charge



Elena Oertel, AICP

Deputy Project Manager



Nakeischea Smith, AICP

Senior Reviewer



Erik Bredfeldt, PhD, AICP

Atlanta Office Lead

Planning Key Team Members



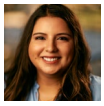
Jason Gaines, AICP
Technical Project Manager (Croy)



Megan Barrow, AICP
Planner



Robbie Addington, AICP
Planner



Gabriela Castro, AICP
Planner



Izzy Norman, AICP Candidate
Planner & GIS Specialist



Erin Anderson, AICP Candidate
Planner & GIS Specialist



Lizbeth Woodby, AICP Candidate
Planner & GIS Specialist



Jessica Hays, AICP Candidate
Planner



Alex Kozela
Planner

Urban Design/Graphics Key Team Members



Addie Sherman
Senior Graphic Designer



SooBin An
Urban/Landscape Designer

Support Staff

- **Jeremy Griffith, AICP** - Planner
- **Jose Fernandez, AICP Candidate** - Planner
- **Haiden Lewis, AICP Candidate** - Planner
- **Sydney Pendergrass** - Graphic Designer
- **Claudia Sicilia** - Urban Designer
- **Jacob Bourdreaux** - Urban/Landscape Designer
- **Jeel Patel** - Urban/Landscape Designer
- **Ethan Greene, AICP** - Multi-Modal Planning Lead (Croy)
- **Aimee Turney, PE, PTOE, RSP21, IMSA TS3** - Traffic Safety Analysis Lead (Croy)



SARAH SINATRA GOULD, AICP, CZO

Project Manager

Sarah has served as a planning director for numerous jurisdictions throughout her career. She understands the need to actively engage the public through a variety of platforms to truly gauge a community's needs. Sarah's work products include innovative plans based on community feedback and collaboration.

AICP #021533; CZO

Education

- Master of Urban & Regional Planning, Florida Atlantic University
- Bachelor of Arts in Political Science, Florida Atlantic University

Skills

- Land Development Codes
- Comprehensive Planning
- Community Engagement
- Corridor Analyses
- Development Review
- Sign Codes
- Supplemental Planning Support

Memberships

- American Planning Association (APA)
- NC Planning Association
- North Carolina Association of Zoning Officials (NCAZO)

Experience

Unified Development Ordinance

Project Manager | Rincon, GA

- Facilitated stakeholder meetings and collaborated on dedicated project website
- Coordinated public open house to garner feedback on uses and design
- Prepared updated ordinance text in strike through and underline format

Land Development Regulations

Project Manager | Effingham County, GA

- Prepared revised ordinance language to address outdated language and conflicts
- Crafted criteria for development nodes
- Moderated stakeholder committee meetings and public engagement sessions

Municipal Zoning & Development Ordinance (MZDO) Update

Project Manager | Hardeeville, SC

- Hosted a two-day open house with significant attendance to gauge feedback from the public on the update to the Zoning Code
- Moderated interviews with the development community to determine its challenges and successes using the code
- Crafted new zoning code language and ensured consistency with the Comprehensive Plan

Unified Development Ordinance

Project Manager | Greenville, NC

- Designed a public outreach strategy to engage all segments of the population, including disenfranchised residents, as well as university students
- Led the effort to completely overhaul the UDO to be user-friendly and consistent with the Comprehensive Plan.
- Strategized on updating zoning districts and uses

Unified Development Ordinance Update

Principal-in-Charge | Wilson County, NC

- Senior review of code language
- Coordination with client on goals of the project

Development Ordinance Update

Principal-in-Charge | High Point, NC

- Led working sessions with the Implementation Task Force on priorities for the UDO
- Public engagement and board meeting facilitation
- Review and coordination of new ordinance language

Unified Development Ordinance

Project Manager | Moncks Corner, SC

- Hosted a workshop with breakout sessions to gain feedback from stakeholders on the direction of the ordinance
- Attended popup events and held an open house to inform the general public of the ordinance updates as well as hear input on edits
- Crafting new zoning code language and providing consistency with the Comprehensive Plan

Land Development Code Rewrite

Project Manager | Henderson County, NC

- Evaluation of steep slope regulations as a result of the impacts of Hurricane Helene
- Increased buffers adjacent to agricultural operations to further protect farmland
- Simplified density calculations

Unified Development Ordinance Rewrite

Project Manager | Matthews, NC

- Reworked zoning categories and consolidated for ease of use
- Prepared new landscape requirements



PATRICIA TYJESKI, AICP

Principal-in-Charge

Pat has extensive experience with long range comprehensive planning, land development regulations, zoning, historic preservation, and development review. Over the course of her career, Pat has worked with over 30 jurisdictions on numerous code planning projects. **AICP #069720**

Education

- Master of Regional Planning, Cornell University
- Bachelor of Architecture, Universidad Javeriana, Bogotá, Colombia

Skills

- Comprehensive Planning
- Land Development Codes
- Form-Based Codes
- Historic Preservation
- Development Review
- Public Engagement
- Small Area Plans

Memberships

- American Planning Association (APA)
- Florida Planning & Zoning Association (FPZA)

Experience

Municipal Zoning & Development Ordinance (MZDO) Update

Principal Planner | Hardeeville, SC

- Led the preparation of the form-based code for the downtown and White Hardee corridor

Land Development Code Assessment & Update

Project Manager | City of Pensacola, FL

- Identified obsolete regulations, duplication of standards, internal conflicts, conflicts with the Comprehensive Plan and Florida Statutes, provisions that do not belong in the LDC, and efficiency and effectiveness of the development review process and procedures
- Prepared recommendations for the reorganization and improvement of the code
- Facilitated work sessions with stakeholders to discuss issues and recommendations
- Completed a thorough reorganization of the code and updated chapters based on the assessment matrix

Land Development Code Update & Form-Based Code

Project Manager | Kissimmee, FL

- Performed a complete reorganization of the code, created tables of uses and dimensional standards, eliminated internal inconsistencies
- Incorporated form-based code regulations for the downtown and Vine Street corridor
- Facilitated public workshops and presented the project at public hearings

Downtown Form-Based Code

Project Manager | Green Cove Springs, FL

- Created transect map taking into consideration existing patterns and desired character
- Facilitated stakeholder interviews and public workshops

Land Development Code Update

Project Manager | Sumter Cities (Center Hill, Coleman, Webster), FL

- Updated provisions for consistency with Florida Statutes
- Reorganized, streamlined, and updated the code for ease of use
- Facilitated listening sessions with stakeholders and public workshops
- Created standards for conservation subdivisions

Land Development Code Update

Project Manager | Palm Bay, FL

- Reorganized, streamlined, and updated the code for ease of use
- Updated code for consistency with Florida Statutes
- Created standards for conservation subdivisions

Land Development Code & Form-Based Code

Project Manager | Gainesville, FL

- Performed a complete reorganization of the code, created tables of uses and dimensional standards, and eliminated internal inconsistencies
- Developed form-based code regulations to provide a framework to enable better development patterns; foster pedestrian-friendly development; and give citizens, developers, builders, and property owners predictable standards
- Facilitated public workshops and presented the project at public hearings

Marina District Development Guidelines

Principal Planner | Cape Canaveral, FL

- Participated in drafting standards
- Obtained inspiration images from other ports in the country



ELENA OERTEL, AICP

Deputy Project Manager

Elena is an urban planner who integrates analytical thinking into every stage of the planning process, supporting comprehensive planning, economic development, sustainable urban design, trail planning, grant applications, and community engagement. By leveraging spatial analyses/market analytics, she delivers data-driven insights to foster vibrant, thriving communities.

AICP #370035

Education

- Master of City & Regional Planning, Georgia Institute of Technology
- Bachelor of Sustainability Science, Furman University

Skills

- Spatial Analysis
- GIS Mapping
- Comprehensive Planning
- Economic Development
- Sustainable Urban Design
- Trail Planning
- Grant Applications
- Community Engagement

Software

- Microsoft Office
- Adobe Creative Suite
- Power BI
- Bluebeam
- Tableau
- SketchUp
- Lumion

Memberships

- American Planning Association (APA)
- Emerging Planners of Georgia (EPG)

Experience

Zoning Ordinance & Overlay Districts Rewrite

Deputy Project Manager-Atlanta Office | Stonecrest, GA

- Assisted in revising and modernizing permitted uses
- Led public participation sessions and steering committee meetings, including branding, website development, and survey creation and analysis
- Integrated graphics and images to clearly illustrate and communicate standards

Unified Development Ordinance Rewrite

Deputy Project Manager-Atlanta Office | East Point, GA

- Evaluation of the City's existing code and planning documents to align with goals set forth to build the rewrite matrix.
- Support public participation sessions and steering committee meetings, including branding, website development, and survey creation and analysis.

Land Development Code Update

Land Use Planner | Sumter Cities (Center Hill, Coleman, & Webster), FL

- Developed stakeholder group meeting materials to gather input and build consensus around key regulatory updates
- Supported the creation of a consistency matrix to align the County's recently updated regulations to each city
- Contributed to drafting and refining several iterations of the ordinance, including detailed review and edits3. CRA & Economic Development Plans

2030 Strategic Plan Update

Land Use Planner | Decatur, GA

- Updated the demographic and economic data to reflect 2020 trends

Strategic Plan Development

Deputy Project Manager | Watkinsville, GA

- Led the planning and execution of a two-day design charrette, coordinating three stakeholder workshops and a public open house, along with all associated outreach and engagement materials
- Conducted analysis of downtown existing conditions, real estate market dynamics, and key physical and economic assets
- Contributed to implementation strategies focused on activating the downtown core, attracting businesses, identifying funding opportunities, and fostering public-private partnerships

CID Fiscal Impact Analysis

Land Use Planner | Town Center, GA

- Led the fiscal impact analysis, evaluating tax revenue trends, boundary and parcel changes since 2019, projected tax base, and real estate inventory and market trends over the past five years

Unified Development Ordinance Rewrite

Land Use Planner | Matthews, NC

- Supported the update and rewrite of the following chapters:
  - Ch. 1: Purpose & Applicability
  - Ch. 2: Administration and Review Procedure
  - Ch. 13: Nonconformities

Comprehensive Plan

Land Use Planner | Riverdale, GA

- Developed the existing conditions sections for demographic, economic, housing, land use, and transportation trends, including the development of supporting graphics and maps to illustrate key findings



NAKEISCHEA SMITH, AICP

Senior Reviewer

Nakeischea brings extensive planning experience, having led major public engagement efforts and overseen high-impact regional projects. Her work reflects strong collaboration skills with a focus on economic development and long-range planning.

AICP #024308

Education

- Master of City Planning, Massachusetts Institute of Technology (MIT)
- Bachelor of Arts, Northeastern University

Skills

- Comprehensive Planning
- Land Development Codes
- Development Review
- Community Redevelopment
- Community Engagement

Memberships

- American Planning Association (APA)

Experience

Zoning Ordinance & Overlay Districts Update
Project Manager | Stonecrest, GA

- Update and modernize table of permitted uses
- Incorporate graphics and images to complement and visualize standards
- Robust public participation to include branding, website, surveys, workshops, open house and steering committee engagement
- Reorganize regulations into a user-friendly format

Zoning Ordinance Rewrite
Project Manager | East Point, GA

- Restructure awkward and confusing format
- Clarify contradictory language and definitions
- Incorporate design guidelines for commercial overlay districts
- Strengthen review procedures and permitting requirements
- Add explanatory graphics and illustrations

Land Development Code Assessment & Update
Senior Planner | Pensacola, FL

- Assisted with public engagement activities

Zoning Code Amendments
Project Manager | Melbourne, FL

- Compiled best management practices related to regulating large assembly uses
- Proposed code amendments to allow the use in certain districts
- Developed standards to address impacts on surrounding areas

Sign Code Ordinance
Project Manager | Surfside, FL

- Created new design standards for signage such as wall, window, and monument signs

Performing Arts, Civic & Entertainment Overlay District
Project Manager | Miami Gardens, FL

- Prepared standards to encourage creative design
- Worked in connection with the City to craft an updated zoning map describing the overlay district

Land Development Code Administration
Project Manager | Miami Gardens, FL

- Prepared code modifications to the S-Stadium district focused on the areas in and around the Hard Rock Stadium for economic development and redevelopment initiatives
- Oversaw the redevelopment application process of the Calder Casino Horse Track

Landscape Ordinance
Project Manager | Miami Gardens, FL

- Created a trust fund to provide a mechanism for applicants to pay into a fund for required trees
- Prepared ordinance text and a process to allow residents to request tree permits directly from the City

R-5 Zoning District Text Amendments
Principal Planner | Effingham County, GA

- Prepared development standards and graphics for modifications to the R-5 district
- Led a workshop with the County staff and Steering Committee to get direction on edits



ERIK BREDFELDT, PHD, AICP

Atlanta Office Lead

Erik has experience in administrative and project management, with a focus on community planning and economic development. Activities include urban planning/development services, community/economic development, and project management through an internal/external partnership philosophy emphasizing the balance between community and markets. **AICP #011971**

Education

- Doctor of Philosophy in Urban & Regional Planning, University of Florida
- Master of Arts in Urban & Regional Planning, University of Florida
- Bachelor of Arts in Economics, Muhlenberg College

Skills

- Project Management
- Facilitative Approach
- Economic Development
- Business/Real Estate Development
- Urban Planning

Memberships

- American Planning Association (APA)
- Urban Land Institute (ULI)

Experience

Zoning Ordinance and Overlay Update
Senior Reviewer | City of Stonecrest, GA

- Provided staff support for engagement efforts at stakeholder meeting and public outreach meetings and reviewed materials for the latter

Zoning Ordinance
Reviewer | Collegedale, TN

- Provided review of various Code sections for form and substance

Downtown Form-Based Code
Senior Planner | Green Cove Springs, FL

- Provided staff support for two project workshops inclusive of obtaining stakeholder/community interaction and reaction to existing downtown conditions and prospective form-based code solutions

Strategic Plan Development
Project Manager | Watkinsville, GA

- Worked on technical analysis and data collections associated with the Plan
- Led the Community Engagement effort consisting of a project website, stakeholder meetings and general community public interaction

Economic Development Plan
Project Manager | Jellico, TN

- Led public engagement efforts with Client/City staff/elected officials/public
- Drafted Economic Development Plan and review with client and City of Jellico
- Managed contract and tasks associated with creation of the Economic Development Plan

Economic Development Plan
Director of Economic Development | Garner, NC

- Produced Market Analysis for the project
- Assisted with public outreach to market participants in Garner area
- Interacted with internal Inspire team and GEDC Board members

Downtown Master Plan
Project Manager | Tarpon Springs, FL

- Worked on developing a consolidated character area/transect regulatory framework for future development
- Provided an analysis and assessment on Community Redevelopment Area performance as well as proposed future programmatic/project direction

Market Analysis & Commercial Study
Project Manager | Osceola County, FL

- Worked on a Land Use and Market Analysis for the entirety of Osceola County
- Worked on two sub market area Land Use and Market Analysis regarding the Narcoossee and St. Cloud areas

South Brooksville/Hernando Finding of Necessity (FON) Study
Senior Reviewer | Brooksville, FL

- Supported redevelopment team in review of substance of deliverables and project approach

West City Finding of Necessity (FON) & Community Redevelopment Plan
Project Manager | St. Augustine, FL

- Conducted community tour with client
- Prepared a FON Study for potential establishment of the West City CRA



CROY

JASON GAINES, AICP

Technical Project Manager

A 22-year veteran of Georgia local government, Mr. Gaines leads Croy's Planning Department with extensive experience in economic development and land-use integration. Having served in both front-line and directorial roles for Cobb County, Henry County, Clarkston, and Roswell, he offers a deep strategic and operational understanding of municipal planning and zoning. **AICP #021743**

Education

- Masters in City & Regional Planning, Georgia Institute of Technology
- Bachelor of Arts in Urban & Regional Planning, Miami University (Ohio)

Skills

- Land Use Planning
- Transportation Planning
- Economic Development
- Comprehensive Planning
- Small Area Master Planning
- Zoning Regulations/ Applications

Memberships

- American Planning Association (APA)

Experience

Comprehensive Plan

Supervisor | Cobb County, GA

- Supervised the preparation of Cobb County's 2040 Comprehensive Plan, which was initially adopted in November 2017
- Conducted all aspects of the comprehensive planning process mandated by the state of Georgia through the Department of Community Affairs
- Under his leadership, the team conducted data collection and analysis, led stakeholder and public engagement, and prepared the plan document and related appendices
- Led Cobb County's in-house process of updating the plan and the Future Land Use Map annually based on zoning decisions from the prior year

Downtown Properties Master Plan

Project Manager | Braselton, GA

- Gaines served as project manager for the Town of Braselton's Downtown Properties Redevelopment Plan, which focused on the creation of a master plan aimed at guiding future public and private investment in the development of several key properties in historic Downtown Braselton that are Town-owned
- The effort consisted of a robust public engagement program that included pop-ups at Town-sponsored festivals and a design charrette, as well as a Stakeholder Group that included a wide range of interests representing all corners and aspects of the community
- The final deliverable was a concept plan for each site identified within the study that the Town will use to solicit proposals from private developers

Core MPO Bicycle & Pedestrian Facility Study

Lead Planner | Savannah/Chatham County, GA

- Developed an inventory map of bicycle and pedestrian facilities
- Assess network connectivity, improvement opportunities, and potential economic development impacts; analyze safety using existing crash data
- Create a methodology for CORE MPO staff to identify and prioritize future improvements
- Supported the public engagement effort by identifying key themes in feedback and helping translate them into actionable recommendations

Downtown Creative Placemaking Strategy

Transportation Planning Lead | Fayetteville, GA

- The City of Fayetteville was awarded a grant through the Atlanta Regional Commission's Livable Centers Initiative (LCI) program to develop a creative placemaking strategy for City's Downtown Mixed-Use District and to create a downtown core that is safe for pedestrians and bicyclists to navigate
- Supported the project through leading coordination efforts with planning partners at the Georgia Department of Transportation and Fayette County Government to develop recommendations for pedestrian and bicycle connectivity enhancements
- Supported engagement efforts with City staff and elected officials, community stakeholders, and the general public, focusing on how bike/ped mobility contributes to sense-of-place



MEGAN BARROW, AICP

Senior Planner

Megan is passionate about leveraging land use and transportation investments to support community growth, especially in areas facing environmental and economic challenges. She brings interdisciplinary experience in transportation planning and engineering, comprehensive planning and zoning, GIS mapping and data analysis, and professional writing and editing to each project.
AICP #33902

Education

- Master of City & Regional Planning, Georgia Institute of Technology
- Bachelor of Arts in Journalism & Urban Practice & Policy, University of Richmond

Experience

Historic Preservation Services
Planner | Melbourne, FL

- Assist with historic preservation activities, such as reviewing Certificates of Appropriateness applications, drafting designation reports, and other activities

Historic Preservation Services
Planner | Titusville, FL

- Provide ongoing planning support to the City's Historic Preservation Officer

Curry Ford Special Plan Area (Zoning Overlay)
Project Manager | Orlando, FL

- Wrote and successfully guided to adoption land development code updates to improve urban design in one of Orlando's central, fast-growing neighborhoods

Urban Development Area Analyses – VTRANS
Senior Planner | Orlando, FL

- Researched and wrote briefs advising Virginia's Office of Intermodal Planning and Investment on context-appropriate urban design and development policy for activity centers in Botetourt County and the City of Martinsville

Sign Code Rewrite
Planner | Orlando, FL

- Contributed to overhaul of City's sign code to comply with federal rulings and to significantly simplify standards and language with the goals of better customer compliance and staff efficiency

Curry Ford Vision Plan
Project Planner | Orlando, FL

- Managed the implementation of and public outreach for a 2.5-mile neighborhood corridor plan, including growth management policy, land development code, and roadway updates to improve urban design

HIP-TI Strategic Recommendations
Senior Planner | Seminole County, FL

- Updated GIS maps, municipal parcel data and market data for county's land use and market analysis

Comprehensive Plan Update & EAR
Senior Planner | Orlando, FL

- Contributed to the Evaluation and Appraisal update to meet statutes and complete plan revamp to streamline and modernize the standards for the region's primary city



ROBBIE ADDINGTON, AICP

Planner

Robbie is passionate about land use, resiliency, code development, and long-range planning. He has experience in development review, community engagement, ordinance development, and in presenting research to planning boards. His background in research and community outreach helps integrate the needs of residents with the planning vision of local governments. **AICP #37352**

Education

- Master of City & Regional Planning, University of North Carolina at Chapel Hill
- Bachelor of Arts in Political Science, University of North Carolina at Chapel Hill

Experience

Unified Development Ordinance

Planner | Rincon, GA

- Integrated and amended a variety of city ordinances into a unified development code
- Developed an online engagement portal and GIS maps for the project website

Zoning Ordinance & Overlay District Update

GIS & Data Overlay District Analysis Specialist | Stonecrest, GA

- Developed and integrated planned unit developments into the zoning ordinance
- Resolved conflicts and difficulties in the City's overlay districts

Unified Development Ordinance

Planner | Greenville, NC

- Structured the project's public engagement efforts
- Integrated existing ordinances, zoning, and subdivision regulations into a final product

Unified Development Ordinance Update

Planner | Wilson County, NC

- Assessed seven existing county ordinances for improvements and integration of best practices

Unified Development Ordinance Update

Planner | Kenly, NC

- Created a suite of public engagement activities to gather and synthesize feedback from community members about the development ordinance in Kenly

Development Ordinance Update

Planner | High Point, NC

- Aided in the development of an online engagement platform for residents and stakeholders
- Reviewed comprehensive plan goals and objectives for implementation into the City's zoning and subdivision ordinances

Character District Zoning Analysis

Planner | Southern Pines, NC

- Hosted three stakeholder groups at separate meetings within the character districts
- Drafted public engagement reports detailing engagement activities and feedback
- Created GIS maps of revised character districts



GABRIELA CASTRO, AICP

Planner

Gabriela has extensive experience working in and with local government. In her professional experience she has reviewed various types of development applications, updated comprehensive plans, and crafted redevelopment plans. She has created reports and explained these reports to various agencies and boards.
AICP #030965

Education

- Master of Arts in Urban & Regional Planning, University of Florida
- Bachelor of Science in Sustainability & the Built Environment, University of Florida

Experience

Zoning Ordinance

Planner | Collegedale, TN

- Prepared presentation for stakeholder meeting
- Moderated and facilitated discussion at stakeholder meeting for input on the zoning ordinance and requested necessary revisions

Downtown Form-Based Code

Planner | Green Cove Springs, FL

- Performed a site analysis of the downtown study area inclusive of existing regulations, block and lot layouts, site and building designs, parking, and street characteristics
- Prepared public engagement activities for public workshops
- Assisted in the facilitation of various public engagement workshops

Land Development Code Assessment & Update

Planner | Pensacola, FL

- Assisted in the review of the City's Land Development Code provisions
- Drafted a matrix identifying the similarities and differences for various LDC sections

Land Development Code Update

Planner | Palm Bay, FL

- Assisted in the review of the City's Land Development Code provisions
- Attended the listening session and provided notes on changes requested from staff
- Assisted in the preparation of the public workshop

Land Development Code Update

Deputy Project Manager | Sumter Cities (Center Hill, Coleman, & Webster), FL

- Updated provisions for consistency with Florida Statutes
- Reorganized, streamlined, and updated the code for ease of use
- Facilitated public workshops and presented the LDC update at adoption hearings

Sign Code

Planner | Kissimmee, FL

- Assisted in preparing materials for the public open house
- Facilitated the open house, collected public input, and prepared a detailed summary of the feedback received



IZZY NORMAN, AICP CANDIDATE

Planner

Izzy is an urban planner focused on creating equitable cities through thoughtful code development and comprehensive planning. She is passionate about affordable housing policy, anti-displacement strategies, and community-driven engagement. **AICP Candidate**

Education

- Master of City & Regional Planning, University of North Carolina at Chapel Hill
- Bachelor of Arts in Political Science & Food Studies, University of North Carolina at Chapel Hill

Experience

Unified Development Ordinance

Planner | Rincon, GA

- Prepared standards for a Traditional Residential Business Overlay District

Zoning Ordinance & Overlay District Update

Planner | Stonecrest, GA

- Wrote detailed use standards for an array of modern uses
- Conducted a thorough review of the existing code, identifying areas to eliminate, move, clarify, or add new provisions

Unified Development Ordinance Rewrite

Planner | Matthews, NC

- Created a matrix of goals, objectives, and policies from the Envision Matthews Comprehensive Plan and identified ways to implement these items through the UDO
- Reorganized the UDO for clarity and ease of use
- Conducted four interviews with key stakeholders familiar with the UDO and held two in-depth meetings with staff to discuss procedures and zoning districts

Zoning Map Update & Unified Development Ordinance Development

Planner | Georgetown County, SC

- Prepared a public engagement plan and created engagement materials for a public kick-off event
- Analyzed 33 zoning districts for areas of consolidation to help the community implement the goals outlined in the Land Use Element of its Comprehensive Plan

Land Development Regulations

Planner | DeLand, FL

- Prepared materials for a form-based code workshop with city commissioners, planning board members, staff, and members of the public
- Reorganized and consolidated the General Procedures chapter for easier use

Market Analysis

Planner | Osceola County, FL

- Analyzed demographic trends, employment patterns, housing and real estate performance, and development activity for the St. Cloud Market Area



ERIN ANDERSON, AICP CANDIDATE

Planner

Erin is passionate about creating strong communities through equitable community development and planning. She has experience in community engagement, data collection and analysis, and working closely with local governments. **AICP Candidate**

Education

- Master of City & Regional Planning, University of North Carolina at Chapel Hill
- Bachelor of Arts in Economics, Wake Forest University

Experience

Land Development Regulations

Planning Intern | Effingham County, GA

- Prepared updated land use table and land use definitions
- Ensured that adopted ordinances and amendments were integrated into the code
- Reviewed updated code for consistency

Unified Development Ordinance

Planning Intern | Rincon, GA

- Proposed a structure for the reorganization of the Ordinance
- Developed an updated/streamlined use table

Municipal Zoning & Development Ordinance (MZDO) Update

Planning Intern | Hardeeville, SC

- Developed public engagement summaries
- Prepared updated land use table and land use definitions
- Reviewed updated code for consistency

Unified Development Ordinance

Planner | Greenville, NC

- Proposed a structure for the reorganization of the ordinance
- Updated language for various code chapters, including Signs, Landscaping, and Zoning

Land Development Code Update

Planner | Sumter County, FL

- Created articles with updated formatting based on proposed reorganization matrix
- Ensured articles were updated with changes per the 2019 draft

Development Ordinance Update

Planner | High Point, NC

- Drafted presentations and facilitated stakeholder meetings
- Reviewed code for opportunities to revise language and collapse zoning districts

Unified Development Ordinance Update

Planner | Wilson County, NC

- Prepared materials for stakeholder meetings
- Reviewed code for opportunities to revise language and collapse zoning districts
- Updated several sections of the code with modernized standards, including landscaping and buffering sections

Land Development Code Rewrite

Planner | Henderson County, NC

- Drafted text changes to several code chapters



LIZ WOODBY, AICP CANDIDATE

GIS Analyst/Planner

Lizbeth is passionate about environmental studies and sustainability. She strives to use her experience to advocate for better environmental stewardship. Additionally, Lizbeth has experience in environmental justice, urban spaces, and planning. She's also a skilled GIS technician. **AICP Candidate**

Education

- Master of City & Regional Planning, University of North Carolina at Chapel Hill
- Bachelor of Environmental Studies, Sustainability Track, University of North Carolina at Chapel Hill

Experience

Unified Development Ordinance Rewrite

Planner | Shelby, NC

- Prepared materials for stakeholder meetings

Land Development Code Update

Planner | St. Cloud, FL

- Updated code language to be compliant with Florida Statutes

Unified Development Ordinance

Planner | Hillsborough, NC

- Prepared public engagement materials for public open houses
- Updated code language for consistency and ease of use in Administration, Parking, Streets, and Enforcement chapters

North Okaloosa Planning Study

Planning Intern | Okaloosa County, FL

- Drafted the study area snapshot for the Baseline Conditions Report
- Created maps for sections of the Baseline Conditions Report
- Calculated LOS for park services in North Okaloosa
- Created maps for North Okaloosa's Planning Profiles

Comprehensive Plan Update

Planner | Nassau County, FL

- Collected and analyzed data, evaluated planned improvements, and compared findings for parks and recreation and housing to understand consistency with FL Statutes
- Drafted potential changes to the Goals, Objectives, and Policies based on the analysis and evaluation of planned improvements
- Assisted in the creation of maps for site visits, EAR report, and Data and Analysis elements
- Created 3D modeling scenario using ArcUrban to understand feasible growth options for the County based on water and wastewater demand generated by development

Comprehensive Plan Update

Planner | Flagler County, FL

- Assisted with updates to and organization of Goals, Objectives, and Policies in the Coastal Management element to advance resiliency efforts in the County



JESSICA HAYS, AICP CANDIDATE

Planner/GIS Specialist

Jessica has a strong background in GIS mapping and data management. She leverages these tools to drive innovative data-driven solutions in adaptation planning, land development, and comprehensive planning. **AICP Candidate**

Education

- Master of Urban & Regional Planning, University of Florida
- Bachelor of Science in Sustainability & the Built Environment, University of Florida

Experience

Unified Development Ordinance

Planner | Rincon, GA

- Facilitated an open house to gain public input on potential code changes
- Coordinated with the client and prepared GIS maps to help create special district boundaries and regulations

Unified Development Ordinance Update

Planner | Wilson County, NC

- Created map series to analyze existing data and support updates to the code

Unified Development Ordinance

Planner | Greenville, NC

- Assisting with the project's public engagement efforts
- Helping integrate existing ordinances, zoning, and subdivision regulation into a final product

Corridor Design Standards

Planner | Effingham County, GA

- Assisting with project area delineation through GIS mapping of the overlay districts

Unified Development Ordinance Update

Planner | Kenly, NC

- Assisting with coordination on public engagement
- Preparing code work to modernize uses and provide consistency

Land Use Study

Planner | Lake Wales, FL

- Assisted with stakeholder interviews to understand challenges and gain input on land use scenarios
- Mapped, analyzed, and researched existing conditions to contribute to an existing conditions document

Infrastructure Mapping/GIS

Planner | Robertson County, TN

- Assisted with coordination with utility providers on available data
- Assisted with preparing GIS mapping to create a new future land use plan
- Digitized infrastructure location information into GIS format



ALEX KOZELA

Planner

Alex is an urban planner who advances sustainable placemaking by integrating land use planning, environmental systems, and urban design. He applies a data-driven, human-scale approach to comprehensive planning, land development, and community engagement to create safer, healthier, and more livable neighborhoods, towns, and cities.

Education

- Master of City & Regional Planning, Georgia Institute of Technology
- Bachelor of Arts in Communication, Saint Mary's College of California

Experience

Zoning Ordinance & Overlay District Update

Community Outreach Coordinator | Stonecrest, GA

- Led steering committee meetings and managed community engagement efforts for the City of Stonecrest, including public workshops and stakeholder coordination
- Drafted planning materials and produced engagement tools, including a project website, videos, and visual content to support public understanding of zoning changes

Zoning Ordinance Rewrite

Community Engagement Coordinator | East Point, GA

- Led steering committee meetings and managed community engagement efforts for the City of East Point, including public workshops and stakeholder coordination

Unified Development Ordinance

Planner | Shelby, NC

- Developed best practice recommendations that align with the City's Comprehensive Plan
- Updated language for various code chapters, including Zoning, Landscaping, and Parking

Strategic Plan Development

Planner | Watkinsville, GA

- Oversaw comprehensive editing of the Downtown Strategic Plan to ensure clarity, consistency, and alignment with the DDA's vision
- Mapped and analyzed real estate inventories to highlight redevelopment opportunities and guide strategic investment decisions

Evaluation & Appraisal Report (EAR) & Comprehensive Plan Update

Planner | Gulf Breeze, FL

- Conducted data collection and analysis for recreation and open space and historic resources
- Supporting drafting of comprehensive plan policies and amendments to ensure consistency with state statutes, best practices, and local planning goals

Comprehensive Plan Update

Planning Intern | Polk County, FL

- Developed a detailed community profile, analyzing demographic, economic, and environmental data to inform strategic planning decisions



ADDIE SHERMAN

Senior Graphic Designer

Addie has expertise in website design, project branding, 3D renderings, document design, and other types of informational graphics. With a background in urban planning, she brings a diverse skill set that allows her to approach design challenges with a unique perspective. Her expertise allows her to bridge the gap between technical planning concepts and community understanding.

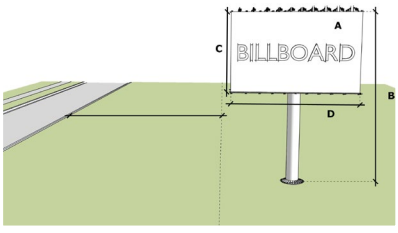
Education

- Graphic Design Continuing Education, Rhode Island School of Design
- Bachelor of Urban Planning, University of Cincinnati

Experience















SOOBIN AN

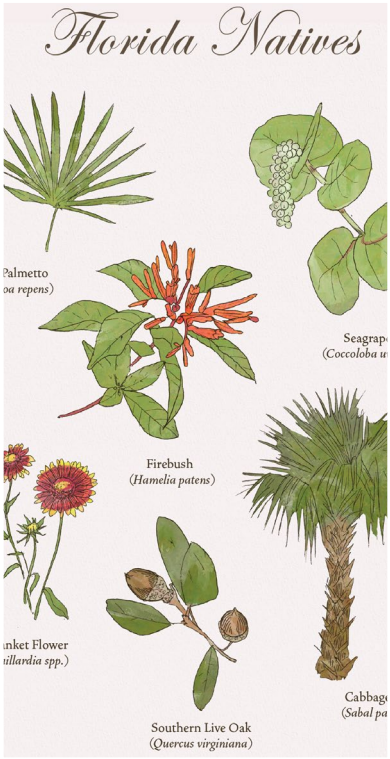
Landscape Designer

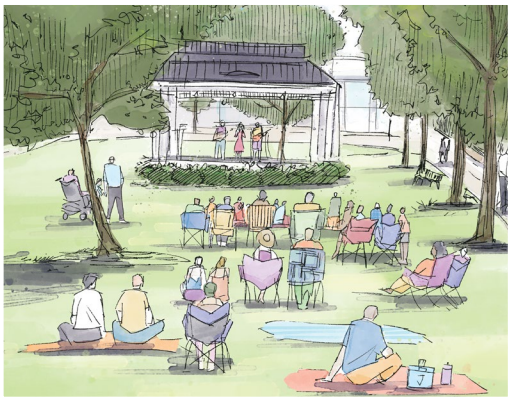
SooBin is a recent Landscape Architecture graduate of the University of Georgia. Landscape Architecture is where her passion in art, community development, and environmental sustainability come together to form a commitment to create functional and aesthetically-pleasing places.

Education

- Bachelor of Landscape Architecture, University of Georgia

Experience

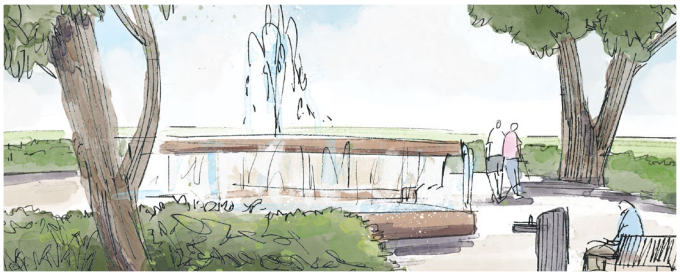






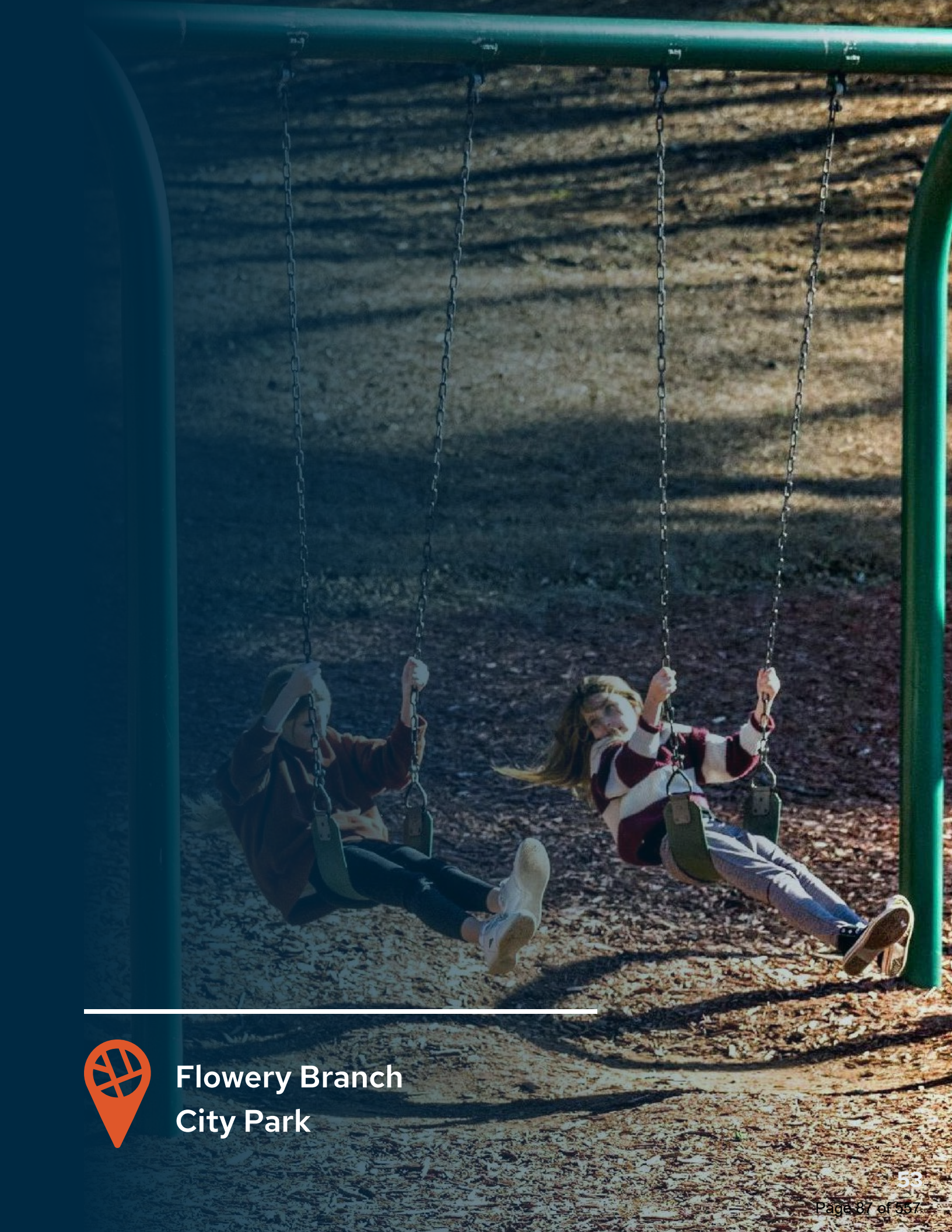








04 Approach & Methodology



Flowery Branch City Park



APPROACH

Phase 1. Project Initiation

Task 1.1. Kick-off Meeting

Inspire will facilitate a kick-off meeting with the Community Development Department and any key staff relevant to the UDC update. This meeting will be an opportunity to discuss the scope, schedule, and overall goals for the project; establish preferred communication channels and organizational responsibilities; identify members of the Advisory Committee; and solidify the community engagement strategy.

Task 1.2. Recurring Meetings

Inspire values transparency and constructive conversations with our clients. Therefore, in addition to the initial kick-off meeting, we propose to facilitate virtual bi-weekly meetings with planning staff. At these meetings, Inspire will update Flowery Branch staff on the progress of the project and staff will have the opportunity to provide feedback and ask questions. We will establish the schedule for these recurring meetings at the initial kick-off meeting.

Task 1.3. Branding

Our team includes in-house graphic designers who will develop a unique project brand and identity that will be implemented throughout the planning process. Our team will work with City staff to develop a brand that accurately reflects Flowery Branch and the goals of the project. This branding will be used on communication and marketing materials, as well as for the project website and any final deliverables.



Project Example: Rincon, GA UDO Project Branding

Phase 2. Review & Assessment

Task 2.1. Public Kick-off

To ensure the public is informed and actively involved from the outset, Inspire will host an open-house event where community members can drop in to meet the project team, learn about the UDC initiative, and share their initial feedback. This early engagement allows Inspire staff to connect directly with local residents and build enthusiasm for the project. Alternatively, this event could be scheduled in a later phase to align with a community gathering or to raise awareness at a strategic point in the project timeline.

Task 2.2. Review Relevant Planning Documents

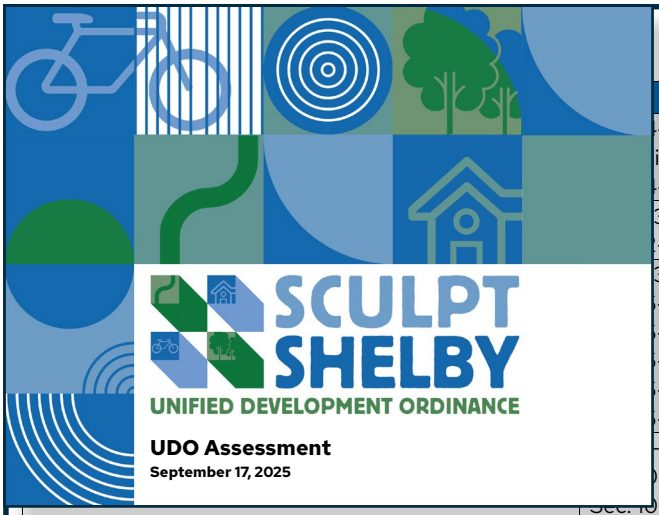
Our team will perform a comprehensive literature review of all relevant planning documents to ensure the new UDC aligns with the newly updated Comprehensive Plan, as well as all applicable State and Federal regulations. Additionally, Inspire values implementable regulations and will assess the degree to which current standards can be enforced and upheld by the City.



Watkinsville GA Strategic Plan Map

Task 2.3. Create an Assessment Report of Relevant Documents

Inspire understands that the alignment of the new UDC with the Comprehensive Plan and other plans is necessary in developing a framework for the new UDC. Whilst reviewing relevant planning documents, the Inspire team will develop a matrix to identify, section-by-section, how the regulatory documents will be updated to ensure consistency with other City documents, as well as identify any opportunities for new, modified, or consolidated districts or overlays. Additionally, our project team will meet with core and technical staff to identify weaknesses with the existing development review process to ensure the updated UDC addresses repetitive variances, subdivision challenges, implementation procedures, stormwater management, landscaping deficiencies, permitted uses, outdated sign regulations, and more.

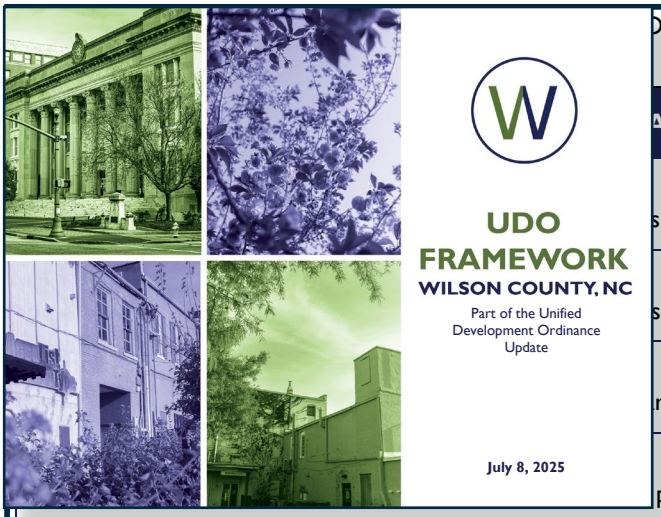


	RECOMMENDED SECTIONS
	-9. Guarantee in lieu of immediate installation of landscaping and ing materials. -10. Screening of adjoining incompatible land uses.
	3.7 Sign regulation purpose -1. Signs.
	3.6 Subdivision regulation purpose -1. Regulation of subdivisions in general. -5. Owners' associations. -7. Subdivision standards. -8. Waivers. -9. Modifications.
	-11. Greenways. -2.1 Definitions Sec. 10-3.1 General Provisions - (F) Interpretation (1) Usage (2) Measurement and Computation Sec. 10-3.6 Definitions Sec. 10-4. Soil erosion and sedimentation control. Sec. 10-5. Coordination with the U.S. Army Corps of Engineers regarding wetlands. Sec. 10-9. Alternative energy.
Article 8. Environmental Regulations Establishes standards for stormwater, soil erosion, and other environmental considerations.	
Article 9. Nonconforming Situations Establishes standards for nonconforming lots, uses, structures, and site features.	Sec. 6-1. General. Sec. 6-2. Nonconforming lots. Sec. 6-3. Nonconforming use of land. Sec. 6-4. Nonconforming structures. Sec. 6-5. Miscellaneous nonconforming situations. Sec. 6-6. Nonconforming projects. Sec. 6-7. Nonconforming signs.
Article 10. Administration and Review Procedures	**Review bodies** Sec. 3-1. Planning and zoning board.

Project Example: Shelby, NC UDO Assessment
Scan the QR code to view full UDO Assessment Report
https://acrobat.adobe.com/id/urn:aaid:sc:va6c2:f6f7e8cc-ae88-47fa-88aa-127756c25973

Task 2.4. Develop UDC Framework

Based on the findings from the Assessment Report, Inspire will consolidate all of the information learned in previous tasks into a UDC Framework. This is a comprehensive document which will include the proposed organization and outline of the updated UDC, a matrix which identifies potential edits to each section of the UDC based on feedback received, and any revisions needed to comply with State Statutes.



) Framework

ATION

s standards for Planned Unit Developments.

s.

rds, standards for fences and walls, screening, and outdoor lighting.

planting (building) yards, parking lot yards, and street yards.

Article 10 – Off-Street Parking Standards
Establishes off-street parking and loading requirements for various uses and standards for parking areas.

Article 11 – Sign Regulations
Establishes dimension and configuration standards for various sign types.

Article 12 – Subdivision Standards
Establishes lot, street, utility, and amenity standards for subdivisions. Provides standards for cluster subdivisions.

Article 13 – Watershed Management and Protection
Establishes standards for development of environmentally sensitive land.

Article 14 – Provisions for Flood Hazard Reduction
Establishes standards for Special Flood Hazard Areas.

Project Example: Wilson County, NC UDO Framework
Scan the QR code to view full UDO Framework Report
https://acrobat.adobe.com/id/urn:aaid:sc:va6c2:a7f5cc3c-beda-4dbb-816e-54e815e27477

Phase 3. Community Engagement

Inspire proposes a robust community engagement strategy to ensure that all Flowery Branch residents are able to provide feedback on the UDC. We understand that a meaningful community engagement process is essential to building trust within the community, keeping the community informed of project details, and gathering feedback that will inform the content of the new UDC.

Task 3.1. Project Website

Inspire has substantial experience in providing branded project websites that both inform and engage residents, allowing resident interaction with the planning process at a time that is most convenient for them. We will utilize Open Point, an online engagement platform, to create a project website that will be updated and available throughout the UDC process. This platform is customizable to the City's needs and has a variety of interactive tools to implement, including a survey, discussion forums, interactive maps, and more. Furthermore, our team can upload project documents and summaries to the project website to keep residents informed throughout the planning process.

Our team will assemble the project website using the branding established in Phase 1 and will add interactive features relevant to the City's needs.

Project Example: Stonecrest, GA – Zoning Ordinance Update Project Website

Project Example: East Point, GA – Zoning Ordinance Rewrite Project Website

Project Example: Rincon, GA – Unified Development Ordinance Project Website

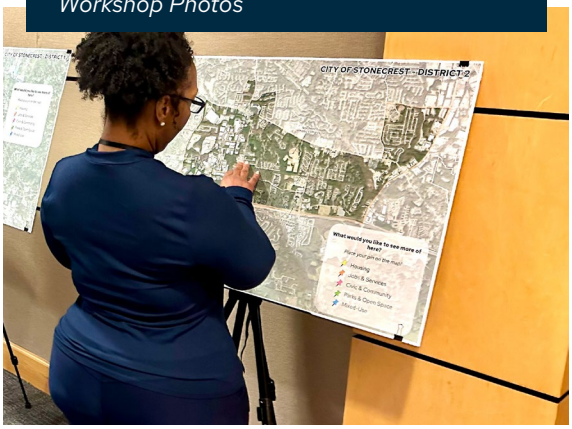




Stoencrest, GA Zoning Ordinance Rewrite Workshop Photos

Task 3.2. Advisory Committee Meetings (3 proposed)

Our Planning team has extensive experience working with advisory committees in fast-growing communities and has a proven track record of successful facilitation. This committee serves an incredibly important role in the process as a citizen advisory group that will help guide our team on the goals for the project.



Prior to the Kick-off Meeting, Inspire will ask the City to identify candidates for the committee. In an effort to capture the voices of all residents, the Advisory Committee should include members from a diverse cross section of the community. Members might include property owners, business owners, developers or community leaders. They should be willing to be highly engaged in the development ordinance update process and able to provide thoughtful, productive feedback.



Stoencrest, GA Zoning Ordinance Rewrite Workshop Flyer

At the Kick-off Meeting, Inspire and City staff will finalize the Advisory Committee and identify a date and time for an initial committee meeting. The Advisory Committee meetings will be in-person and will be facilitated by a member of the Inspire team. This meeting will introduce the committee to the update process and outline their role in the process. Inspire will lead an initial discussion on the opportunities and challenges that should be addressed in the development of the UDC. At later meetings, the discussion will focus on specific issues, such as low impact development techniques for stormwater design, modern parking considerations, expanded housing types, building design, sustainability, and more as identified in the review and assessment phase.

Task 3.3. Second Community-Wide Meeting

Inspire will facilitate a second public visioning open house. We will prepare several activities to engage community members and solicit feedback on topics such as subdivision standards and new land uses. The information collected at this public open house will inform the content of the new UDC. The details of the format for the open house will be fleshed out during the kick-off meeting. An example could be roundtable discussions where the Inspire team facilitates specific topics at different tables to get feedback and direction from residents and interested parties. This feedback will then be shared online with common themes ranked.

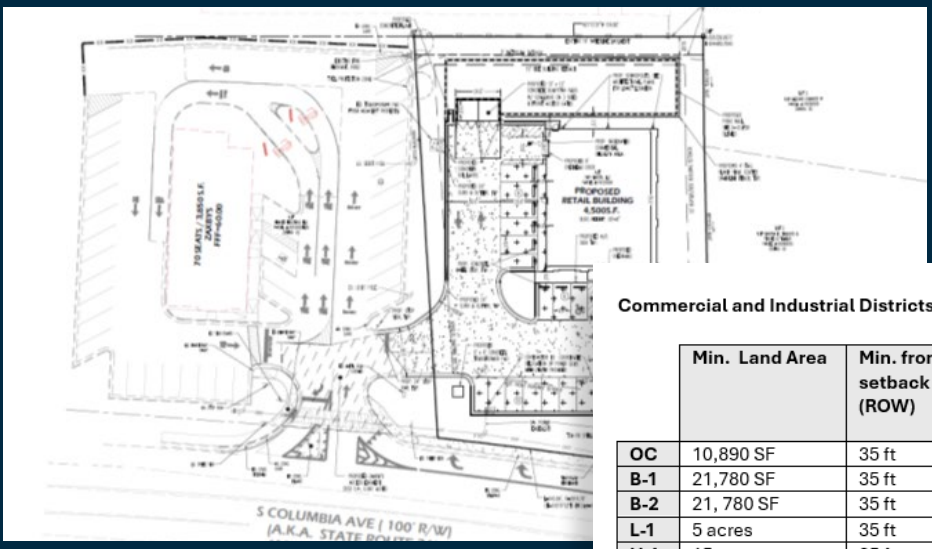
Phase 4. Draft Deliverables & Public Review

Task 4.1. Drafting the UDC

One of the most effective approaches that the Inspire team employs when rewriting sections of the Unified Development Code involves preparing chapter-by-chapter drafts in strike through and underline so that proposed changes are clearly illustrated to staff for their review. At least two rounds of comprehensive review with City staff will take place using the UDC Framework, incorporating all proposed comments and edits as further outlined in Task 4.4.

Task 4.2. Scenario Testing

We test our codes and regulations on real world applications to ensure we are providing our clients with a highly functioning, user-friendly code. This approach builds trust with the development community, as well as civic leaders, as they recognize our goal is to provide robust, creative regulations that are easily interpreted and applied. An example we have used previously is to review projects that are both desired and undesirable to understand how the regulations would affect the ultimate development in both scenarios. This ground truthing approach enables us to modify the regulations as needed in order to calibrate the most preferred built condition. Up to three (3) projects will be tested.



Commercial and Industrial Districts

	Min. Land Area	Min. front setback (ROW)	Min. side setback (property line)	Min rear setback	Min. open/green space
OC	10,890 SF	35 ft	15 ft	15 ft	20%
B-1	21,780 SF	35 ft	15 ft	15 ft	20%
B-2	21, 780 SF	35 ft	10 ft	15 ft	20%
L-1	5 acres	35 ft	15 ft	15 ft	20%
H-1	15 acres	35 ft	15 ft	15 ft	20%

Rincon, GA UDO Project Testing

Task 4.3. Third Community-Wide Meeting

Once Inspire has an initial draft of the UDC written, we will publish the draft on the project website and host a workshop where community members can provide their feedback on the draft. At this workshop, the Inspire team will provide a brief presentation to inform residents of the changes made and to demonstrate how prior community feedback has been incorporated into the draft.

Task 4.4. Two Rounds of Staff Review

City staff will have two opportunities to review the full draft UDC and provide feedback during Phase 4. Following each review, Inspire will incorporate staff comments and refine the document. After the second round of revisions, Inspire will finalize the updated UDC in preparation for hearings in Phase 5.

Phase 5. Final Draft & Adoption

An update to the City's ordinances is a process that must take place transparently in the public eye. Our team has extensive experience crafting legally sound Unified Development Codes, combining deep knowledge of land-use law with practical drafting skills to produce clear, defensible regulations to be presented to a variety of audiences during the final phase. This includes responding to technical and policy questions from planning and zoning boards, legislative committees, and City Council members, then incorporating their feedback to further refine the final draft.

Task 5.1. Final UDC Preparation

Phase 5 begins with the formalization of the Adoption Draft of the UDC, incorporating all changes to-date. This will be posted to the project website and presented to the City Council during the legislative adoption process.

Task 5.2. Adoption Process

Inspire's project manager will present the final UDC to the City Council for approval. This will include a summary of major changes. City staff will be responsible for the required legal noticing.



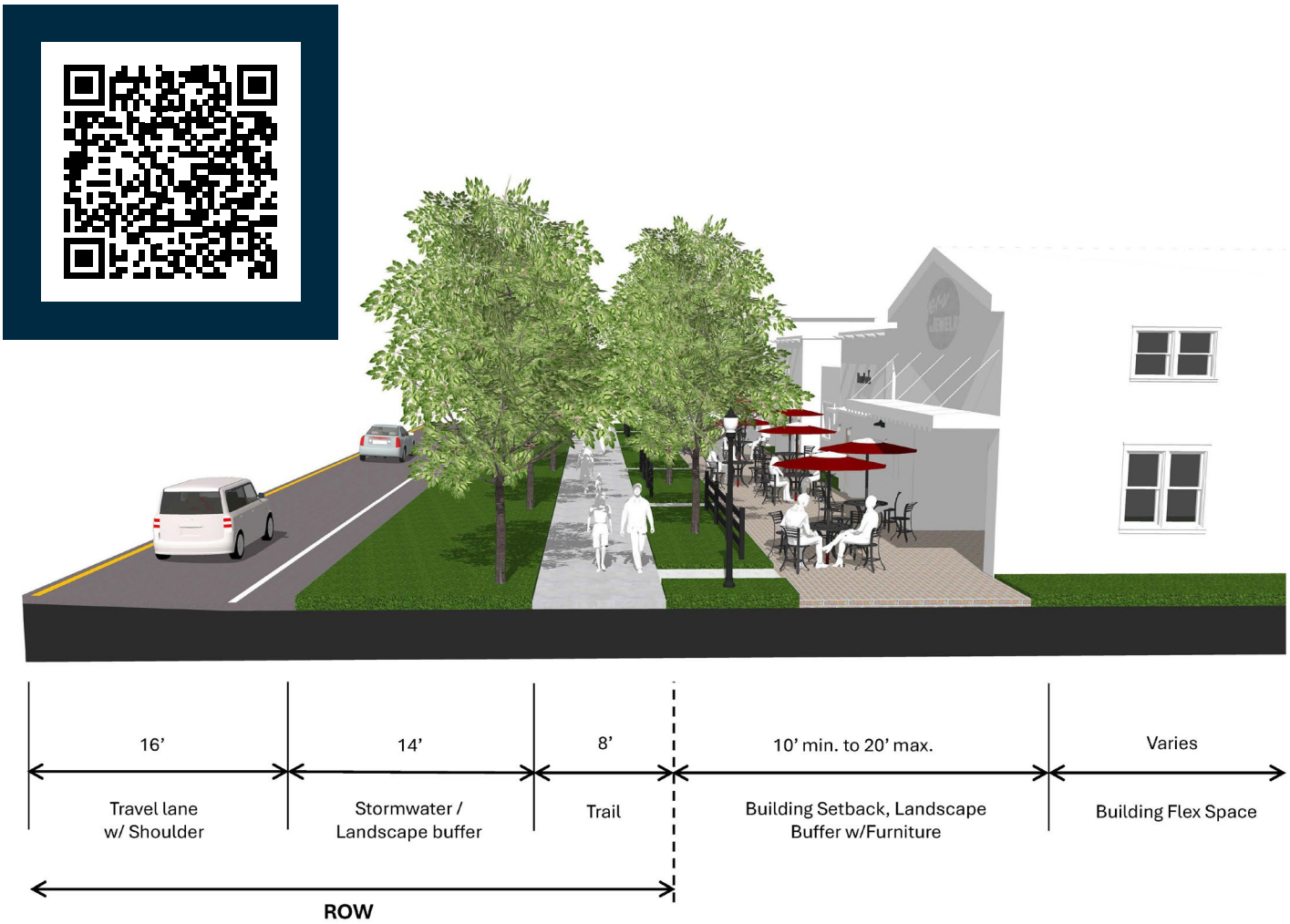
Rincon, GA UDO Final Report

Task 5.3. Final UDC Delivery

The final UDC will be delivered electronically in Word and PDF format along with associated graphic files. Our team will provide options for different codifiers who can house the new UDC in the web-enabled format. The final product will be able to be utilized on a number of platforms for flexibility.

Our team also has experience developing web-based land development codes that feature interactive page-flipping, hover-enabled definitions, and embedded hyperlinks for seamless navigation. The process includes starting the initial word version of the code with proper styles and numbering. We then embed graphics and tables to be high resolution to have good functionality. The final document is then migrated into InDesign for final publishing, similar to the Rincon, GA UDO which can be viewed at the following link: ***https://www.flipsnack.com/89FD7588B7A/rincon_udo-report-v10/full-view.html***

Rincon, GA UDO Final Report & Flipbook



Phase 6. Implementation Tools

Task 6.1. Develop Application Forms & Supporting Staff Report Templates

Inspire will work with staff to identify applications that are a part of the development guide that need to be updated to match the standards of the new ordinance. Inspire will produce revised checklists and applications as pdfs. The pdfs will be functional "fillable forms" that information can be typed into. Inspire will not connect the fields to any online database or automated online submission system. The applications and checklists will reflect a uniform brand that matches the development ordinance.

Inspire will also generate a staff report template for development orders that addresses the needs of the review and decision-making bodies of the development process, while appearing visually consistent with the new zoning ordinance.

Task 6.2. Format Manuals

Croy, in connection with Inspire, will develop a City of Flowery Branch Standard Drawings and Specifications Manual. These materials will be visually consistent with the updated development regulations.

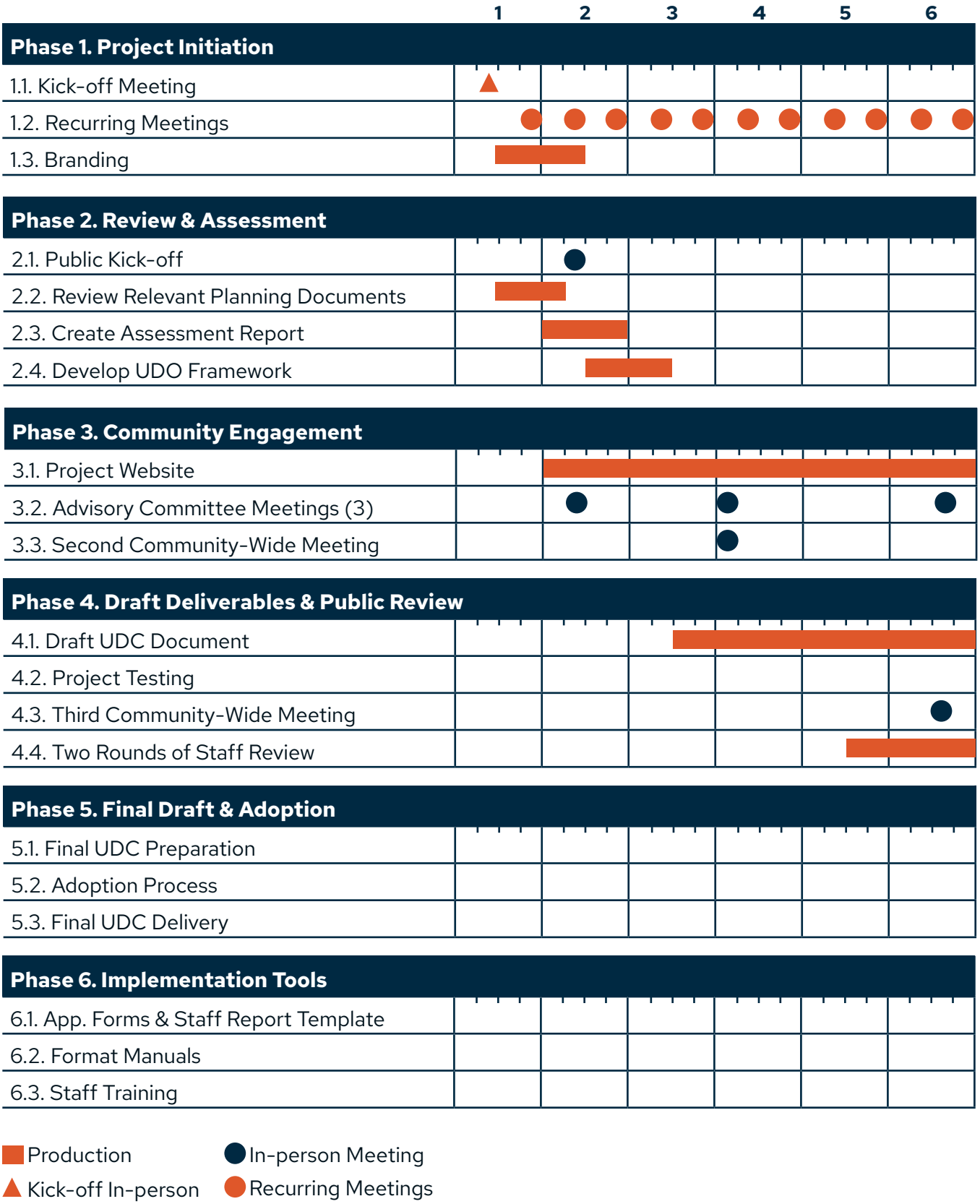
Task 6.3. Staff Training

Inspire will host two meetings to train and equip staff on administering the new UDC and associated materials.

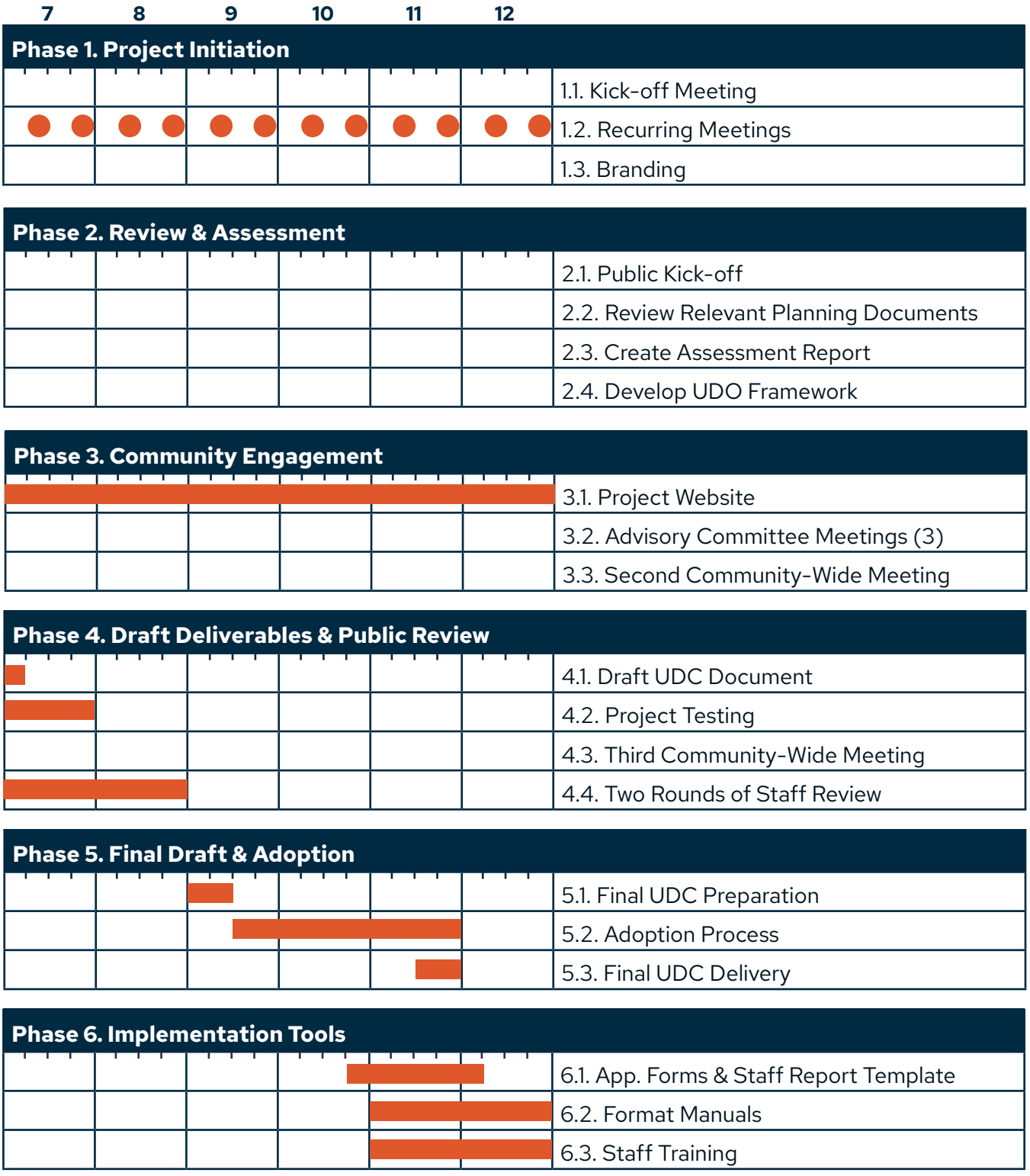
Innovative Solutions

Having partnered with diverse communities throughout the Southeast, we understand that the best laid plans and development regulations are those that reflect the vision of residents. In our practice, we rely heavily on community input to shape the introduction of forward-thinking, context-sensitive policy interventions. For example, in a coastal community, we introduced green infrastructure incentives to promote the integration of low-impact development stormwater strategies in new developments. In other communities seeking to support small-scale, mom and pop retailers, we crafted policies for appropriately sited corner stores within residential areas, supported by clear standards for permissible uses, outside activities, hours of operation, landscaping, and site design. In communities aiming to expand housing choice, we prepared missing middle housing solutions, including provisions for cottage communities and tiny homes, along with lot averaging subdivision standards to encourage a variety of lot sizes. At Inspire, we are committed to crafting implementable yet innovative policies that are responsive to the unique needs and priorities of each community we serve.

Timeframe - Months 1-6:



Timeframe - Months 7-12:



05 Certifications



Downtown Street in
Flowery Branch, GA

COMPLIANCE WITH STATE/FEDERAL LAWS

Inspire and our subconstant, Croy, will comply with all applicable state and federal laws throughout the duration of the project. The team will also adhere to Georgia procurement statutes governing contracting, ensuring full compliance at each phase of the initiative.

Control Number : 24227623

STATE OF GEORGIA

Secretary of State

Corporations Division
313 West Tower
2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

CERTIFICATE OF AUTHORITY

I, **Brad Raffensperger**, the Secretary of State and the Corporation Commissioner of the State of Georgia, hereby certify under the seal of my office that

Inspire Placemaking Collective Inc
a **Foreign Profit Corporation**

has been duly formed under the laws of **Florida** and has filed an application meeting the requirements of Georgia law to transact business as a **Foreign Profit Corporation** in this state.

WHEREFORE, by the authority vested in me as Secretary of State, the above **Foreign Profit Corporation** is hereby granted, on **12/09/2024**, a certificate of authority to transact business in the State of Georgia as provided by Title 14 of the Official Code of Georgia Annotated. Attached hereto is a true and correct copy of said application.

WITNESS my hand and official seal in the City of Atlanta and the State of Georgia on **12/16/2024**.

Brad Raffensperger

Brad Raffensperger
Secretary of State

APPLICATION FOR CERTIFICATE OF AUTHORITY

Electronically Filed
Secretary of State
Filing Date: 12/9/2024 1:21:45 PM

BUSINESS INFORMATION	
CONTROL NUMBER	24227623
BUSINESS NAME	Inspire Placemaking Collective Inc
BUSINESS TYPE	Foreign Profit Corporation
EFFECTIVE DATE	12/09/2024
HOME JURISDICTION	Florida
NAME IN HOME JURISDICTION	Inspire Placemaking Collective Inc
DATE OF FORMATION IN HOME JURISDICTION	10/27/2022
COMMENCEMENT DATE IN GEORGIA	12/09/2024

PRINCIPAL OFFICE ADDRESS	
ADDRESS	4767 New Broad Street, Orlando, FL, 32814, USA

REGISTERED AGENT		
NAME	**ADDRESS**	**COUNTY**
Northwest Registered Agent Service, Inc.	8735 Dunwoody Place STE N, Atlanta, GA, 30350, USA	Fulton

OFFICER(S)		
NAME	**TITLE**	**ADDRESS**
Eric Raasch	CFO	4767 New Broad Street, Orlando, FL, 32814, USA
George Kramer	CEO	4767 New Broad Street, Orlando, FL, 32814, USA
Viviana Castro	SECRETARY	4767 New Broad Street, Orlando, FL, 32814, USA

AUTHORIZER INFORMATION	
AUTHORIZER SIGNATURE	Nat Smith
AUTHORIZER TITLE	Authorized Person

STATE OF GEORGIA

Secretary of State

Corporations Division
313 West Tower
2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

ANNUAL REGISTRATION

Electronically Filed
Secretary of State
Filing Date: 1/9/2026 9:29:50 AM

BUSINESS INFORMATION	
CONTROL NUMBER	0527087
BUSINESS NAME	CROY ENGINEERING, LLC
BUSINESS TYPE	Domestic Limited Liability Company
EFFECTIVE DATE	01/09/2026
ANNUAL REGISTRATION PERIOD	2026

PRINCIPAL OFFICE ADDRESS	
ADDRESS	200 N. Cobb Parkway, Bldg 400, Suite 413, Marietta, GA, 30062, USA

REGISTERED AGENT

NAME	ADDRESS	COUNTY
Corporation Service Company	2 SUN COURT, SUITE 400, PEACHTREE CORNERS, GA, 30092, USA	Gwinnett

AUTHORIZER INFORMATION	
AUTHORIZER SIGNATURE	Adam P Langley
AUTHORIZER TITLE	Member

April 20, 2026
City of Flowery Branch, GA
5410 Pine Street, Flowery Branch, GA 30542

Re: Conflict of Interest & Litigation Statement

To whom it may concern,

Inspire Placemaking Collective, Inc. does not have any conflicts of interest or litigation involving our firm related to similar projects.

Sincerely,
Inspire Placemaking Collective, Inc.



George Kramer, AICP
Authorized Representative
gkramer@inspireplacemaking.com

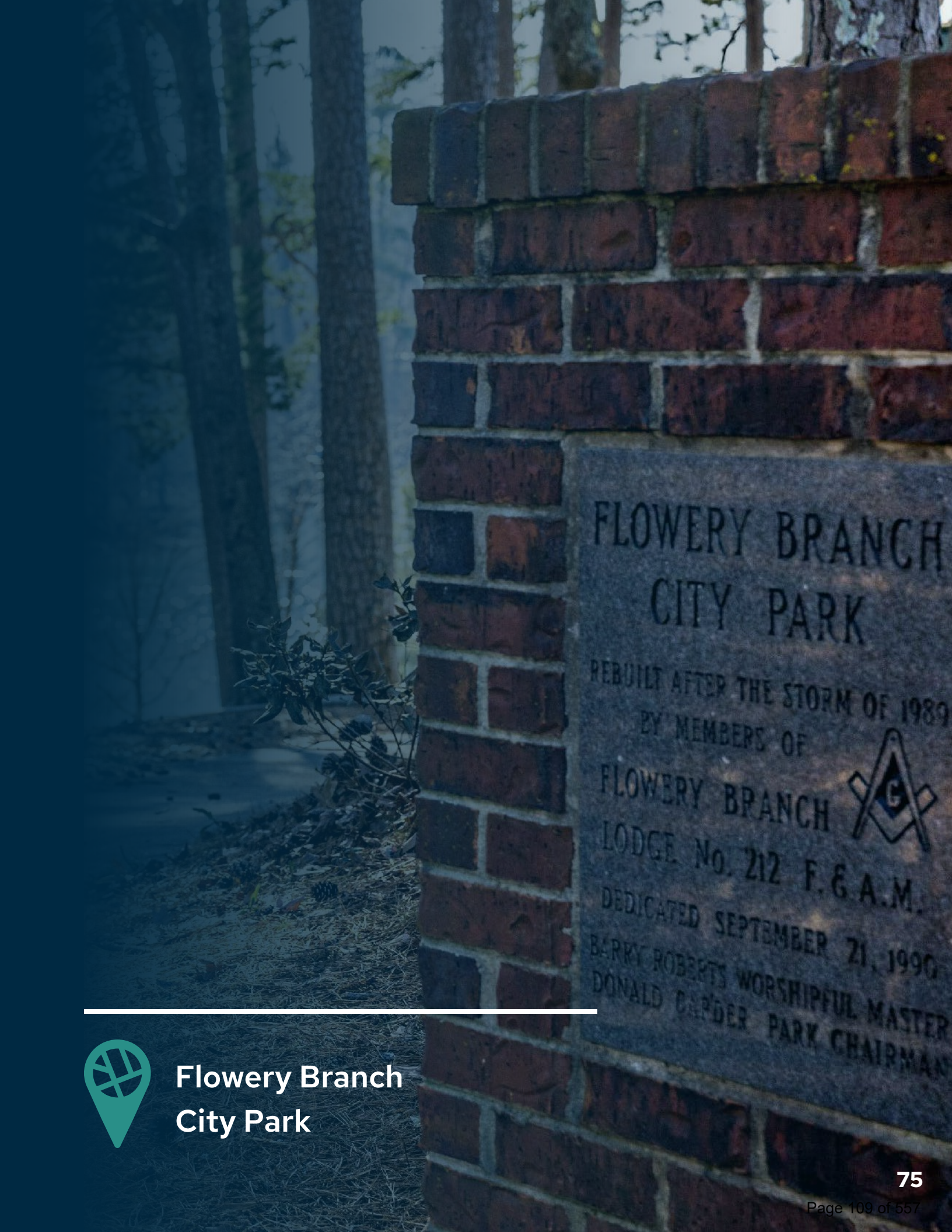




Flowery Branch City Park (top) & Market (bottom)

06

References



Flowery Branch City Park

REFERENCES

01 City of Stonecrest, GA

Shawanna Qawiy, CPM, MSCM, MPA,
Division Director, Community Development
770.224.0200
sqawiy@stonecrestga.gov
3120 Stonecrest Boulevard, Stonecrest, GA 30038

02 Watkinsville Downtown Development Authority

Jan Watson-Greer, DDA Director
706.621.2803
jwatsongreer@cityofwatkinsville.com
191 VFW Drive, PO Box 27, Watkinsville, GA 30677

03 City of Rincon, GA

Teri Lewis, AICP, Director of Planning
912.826.5996 Ext. 113
tlewis@rinconga.gov
302 South Columbia Avenue, Rincon, GA 31326





Watkinsville Sketches/watercolors

07 Required Forms & Attachments



Whole Being Cafe
Coffee Shop

INSPPLA-01 STHOMPSON

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 12/29/2025

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	CONTACT NAME:	
JCJ Insurance Agency, LLC 2208 Hillcrest Street Orlando, FL 32803	PHONE (A/C, No, Ext): (321) 445-1117	FAX (A/C, No): (321) 445-1076
	E-MAIL ADDRESS: certs@jcj-insurance.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Hartford Underwriters Ins. Co.	30104
INSURED	INSURER B : Beazley America Insurance Company, Inc.	16510
Inspire Placemaking Collective, Inc. 4767 New Broad Street Orlando, FL 32814	INSURER C :	
	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	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR			21 SBA AV4H7E	1/1/2026	1/1/2027	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	POLICY X PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	ANY AUTO			21 SBA AV4H7E	1/1/2026	1/1/2027	BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$ 5,000,000
	EXCESS LIAB CLAIMS-MADE			21 SBA AV4H7E	1/1/2026	1/1/2027	AGGREGATE	$
	DED X RETENTION $ 10,000							$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N / A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
B	Professional Liab			C38DAA250101	1/1/2026	1/1/2027	Per Claim	2,000,000
B	Professional Liab			C38DAA250101	1/1/2026	1/1/2027	Aggregate	2,000,000

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

CERTIFICATE HOLDER

For Proposal Purposes

CANCELLATION

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

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
09/15/2025

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	CONTACT NAME: Marsh Affinity	
Marsh Affinity a division of Marsh USA LLC. PO BOX 14404 Des Moines, IA 50306-9686	PHONE (A/C, No, Ext): 800-743-8130	FAX (A/C, No):
	E-MAIL ADDRESS: ADPTotalSource@marsh.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Illinois National Ins Co	23817
INSURED ADP TotalSource CO XXI, Inc. 5800 Windward Parkway Alpharetta, GA 30005 Alternate Employer: Inspire Placemaking Collective Inc 4767 NEW BROAD ST Orlando, FL 328140000	INSURER B :	
	INSURER C :	
	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	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WC 063528456 FL	07/01/2025	07/01/2026	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ 2,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 2,000,000
							E.L. DISEASE - POLICY LIMIT	$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
All worksite employees working for Inspire Placemaking Collective Inc paid under ADP TOTALSOURCE, INC.'s payroll, are covered under the above stated policy. Inspire Placemaking Collective Inc is an alternate employer under this policy. Proprietor/Partner/Executive Officer/Member are not excluded as long as they are in the ADPTS payroll or have completed the SEI Participation Addendum.

CERTIFICATE HOLDER

Inspire Placemaking Collective Inc
4767 NEW BROAD ST
Orlando, FL 328140000

CANCELLATION

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 Jo Phillips

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Date: 3/19/2026
Owner: City of Flowery Branch
Project: Professional Services for the Development of a Unified Development Code
Project Number: 26-006

ADDENDUM NUMBER ONE

The following Addendum hereby clarifies the above-referenced project. All Respondents are subject to the provisions of this Addendum.

1. Clarification Regarding Insurance Requirements
   Insurance requirements referenced under "Respondent Responsibility" in the Request for Qualifications (RFQ) packet do not apply at the Statement of Qualifications (SOQ) stage. Insurance certificates or proof of coverage are not required with the initial submission. If selected for the shortlist and ultimately chosen for contract negotiations, the successful Respondent will be required to provide all insurance documentation prior to contract execution.

2. Clarification Regarding Bid Bonds
   Bid bonds referenced in the City's "General Conditions" are not required for this RFQ. No bid bond, proposal bond, or other form of bid security is required or should be submitted with the Statement of Qualifications.

3. No Other Changes
   All other terms, conditions, submission requirements, and evaluation criteria contained in the RFQ remain unchanged.

END OF ADDENDUM NUMBER ONE.

CITY OF FLOWERY BRANCH

ADDENDUM ACKNOWLEDGEMENT

RFQ 26-006

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

PLEASE LIST ISSUED ADDENDUM(S)

Addendum Number(s)

1 _____ _____

2 _____ _____

3 _____ _____

☐ **NO ADDENDA WERE RECEIVED**

COMPANY NAME: Inspire Placemaking Collective, Inc.

CONTACT PERSON: George Kramer

ADDRESS: 4767 New Broad Street

CITY: Orlando **STATE:** FL **ZIP:** 32814

PHONE: FAX: N/A

EMAIL ADDRESS: gkramer@inspireplacemaking.com

By signing below, I hereby acknowledge receipt of the supplement pertaining to the above referenced bid.

SIGNATURE: _____ **DATE:** 4/10/26

UPON RECEIPT, PLEASE PRINT AND ADD TO YOUR SOLICITATION.

CITY OF FLOWERY BRANCH, GEORGIA
REQUEST FOR PROPOSAL (RFP)
PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE (UDC)

1. INTRODUCTION

The City of Flowery Branch, Georgia ("City"), is soliciting sealed proposals from qualified firms to provide professional planning services for the development of a Unified Development Code (UDC).

This RFP builds upon previously issued qualifications and seeks complete proposals, including technical approach and pricing, from firms capable of delivering a comprehensive, modernized development code.

2. BACKGROUND

Flowery Branch is a growing community of approximately 12,000 residents located in Hall County near Lake Lanier and the Atlanta metropolitan area. The City has experienced steady development pressure and seeks to modernize its regulatory framework.

The City's current zoning, subdivision, and development regulations are outdated and fragmented, creating inefficiencies for staff, developers, and residents.

The City adopted a Comprehensive Plan in 2021 and is preparing an updated plan in 2026. The UDC must align with these plans and regional coordination efforts.

3. PROJECT OBJECTIVE

The purpose of this project is to produce a Unified Development Code that:

- Consolidates existing development regulations
- Aligns with City and regional planning goals
- Improves clarity and usability for stakeholders
- Supports sustainable growth and resilience
- Provides implementation tools for staff and decision-makers

4. SCOPE OF WORK

The selected consultant shall provide all professional services necessary to complete the UDC, including but not limited to:

4.1 Core Tasks

- Review existing ordinances, plans, and policies
- Identify inconsistencies and redundancies
- Draft a unified, user-friendly development code
- Ensure compliance with Georgia law (including O.C.G.A. § 36-66-1 et seq.)
- Align with the Comprehensive Plan and regional plans
- Produce graphics, maps, and supporting materials
- Other tasks as recommended by the professional firm

4.2 Regulatory Updates

- Modernize subdivision and development regulations
- Update sign regulations (including LED and oversized signage)
- Revise tree preservation and landscaping requirements
- Review stormwater regulations for consistency with Georgia Stormwater Manual
- Update platting and permitting procedures
- Other updates as recommended by the professional firm

4.3 Process Development

- Create development review procedures and checklists
- Develop administrative manuals and implementation tools
- Define processes such as:
    - Certificate of Development Conformance
    - House Location Plans (HLP)
    - Residential Drainage Plans (RDP)
- Other processes as recommended by the professional firm

4.4 Public Engagement

- Conduct a minimum of two (2) public meetings
- Facilitate consensus-building
- Present draft and final deliverables to City Council

4.5 Deliverables

- Draft and final UDC (editable and PDF formats)
- Supporting graphics and maps
- Printed copies of final document
- Staff training materials
- Other deliverables as recommended by the professional firm

5. PROPOSAL REQUIREMENTS

The previously submitted Request for Qualifications (RFQ) response shall serve as a supplemental document to this proposal request. Any changes to the RFQ response must be included with the proposal submission.

6. PROCUREMENT SCHEDULE

Proposals should be provided to the city by Tuesday May 26th, 2026

7. SUBMISSION INSTRUCTIONS

Submit proposals via email to Dani Nash at dnash@flowerybranchga.org

8. CONTRACT AWARD

The City intends to award a contract to the firm whose proposal is deemed most advantageous, considering qualifications, approach, and price.

The City reserves the right to:

- Negotiate scope and fees
- Reject any or all proposals
- Waive informalities

9. GENERAL CONDITIONS

- The City is not responsible for proposal preparation costs

- The City reserves the right to cancel this RFP
- All proposals are subject to public disclosure

12. CONTACT INFORMATION

Dani Nash
Planning and Community Development
City of Flowery Branch
5318 Pine Street
Flowery Branch, GA 30542
Phone: (770) 967-6371
Email: Dnash@flowerybranchga.org



Inspire
PLACEMAKING COLLECTIVE

Updated Scope/Fee/ Schedule

Inspire Placemaking Collective, Inc. May 26, 2026

Re: RFQ #26-006
Professional Services for the Development of a Unified Development Code

City of LOWERY BRANCH, GA

May 21, 2026

Chris McCrary, RLA
City of Flowery Branch
Planning & Community Development Director
5318 Railroad Avenue
Flowery Branch, GA 30542

Reference: RFQ No. 26-006 Unified Development Code

Dear Mr. McCrary,

Inspire Placemaking Collective, Inc. (Inspire) appreciates the opportunity to submit this proposal for Planning services for the referenced project. This proposal, based on our submitted RFQ and shortlist interview, provides a brief discussion of our understanding of the project, our proposed scope of work, and our associated fees.

Scope of Services

Inspire proposes to offer the following services as part of this proposal:

PHASE 1: PROJECT INITIATION

Task 1.1 Kick-Off Meeting

Inspire will facilitate a kick-off meeting with the Planning and Community Development department, City administrative staff, and any key staff relevant to the UDC update.

Task 1.2 Recurring Meetings

Our team will schedule bi-weekly meetings with the City's project manager and project team.

Task 1.3 Branding

We will provide three options for the City to evaluate the proposed project branding to be featured on the project website, materials, and documents.

Task 1.4 Stakeholder Interviews

One-on-one interviews with Council members and the City Attorney to understand any of their pain points, concerns, and vision for the UDC update.

PHASE 2: REVIEW & ASSESSMENT

Task 2.1 First Council Work Session

Inspire will attend a Council Work Session to discuss potential edits to the ordinance and to gather feedback from both the Council and the public.

Task 2.2 Review Relevant Planning Documents

Inspire will conduct a comprehensive literature review of planning documents to confirm consistency with the comprehensive plan, and state & federal regulations.

Task 2.3 Create an Assessment Report of Relevant Documents

The Inspire team will create a matrix to identify, section-by-section, how the regulatory documents will be updated to ensure consistency with other City documents, what new or modified districts or overlays will be established or any districts to be consolidated.

Task 2.4 Develop a UDC Framework

The Inspire team will prepare a detailed outline that consolidates, restructures, and streamlines existing regulations into a more readable and accessible document that benefits City staff, applicants, and residents.

Task 2.5 Project Website

Inspire will create a project website that will be updated and available throughout the UDC process. This platform is customizable to the City's needs and is intended to inform the public of the process and schedule. Our team will also upload project documents and summaries to the project website.

Task 2.6 Three Staff Workshops

Inspire will host three virtual staff workshops on specific topics to walk through technical zoning content and for staff to provide direction to Inspire.

PHASE 3: DRAFT DELIVERABLES

Task 3.1 Second Council Work Session

Inspire will attend a second Council Work Session to keep the board and the public up-to-date.

Task 3.2 Draft UDC Document

Inspire will provide draft chapters for City staff review and for the purposes of allowing for a means of feedback and for two rounds of review. After the two rounds of review, a final draft will be provided to City staff.

Task 3.3 Project Testing

We test our codes and regulations against actual projects to ensure we are providing our clients with a highly functioning, user-friendly code. Up to three projects will be tested.

Task 3.4 Third Council Work Session

After Inspire has edited the draft of the UDC based on staff's comments, we will publish the draft on the project website and will attend a third Council Work Session for the council and the public to

provide their feedback on the draft. At this work session, the Inspire team may provide a brief presentation to inform Council of the changes made and how prior feedback has been incorporated into the draft.

PHASE 4: FINAL DRAFT & ADOPTION

Task 4.1 Final UDC Preparation

This includes formalization of the Adoption Draft of the UDC, incorporating all changes to-date. This will be posted to the project website and presented to the City Council during the legislative adoption process.

Task 4.2 Adoption Hearing

Inspire will present the final document at the adoption hearing of the City Council.

PHASE 5: IMPLEMENTATION TOOLS

Task 5.1 Application Checklists and Templates

Inspire will work with staff to identify checklists that need to be updated to match the standards of the new ordinance. Inspire will produce the revised checklists, which will reflect a uniform brand that matches the development ordinance.

Inspire will also generate a staff report template for development applications that addresses the needs of the review and decision-making bodies of the development process, while appearing visually consistent with the new zoning ordinance

Task 5.2 Staff Training

Inspire will host two meetings to train and equip staff on administering the new UDC and associated materials.

Fee

Our professional fee for the above-described services shall be a lump sum of $149,888 to be invoiced on a percent complete basis per the following fee schedule.

Phases	Fee
Phase 1: Project Initiation	$13,750
Phase 2: Review & Assessment	$40,090
Phase 3: Draft Deliverables	$68,156
Phase 4: Final Draft & Adoption	$18,560
Phase 5: Implementation Tools	$9,332
Total	**$149,888**

Included in the fees are reimbursable expenses incurred on the Project's behalf, including mileage, printing, plotting, photocopies, reproduction, postage, express mail, and/or courier services. Applications, capacity, and impact fees associated with application filings shall be the responsibility of the Owner or reimbursed to Inspire outside of the expenses contained in this proposal.

Inspire will bill monthly for all work performed and expenses incurred on the Project's behalf. Invoices are delivered electronically and will typically be sent from the following email address: noreply@infocuspay.com. Please add this email address to your contact and/or safe sender list to ensure receipt.

Schedule

The proposed services are estimated to be completed within twelve (12) months from the issuance of a notice to proceed pursuant to the attached timeline.

Closure

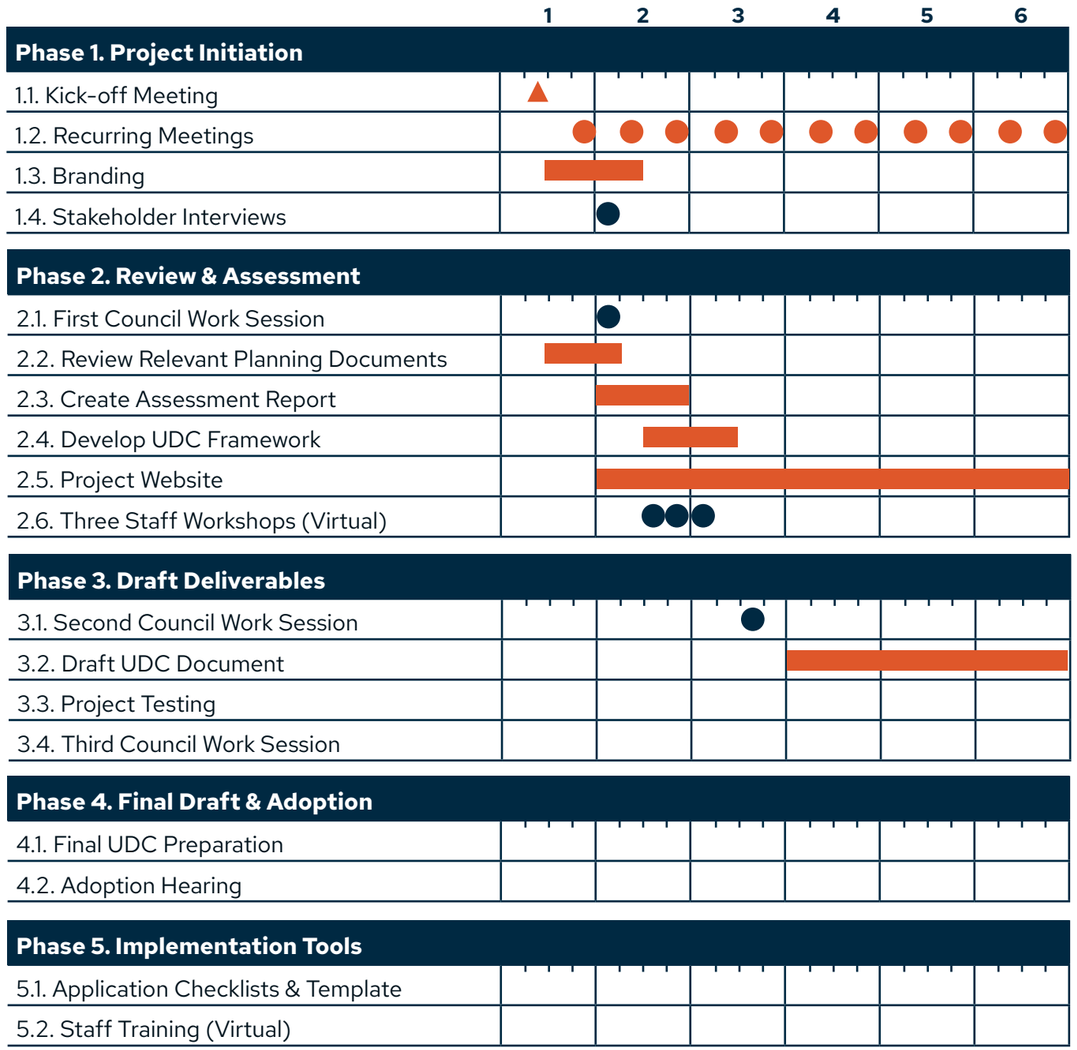
We appreciate the opportunity to be of service to you. If you have any questions regarding the outlined scope of services, or if we may be of further assistance, please do not hesitate to contact us.

Inspire Placemaking Collective, Inc.

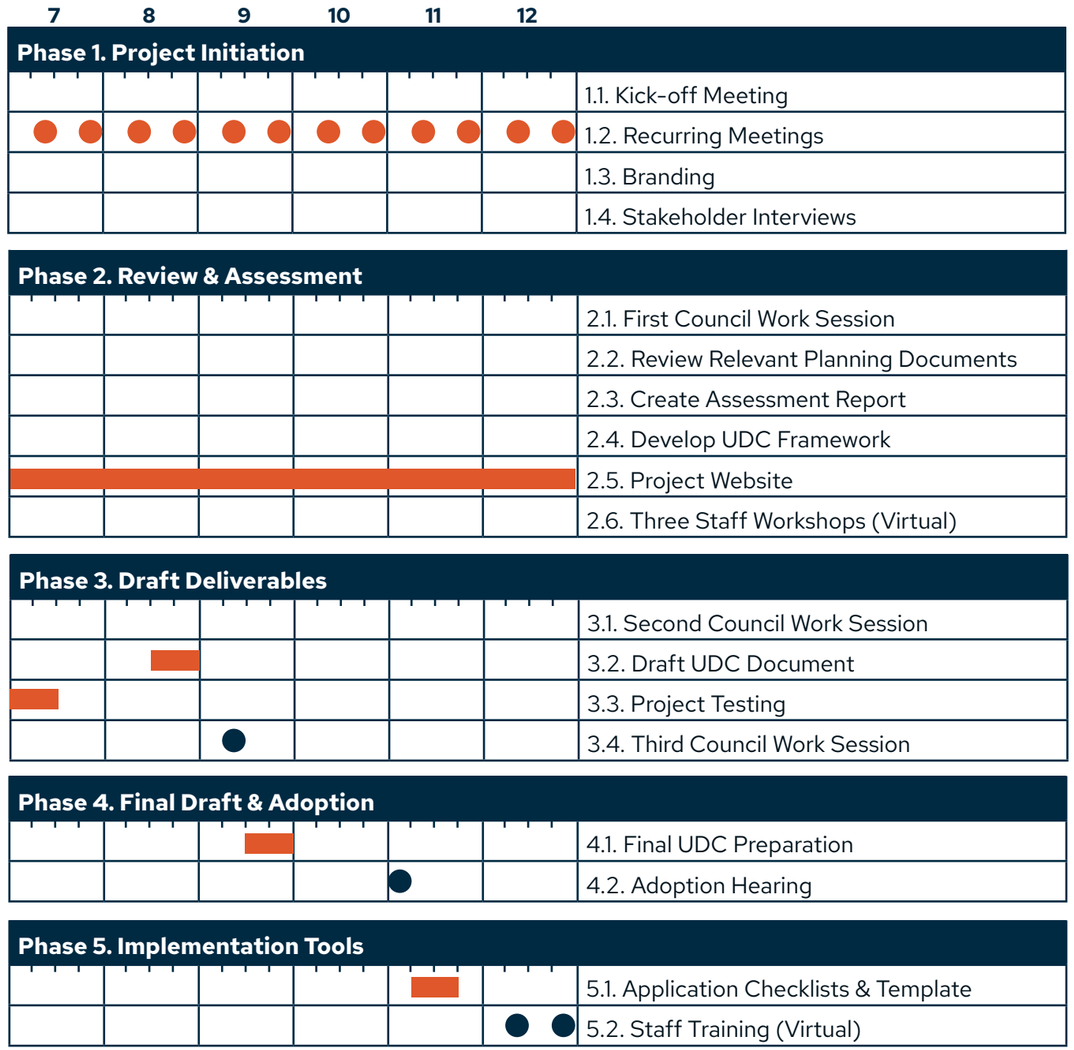


Sarah Sinatra Gould, AICP, CZO
Vice President

Timeframe - Months 1-6:



Timeframe - Months 7-12:



CONTRACT AGREEMENT

26-006 Professional Services for the Development of a Unified Development Code

This Agreement made and entered into this_____ day of _____, in the year 2026, by and between the City of Flowery Branch, Georgia, having its principal place of business at 5410 Pine St, Flowery Branch, Georgia and **INSPIRE PLACEMAKING COLLECTIVE, INC.** ("Consultant") located at 817 W. Peachtree St., NW, Suite A-145, Atlanta, Georgia 30308.

WHEREAS, the City of Flowery Branch is charged with the responsibility for the establishment of contracts for the acquisition of goods, materials, supplies and equipment, and services by the various departments of the City of Flowery Branch; and

WHEREAS, the City of Flowery Branch has caused **RFQ 26-006** to be issued soliciting proposals from qualified Consultants to furnish all items, labor services, materials and appurtenances called for by them in accordance with this proposal. Selected ("Consultant") is required to provide the services as called for in the specifications; and

WHEREAS, the Consultant submitted a response to the **RFQ 26-006**; and

WHEREAS, the Consultant's submittal was deemed by the City of Flowery Branch to be the most responsible and responsive per the scope of work; and

NOW THEREFORE, in consideration of the mutual covenant and promises contained herein, the parties agree as follows:

1.0 Scope of Work

That the Consultant has agreed and by these present does agree with the City to furnish all equipment, tools, materials, skill, labor of every description, and all things necessary to carry out as delineated in **"Exhibit A" (Scope of Work)** and complete in a good, firm, substantial and workmanlike manner, the Work in strict conformity with the specifications which shall form an essential part of this agreement. In addition to the foregoing, and notwithstanding anything to the contrary stated herein, the following terms and conditions, amendments, and other documents are incorporated by reference and made a part of the terms and conditions of this Agreement as is fully set out herein:

EXHIBIT A - SCOPE OF SERVICE
EXHIBIT B - COST PROPOSAL
EXHIBIT C - W-9
EXHIBIT D - CERTIFICATE OF INSURANCE
EXHIBIT E - E-VERIFY AFFIDAVIT
EXHIBIT F - CONTACT INFORMATION
EXHIBIT G – ADDENDUMS
EXHIIBT H – CONSULTANT'S OATH

2.0 Compensation

2.1 Pricing. The Consultant will be paid for the services sold pursuant to the Contract in accordance with the BID and final pricing documents as incorporated into the terms of the Contract. All prices are firm and fixed and are not subject to variation. The prices quoted and listed on the attached Cost Proposal, a copy of which is attached hereto as **"Exhibit B" (Cost Proposal)** and incorporated herein, shall be firm throughout the term of this Contract. The maximum costs owed by the City, unless otherwise agreed to in writing, shall not exceed $149,888.00.

2.2 Billings. If applicable, the Consultant shall submit, on a regular basis, an invoice for services supplied to the City under the Contract at the billing address specified in the Purchase Instrument or Contract. The invoice shall comply with all applicable rules concerning payment of such claims. The City shall pay all approved invoices in arrears and in accordance with applicable provisions of City law. Unless otherwise agreed in writing by the parties, the Consultant shall not be entitled to receive any other payment or compensation from the City for any services provided by or on behalf of the Consultant under the Contract. The Consultant shall be solely responsible for paying all costs, expenses and charges it incurs in connection with its performance under the Contract.

Invoices are to be emailed to APInvoices@flowerybranchga.org and must reference the PO# (see top of contract). A W-9 Request for Taxpayer Identification Number and Certification Form must be submitted **"Exhibit C" (W-9).**

2.3 Delay of Payment Due to Consultant's Failure. If the City in good faith determines that the Consultant has failed to perform or deliver any service or product as required by the Contract, the Consultant shall not be entitled to any compensation under the Contract until such service or product is performed or delivered. In this event, the City may withhold that portion of the Consultant's compensation which represents payment for services or products that were not performed or delivered. To the extent that the Consultant's failure to perform or deliver in a timely manner causes the City to incur costs, the City may deduct the amount of such incurred costs from any amounts payable to Consultant. The City's authority to deduct such incurred costs shall not in any way affect the City's authority to terminate the Contract.

If the City decides to withhold funds as described in the paragraph above, the parties shall meet within 10 days in an attempt to resolve the dispute. Should such dispute not be resolved at such meeting, the City may proceed to exercise its remedies under Section 10.

2.4 Set-Off Against Sums Owed by the Consultant. In the event that the Consultant owes the City any sum under the terms of the Contract, pursuant to any judgment, or pursuant to any law, the City may set off the sum owed to the City against any sum owed by the City to the Consultant in the City's sole discretion.

3.0 Duration of Contract

Contract Term. Pursuant to O.C.G.A. Section 36-60-13, this Contract shall not be deemed to create a debt of the City for the payment of any sum beyond the fiscal year of execution or, in the event of a renewal, beyond the fiscal year of such renewal. The terms of this contract shall align with

the City's fiscal year from July 1 to June 30 and shall commence on July 1, 2026. All invoices postmarked by the City during said term shall be filed at the contract price. This Contract may be extended by mutual consent of both the City and the Consultant for reasons of additional time, additional services and/or additional areas of work.

4.0 Independent Consultant

4.1 The Consultant shall be an independent Consultant. The Consultant is not an employee, agent or representative of the City of Flowery Branch. The successful Consultant shall obtain and maintain, at the Consultant's expense, all permits, license or approvals that may be necessary for the performance of the services. The Consultant shall furnish copies of all such permits, licenses or approvals to the City of Flowery Branch Representative within ten (10) day after issuance.

4.2 Inasmuch as the City of Flowery Branch and the Consultant are independent of one another neither has the authority to bind the other to any third person or otherwise to act in any way as the representative of the other, unless otherwise expressly agreed to in writing signed by both parties hereto. The Consultant agrees not to represent itself as the City's agent for any purpose to any party or to allow any employee of the Consultant to do so, unless specifically authorized, in advance and in writing, to do so, and then only for the limited purpose stated in such authorization. The Consultant shall assume full liability for any contracts or agreements the Consultant enters into on behalf of the City of Flowery Branch without the express knowledge and prior written consent of the City.

5.0 Indemnification

5.1 The Consultant agrees to indemnify, hold harmless and defend the City, its public officials, officers, employees, and agents from and against any and all liabilities, suits, actions, legal proceedings, claims, demands, damages, costs and expenses (including reasonable attorney's fees) to the extent rising out of any act or omission of the Consultant, its agents, SubConsultants, Consultants or employees in the performance of this Contract except for such claims that arise from the City's sole negligence or willful misconduct.

5.2 Notwithstanding the foregoing indemnification clause, the City may join in the defense of any claims raised against it in the sole discretion of the City. Additionally, if any claim is raised against the City, said claim(s) cannot be settled or compromised without the City's written consent, which shall not be unreasonably withheld.

5.3 Neither party shall be liable for delays, or for direct or indirect costs associated therewith provided such delays are the result of acts of God, terrorism, pandemics, natural catastrophes or extreme weather beyond the control of either party. Both parties shall take reasonable steps to mitigate the impact of any force majeure. Consultant shall not be deemed in default to the extent any delays in their performance are reasonably attributable to force majeure.

6.0 Performance

Performance will be evaluated on a monthly basis. If requirements are not met, City of Flowery Branch Procurement will notify the Consultant in writing stating deficiencies, substitutions,

delivery schedule, and/or poor workmanship.

A written response from the Consultant detailing how correction(s) will be made is required to be delivered to the City. Consultant will have thirty (30) days to remedy the situation. If requirements are not remedied City of Flowery Branch has the right to cancel this Agreement with no additional obligation to Consultant. The deadline for project completion shall be June 30, 2027. For every day after that the project remains incomplete, the City shall assess liquidated damages of $200 per day.

6.1 Final Completion, Acceptance, and Payment

(a) Final Completion shall be achieved when the work is fully and finally complete in accordance with the Contract Documents. The City shall notify Consultant once the date of final completion has been achieved in writing.

(b) Final Acceptance is the formal action of City acknowledging Final Completion. Acceptance shall be final and conclusive except for latent defects, fraud, gross mistakes amounting to fraud, or the City's right under any warranty or guarantee. Prior to Final Acceptance, Consultant shall, in addition to all other requirements in the Contract Documents submit to City a Notice of any outstanding disputes or claims between Consultant and any of its SubConsultants, including the amounts and other details thereof. Neither Final Acceptance, nor final payment shall release Consultant or its sureties from any obligations of these Contract Documents or the bond, or constitute a waiver of any claims by City arising Consultant's failure to perform the work in accordance with the Contract Documents.

(c) Acceptance of final payment by Consultant, or any SubConsultant, shall constitute a waiver and release to City of all claims by Consultant, or any such SubConsultant for an increase in the Contract Sum or the Contract Time, and for every act or omission of City relating to or arising out of the work, except for those Claims made in accordance with the procedures, including the time limits, set forth in section 8.

7.0 Changes

The City, within the general scope of the Agreement, may, by written notice to Consultant, issue additional instructions, require additional services or direct the omission of services covered by this Agreement. In such event, there will be made an equitable adjustment in price, but any claim for such an adjustment must be made within thirty (30) days of the receipt of said written notice.

8.0 Change Order Defined

Change order shall mean a written order to the Consultant executed by the City issued after the execution of this Agreement, authorizing and directing a change in services. The Price and Time may be changed only by a Change Order.

9.0 Insurance

9.1 The Consultant shall, at its own cost and expense, obtain and maintain the following

minimum insurance coverage covering the period of this Agreement, such insurance to be obtained from a responsible insurance company legally licensed and authorized to transact business in the State of Georgia.

▪ Workers' Compensation	Statutory Minimum
▪ General Liability	$1,000,000/incident $2,000,000 aggregate
▪ Professional Liability	$2,000,000/incident $2,000,000 aggregate

9.2 Consultant shall provide certificates of insurance evidencing the coverage requested herein and **naming the City as an additional insured** (except for workers compensation for which City shall be named as a mere "Certificate Holder") before the execution of this agreement, and at any time during the term of this Agreement, upon the request of the City, Consultant shall provide proof sufficient to the satisfaction of the City that such insurance continues in force and effect. Consultant shall immediately notify the City, in writing, of any changes in insurance required under this Agreement, including but not limited to change in carrier, amounts of coverage, changes to additional insureds. **"Exhibit D" (Certificate of Insurance).**

10.0 Termination

10.1 Immediate Termination. Pursuant to O.C.G.A. Section 36-60-13, this Contract will terminate immediately and absolutely if the City determines that adequate funds are not appropriated or granted or funds are de-appropriated such that the City cannot fulfill its obligations under the Contract, which determination is at the City's sole discretion and shall be conclusive. Further, the City may terminate the Contract for any one or more of the following reasons effective immediately without advance notice:

(a) In the event the Consultant is required to be certified or licensed as a condition precedent to providing goods and services, the revocation or loss of such license or certification may result in immediate termination of the Contract effective as of the date on which the license or certification is no longer in effect;

(b) The City determines that the actions, or failure to act, of the Consultant, its agents, employees or SubConsultants have caused, or reasonably could cause, life, health or safety to be jeopardized;

(c) The Consultant fails to comply with confidentiality laws or provisions; and/or

(d) The Consultant furnished any statement, representation or certification which is materially false, deceptive, incorrect or incomplete.

10.2 Termination for Cause. The occurrence of any one or more of the following events shall constitute cause or the City to declare the Consultant in default of its obligations under the Contract:

(a) The Consultant fails to deliver or has delivered nonconforming goods or services or fails to perform to the City's satisfaction, any material requirement of the Contract or is in violation of a material provision of the Contract, including, but without limitation, the express warranties made by the Consultant;

(b) The City determines that satisfactory performance of the Contract is substantially endangered or that a default is likely to occur;

(c) The Consultant fails to make substantial and timely progress toward performance of the contract;

(d) The Consultant becomes subject to any bankruptcy or insolvency proceeding under federal or state law to the extent allowed by applicable federal or state law including bankruptcy laws; the Consultant terminates or suspends its business; or the City reasonably believes that the Consultant has become insolvent or unable to pay its obligations as they accrue consistent with applicable federal or state law;

(e) The Consultant has failed to comply with applicable federal, state and local laws, rules, ordinances, regulations and orders when performing within the scope of the Contract;

(f) The Consultant has engaged in conduct that has or may expose the City to liability, as determined in the City's sole discretion; or

(g) The Consultant has infringed any patent, trademark, copyright, trade dress or any other intellectual property rights of the State, the City, or a third party.

10.3 Notice of Default. If there is a default event caused by the Consultant, the City shall provide written notice to the Consultant requesting that the breach or noncompliance be remedied within the period of time specified in the City's written notice to the Consultant. If the breach or noncompliance is not remedied by the date of the written notice, the City may:

(a) Immediately terminate the Contract without additional written notice; and/or

(b) Procure substitute goods or services from another source and charge the difference between the Contract and the substitute contract to the defaulting Consultant; and/or,

(c) Enforce the terms and conditions of the Contract and seek any legal or equitable remedies.

10.4 Termination for Convenience. The City may terminate this Agreement for convenience at any time upon thirty (30) day written notice to the Consultant. In the event of a termination for convenience, Consultant shall take immediate steps to terminate work as quickly and effectively as possible and shall terminate all commitments to third-parties unless otherwise instructed by the City. Provided that no damages are due to the City for Consultant's failure to perform in accordance with this Agreement, the City shall pay Consultant for work performed to date in accordance with Section herein. The City shall have no further liability to Consultant for such termination.

10.5 Payment Limitation in the event of Termination. In the event termination of the Contract for any reason by the City, the City shall pay only those amounts, if any, due and owing to the Consultant goods and services actually rendered up to and including the date of termination of the Contract and for which the City is obligated to pay pursuant to the Contract or Purchase Instrument. Payment will be made only upon submission of invoices and proper proof of the Consultant's claim. This provision in no way limits the remedies available to the City under the Contract in the event of termination. The City shall not be liable for any costs incurred by the Consultant in its performance of the Contract, including, but not limited to, startup costs, overhead or other costs associated with the performance of the Contract.

10.6 The Consultant's Termination Duties. Upon receipt of notice of termination or upon request of the City, the Consultant shall:

(a) Cease work under the Contract and take all necessary or appropriate steps to limit disbursements and minimize costs, and furnish a report within thirty (30) days of the date of notice of termination, describing the status of all work under the Contract, including, without limitation, results accomplished, conclusions resulting therefrom, and any other matters the City may require;

(b) Immediately cease using and return to the City, any personal property or materials, whether tangible or intangible, provided by the City to the Consultant;

(c) Comply with the City's instructions for the timely transfer of any active files and work product produced by the Consultant under the Contract;

(d) Cooperate in good faith with the City, its employees, agents and Consultants during the transition period between the notification of termination and the substitution of any replacement Consultant; and

(e) Immediately return to the City any payments made by the City for goods and services that were not delivered or rendered by the Consultant.

11.0 Claims and Dispute Resolution

11.1 Claims Procedure.

(a) If the parties fail to reach agreement regarding any dispute arising from the Contract Documents, including a failure to reach agreement on the terms of any Change Order for City- directed work as provided in section 8, or on the resolution of any request for an equitable adjustment in the Contract Sum or the Contract Time, Consultant's only remedy shall be to file a Claim with City as provided in this section.

(b) Consultant shall file its Claim within the earlier of: 120 Days from City's final instructions in accordance with section 8; or the date of Final Acceptance,

(c) The Claim shall be deemed to cover all changes in cost and time (including direct, indirect) impact, and consequential) to which Consultant may be entitled. It shall be fully

substantiated and documented. The Claim shall contain a detailed factual statement of the Claim for additional compensation and time, if any, providing all necessary dates, locations, and items of work affected by the Claim.

(d) If an adjustment in the Contract Time is sought: the specific Days and dates for which it is sought; the specific reasons Consultant believes an extension in the Contract Time should be granted; and Consultant's analysis of its Progress Schedule to demonstrate the reason for the extension in Contract Time.

(e) If any adjustment in the Contract Sum is sought: the exact amount sought and a breakdown of that amount into the categories; and a statement certifying, under penalty of perjury, that the Claim is made in good faith, that the supporting cost and pricing data are true and accurate to the best of Consultant's knowledge and belief, that the Claim is fully supported by the accompanying data, and that the amount requested accurately reflects the adjustment in the Contract Sum or Contract Time for which Consultant believes City is liable.

(f) After Consultant has submitted a fully-documented Claim, the City shall respond, in writing, to Consultant with a decision within sixty (60) days of the date the Claim is received, or with notice to Consultant of the date by which it will render its decision.

11.2 Arbitration.

(a) If Consultant disagrees with City's decision rendered in accordance with section 12. If, Consultant shall provide City with a written demand for arbitration. No demand for arbitration of any such Claim shall be made later than thirty (30) Days after the date of City's decision on such Claim, failure to demand arbitration with said thirty (30) Day period shall result in City's decision being final and binding upon Consultant and its SubConsultants.

(b) Notice of the demand for arbitration shall be filed with the American Arbitration Association (AAA), with a copy provide to City. The parties shall negotiate or mediate under the Voluntary Construction Mediation Rules of the AAA, or mutually acceptable service, before seeking arbitration in accordance with the Construction Industry Arbitration Rules of AAA as follows:

(1) Disputes involving $30,000 or less shall be conducted in accordance with the Southeast Region Expedited Commercial Arbitration Rules; or

(2) Disputes over $30,000 shall be conducted in accordance with the Construction Industry Arbitration Rules of the AAA, unless the parties agree to use the expedited rules.

a. All Claims arising out of the work shall be resolved by arbitration. The judgment upon the arbitration award may be entered, or review of the award may occur, in the Superior Court of Hall County.

b. If the parties resolve the Claim prior to arbitration judgment, the terms of the resolution shall be incorporated in a Change Order. The Change Order shall

constitute full payment and final settlement of the Claim, including all claims for time and for direct, indirect, or consequential costs, including costs of delays, inconvenience, disruption of schedule, or loss of efficiency or productivity.

c. Choice of Law and Forum. The laws of the State of Georgia shall govern and determine all matters arising out of or in connection with this Contract without regard to the choice of law provisions of State law. The Superior Court of Hall County, Georgia shall have exclusive jurisdiction to try disputes arising under or by virtue of this contract. In the event any proceeding of a quasi-judicial or judicial nature is commenced in connection with this Contract, such proceeding shall solely be brought in a court or other forum of competent jurisdiction within Hall County, Georgia. This provision shall not be construed as waiving any immunity to suit or liability, including without limitation sovereign immunity, which may be available to the City.

d. All Claims filed against City shall be subject to audit at any time following the filing of the Claim. Failure of Consultant, or SubConsultant of any tier, to maintain and retain sufficient records to allow City to verify all or a portion of the Claim or to permit City access to the books and records of Consultant, or SubConsultants of any tier, shall constitute a waiver of the Claim and shall bar any recovery.

12.0 Confidential Information

12.1 Access to Confidential Data. The Consultant's employees, agents and SubConsultants may have access to confidential data maintained by the City to the extent necessary to carry out the Consultant's responsibilities under the Contract. The Consultant shall presume that all information received pursuant to the Contract is confidential unless otherwise designated by the City. If it is reasonably likely the Consultant will have access to the City's confidential information, then:

(a) The Consultant shall provide to the City a written description of the Consultant's policies and procedures to safeguard confidential information;

(b) Policies of confidentiality shall address, as appropriate, information conveyed in verbal, written, and electronic formats;

(c) The Consultant must designate one individual who shall remain the responsible authority in charge of all data collected, used, or disseminated by the Consultant in connection with the performance of the Contract; and

(d) The Consultant shall provide adequate supervision and training to its agents, employees and SubConsultants to ensure compliance with the terms of the Contract. The private or confidential data shall remain the property of the City at all times. Some services performed for the City may require the Consultant to sign a nondisclosure agreement. Consultant understands and agrees that refusal or failure to sign such a nondisclosure agreement, if required, may result in termination of the Contract.

12.2 No Dissemination of Confidential Data. No confidential data collected, maintained, or used in the course of performance of the Contract shall be disseminated except as authorized by law and with the written consent of the City, either during the period of the Contract or thereafter. Any data supplied to or created by the Consultant shall be considered the property of the City. The Consultant must return any and all data collected, maintained, created or used in the course of the performance of the Contract, in whatever form it is maintained, promptly at the request of the City.

12.3 Subpoena. In the event that a subpoena or other legal process is served upon the Consultant for records containing confidential information, the Consultant shall promptly notify the City and cooperate with the City in any lawful effort to protect the confidential information.

12.4 Reporting of Unauthorized Disclosure. The Consultant shall immediately report to the City any unauthorized disclosure of confidential information.

12.5 Survives Termination. The Consultant's confidentiality obligation under the Contract shall survive termination of the Contract.

13.0 Inclusion of Documents

Consultant's response submitted in response thereto, including any best and final offer, are incorporated in this Agreement by reference and form an integral part of this agreement. In the event of a conflict in language between this Agreement and the foregoing documents incorporated herein, the provisions and requirements set forth in this Agreement shall govern. In the event of a conflict between the language of the BID, as amended, and the Consultant's submittal, the language in the former shall govern.

13.1 Counterparts: This Agreement may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one and the same instrument.

14.0 Compliance with All Laws and Licenses

The Consultant must obtain all necessary licenses and comply with local, state and federal requirements. The Consultant shall comply with all laws, rules and regulations of any governmental entity pertaining to its performance under this Agreement.

14.1 Federal Requirements.

(a) Federal Compliance Regulations.

Federal regulations apply to all City of Flowery Branch contracts using Federal funds as a source for the solicitation of goods and services. Successful bidders must comply with the following Federal requirement as they apply to:

(1) Equal Employment Opportunity - The Consultant shall not discriminate against any employee or applicant or employment because of race, color, religion, sex, or national origin. The Consultant shall take affirmative action to ensure that applicants are

employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to: employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The Consultant shall comply with Executive Order 1 1246, as amended, and the rules, regulations, and orders of the Secretary of Labor.

(2) Reports - The submission of reports to the City on behalf of the U.S. Department of Housing and Urban Development as may be determined necessary for the activities covered by this contract, which is federally funded.

(3) Patents - The U.S. Department of Housing and Urban Development reserves a royalty-free, nonexclusive, and irrevocable right to use, and to authorize others to use, for Federal Government purposes:

a. Any patent that shall result under this contract; and

b. Any patent rights to which the Consultant purchases ownership with grant support

(4) Copyrights - The U.S. Department of Housing and Urban Development reserves a royalty- free, nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use, for Federal Government purposes:

a. The copyright in any work developed under this contract; and

b. Any rights of copyright to which the Consultant purchases ownership with grant support.

(5) Access to books, documents, papers and records of the Consultant which are directly pertinent to the specific contract for the purposes of making audit, examination, excerpts and transcriptions by Federal agencies, the Comptroller General of the United States, or any of their duly authorized representatives; and

(6) Retention of all required records for three years after the City makes final payment and all other pending matters are closed.

14.2 Georgia Security and Immigration Compliance Act

(a) The parties certify that Consultant has executed an affidavit verifying that Consultant has registered and participates in the federal work authorization program to verify information of all new employees, per O.C.G.A. 13-10-90, et. seq., and Georgia Department of Labor Regulations Rule 300-10-1-02. The appropriate affidavit is attached hereto as **"Exhibit E" (E-Verify Form)** and incorporated herein by reference and made a part of this contract.

(b) The Consultant further certifies that any SubConsultants employed by Consultant for the performance of this agreement has executed an appropriate SubConsultant affidavit

verifying its registration and participation in the federal work authorization program and compliance with O.C.G.A. 13-10-90, et. seq., and Georgia Department of Labor Regulations Rule 300-10-1-02, and that all such affidavits are incorporated into and made a part of every contract between the Consultant and each SubConsultant.

(c) Consultant's compliance with O.C.G.A. 13-10-90, et. seq., and Georgia Department of Labor Regulations Rule 300-10-1-02 is a material condition of this agreement and Consultant's failure to comply with said provisions shall constitute a material breach of this agreement.

15.0 Assignment

The Consultant shall not assign or subcontract the whole or any part of this Agreement without the City of Flowery Branch's prior written consent.

16.0 Amendments in Writing

No amendments to this Agreement shall be effective unless it is in writing and signed by duly authorized representatives of the parties.

17.0 Drug-Free and Smoke-Free Workplace

17.1 A drug-free and smoke-free workplace will be provided for the Consultant's employees during the performance of this Agreement; and

17.2 The Consultant will secure from any sub-Consultant hired to work in a drug-free and smoke-free work place a written certification so stating and in accordance with Paragraph 7, subsection B of the Official Code of Georgia Annotated Section 50-24-3.

17.3 The Consultant may be suspended, terminated, or debarred if it is determined that:

(a) The Consultant has made false certification herein; or

(b) The Consultant has violated such certification by failure to carry out the requirements of Official Code of Georgia Annotated Section 50-24-3.

18.0 Additional Terms

Neither the City nor any Department shall be bound by any terms and conditions included in any Consultant packaging, Invoice, catalog, brochure, technical data sheet, or other document which attempts to impose any condition in variance with or in addition to the terms and conditions contained herein.

19.0 Antitrust Actions

For good cause and as consideration for executing this Contract or placing this order, Consultant acting herein by and through its duly authorized agent hereby conveys, sells, assigns, and transfers to the City of Flowery Branch all rights, title, and interest to and to all causes of action it may now

or hereafter acquire under the antitrust laws of the United States and the State of Georgia relating to the particular goods or services purchased or acquired by the City of Flowery Branch pursuant hereto.

20.0 Governing Law

This Agreement shall be governed in all respects by the laws of the State of Georgia. The Superior Court of Hall County, Georgia shall have exclusive jurisdiction to try disputes arising under or by virtue of this contract.

21.0 Entire Agreement

This Agreement constitutes the entire Agreement between the parties with respect to the subject matter contained herein; all prior agreements, representations, statement, negotiations, and undertakings are suspended hereby. Neither party has relied on any representation, promise, or inducement not contained herein.

22.0 Special Conditions

22.1 The Consultant shall identify key personnel in writing to be involved with the project at commencement and shall not remove or substitute such personnel without approval in writing from the City.

22.2 Any intellectual property, including but not limited to plans, writings, reports, sketches, and drawings shall be the property of the City of Flowery Branch. Consultant may retain copies of any work done for the City and use same as examples of work.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed by their duly authorized officers as of the day and year set forth next to each signature.

CITY OF FLOWERY BRANCH:	CONSULTANT: INSPIRE PLACEMAKING COLLECTIVE, INC.
By:_____	By: _____
Title:_____	Title: _____
Name:_____	Name: _____
Date:_____	Date: _____

Attest:

_____

Shelia Cooper, City Clerk (Seal)

EXHIBIT A – SCOPE OF WORK

TO CONTRACT
BETWEEN CITY OF FLOWERY BRANCH AND INSPIRE PLACEMAKING COLLECTIVE, INC.
FOR PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

REFERENCE: BID# 26-006

The consultant shall provide all professional services necessary to complete the UDC, including but not limited to:

Core Tasks

- Review existing ordinances, plans, and policies
- Identify inconsistencies and redundancies
- Draft a unified, user-friendly development code
- Ensure compliance with Georgia law (including O.C.G.A. § 36-66-1 etseq.)
- Align with the Comprehensive Plan and regional plans
- Produce graphics, maps, and supporting materials
- Other tasks as recommended by the professional firm

Regulatory Updates

- Modernize subdivision and development regulations
- Update sign regulations (including LED and oversized signage)
- Revise tree preservation and landscaping requirements
- Review stormwater regulations for consistency with Georgia Stormwater Manual
- Update platting and permitting procedures
- Other updates as recommended by the professional firm

Process Development

- Create development review procedures and checklists
- Develop administrative manuals and implementation tools
- Define processes such as:
  - Certificate of Development Conformance
  - House Location Plans (HLP)
  - Residential Drainage Plans (RDP)
- Other processes as recommended by the professional firm

Public Engagement

- Conduct a minimum of two (2) public meetings
- Facilitate consensus-building
- Present draft and final deliverables to City Council

Deliverables

- Draft and final UDC (editable and PDF formats)
- Supporting graphics and maps
- Printed copies of final document
- Staff training materials
- Other deliverables as recommended by the professional firm

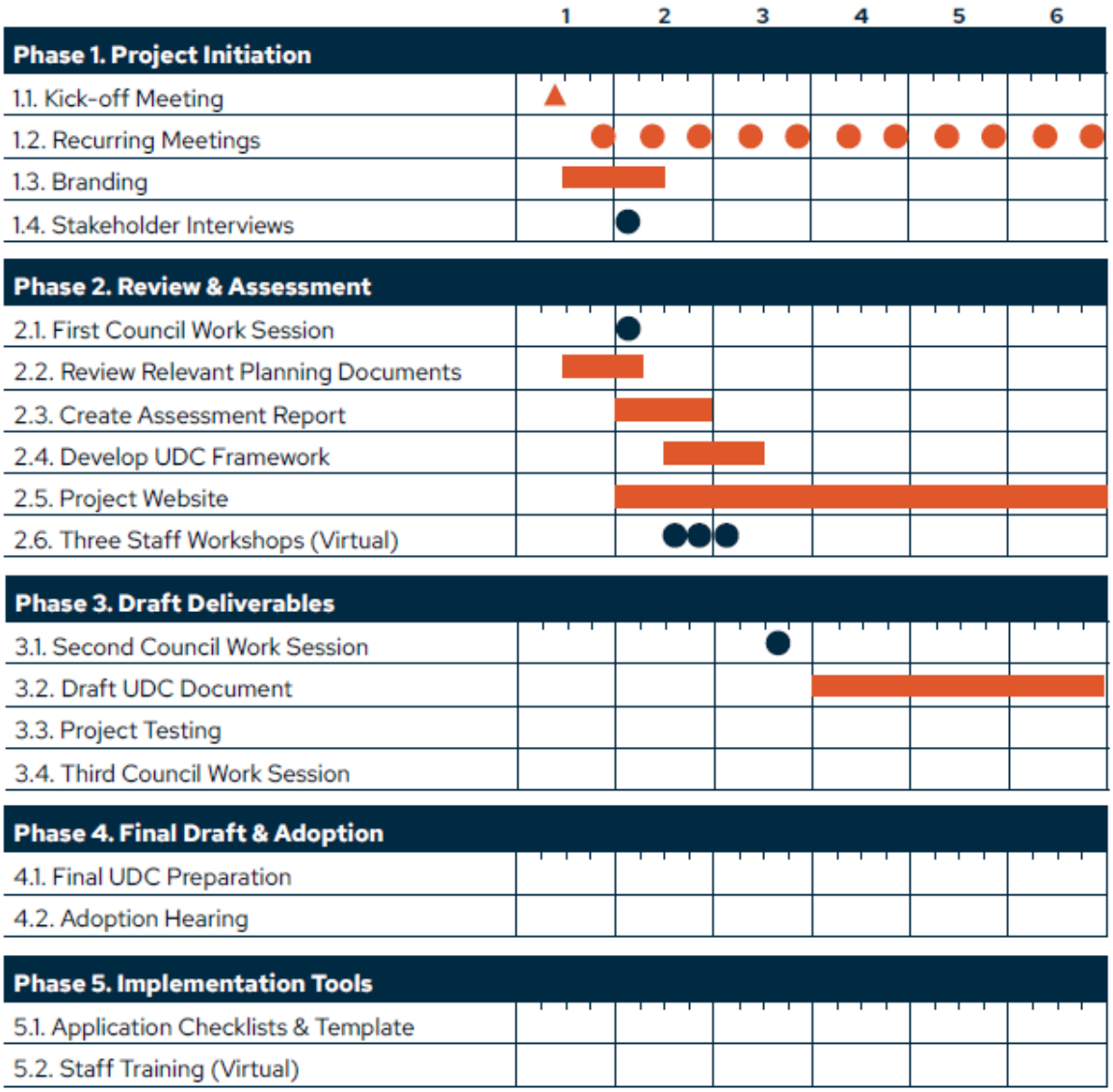
EXHIBIT B – COST PROPOSAL & TIMEFRAME

TO CONTRACT
BETWEEN CITY OF FLOWERY BRANCH AND INSPIRE PLACEMAKING COLLECTIVE, INC.
FOR PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

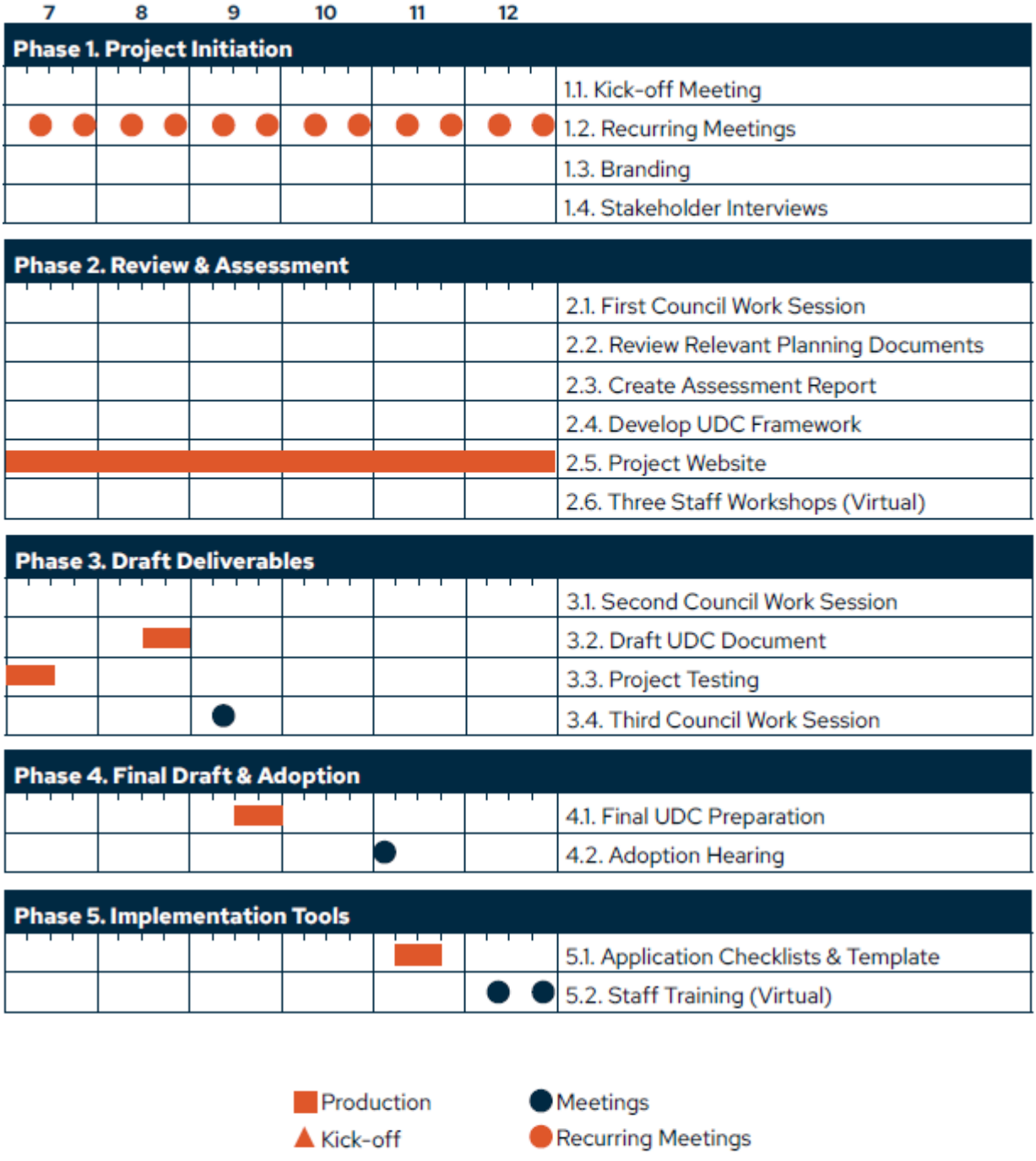
REFERENCE: BID# 26-006

Phases	Fee
Phase 1: Project Initiation	$13,750
Phase 2: Review & Assessment	$40,090
Phase 3: Draft Deliverables	$68,156
Phase 4: Final Draft & Adoption	$18,560
Phase 5: Implementation Tools	$9,332
Total	**$149,888**

Timeframe - Months 1-6:



Timeframe - Months 7-12:



Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Inspire Placemaking Collective, Inc.

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☑ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

5 Address (number, street, and apt. or suite no.). See instructions.

4767 New Broad Street

Requester's name and address (optional)

6 City, state, and ZIP code

Orlando, FL 32814

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

[ ][ ][ ] – [ ][ ] – [ ][ ][ ][ ]

or

Employer identification number

9 2 – 1 4 9 5 7 1 7

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here **Signature of U.S. person** Nancy Pfaff, Controller **Date** 5/6/26

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 6/5/2026

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	CONTACT NAME:	
JCJ Insurance Agency, LLC 2208 Hillcrest Street Orlando, FL 32803	PHONE (A/C, No, Ext): (321) 445-1117	FAX (A/C, No): (321) 445-1076
	E-MAIL ADDRESS: certs@jcj-insurance.com	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Hartford Underwriters Ins. Co.	30104
INSURER B : Beazley America Insurance Company, Inc.	16510
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED

Inspire Placemaking Collective, Inc.
4767 New Broad Street
Orlando, FL 32814

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	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	[ ] CLAIMS-MADE [X] OCCUR	X		21 SBA AV4H7E	1/1/2026	1/1/2027	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	[ ] POLICY [X] PRO-JECT [ ] LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	[ ] OTHER:							$
A	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	[ ] ANY AUTO	X		21 SBA AV4H7E	1/1/2026	1/1/2027	BODILY INJURY (Per person)	$
	[ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	[X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	[X] UMBRELLA LIAB [ ] OCCUR						EACH OCCURRENCE	$ 5,000,000
	[ ] EXCESS LIAB [ ] CLAIMS-MADE	X		21 SBA AV4H7E	1/1/2026	1/1/2027	AGGREGATE	$
	[ ] DED [X] RETENTION $ 10,000							$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						[ ] PER STATUTE [ ] OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [ ] (Mandatory in NH)	N / A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
B	Professional Liab			C38DAA250101	1/1/2026	1/1/2027	Per Claim	2,000,000
B	Professional Liab			C38DAA250101	1/1/2026	1/1/2027	Aggregate	2,000,000

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

Any person or organization where required by written contract is an Additional Insured with respect to all policies (except Workers Compensation and Professional Liability). Coverages are primary & non-contributory. A Waiver of Subrogation for all policies applies when required by written contract. 30 Day Notice of Cancellation, except for 10 days for non-payment.

CERTIFICATE HOLDER

City of Flowery Branch
5410 Pine Street
Flowery Branch, GA 30542

CANCELLATION

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



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The ACORD name and logo are registered marks of ACORD

Contractor Affidavit under O.C.G.A. § 13-10-91(b)(l)

The undersigned contractor ("Contractor") executes this Affidavit to comply with O.C.G.A § 13-10-91 related to any contract to which Contractor is a party that is subject to O.C.G.A. § 13-10-91 and hereby verifies its compliance with O.C.G.A. § 13-10-91, attesting as follows:

a) The Contractor has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program;

b) The Contractor will continue to use the federal work authorization program throughout the contract period, including any renewal or extension thereof;

c) The Contractor will notify the public employer in the event the Contractor ceases to utilize the federal work authorization program during the contract period, including renewals or extensions thereof;

d) The Contractor understands that ceasing to utilize the federal work authorization program constitutes a material breach of Contract;

e) The Contractor will contract for the performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the Contractor with the information required by O.C.G.A. § 13-10-91(a), (b), and (c);

f) The Contractor acknowledges and agrees that this Affidavit shall be incorporated into any contract(s) subject to the provisions of O.C.G.A. § 13-10- 91 for the project listed below to which Contractor is a party after the date hereof without further action or consent by Contractor; and

g) Contractor acknowledges its responsibility to submit copies of any affidavits, drivers' licenses, and identification cards required pursuant to O.C.G.A. § 13-10-91 to the public employer within five business days of receipt.

2071544
Federal Work Authorization User Identification Number

3/24/23
Date of Authorization

Inspire Placemaking Collective, Inc.
Name of Contractor

Flowery Branch UDO
Name of Project

City of Flowery Branch, GA
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on June, 9, 2026 in Orlando (city), Florida (state).

Signature of Authorized Officer or Agent

George Kramer, President
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 9th DAY OF June, 2026.

Nancy A Pfaff
NOTARY PUBLIC
My Commission Expires: 3/23/27

VENDOR INFORMATION FORM

Company / Individual Name: Inspire Placemaking Collective Inc.

Doing Business As (*if sole proprietor*): _____

Email Address: accounting@inspireplacemaking.com **Phone Number:** (407) 917-0441

Service Provided: City planning ☐ **Products Only** ☒ **Service Only** ☐ **Product & Service**

Type of Business (check one):

☐ Individual/Sole Proprietor ☐ C - Corporation ■ S - Corporation ☐ Partnership ☐ Other: _____

☐ Limited Liability Company (LLC) – (C = C Corporation, S = S Corporation, P = Partnership): _____

Date Registered: 12/27/23 **State of Registration:** FL **Federal Tax ID / SSN:** 92-1495717

# of Employees: 49 **E-Verify #:** 2071544 ***(If no E-Verify number please see vendor letter.)***

Physical Address: 911 Outer Road

City: Orlando **State:** FL **Zip Code:** 32814

Mailing Address *(if different)*: 4767 New Broad Street

City: Orlando **State:** FL **Zip Code:** 32814

Authorized Vendor Contacts:

Name: George Kramer, AICP **Title:** President

Email: gkramer@inspireplacemaking.com **Business Phone:** (407) 202-8387

Name: Sarah Sinatra, AICP, CZO **Title:** Vice President

Email: ssinatra@inspireplacemaking.com **Business Phone:** (954) 205-3272

Name: _____ **Title:** _____

Email: _____ **Business Phone:** _____

Name: _____ **Title:** _____

Email: _____ **Business Phone:** _____

Authorized Signers

Persons authorized to sign bids, contracts, wires, and vendor file changes.

Signature: _____ **Title:** President **Phone:** 407-202-8387

Signature: _____ **Title:** _____ **Phone:** _____

Signature: _____ **Title:** _____ **Phone:** _____

Internal Use Only:

Application Type: ☐ **New Vendor** ☐ **Update / Revision** **Vendor Number:** _____

Processed By: _____ **Date:** _____

EXHIBIT G - ADDENDUMS

CITY OF FLOWERY BRANCH

ADDENDUM ACKNOWLEDGEMENT

RFQ 26-006

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

PLEASE LIST ISSUED ADDENDUM(S)

Addendum Number(s)

1 _____ _____

2 _____ _____

3 _____ _____

☐ **NO ADDENDA WERE RECEIVED**

COMPANY NAME: Inspire Placemaking Collective, Inc.

CONTACT PERSON: George Kramer

ADDRESS: 4767 New Broad Street

CITY: Orlando **STATE:** FL **ZIP:** 32814

PHONE: FAX: N/A

EMAIL ADDRESS: gkramer@inspireplacemaking.com

By signing below, I hereby acknowledge receipt of the supplement pertaining to the above referenced bid.

SIGNATURE: _____ **DATE:** 4/10/26

UPON RECEIPT, PLEASE PRINT AND ADD TO YOUR SOLICITATION.

EXHIBIT H - CONSULTANT'S OATH

COMES NOW, _____ ("Consultant"),
[*name of Consultant*]

appearing by and through _____,
[*name of individual with authority to bind Consultant*]

its _____ ("Individual And Representative Affiant"), and
[*title*]

_____

_____

_____

_____
[*insert the names of all those required to give the oath*]

(collectively, "Individual Affiants"), and each of the Individual And Representative Affiant and Individual Affiants, after first being duly sworn, deposes and says that:

1. Consultant has not directly or indirectly violated subsection (d) of the Official Code of Georgia Annotated Section 36-91-21, which provides as follows:

   > Whenever a public works construction contract for any governmental entity subject to the requirements of this chapter is to be let out by competitive sealed bid or proposal, no person, by himself or herself or otherwise, shall prevent or attempt to prevent competition in such bidding or proposals by any means whatever. No person who desires to procure such work for himself or herself or for another shall prevent or endeavor to prevent anyone from making a bid or proposal therefor by any means whatever, nor shall such person so desiring the work cause or induce another to withdraw a bid or proposal for the work.

   Code Section 36-91-21(d) also applies to municipal street system contracts pursuant to Official Code of Georgia Annotated Section 32-4-122.

2. Individual And Representative Affiant is the officer of Consultant whose duty it is to make the payment.

3. If Consultant is a partnership, then Individual and Representative Affiant and Individual Affiants together constitute all of the partners and any officer, agent or other person who may have represented or acted for Consultant in bidding for or procuring the contract.

4. If Consultant is a corporation, then Individual and Representative Affiant and Individual Affiants together constitute all officers, agents, or other persons who may have acted for or represented Consultant in bidding for or procuring the contract.

Further affiants sayeth not.

This ____ day of _____, 20___.

By: _____, individually and on behalf of Consultant
[*signature of Individual And Representative Affiant*]

Name: _____ Title: _____

Individual Affiants' signatures and names:

_____ _____
Name: Name:

_____ _____
Name: Name:

_____ _____
Name: Name:

Subscribed and Sworn before me on this

_____ day of _____, 20_____.

_____
NOTARY PUBLIC

My Commission Expires:

_____

CITY OF FLOWERY BRANCH CITY COUNCIL

EXECUTIVE SUMMARY

SUBJECT: **Resolution No. 26-011 To adopt the Fiscal Year 2027 Annual Budget for each fund, FY2027 Capital Plan, Master Fee Schedule for FY2027, Classification and Compensation study and authorized positions for FY2027: to appropriate the amounts shown in each budget as expenditures or expenses; to adopt the several items of revenue anticipations; to set the legal level of budgetary control; to prohibit expenditures or expenses from exceeding the actual funding available; to prohibit expenditures or expenses beyond the fiscal year for which they were appropriated; to provide for an effective date.**

DATE: **June 18, 2026**

COUNCIL ACTION REQUESTED ON: **June 18, 2026**

BUDGET INFORMATION:
N/A

PURPOSE: To Adopt Resolution No. 26-011 Fiscal Year 2027 Annual Budget for each fund, FY2027 Capital Plan, Master Fee Schedule for FY2027, Classification and Compensation study and authorized positions for FY2027: to appropriate the amounts shown in each budget as expenditures or expenses; to adopt the several items of revenue anticipations; to set the legal level of budgetary control; to prohibit expenditures or expenses from exceeding the actual funding available; to prohibit expenditures or expenses beyond the fiscal year for which they were appropriated; to provide for an effective date.

HISTORY:

O.C.G.A. § 36-81-3(b)(1) requires the City of Flowery Branch to adopt and operate under an annual balanced budget for the City's fiscal year, which runs from July 1st to June 30th of each year.

FACTS & ISSUES: Georgia state law requires that local governments adopt a balanced budget before the new fiscal year. As such, the City of Flowery Branch's Governing Authority historically makes a decision on the new fiscal year budget at the final council meeting of the current fiscal year. Also, during this meeting, the Governing Authority makes a decision on the

millage rate for the current tax year. During this year's state legislative session, changes were made to state law regarding property valuations and property tax, which is delaying the dissemination of the property tax digest. The property tax digest is needed to calculate the city's millage and roll-back rate, if necessary. This year, the City of Flowery Branch's Governing Authority will hold the necessary public hearings for the establishment of the city's millage at a later date, to be determined. At this time, a decision is only being made on the adoption of the FY2027 Budget.

OPTIONS: 1) Adopt the proposed FY2027 budget
2) Suggest amendments to the FY27 proposed budget

RECOMMENDED SAMPLE MOTION: I make a motion to approve Resolution No. 26-011 To adopt the Fiscal Year 2027 Annual Budget for each fund, FY2027 Capital Plan, Master Fee Schedule for FY2027, Classification and Compensation study and authorized positions for FY2027: to appropriate the amounts shown in each budget as expenditures or expenses; to adopt the several items of revenue anticipations; to set the legal level of budgetary control; to prohibit expenditures or expenses from exceeding the actual funding available; to prohibit expenditures or expenses beyond the fiscal year for which they were appropriated; to provide for an effective date.

DEPARTMENT: Finance
PREPARED BY: Matthew Hamby, Finance Director

RESOLUTION NO. 26-011

TO ADOPT THE FISCAL YEAR 2027 ANNUAL BUDGET FOR EACH FUND, FY2027 CAPITAL PLAN, MASTER FEE SCHEDULE FOR FY2027, CLASSIFCATION AND COMPENSATION STUDY AND AUTHORIZED POSITIONS OF THE CITY OF FLOWERY BRANCH, GEORGIA; TO APPROPRIATE THE AMOUNTS SHOWN IN EACH BUDGET AS EXPENDITURES OR EXPENSES; TO ADOPT THE SEVERAL ITEMS OF REVENUE ANTICIPATIONS; TO SET THE LEGAL LEVEL OF BUDGETARY CONTROL; TO PROHIBIT EXPENDITURES OR EXPENSES FROM EXCEEDING THE ACTUAL FUNDING AVAILABLE; TO PROHIBIT EXPENDITURES OR EXPENSES BEYOND THE FISCAL YEAR FOR WHICH THEY WERE APPROPRIATED; TO PROVIDE FOR AN EFFECTIVE DATE.

WHEREAS, sound governmental operations require the adoption of an annual budget to plan for the financing of municipal services for the residents of the City of Flowery Branch; and

WHEREAS, O.C.G.A. § 36-81-3(b)(1) requires the City of Flowery Branch to adopt and operate under an annual balanced budget for the City's fiscal year, which runs from July 1st to June 30th of each year; and

WHEREAS, the Mayor and Council of the City of Flowery Branch have reviewed the proposed Fiscal Year 2027 Annual Budget, Fiscal Year 2027 Capital Plan, the findings and recommendations of the Classification and Compensation study, Authorized Positions for FY2027 and the Master Fee Schedule for FY2027 effective from July 1, 2026 to June 30, 2027; and

WHEREAS, the Mayor and Council of the City of Flowery Branch desire to adopt the Fiscal Year 2027 Annual Budget, Fiscal Year 2027 Capital Plan, Authorized Positions for FY2027, Master Fee Schedule for FY2027, effective from July 1, 2026 to June 30, 2027, and related financial and organizational plans, and to accept and implement the Classification and Compensation Study in a manner consistent with the City's operational needs and financial resources;

NOW THEREFORE BE IT RESOLVED by the Mayor and Council of the City of Flowery Branch, Georgia, as follows:

Section 1. That the proposed Fiscal Year 2027 Annual Budget, Fiscal Year 2027 Capital plan, Authorized Positions for FY2027, Classification and Compensation Study and related implementation actions, and Master Fee Schedule for FY2027, attached hereto and incorporated by reference as if fully set forth herein, is hereby adopted as the Budget, Capital Plan, Authorized Positions for FY2027, Classification and Compensation Study recommendations and Master Fee Schedule for the City of Flowery Branch, Georgia for the Fiscal Year 2027, which begins on July 1, 2026 and ends on June 30, 2027.

Section 2. The revenue estimates, other financial resources, and sources of cash shown in the budget for each fund are hereby adopted, and the amounts shown as expenditures, expenses, and uses of cash are hereby appropriated to the respective departments and funds.

Section 3. The "legal level of budgetary control," as defined by O.C.G.A. § 36-81-2(14), is established at the department level. The City Manager, in her capacity as Budget Officer, is authorized to transfer appropriations between line items within a department, consistent with applicable law and policy.

Section 4. That under no circumstances shall expenditures or expenses exceed the amount appropriated without a further Budget amendment approved by the Mayor and Council.

Section 5. That all appropriations shall lapse at the end of the fiscal year.

Section 6. That this Resolution shall be and remain in full force and effect from and after its date of adoption.

SO RESOLVED this 18th day of June, 2026.

_____
Oliver McClellan, Mayor

ATTEST:

_____
Shelia R. Cooper, City Clerk

APPROVED AS TO FORM:

_____
Ted Baggett, City Attorney

PROJECTED REVENUES AND OTHER SOURCES

GENERAL FUND SUMMARY

REVENUE SOURCE	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Millage Rate	3.264	3.247	3.247	
Current Real & Personal	$ 3,083,762	$ 3,109,327	$ 3,450,000	11.0%
Mobile Home Tax	1,198	250	500	100.0%
Motor Vehicle	7,073	6,000	6,000	0.0%
Total Current Taxes	3,092,032	3,115,577	3,456,500	10.9%
Penalties & Interest	16,032	10,000	5,000	-50.0%
Total Property Taxes	3,108,064	3,125,577	3,461,500	10.7%
Title Ad Valorem Tax	621,743	600,000	650,000	8.3%
Alternative Ad Valorem Tax	7,887	10,000	8,000	-20.0%
Intangible Tax	21,721	15,000	20,000	33.3%
Railroad Equipment Tax	-	500	500	0.0%
Street Light Tax	-	9,110	9,110	0.0%
Real Estate Transfer Tax	10,969	12,000	12,000	0.0%
Franchise Fees	775,924	711,000	810,000	13.9%
Local Option Sales Tax	2,695,686	2,400,000	2,500,000	4.2%
Alcoholic Beverage Taxes	375,350	375,000	380,000	1.3%
Occupational Tax	97,019	90,000	90,000	0.0%
Insurance Premium Tax	896,738	900,000	1,000,000	11.1%
Financial Institution Tax	30,011	23,000	30,000	30.4%
Payment in lieu of City Taxes	603	603	603	0.0%
Total Other Taxes	5,533,650	5,146,213	5,510,213	7.1%
Fines, Fees, and Forfeitures	691,311	617,700	562,700	-8.9%
Permits and Zoning Fees	1,268,417	890,400	1,140,400	28.1%
Alcohol Licenses & Fees	104,711	91,500	91,500	0.0%
Other Fees and Licenses	18,452	19,900	19,500	-2.0%
Interest	467,111	300,000	300,000	0.0%
Intergovernmental Revenue	11,656	-	-	N/A
Rent - Tourism	75,431	70,350	70,350	0.0%
Lease Revenue	31,106	-	-	N/A
Miscellaneous	184,221	45,500	19,855	-56.4%
Charges for Services - Indirect Cost Allocat	812,759	869,975	1,008,164	15.9%
				N/A
Total Other	3,665,176	2,905,325	3,212,469	10.6%
Total Operating Revenues	**12,306,890**	**11,177,115**	**12,184,182**	**9.0%**
Other Financing Sources				
Transfers from Other Funds	97,557	80,000	80,000	0.0%
Sale of General Fixed Assets	5,550	-	2,500	N/A
Budgeted Fund Balance	-	4,104,504	1,168,142	-71.5%
Total Other Financing Sources	**103,107**	**4,184,504**	**1,250,642**	**-70.1%**
Total Revenues & Other Sources	**$ 12,409,997**	**$ 15,361,619**	**$ 13,434,824**	**-12.5%**

SUMMARY OF EXPENDITURES & OTHER USES

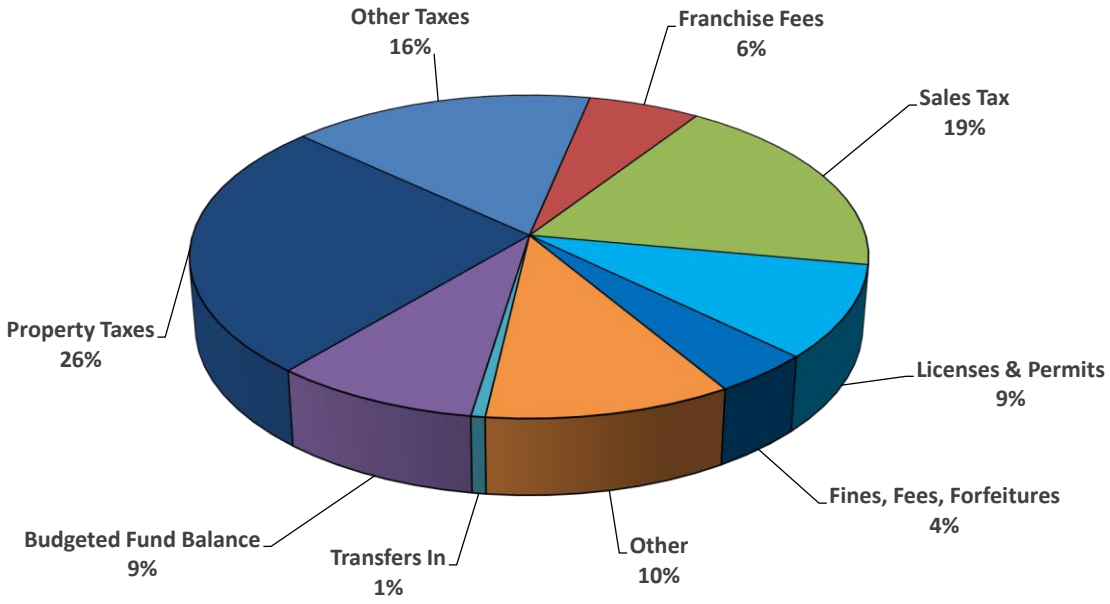
GENERAL FUND SUMMARY

DEPARTMENTAL EXPENDITURES	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Mayor & Council	$ 56,950	$ 108,699	$ 108,699	0.0%
City Clerk	159,500	210,015	260,405	24.0%
City Manager	213,333	273,152	485,921	77.9%
Financial Services	889,123	1,356,865	1,471,155	8.4%
Human Resources	36,249	245,473	258,179	5.2%
Public Lands & Buildings	247,261	356,000	365,500	2.7%
Municipal Court	265,124	292,801	305,838	4.5%
Police	3,024,330	3,263,199	3,584,952	9.9%
Highways & Street Administration	1,243,192	1,394,064	1,475,171	5.8%
Planning & Community Development	1,121,203	1,348,155	1,312,874	-2.6%
Tourism	702,643	680,697	694,452	2.0%
Agency Allocations - Other	44,780	52,607	52,607	0.0%
Risk Management	314,502	380,000	380,000	0.0%
Contingency	-	388,070	430,230	10.9%
Departmental Expenditures	**8,318,191**	**10,349,797**	**11,185,983**	**8.1%**
Other Uses:				
TRANSFERS TO:				
Tax Allocation District	-	-	-	N/A
Hotel/Motel Fund	-	-	-	N/A
Employee Benefits Fund	-	-	-	N/A
Confiscated Assets Fund	32,803	-	-	N/A
Total Other Transfers	**32,803**	**-**	**-**	**N/A**
CAPITAL TRANSFERS TO:				
Capital Project Funds	2,464,528	5,011,823	2,248,841	-55.1%
				N/A
Total Other Uses	**2,497,331**	**5,011,823**	**2,248,841**	**-55.1%**
Total Expenditures & Other Uses	**10,815,522**	**15,361,620**	**13,434,824**	**-12.5%**
Revenues Over / (Under) Expenditures	**$ 1,594,476**	**$ -**	**$ -**	**N/A**

GENERAL FUND REVENUES BY CATEGORY

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% OF TOTAL
Property Taxes	$ 3,108,064	$ 3,125,577	$ 3,461,500	25.8%
Other Taxes	2,062,040	2,035,213	2,200,213	16.4%
Franchise Fees	775,924	711,000	810,000	6.0%
Sales Tax	2,695,686	2,400,000	2,500,000	18.6%
Licenses & Permits	1,391,580	1,001,800	1,251,400	9.3%
Fines, Fees, Forfeitures	691,311	617,700	562,700	4.2%
Other	1,587,835	1,285,825	1,400,869	10.4%
Transfers In	97,557	80,000	80,000	0.6%
Budgeted Fund Balance	-	4,104,504	1,168,142	8.7%
Total General Fund	**$ 12,409,997**	**$ 15,361,619**	**$ 13,434,824**	**100.0%**

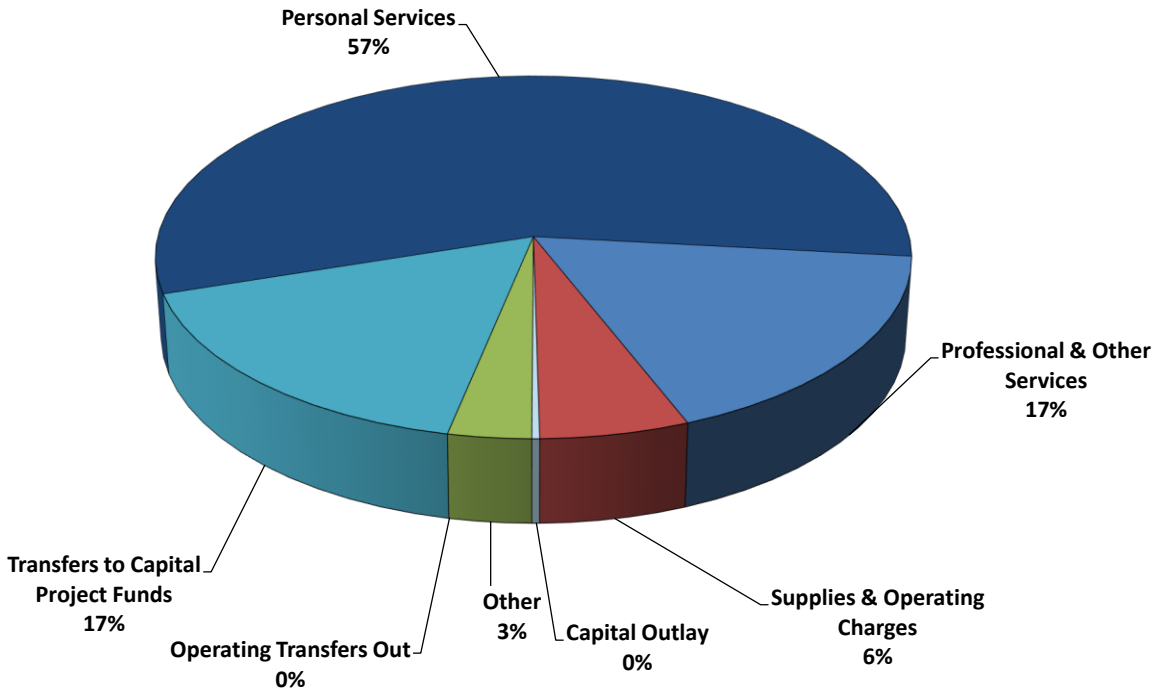
GENERAL FUND REVENUES BY CATEGORY



GENERAL FUND EXPENDITURES BY CATEGORY

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% OF TOTAL
Personal Services	$ 5,447,241	$ 6,712,741	$ 7,619,829	56.7%
Professional & Other Services	1,984,530	2,433,629	2,323,949	17.3%
Supplies & Operating Charges	712,621	775,357	771,975	5.7%
Capital Outlay	173,799	40,000	40,000	0.3%
Other	-	388,070	430,230	3.2%
Operating Transfers Out	32,803	-	-	0.0%
Transfers to Capital Project Funds	2,464,528	5,011,823	2,248,841	16.7%
Total General Fund	**$ 10,815,521**	**$ 15,361,620**	**$ 13,434,824**	**100.0%**

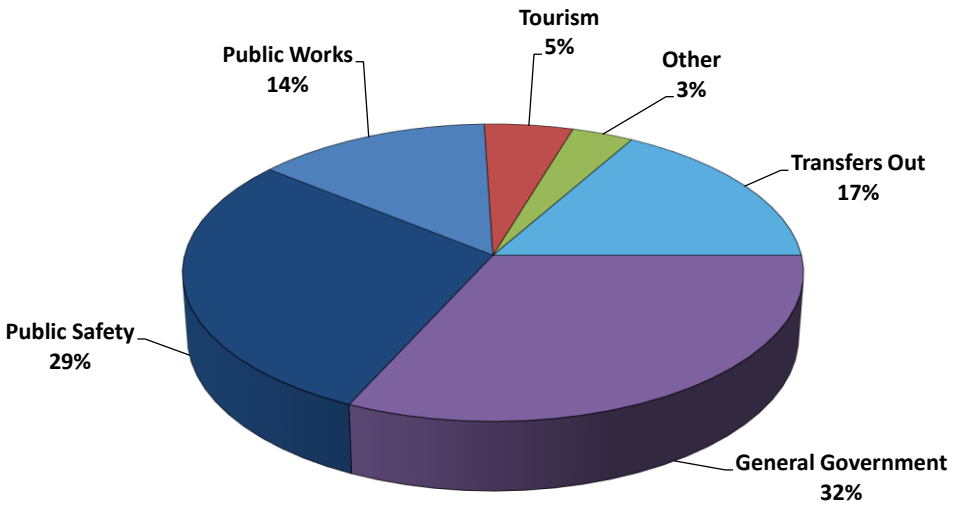
GENERAL FUND EXPENDITURES BY CATEGORY



GENERAL FUND EXPENDITURES BY SERVICE GROUP

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% OF TOTAL
General Government	$ 2,754,611	$ 3,676,886	$ 4,277,233	31.8%
Public Safety	3,289,454	3,556,000	3,890,790	29.0%
Public Works	1,490,453	1,750,064	1,840,671	13.7%
Tourism	702,643	680,697	694,452	5.2%
Other	44,780	440,677	482,837	3.6%
Transfers Out	2,497,331	5,011,823	2,248,841	16.7%
Total General Fund	**$ 10,779,272**	**$ 15,116,147**	**$ 13,434,824**	**100.0%**

GENERAL FUND EXPENDITURES BY SERVICE GROUP



GENERAL FUND

Mayor and Council

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Operating:				
Personal Services	$ 52,318	$ 80,449	$ 80,449	0.0%
Professional & Other Services	1,418	22,750	22,750	0.0%
Supplies & Operating Charges	3,214	5,500	5,500	0.0%
Total Operating	56,950	108,699	108,699	0.0%
Capital Outlay	-	-	-	N/A
Total Overall Expenditures	$ 56,950	$ 108,699	$ 108,699	0.0%

Capital Outlay Breakdown

-	-
-	-
-	-
-	-
	-
Total Capital Outlay	$ -

CITY CLERK

DEPARTMENT DESCRIPTION:

The City Clerk works with members of the Council and other departments to execute the agenda. The City Clerk's responsibilities include recording minutes of council meetings and maintaining all municipal documents. The City Clerk must also prepare meeting agendas that report on current issues facing our community, record data and ensure that documents are stored, filed and maintained correctly. Prepare and maintain official reports, legal documents, financial records and reference material. A City Clerk works directly with the Mayor, City Council and various Directors of all city administration departments.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	120,449	154,465	210,140
Professional & Other Services	35,495	48,050	42,265
Supplies & Operating Charges	3,556	7,500	8,000
Capital Outlay	-	-	-
	$ 159,500	$ 210,015	$ 260,405

MISSION STATEMENT:

The office of the City Clerk's mission is to bridge the gap between the public and government by providing service that exceeds the public's expectations and is based on a foundation of integrity and excellence.

GOALS & OBJECTIVES:

1. ***Strengthen Accuracy and Preservation of Official Records.***

* Research and implement technology to increase transparency in records management.

* Digitize all records

* Improve accuracy of annual indexing, retention scheduling and archiving

* Review and update Records Retention Policy to be compliant with State Law

R Digitize 20% of Historical Ordinances

R Digitize 100% of all current official records

2. ***Strengthen Transparency and Public Access to Official Records***

* To fulfill Public Request of Open Records Timely

R Public 100% of approved meeting minutes and legislative actions to City website within 48 hours of Council Approval

3. ***Improve Legislative Process Efficiency and Compliance***

* Reduce agenda preparation time by using workflow improvements

R Hold biweekly meeting with City staff to ensure agendas are posted according to City deadlines

R Distribute complete Council meeting packets at least 4 days prior to regular meetings

4. ***Strengthen Elections Readiness, Accuracy, and Legal Compliance***

* Maintain multi-year Elections Calendar and Complete all Required Tasks

* Enhance the Municipal Elections Packet to ensure thoroughness an completeness

R Achieve zero rejected or incomplete Elections packets.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Average days agenda posted prior to meeting	IO	5	6	7	7	7	7
Average # of records scanned monthly	IO	40	73	60	50	50	100
Percentage of Historical Ordinance Digitized	IO	N/A	N/A	N/A	N/A	N/A	20%
Percentage of Current Official Records Digitized	IO	N/A	N/A	N/A	N/A	N/A	100%
Approved minutes and Legislative Action to Website within 48hrs	IO	N/A	N/A	N/A	80%	100%	100%
ORR Response withing 3 days	IO	N/A	N/A	N/A	N/A	N/A	95%
# of incomplete Elections Packets Received	IO	N/A	N/A	N/A	N/A	N/A	0

CITY MANAGER OFFICE

DEPARTMENT DESCRIPTION:

The City Manager's Office is responsible for implementation of the City Council's policy decisions and direction, leadership and direction of department heads and other staff, as well as working with Council and staff to develop action plans and programs to support the City's mission, values and priorities while serving our great community. **FY2024 Salary Increase to salary allocation changes and new position.*

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	199,835	210,728	417,866
Professional & Other Services	12,698	55,924	60,055
Supplies & Operating Charges	800	6,500	8,000
Capital Outlay	-	-	-
	$ 213,333	$ 273,152	$ 485,921

MISSION STATEMENT:

The mission of the City Manager's Office is to provide excellence in assisting the City Council establish community goals and policies and providing leadership and direction in the administration of all City departments and services.

GOALS & OBJECTIVES:

1 ***Deliver a balanced budget and strengthen long-term financial stability***

R Submit a balanced budget to Council on schedule and adopt it without unresolved structural gaps

R Present an updated five-year capital improvement plan annually with identified funding sources and an implementation timeline.

2 ***Improve organizational capacity to meet growth demands through staffing, systems and performance.***

R Deliver a workforce plan that supports Council's staffing initiative by documenting critical positions, service impacts, and implementation timing for adoption during the budget cycle.

R Provice a quarterly Council Initiative Status Task Sheet that tracks all major City initiatives using a clear status framework, ensuring Council has consistent visibility into progress, upcoming decision points, and stalled items.

3 ***Improve execution reliability of roadway, pedestrian, and utility infrastructure investments.***

R Publish and maintain citywide CIP delivery dashboard/update showing schedule, budget status, and risk for major disruptions.

R Conduct for quarterly CIP Update meetings with staff and include action items/next steps for Council awareness.

4 ***Advance business attraction and development priorities with measurable progress.***

R Move Downtown Development Phase II forward by completing defined "start" benchmarks. (e.g., procurement milestone, design milestone, funding plan, public engagement milestone).

R Provide council a quarterly economic development progress snapshot that tracks new business activity consistently.

R Advance Unified Development Code updates by delivering a clear project plan and completing at least on major milestone per quarter.

5 ***Strengthen citywide safety culture and support effective, stable public safety operations.***

R Improve the city-wide safety program by completing annual training participation across all departments

R Provide council a semiannual public safety performance snapshot.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2024	**FY2025**	**FY2026**	**FY2026**	**FY2026**	**FY2027**
Workforce Plan presented during budget cycle	FS/IO	Yes	Yes	Yes	Yes	Yes	Yes
Quarterly CIP status update provided	II	4	4	4	2	4	4
Quarterly economic development progress snapshot sent	ED	N/A	N/A	N/A	N/A	0	4
Semiannual public safety snapshot delivered	PS	N/A	N/A	N/A	N/A	N/A	2

Planning & Community Development

DEPARTMENT DESCRIPTION:

The Planning and Community Development department focuses on shaping how the city grows and evolves. The department develops the comprehensive plan as a guide to development review. Enforces zoning laws, civil engineering standards and building codes to ensure that new projects align with community goals and safety standards. Review and approve applications for construction, renovations, or other developments. Work with residents, businesses, and other stakeholders to gather input and build consensus around neighborhood improvements and long-term city planning. Coordinate on infrastructure projects to support a growing population while preserving quality of life.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	543,802	824,655	930,589
Professional & Other Services	571,794	500,800	366,285
Supplies & Operating Charges	5,607	22,700	16,000
Capital Outlay	-	-	-
	$ 1,121,203	$ 1,348,155	$ 1,312,874

MISSION STATEMENT:

Planning and Community Development is to be a bridge between the city's growth ambitions and the practical, regulatory, and community needs, ensuring that development benefits the entire community.

GOALS & OBJECTIVES:

1. ***Keep up with growth with the same level of service providing now.***

* High level of service with City Engineer and Building inspections operating effectively
* Implement the EPL permit, planning and licensing software for complete digital permitting process
* Provide increased efficiency and streamlined services for both citizens and developers
R Maintain effective coordination with City Engineer and Building Inspections

2. ***Develop a high-quality, vibrant community.***

* Finish Text Amendments
* Downtown Development Phase II: Possible Master Plan
* Implementing processes to confirm architectural standards are presented at permitting, during construction and before C.O.
* Landscape ordinance enhances to provide more required planting and preserve specimen trees.
R Advance the development of Downtown Development Phase II master plan
R Strengthen Landscaping and Tree preservation outcomes

3. ***Obligated DCA Standards***

* Complete Comprehensive Plan update and send to DCA
R Maintain Qualified Local Government Status to ensure eligibility for State funding.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Code Updates	ED	1	1	1	1	1	1
Average Permit Review Turnaround time	ED	N/A	N/A	N/A	21	<22 Days	14 Days
% of In-Field Inspections Completed per month	ED	N/A	N/A	N/A	50%	50%	100%
Master Plan Approved	ED	N/A	No	No	No	Yes	Yes
Engage Consultant (Master Plan of Phase II)	ED	N/A	No	NO	No	Yes	Yes
% of developments complying with new landscaping and tree preservation standards	ED	N/A	N/A	N/A	0%	0%	100%

HUMAN RESOURCES DEPARTMENT

DEPARTMENT DESCRIPTION:

The Human Resources department is responsible for developing, coordinating, and implementing personnel policies ensuring legal compliance and implementation of the City's mission and talent strategy. This department manages personnel records, benefits administration, workers compensation, and recruitment efforts. Human Resources is responsible for payroll, onboarding and offboarding, as well as verifying compliance with state and federal laws such as FMLA, EEOC, ADA, FLSA, etc.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	-	140,373	201,829
Professional & Other Services	20,408	83,800	42,750
Supplies & Operating Charges	15,841	21,300	13,600
Capital Outlay	-	-	-
	$ 36,249	$ 245,473	$ 258,179

MISSION STATEMENT:

To develop, implement, and support programs and processes that add value to the City of Flowery Branch and its employees while supporting our vision to deliver exemplary service and exhibiting our values.

GOALS & OBJECTIVES:

1. ***Increase Human Resources Efficiency***

* Streamline core processes.
* Expand self-service tools.
* Enhance communication to support consistent operations.
R Reduce hiring timeline by 10%
R Implement/Relaunch at least two automated or self-service HR tools by the end of the third quarter.
R Achieve 95% on-time completion of performance evaluations across all departments.

2. ***Strengthen Employee Engagement and Training/Development.***

***** Promote a connected, appreciative, and supportive culture.
* Continuation and enhancement of recognition initiatives.
* Build a capable, well-prepared workforce.
R Hold at least two agency-wide employee appreciation or recognition events by the end of the fiscal year.
R Reduce voluntary turnover rate by 10%.
R Develop at least three on-line training modules through newly implemented software.

3. ***Optimize Personnel Costs without Reducing Service Quality***

* Promote cost-effective wellness offerings.
* Improve workforce health outcomes.
R Increase participation in cost-effective wellness programs by 25% by the end of the fiscal year.

4. ***Strengthen the City's Brand as an Employer of Choice.***

* Enhance the City's brand for recruitment.
R Improve employer branch metrices by 20% through improved job advertisements and update HR webpage.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Reduce hiring timeline by 10%	IO	N/A	51.17	41.89	37.71%	30%	34
Implement/relaunch at least two automated or self-service HR tools	IO	N/A	N/A	N/A	N/A	N/A	2%
Achieve 95% on-time completion of performance evaluations	IO	N/A	93.75%	77.00%	92.00%	N/A	95.00%
Reduce voluntary turnover rate by 10%	IO/FS	6.96%	7.75%	10.37%	5.52%	N/A	4.97%
Develop at least three on-line training modules through newly implemented software	IO	N/A	N/A	N/A	N/A	N/A	3%
Increase participation in cost-effective wellness programs by 25%	IO	1.85%	4.92%	6.25%	25.00%	N/A	31.25%
Improve employer brand metrices by 20%	IO	N/A	N/A	1,011	1,637	N/A	1,964

GENERAL FUND

RISK MANAGEMENT

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Operating:				
Personal Services	$ 114,754	$ 125,000	$ 125,000	0.0%
Professional & Other Services	195,866	250,000	250,000	0.0%
Supplies & Operating Charges	3,882	5,000	5,000	0.0%
Total Operating	314,502	380,000	380,000	0.0%
Capital Outlay	-	-	-	N/A
Total Overall Expenditures	$ 314,502	$ 380,000	$ 380,000	0.0%

Capital Outlay Breakdown

Total Capital Outlay	$ -

PUBLIC WORKS DEPARTMENT

DEPARTMENT DESCRIPTION:

The Public Works Department is comprised of 2 General Fund divisions: Public Lands and Buildings (PL&B) and Highways & Street Administration. PL&B ensures a safe, functional, comfortable, clean, attractive and pleasant environment in the buildings under its management. Highways & Street Administration is responsible for the repair and maintenance of all streets, sidewalks, storm drainage infrastructure, rights-of-way, and other related facilities located within the City of Flowery Branch. **FY2024 Salary Increase to salary allocation changes.*

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	911,778	1,023,036	1,099,143
Professional & Other Services	312,064	424,028	430,528
Supplies & Operating Charges	244,053	263,000	271,000
Capital Outlay	22,558	40,000	40,000
	$ 1,490,453	$ 1,750,064	$ 1,840,671

MISSION STATEMENT:

Public Works is committed to providing high quality and responsive services and pleasant and safe conditions along our roads, sidewalks and other structures for our residents, business owners, and visitors to our City.

GOALS & OBJECTIVES:

1. ***Street and Right-of-way Reliability***

* Ensure completion of submission of all annual paving plan documents to support timely project execution.

* Order and place/replace street signage.

* Repair damage streets to increase useful life.

R Respond to and repair reported street damage within 4 business days for qualifying requests

R Deliver the 2027 annual paving plan on schedule by December 31st.

2. ***Improve stormwater drainage resilience***

* Maintain and replace cross drains

* Clean, mow, and excavate drainage structures and ditches throughout the city

* Improve internal stormwater system visibility and long-term management

***** Establish a standardized stormwater GIS date model and asset attribute framework by fiscal year end.

***** Implement internal GIS workflows for stormwater asset updates and maintenance tracking by fiscal year end.

R Develop and implement a stormwater framework.

3. ***Maintain safe and functional City facilities.***

* Maintain and update City facilities

* Develop and train on work order system

R Implement sidewalk maintenance plan

R Inspect, cut and replace existing sidewalks.

R Complete facility work orders within 10 business days

PERFORMANCE MEASURES

MEASURES	Strategic Priority	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Response and Repair of Damaged Streets	II	N/A	N/A	N/A	N/A	4 days	4days
Delivery of annual paving plan by Dec. 31st	II	No	No	No	No	Yes	Yes
Stormwater framework developed	II	N/A	N/A	N/A	No	Yes	Yes

MUNICIPAL COURT DEPARTMENT

DEPARTMENT DESCRIPTION:

Municipal Court is a misdemeanor court that has jurisdiction over city ordinance violations and state traffic offenses. Specific type cases handled by the court include routine traffic offenses; driving under the influence of alcohol, possession of marijuana less than an ounce, shoplifting less than $500.00 and code enforcement violations. The Court also is responsible for entering case dispositions and forwarding entries to the Department of Drivers Services.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	164,059	179,851	194,188
Professional & Other Services	68,605	76,950	76,650
Supplies & Operating Charges	32,460	36,000	35,000
Capital Outlay	-	-	-
	$ 265,124	$ 292,801	$ 305,838

MISSION STATEMENT:

The mission of the Municipal Court is to assure the administrative efficiency of the court, to protect the court's ethical integrity, and help maintain public confidence in the court's fairness in dispensing justice impartially.

GOALS & OBJECTIVES:

1. ***Enhance communications regarding court proceedings.***

* Explore and implement a process to allow mass communication notifications for defendants to receive court information.

2. ***Improve access to reports, open records, etc.***

* Explore and implement online access to reports, open records, etc.
* Find a software editing company that would allow us to redact videos for open records.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
# of notifications issued	IO	N/A	N/A	N/A	216	430	300
# of in-person open record requests	IO	N/A	N/A	N/A	130	100	100
# of online open record requests	IO	N/A	N/A	N/A	260	400	400

POLICE DEPARTMENT

DEPARTMENT DESCRIPTION:

The Flowery Branch Police Department provide the City of Flowery Branch with emergency and non-emergency service 24 hours a day to more than 10,000 city residents. Our jurisdiction covers the City of Flowery Branch and includes houses, apartment complexes, businesses, industrial parks, recreational facilities, schools, churches and numerous shopping centers. The City of Flowery Branch Police department is made up of Police Administration and the Patrol division.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	2,493,397	2,912,583	3,218,218
Professional & Other Services	191,553	185,159	199,509
Supplies & Operating Charges	188,138	165,457	167,225
Capital Outlay	151,241	-	-
	$ 3,024,330	$ 3,263,199	$ 3,584,952

MISSION STATEMENT:

We vow to protect and serve the City of Flowery Branch through dedication, professionalism, and community-oriented policing by using active cooperation as well as effective, proven standards of excellence with a positive, progressive attitude.

GOALS & OBJECTIVES:

1. ***Ensure that the police response is in an efficient and in an effective manner.***

* Refining S.P.E.A.R. program (Specialized Proactive Enforcement and Response Unit)
* Increase traffic enforcement and monitoring

R Decrease traffic accidents by 20%

2. **Reduce crime and accidents in the City of Flowery Branch**

***** Refining S.P.E.A.R. program

* Enhancing drone program.
* Develop a Safety program for the schools and community

R Decrease crime by 20%

3. ***Attract and retain highly qualified police personnel.***

***** Continue developing a recruitment and retention plan

***** Explore additional pay incentives and benefits

R Increase staff specialized certification

R Maintain turnover ratio less than 5%.

3. ***Attract and retain highly qualified police personnel.***

***** Update policies and procedures as required by State guidelines

***** Enhance staff training on updated policies and procedures

R Ensure 100% of Sworn Officer meet or exceed all State Certification and continuing education requirements

R Achieve 100% compliance with all applicable State standards, policies, and documentation requirements

PERFORMANCE MEASURES:

MEASURES	**Strategic Priority**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
# of Certified Swarn Officers	PS	21	25	27	27	27	27
Response time in minutes	PS	3:32	2:45	1:42	2:20	2:00	2:00
Call Volume	PS	4,762	4,443	4,226	927	4,500	4,500
Staff Training Hours	IO/PS	N/A	N/A	N/A	N/A	N/A	2,240
# of Traffic Accidents per month	PS	34	31	32	36	30	30
Turnover Ration for voluntary separations as stated	IO/PS	N/A	N/A	N/A	3%	<5%	<5%
Percentage of required Certification Standards met	IO/PS	N/A	N/A	N/A	N/A	N/A	100.00%

Planning & Community Development

DEPARTMENT DESCRIPTION:

The Planning and Community Development department focuses on shaping how the city grows and evolves. The department develops the comprehensive plan as a guide to development review. Enforces zoning laws, civil engineering standards and building codes to ensure that new projects align with community goals and safety standards. Review and approve applications for construction, renovations, or other developments. Work with residents, businesses, and other stakeholders to gather input and build consensus around neighborhood improvements and long-term city planning. Coordinate on infrastructure projects to support a growing population while preserving quality of life.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	543,802	824,655	930,589
Professional & Other Services	571,794	500,800	276,285
Supplies & Operating Charges	5,607	22,700	16,000
Capital Outlay	-	-	-
	$ 1,121,203	$ 1,348,155	$ 1,222,874

MISSION STATEMENT:

Planning and Community Development is to be a bridge between the city's growth ambitions and the practical, regulatory, and community needs, ensuring that development benefits the entire community.

GOALS & OBJECTIVES:

1. *Keep up with growth with the same level of service providing now.*

* High level of service with City Engineer and Building inspections operating effectively
* Implement the EPL permit, planning and licensing software for complete digital permitting process
* Provide increased efficiency and streamlined services for both citizens and developers
R Maintain effective coordination with City Engineer and Building Inspections

2. *Develop a high-quality, vibrant community.*

* Finish Text Amendments
* Downtown Development Phase II: Possible Master Plan
* Implementing processes to confirm architectural standards are presented at permitting, during construction and before C.O.
* Landscape ordinance enhances to provide more required planting and preserve specimen trees.
R Advance the development of Downtown Development Phase II master plan
R Strengthen Landscaping and Tree preservation outcomes

3. *Obligated DCA Standards*

* Complete Comprehensive Plan update and send to DCA
R Maintain Qualified Local Government Status to ensure eligibility for State funding.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Code Updates	ED	1	1	1	1	1	1
Average Permit Review Turnaround time	ED	N/A	N/A	N/A	21	<22 Days	14 Days
% of In-Field Inspections Completed per month	ED	N/A	N/A	N/A	50%	50%	100%
Master Plan Approved	ED	N/A	No	No	No	Yes	Yes
Engage Consultant (Master Plan of Phase II)	ED	N/A	No	NO	No	Yes	Yes
% of developments complying with new landscaping and tree preservation standards	ED	N/A	N/A	N/A	0%	0%	100%

Department of Fun

DEPARTMENT DESCRIPTION:

The Department of Fun is dedicated to ensure the City of Flowery Branch remains a quaint, vibrant community. We strive to provide the highest quality of service to our businesses, residents and visitors. We are devoted to creating and updating our website, event production and coordination, downtown development, community communication through social media and media relations. Our team partners with multiple departments through out the city.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	281,070	314,636	350,902
Professional & Other Services	227,630	145,161	115,150
Supplies & Operating Charges	193,943	220,900	228,400
Capital Outlay	-	-	-
	$ 702,643	$ 680,697	$ 694,452

MISSION STATEMENT:

The Department of Fun maintains relationships between the City of Flowery Branch and its citizens. Providing up to date information through our website, social media and providing events and downtown happenings to give family and friends an opportunity to create lasting memories.

GOALS & OBJECTIVES:

1. ***Deliver high-quality community events that increase downtown engagement.***

R Host 6-8 signature events annually with documented attendance matrices

R Achieve 10% year-over-year growth in total event participation

R Secure at least 5 merchant partnerships across events to support downtown activation

2. ***Improve operational efficiency and cost effectiveness of event planning***

* Develop and maintain event playbooks for all recurring events by year-end

* Implement a tracking system for event expenses and supplies to improve budgeting accuracy.

R Identify and secure 8 new sponsorships for the year.

3. ***Enhance the visibility and identity of Flowery Branch's growing downtown.***

* Launch the semi-annual calendar by March and July

R Increase "What's Blooming" monthly newsletter subscribers by 25%

R Increase social media engagement by 20% over actual

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
# of Signature Events	ED	5	6	6	5	6	8
# of Sponsorships	ED	N/A	N/A	4	3	6	8
# of monthly newsletter subscribers	ED	0	27	235	543	800	1,000
# of Merchant Engagement	ED	N/A	N/A	N/A	1	2	5
Signature Event Attendance	ED	N/A	10,115	8,717	7,920	10,500	11,550
# of Social Media Engagement on Market Pages	ED	N/A	6,968	8,295	11,582	10,000	13,898
# of Social Media Engagement on City Pages	ED	N/A	4,741	6,085	11,797	10,000	14,000

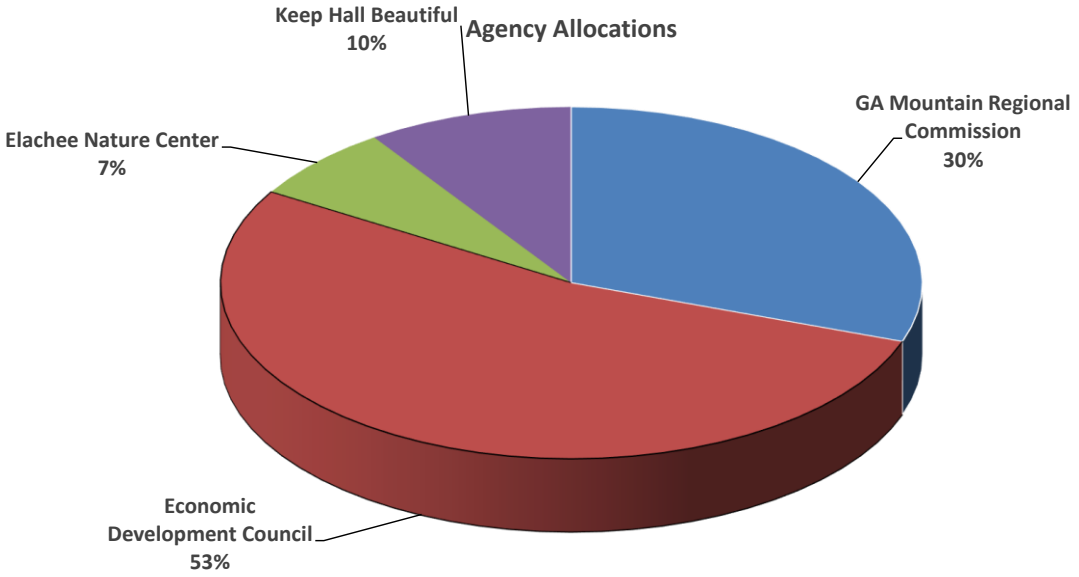
AGENCY ALLOCATIONS

DEPARTMENT DESCRIPTION:

This Department's budget accounts for those funds requested by local Agencies for services they provide to the City.

Agency Allocations

	FY2025 Actual	FY2026 Budget	FY2027 Budget
General Fund:			
GA Mountain Regional Commission	$ 13,673	$ 16,000	$ 16,000
Economic Development Council	27,500	28,000	28,000
Elachee Nature Center	3,607	3,607	3,607
Keep Hall Beautiful	-	5,000	5,000
Total General Fund Allocations	44,779.52	52,607.00	52,607.00
Water & Sewer			
GA Mountain Regional Commission	-	-	-
Economic Development Council	-	-	-
Elachee Nature Center	-	-	-
Keep Hall Beautiful	-	-	-
CASA	-	-	-
Total Water & Sewer Fund Allocations	-	-	-
Total Funding			
GA Mountain Regional Commission	13,672.52	16,000.00	16,000.00
Economic Development Council	27,500.00	28,000.00	28,000.00
Elachee Nature Center	3,607.00	3,607.00	3,607.00
Keep Hall Beautiful	-	5,000.00	5,000.00
Total Agency Allocations	$ 44,779.52	$ 52,607.00	$ 52,607.00



CONFISCATED ASSETS FUND

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Operating Revenues:				
Confiscations - State	$ 3,304	30,000	-	
Confiscations - Local	-	-	-	
Confiscations - Federal	-	-	-	
Interest Revenue	1,495	-	-	
Transfer in	31,938	-	-	
Budget Fund Balance	-	-	30,000	
Total Operating Revenue	36,737	30,000	30,000	0.0%
Operating Expenditures:				
Personal Services	$ -	$ -	$ -	N/A
Professional & Other Services	-	-	-	N/A
Supplies & Operating Charges	39,059	30,000	30,000	0.0%
Capital Outlay	-	-	-	N/A
Total Operating Expenditures	39,059	30,000	30,000	0.0%
Capital Outlay	-	-	-	N/A
Total Overall Expenditures	$ 39,059	$ 30,000	$ 30,000	0.0%
Total Overall Expenditures	(2,322)	-	-	
Capital Outlay Breakdown				
-			-	
-			-	
-			-	
-			-	
			-	
Total Capital Outlay			$ -	

TAX ALLOCATION DISTRICT FUND

	FY2025 Acutal	FY2026 Budget	FY2027 Budget	% CHANGE
Revenue				
TAD revenue - Hall Co. Portion	$ 652,311	$ 650,000	$ 700,000	7.7%
TAD revenue - City Portion	658,362	650,000	700,000	7.7%
Rental Income	69,445	155,734	155,734	0.0%
Interest revenue	66,353	70,000	70,000	0.0%
Transfers in	-	73,125	-	-100.0%
Budget Fund Balance	-	-	-	N/A
				N/A
Total Operating Revenue	1,446,471	1,598,859	1,625,734	1.7%
Expenditures:				
Professional and Other Services	$ 345,787	$ 230,000	$ 230,000	0.0%
Capital Outlay	127,775	971,415	998,290	2.8%
Debt Service	434,292	397,444	397,444	0.0%
Transfers Out	575,000	-	-	N/A
				N/A
Total Operating Expenditures	1,482,854	1,598,859	1,625,734	1.7%
Total Overall Expenditures	$ (36,383)	$ -	$ -	N/A

Capital Outlay Breakdown

-		-
-		-
-		-
-		-
		-
Total Capital Outlay		$ -

HOTEL/MOTEL FUND

	FY2025 Acutal	FY2026 Budget	FY2027 Budget	% CHANGE
Revenue				
CVB Hotel Tax Revenue - City's portion	$ 89,675	$ 80,000	$ 80,000	0.0%
Tourism Product Development	44,837	45,000	45,000	0.0%
CVB Hotel Tax Revenue - CVB's portion	113,816	95,000	95,000	0.0%
Interest Revenue	-	-	-	N/A
Budget Fund Balance	-	-	-	N/A
				N/A
Total Operating Revenue	248,328	220,000	220,000	0.0%
Expenditures:				
Capital Outlay	$ -	$ 45,000	$ 45,000	0.0%
Convention Visitors Bureau	113,817	95,000	95,000	0.0%
Transfers Out	97,557	80,000	80,000	0.0%
				N/A
				N/A
				N/A
Total Operating Expenditures	211,374	220,000	220,000	0.0%
Excess Revenue Over/(Under) E	$ 36,955	$ -	$ -	N/A

FY2027 Capital Improvements Summary

Project Name	Critical Need Ranking	Priority Ranking	Funding Request	Funding Allowed	Water/Sewer Fund Bal	GEFA (DW)	GEFA (CW)	General Fund/LRF Funds	(320) SPLOST IX (FY2027 Collections) (Roads, Streets, Stormwater, Sidewalk)	(320) SPLOST IX (2027 Collections) (Parks)	(320) SPLOST IX (2027 Collections) (Public Safety)	(320) SPLOST IX (2027 Collections) (Public Works)	(320) SPLOST IX (2027 Collections) (Public Utilities)	Hotel/Motel (TPD)	Remaining TAD Bond Funds	TAD Collected Funds	(320) SPLOST VIII CIP Fund Balance	BOND FUNDS	Intergovt / Contribut./ Grants	Total
City Manager's Office																				
Downtown Development Phase II	A - Essential		500,000																	-
	A - Essential																			-
	A - Essential																			-
Subtotal			**500,000**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
City Clerk																				
	A - Essential																			-
	A - Essential																			-
Subtotal			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance																				
IT Equipment	A - Essential		50,000	**50,000**				50,000												**50,000**
Council Chambers A/V equipment upgrade	A - Essential		150,000	**150,000**				150,000												**150,000**
Debt Payments	A - Essential		348,841	**348,841**				348,841												**348,841**
Subtotal			**548,841**	**548,841**	-	-	-	**548,841**	-	-	-	-	-	-	-	-	-	-	-	**548,841**
Public Works																				
Annual Road Paving	A - Essential		1,865,000	**1,865,000**				750,000	1,000,000										115,000	**1,865,000**
Sidewalk Program	A - Essential		100,000	**100,000**				100,000												**100,000**
Stormwater Program	A - Essential		200,000	**200,000**				200,000												**200,000**
Winter Weather Equipment	A - Essential		250,000	**250,000**													250,000			**250,000**
Public Works Roof Repairs	A - Essential		175,000	**175,000**				175,000												**175,000**
HydroVac trailer and boom	A - Essential		165,000	**165,000**								115,000					50,000			**165,000**
	A - Essential																			-
Subtotal			**2,755,000**	**2,755,000**	-	-	-	**1,225,000**	**1,000,000**	-	-	**115,000**	-	-	-	-	**300,000**	-	**115,000**	**2,755,000**
Municipal court																				
	A - Essential																			-
	A - Essential																			-
Subtotal			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Police																				
Police Vehicles	Priority Ranking		250,000	**250,000**				**250,000**												250,000
TruNarc Delta	A - Essential		33,000																	-
26 Upper Receivers with Suppressor	A - Essential		50,000	**50,000**				**50,000**												50,000
Fleet Maintenance	A - Essential																			-
Public Safety Facility	A - Essential																			-
Subtotal			**333,000**	**300,000**	-	-	-	**300,000**	-	-	-	-	-	-			-	-	-	**300,000**
Planning																				
	A - Essential																			-
Subtotal			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Department of Fun																				
Amphitheater Stage	Priority Ranking		100,000																	-
Depot Repairs	A - Essential		175,000	**175,000**				175,000												**175,000**
	A - Essential																			-
Subtotal			**275,000**	**175,000**	-	-	-	**175,000**	-	-	-	-	-	-	-	-	-	-	-	**175,000**
TOTAL GOVERNMENTAL FUNDS			**4,411,841**	**3,778,841**	-	-	-	**2,248,841**	**1,000,000**	-	-	**115,000**	-	-	-	-	**300,000**	-	**115,000**	**3,778,841**

FY2027 Capital Improvements Summary

Project Name	Critical Need Ranking	Priority Ranking	Funding Request	Funding Allowed	Water/Sewer Fund Bal	GEFA (DW)	GEFA (CW)	General Fund/LRF Funds	(320) SPLOST IX (FY2027 Collections) (Roads, Streets, Stormwater, Sidewalk)	(320) SPLOST IX (2027 Collections) (Parks)	(320) SPLOST IX (2027 Collections) (Public Safety)	(320) SPLOST IX (2027 Collections) (Public Works)	(320) SPLOST IX (2027 Collections) (Public Utilities)	Hotel/Motel (TPD)	Remaining TAD Bond Funds	TAD Collected Funds	(320) SPLOST VIII CIP Fund Balance	BOND FUNDS	Intergovt / Contribut./ Grants	Total
Water and Sewer																				
WWTP Camera Security	A - Essential		30,000	**30,000**	30,000															**30,000**
Backup Pumps	A - Essential		30,000	**30,000**	30,000															**30,000**
Liftstation Pipe Rehab	A - Essential		95,000	**95,000**	95,000															**95,000**
Plant Shop and Storage	A - Essential		255,000																	-
Replacement Water Pumps	A - Essential		63,000	**63,000**	63,000															**63,000**
Spray Field Pump Rehab	A - Essential		340,000	**340,000**	340,000															**340,000**
																				-
Subtotal			**813,000**	**558,000**	**558,000**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**558,000**
TOTAL PROPRIETARY FUNDS			**813,000**	**558,000**	**558,000**	-	-	-	-	-	-	-	-	-			-	-	-	**558,000**
TOTAL REQUESTED ALL FUNDS			**5,224,841**	**4,336,841**	**558,000**	-	-	**2,248,841**	**1,000,000**	-	-	**115,000**	-	-	-	-	**300,000**	-	**115,000**	**4,336,841**
TOTAL AVAILABLE BUDGET					**3,000,000**			**2,500,000**	**1,240,857**		**575,516**	**242,183**	**242,183**				**300,000**			
REMAINING BUDGET OVERAGE/(SHORTAGE)					**2,442,000**	-	-	**251,159**	**240,857**	-	**575,516**	**127,183**	**242,183**	-	-	-	-	-	**(115,000)**	**3,763,898**

Water & Sewer Fund

DEPARTMENT DESCRIPTION:

The Water & Sewer Fund is used for activities connected with the development, operations and maintenance of water and sewer service in the City of Flowery Branch. This is an enterprise fund, financed and operated in a manner similar to private business enterprises. Such funds are self-supporting in nature where the costs, including depreciation, of providing goods or services on a continuing basis are financed or recovered primarily through user charges.

MISSION STATEMENT:

To protect public health and the environment through the delivery of safe and reliable water and wastewater services with a commitment of excellence to all generations.

GOALS & OBJECTIVES:

1. ***Maintain operational reliability.***

* Complete and Start up the plant expansion using newer technology to increase plant capacity and efficiency
* Begin planning and preliminary evaluation for replacement of the existing wastewater outfall line
* Finish wells #4 and #5 project and place both wells into service
* Rehab spray field pump station and infrastructure to operate correctly
* Prevent lift station infrastructure failure
R Rehabilitate lift station infrastructure in the wastewater collection system
R System failures are increasingly addressed through planned maintenance rather then emergency response
R Strengthen City's pump and relate equipment reserves
R Capital projects are completed and place into service

2. ***Maintain financially healthy water and sewer enterprise fund***

* Maintain a robust multi-year capital improvement plan
* Continue ongoing account review to ensure account collections are received in a timely manner
R Complete a comprehensive water and sewer rate study aligned with capital and operating needs
R Ensure utility rates generate sufficient revenue to support operations, debt service, and capital reinvestment
R Improve predictability and stability of utility revenues.

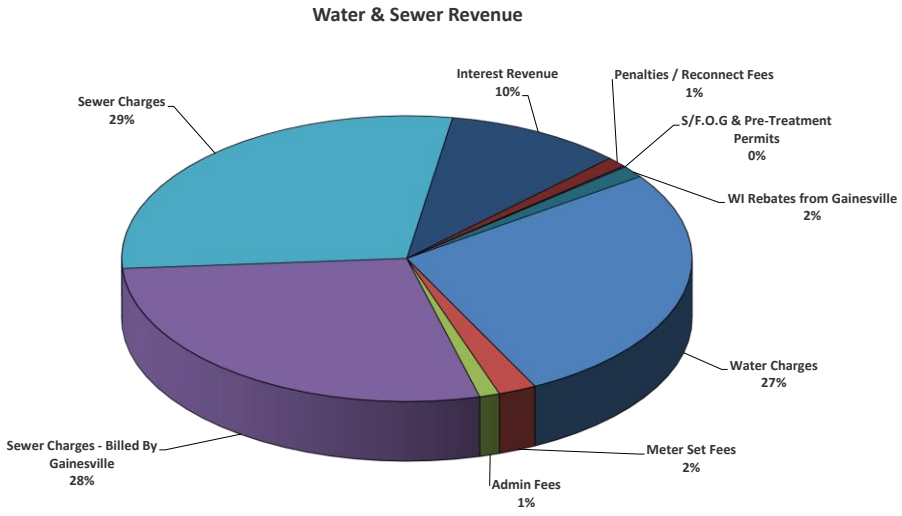
3. ***Ensure regulatory compliance.***

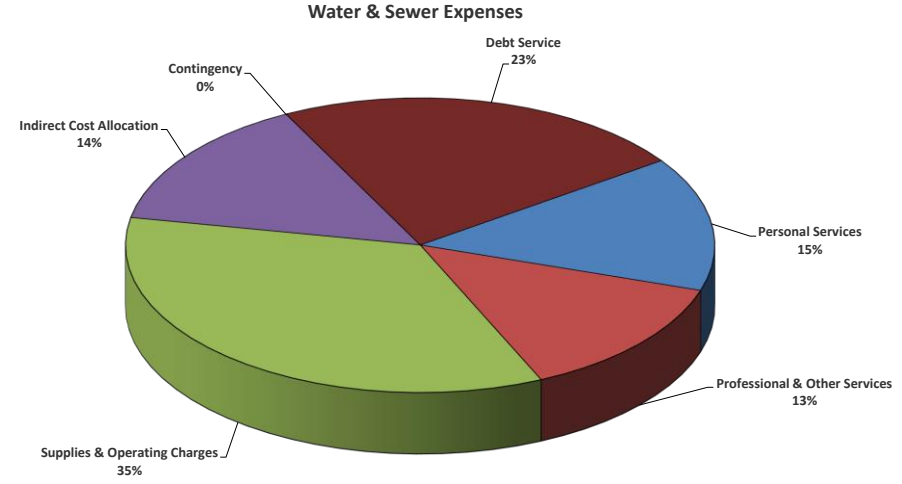
* Submit all required regulatory reports to EPD accurately and on time
* Successfully integrate new or modified permits into compliance programs
R Meet all State wastewater permit requirements

PERFORMANCE MEASURES

MEASURES	ACTUAL			YTD thru 12/31	BUDGET	
	FY2023	FY2024	FY2025	FY2026	FY2026	FY2027
Gallons of Water Capacity increased (daily)	N/A	390000	400,000	400,000	400,000	400,000
% of accounts reviewed	N/A	1	100%	100%	100%	100%
# of months water and wastewater quality exceeds permit	N/A	2	1	1	2	2
Gallons of Wastewater Capacity increased (daily)	N/A	.850MGD	.875MGD	0.91 MGD	0.91 MGD	0.91 MGD
Total Wastewater Capacity	.9 MGD	.91MGD	.91MGD	.91MGD	0.91 MGD	0.91 MGD
# of Wastewater Permit Violations	N/A	N/A	3	0	0	0
Replacement Pumps and Equipment	N/A	N/A	N/A	4	5	10
Spray Field pump station rehabilitation completed	N/A	N/A	N/A	No	No	Yes
% of maintenance work orders planned vs emergency	N/A	N/A	N/A		98%	98%
Plant expansion completed and operational	N/A	N/A	N/A	No	No	Yes
Wells #4 and #5 completed and placed into service	N/A	N/A	N/A	No	No	Yes
# of Lift station infrastructure rehabs	N/A	N/A	N/A	0	0	1

Water & Sewer Fund Summary:			
Revenues	FY2025 Actual	FY2026 Budget	FY2027 Budget
Water Charges	$ 1,487,345	$ 1,502,500	$ 1,902,500
Meter Set Fees	125,318	309,200	150,000
Admin Fees	90,320	75,000	80,000
Sewer Charges - Billed By Gainesville	1,622,806	1,625,000	1,950,000
Sewer Charges	1,516,338	1,500,000	2,000,000
Bank Fees / Bad Check Fees	170	-	-
Interest Revenue	1,447,919	750,000	700,000
Penalties / Reconnect Fees	63,379	60,000	80,000
W&S Misc Revenue	8,263	-	-
S/F.O.G & Pre-Treatment Permits	9,959	8,000	10,000
WI Rebates from Gainesville	88,732	100,000	95,000
Transfers in - Development Charges	250,000	-	-
Budgeted Net Position	-	-	-
Total Revenues	$ 6,710,550	$ 5,929,700	$ 6,967,500
Expenses			
Personal Services	840,183	908,310	$ 1,025,146
Professional & Other Services	792,916	1,018,703	$ 926,336
Supplies & Operating Charges	1,873,461	2,429,498	$ 2,418,231
Indirect Cost Allocation	812,759	869,975	$ 1,008,164
Capital Outlay	-	12,000	$ -
Depreciation	567,726	-	-
Contingency	-	236,097	-
Debt Service	1,440,037	455,117	1,589,623
Total Operating Expenses	$ 6,327,082	$ 5,929,700	$ 6,967,500
Excess Revenues Over/(Under) Expenses	$ 383,467	$ -	$ -





EMPLOYEE BENEFITS FUND

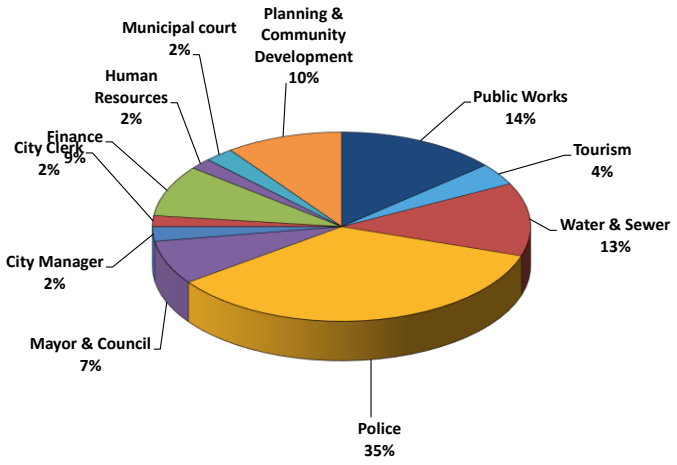
Revenues	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Premiums	$ 1,452,000	$ 1,800,000	$ 1,924,000	6.89%
Interest	-	-	-	N/A
Transfers in	-	-	-	N/A
Budgeted Net Position	-	21,162	22,664	7.10%
Total Revenue	1,452,000	1,821,162	1,946,664	6.89%
Operating:				
Personal Services	$ 108,340	$ -	$ -	N/A
Health Insurance Premiums/Claims Expe	989,504	1,297,168	1,380,597	6.43%
Life Insurance Premiums	1,097	5,483	5,820	6.15%
Vision Insurance Premiums	4,789	5,419	5,627	3.84%
Dental Insurance Premiums	38,525	33,192	35,120	5.81%
Long-term Disability Insurance	8,788	16,500	16,500	0.00%
Administration/Wellness Program	11,660	23,000	23,000	0.00%
Pension cost	337,084	440,400	480,000	8.99%
Other Costs	1,823	-	-	N/A
Total Expenditures	1,501,610	1,821,162	1,946,664	6.89%
Excess Revenue Over/(Under)	(49,610)	-	-	

FISCAL YEAR 2027 AUTHORIZED POSITIONS

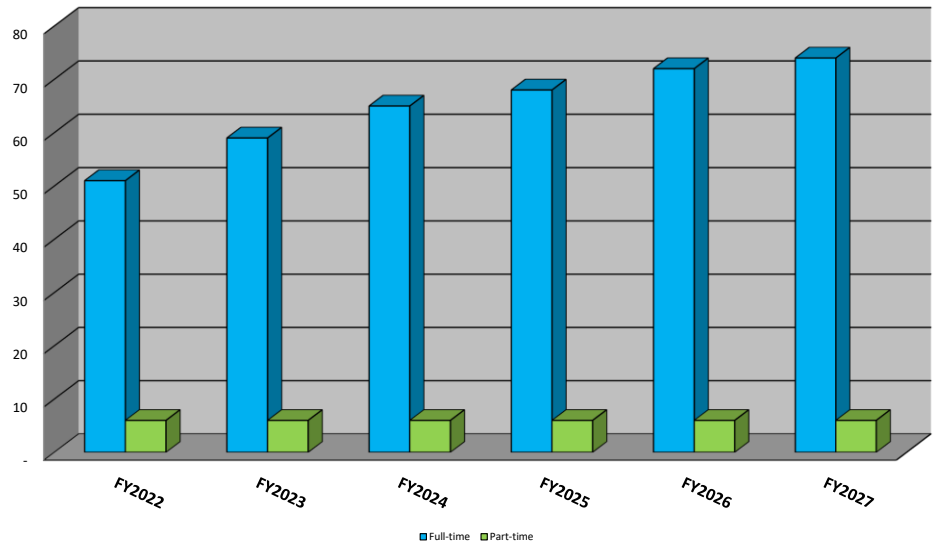
(5-year Summary)

DEPARTMENTS	FY2023		FY2024		FY2025		FY2026		FY2027	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Mayor & City Council		6		6		6		6		6
City Manager	1		1		1		1		2	
City Clerk	1		1		1		1		1.5	
Financial Services	6		6		6		7		7	
Human Resources	-		-		-		1		1.5	
Municipal Court	2		2		2		2		2	
Planning & Community Development Dept.	5		6		6		8		8	
Police Department	22		26		27		28		28	
Public Works	11		11		11		11		11	
Tourism	2		2		3		3		3	
Employee Benefits	-		1		1		-		-	
Total General Fund	**50**	**6**	**56**	**6**	**58**	**6**	**62**	**6**	**64**	**6**
Water & Sewer	9		9		10		10		10	
TOTAL AUTHORIZED POSITIONS	**59**	**6**	**65**	**6**	**68**	**6**	**72**	**6**	**74**	**6**

Authorized Positions by Fund FY 2027



Five-Year Positional Change Chart



FY2027

City of Flowery Branch Master Fee Schedule

Department	Item	Fee	Comments
Admin (City Clerk)	Open Records Request (Not Police Records)	Varies	>15 mins = Free; <15 mins = prorated hourly salary of lowest paid full-time employee who has necessary skill and training to perform the request; $0.10 per page
Admin (City Clerk)	Solicitor's Permit	$100.00	

Department	Item	Fee	Comments
Municipal Court/Police	Open Records Request	Varies	>15 mins = Free; <15 minutes = $0.10 per page, Plus lowest paid full-time hourly rate
Municipal Court	Certify a Document	$5.00	
Municipal Court	Report Request	$5.00	
Municipal Court	Discovery Reports	$5.00	
Municipal Court	Discovery Videos	$15.00	

Department	Item	Fee	Comments
Police	Background Check	$20.00	
Police	Record Restrictions	$50.00	
Police	Alcohol License permit/serving permit	$25.00	
Police	Fingerprinting	$50.00	
Police	Notary Fee (Out of Jurisdiction)	$2.00	
Police	Package Sales Beer	$750.00	
Police	Package Sales Wine	$750.00	
Police	Package Sales Distilled Spirits	$5,000.00	
Police	Consumption on Premises Beer	$750.00	
Police	Consumption on Premises Wine	$750.00	
Police	Consumption on Premises Distilled Spirits	$4,000.00	
Police	Wholesale Beer	$250.00	
Police	Wholesale Wine	$250.00	
Police	Wholesale Distilled Spirits	$1,000.00	
Police	Caterer Beer	$300.00	Annual Fee for City Events; $50 for one time event
Police	Caterer Wine	$300.00	Annual Fee for City Events; $50 for one time event
Police	Caterer Distilled Spirits	$500.00	
Police	Tasting Permit	$500.00	
Police	Brew Pub License	$1,500.00	in addition to any other applicable license fee
Police	Micro Distillery	$4,000.00	
Police	Wine Corkage	$150.00	
Police	Transfer fee	$200.00	
Police	Amenity Permit	$200.00	

Department	Item	Fee	Comments
Tourism	Depot Rental (1/2 day)	$350.00	$500 refundable deposit
Tourism	Depot Rental (full day)	$600.00	$500 refundable deposit
Tourism	Community Room Rental (1/2 day)	$0.00	No longer doing 1/2 day
Tourism	Community Room Rental (full day)	$1,200.00	$500 refundable deposit
Tourism	Market Pavilion Rentals	$1,500.00	$500 refundable deposit
Tourism	Amphitheater	$800.00	$500 refundable deposit
Tourism	Linen Rental	$15.00	each
Tourism	Off Duty Officer for events	$45.00	per hour
Tourism	Vendor Fee - Farmers Market - Summer	$125.00	
Tourism	Vendor Fee - Farmers Market - Fall/Winter	$100.00	
Tourism	Special Events Permit	$100.00	

Department	Item	Fee	Comments
Utility Billing	Water and Wastewater Deposit	$120.00	Goes towards final bill
Utility Billing	Water OR Wastewater Deposit	$65.00	Goes towards final bill
Utility Billing	Admin Fee (when service starts)	$60.00	
Utility Billing	Late Fee	10%	Applied once a month on 21st
Utility Billing	Connection Fee	$30.00	
Utility Billing	Cut Off Fee (for non payment)	$60.00	1st of the month of disconnection
Utility Billing	Disconnect Fee (at customer request)	$30.00	
Utility Billing	Tampering Fee	$50.00	When meter has been tampered with
Utility Billing	Account Service Fee	$2.79	Added to each month's bill
Utility Billing	FOG Manifest & Discharge	Varies	Based on pounds per day over limits
Utility Billing	FOG (Fats, Oils, Grease) Trap	$15.00	Each month on the 20th
Utility Billing	Returned Check Fee	$30.00	
Utility Billing	Meter Box	$19.76	
Utility Billing	Meter Lid	$27.76	With meter purchase or replacement

City of Flowery Branch Master Fee Schedule

Department	Fee Type	Total Fee	Formula		S&I Inspection Fee	Building Inspection Fee	Review Fee	Hall County Impact Fee
Planning	Accessory Structure	$100.00	Flat			$50.00	$50.00	
Planning	Administrative Fee	$25.00						
Planning	Administrative Variance	$200.00	Flat					
Planning	Annexation	$0.00	Flat					
Planning	Appeal of Decision	$500.00	Flat					
Planning	Business License Fee	Based on Employee						
Planning	Business License Late Fee	1.5 % penalty a month						
Planning	Commercial Building Permit	6,000 + impact fees			$2,500.00	$2,500.00	$1,000.00	Based on use and square footage
Planning	Comprehensive Plan Amendment	$500.00	Flat					
Planning	Conditional Use	$1,000.00	Flat					
Planning	Deferred Occupational Tax	Based on Employee						
Planning	Demolition	$75.00	Flat					
Planning	Design Guideline /Architectural Review	$500.00	Flat				$500.00	
Planning	Electrical Permit	$50.00	Flat				$50.00	
Planning	Fence	$50.00	Flat				$50.00	
Planning	Film Permit	$1,000.00	Flat				$300.00	
Planning	Financial Institution Fee	0.25 percent of gross receipts						
Planning	Food Truck	$50.00	Flat				$50.00	
Planning	Full Development Permit		$300/disturbed acre + Review + S&E		$5,000.00		$200.00	
Planning	Full Development Permit Review	$5,000.00	Flat				$5,000.00	
Planning	Landscape Plan	$200.00	Flat				$200.00	
Planning	Lesser Development Permit		$200/disturbed acre+ Review + S&E		$5,000.00		$200.00	
Planning	Lesser Land Disturbance Review	$2,000.00	Flat				$2,000.00	
Planning	Mechanical Permit	$50.00	Flat				$50.00	
Planning	Monument Sign	$500.00	Flat				$250.00	
Planning	Parking Lot Design	$200.00	Flat				$200.00	
Planning	Plat	$1,000.00	Flat				$1,000.00	
Planning	Plat Re-Review	$500.00	Flat				$500.00	
Planning	Plumbing Permit	$50.00	Flat				$50.00	
Planning	Pool Permit	$100.00	Flat			$50.00	$50.00	
Planning	Postage Fee	$1.25	Flat					
Planning	Professional License Fee	based on emp	or $300.00 per practitioner					
Planning	PTV	$15.00	Flat					
Planning	Residential Addition		1/1000 + Review Fee				$200.00	
Planning	Residential Building Permit	5,000 + impact fees			$2,000.00	$2,000.00	$1,000.00	$1,241.93
Planning	Residential Deck	$100.00	Flat				$100.00	
Planning	Retaining Wall +	$500.00	Flat				$100.00	
Planning	Rezoning	$1,000.00	Flat					
Planning	ROW/Delivery	$50.00	Flat					
Planning	Temporary Sign	$50.00	Flat				$50.00	
Planning	Variance	$500.00	Flat					
Planning	Wall Sign	$200.00	Flat				$100.00	
Planning	Yard Sale	$5.00	Flat				$25.00	
Planning	Zoning Code Amendment	$1,000.00	Flat					
Planning	Zoning Verification Letter	$75.00	Flat + RFP Form					



Evergreen Solutions, LLC

COMPENSATION AND CLASSIFICATION STUDY
FOR THE CITY OF FLOWERY BRANCH, GA

FINAL REPORT

March 19, 2026

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01 INTRODUCTION

The City of Flowery Branch (the "City"), in alignment with its commitment to attracting and retaining a high-quality workforce, identified the need to update its compensation and classification system for all employees. The goal of this initiative was to ensure that the City's systems reflect current best practices, promote equitable pay, and remain competitive within the broader labor market.

In August 2025, the City engaged Evergreen Solutions, LLC ("Evergreen") to conduct a comprehensive compensation and classification study. This engagement aimed to assess the strengths and areas for improvement within the City's existing system, evaluate internal and external equity, and develop recommendations that would better align compensation practices with organizational needs and market conditions.

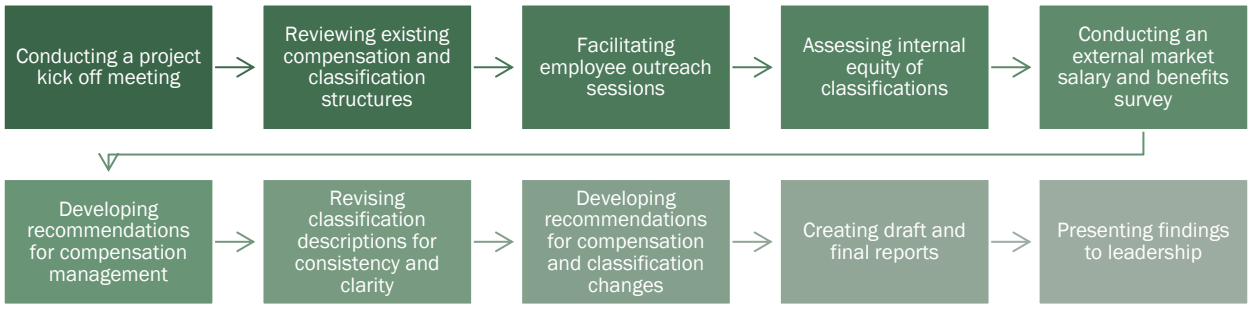
Internal equity refers to the fairness of an organization's compensation practices among its current employees. By reviewing the skills, responsibilities, and duties associated with each position, this study sought to determine whether similar roles are compensated equitably within the City. External equity, in contrast, considers how the City's classifications and compensation compare to those offered by peer organizations in the regional labor market. This component of the study focused on how the City is positioned relative to other local government entities with similar roles, and whether current pay practices support the City's ability to recruit and retain highly qualified staff.

The findings presented in this report aim to support the City's strategic efforts to enhance the effectiveness, fairness, and competitiveness of its compensation and classification systems.

STUDY METHODOLOGY

Evergreen utilized a combination of quantitative and qualitative analyses to develop evidence-based recommendations that promote both fairness and competitiveness in the City's compensation practices. It is important to note that all data collected represents a snapshot in time. Because labor market conditions evolve over time, Evergreen recommends that the City conduct regular market surveys to maintain alignment with external pay practices. A full compensation and classification review is recommended every three to five years.

Key components of the study included:



Kickoff Meeting

A project kickoff meeting was held to discuss the history and goals of the City, confirm the project work plan, and initiate the data collection process. Relevant materials were gathered, including current pay plans, organizational charts, policies and procedures, classification specifications, and other supporting documentation.

Assessment of Current Conditions

An analysis was conducted to evaluate the City's existing pay plan and related data at the time the study commenced. The current pay plans, the progression of employee salaries through pay grades, and employee service years were examined during this process.

Employee Outreach

Evergreen consultants gathered input from employees' varied perspectives as to the strengths and weaknesses of the City's current system. Feedback received from employees in this context was helpful in highlighting aspects of the organization which needed particular attention and consideration. This information provided some basic perceptional background, as well as a starting point for the research process.

Job Assessment Tool© (JAT) Classification Analysis

Employees were asked to complete individual JAT surveys, where they shared information pertaining to their work in their own words. JAT submissions as well as job descriptions were reviewed, and each classification was evaluated based on six compensable factors: Management, Processes, Resources, Technology, Errors and Risk, and Knowledge and Experience. Each factor was assigned a weighted value, and classifications were scored accordingly, resulting in a point-factor score for each. These scores were used to establish a rank order of classifications, which informed the proposed structure of the compensation plan. When combined with market data, this internal ranking served as the foundation for the study's compensation and classification recommendations. The nature of each compensable factor is described below:

Management
Outlines leadership roles from supervized tasks to independent work, team supervision, and overseeing departments or operations across multiple areas.

Processes
Relates to operational actions from performing tasks to managing processes within departments or across the entire organization.

Resources
Defines resource responibilities from using and monitoring resources to managing budgets, compliance, and allocation across the organization

Technology
Describes the application of technology in performing duties from using basic tools and software to managing complex systems, setting guidelines, and overseeing long-term projects.

Errors and Risk
Identifies the type of errors and risks associated with different roles, ranging from minimal impact to those that could result in significant physical, financial, or legal consequences.

Knowledge and Experience
Indicates the knowledge and experience required for various roles, ranging from basic tasks with on-the-job training to advanced education and strategic planning expertise.

Salary and Benefits Survey

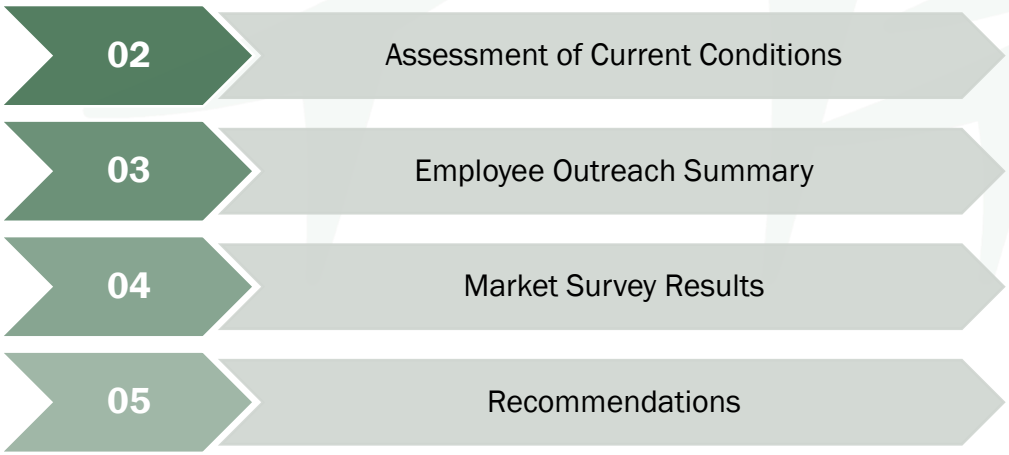
A customized external market analysis was completed, focusing on comparable local government entities with similar positions and organizational characteristics. Benchmark classifications were surveyed and matched, where possible, to peer organizations. In addition to salary data, benefits information was also collected to evaluate the competitiveness of the City's total rewards offerings. The results provided valuable insight into the City's current market positioning.

Recommendations

Based on the assessment and market data, Evergreen developed a range of recommendations for the City's consideration. These options varied in scope—from minor adjustments to existing systems to more comprehensive changes to the overall compensation framework. Each recommendation was designed to address identified challenges while building upon the City's existing strengths.

REPORT ORGANIZATION

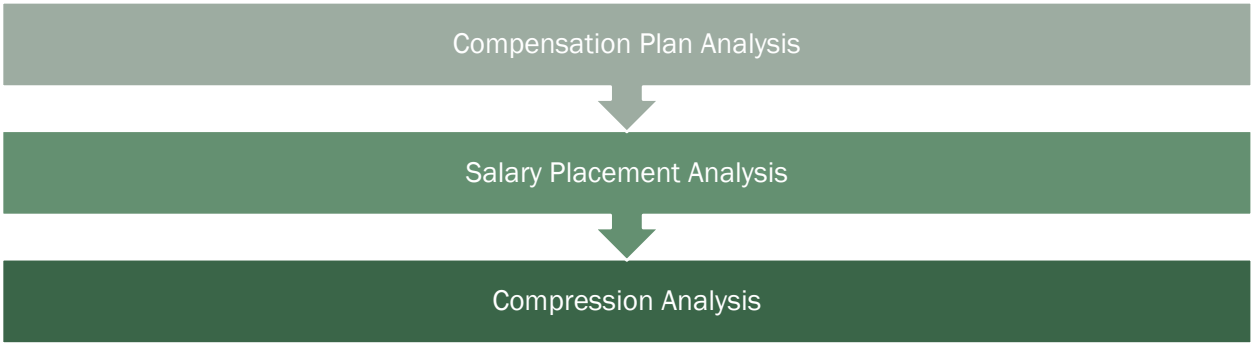
The following chapters present detailed findings, analysis, and recommendations resulting from the study.



02 ASSESSMENT OF CURRENT CONDITIONS

The Assessment of Current Conditions presents a comprehensive review of the City's current compensation and classification framework for employees. The figures and demographic breakdowns reflect conditions at the time the data was collected in September 2025 and should be viewed as a temporal snapshot. Although this information establishes a baseline for Evergreen's analysis, it does not, by itself, dictate any particular recommendation. Through this examination, Evergreen gained insight into the existing pay structure and related practices.

This report is broken down into the following three sections:



COMPENSATION PLAN ANALYSIS

Exhibits 2A through 2C illustrate the City's three pay plans broken out by position type. Each plan features consistent range spreads of 39 percent with varying midpoint progression values. Overall, these plans include 40 pay grades encompassing 64 employees.

Exhibit 2A | Pay Plan Summary – General Employees

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
General	GA9	40,437	47,683	56,228	39%	-	3
	GA10	42,217	49,782	58,703	39%	4.4%	7
	GA11	44,095	51,997	61,315	39%	4.4%	1
	GA12	46,076	54,333	64,070	39%	4.5%	2
	GA13	48,166	56,798	66,976	39%	4.5%	2
	GA14	52,577	61,998	73,109	39%	9.2%	3
	GA15	57,472	67,771	79,916	39%	9.3%	4
	GA16	60,189	70,975	83,694	39%	4.7%	3
	GA17	63,056	74,355	87,679	39%	4.8%	-
	GA18	66,080	77,921	91,884	39%	4.8%	4
	GA19	69,270	81,683	96,321	39%	4.8%	-
	GA20	72,636	85,652	101,001	39%	4.9%	2
	GA21	76,187	89,839	105,939	39%	4.9%	1
	GA22	87,426	103,092	121,566	39%	14.8%	1
	GA23	96,154	113,385	133,704	39%	10.0%	6
Total					**39%**	**6.4%**	**39**

Exhibit 2B | Pay Plan Summary – Public Safety Employees

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
Public Safety	PS9	48,329	56,989	67,201	39%	-	-
	PS10	50,554	59,613	70,296	39%	4.6%	-
	PS11	52,907	62,388	73,568	39%	4.7%	-
	PS12	55,395	65,322	77,028	39%	4.7%	10
	PS13	57,910	68,288	80,525	39%	4.5%	4
	PS14	60,516	71,361	84,149	39%	4.5%	-
	PS15	63,240	74,572	87,936	39%	4.5%	5
	PS16	66,229	78,098	92,093	39%	4.7%	-
	PS17	69,383	81,817	96,478	39%	4.8%	3
	PS18	72,711	85,741	101,105	39%	4.8%	-
	PS19	76,221	89,880	105,987	39%	4.8%	2
	PS20	79,925	94,248	111,137	39%	4.9%	-
	PS21	83,832	98,855	116,570	39%	4.9%	-
	PS22	92,215	108,741	128,227	39%	10.0%	-
	PS23	101,423	119,597	141,029	39%	10.0%	-
Total					**39%**	**5.5%**	**24**

Exhibit 2C | Pay Plan Summary – Executive Employees

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
Executive	EXEC21	76,187	89,839	105,939	39%	-	-
	EXEC22	87,426	103,092	121,566	39%	14.8%	-
	EXEC23	96,154	113,385	133,704	39%	10.0%	-
	EXEC24	101,924	120,188	141,726	39%	6.0%	-
	EXEC25	108,039	127,400	150,230	39%	6.0%	-
	EXEC26	114,521	135,044	159,243	39%	6.0%	-
	EXEC27	121,393	143,146	168,798	39%	6.0%	1
	EXEC28	128,676	151,735	178,926	39%	6.0%	-
	EXEC29	136,397	160,839	189,661	39%	6.0%	-
	EXEC30	144,581	170,489	201,041	39%	6.0%	-
Total					**39%**	**7.4%**	**1**

Note: The City Manager does not have a pay range and is therefore not included in the majority of the tables in the rest of this chapter.

Of the 40 pay grades included in these three plans, 21 of them are not currently being used by the City, and 16 pay grades have less than five employees. The largest grouping of employees is within the general plan, containing 60.9 percent of the City's current workforce (39 employees total).

Exhibit 2D depicts the number of classifications that are present in each department, along with the number and overall percentage of total employees by department. As illustrated, the largest department (in terms of employees) is Public Safety, with 25 employees representing 38.5 percent of the City's workforce included in the study.

Exhibit 2D | Employees and Classifications by Department

Department	Employees	Classes	% of Total
Administration	11	11	16.9%
City Manager	1	1	1.5%
Municipal Court	2	2	3.1%
Planning & Community Development	7	7	10.8%
Public Safety	25	10	38.5%
Public Works	7	3	10.8%
Public Works - Prison Guards	2	2	3.1%
Public Utilities	10	9	15.4%
Total	**65**	**45**	**100.0%**

All classifications (job titles) provided in the employee database are listed in **Exhibit 2E.** As shown in this exhibit, the City utilizes 45 unique classifications. Some titles are specific to the roles and responsibilities of individual positions, while others are generic and may encompass various duties (such as Public Works). According to the City's employee data, the largest classification (in terms of employees) is Police Patrolman, which includes nine employees or 14.1 percent of the City's workforce.

Exhibit 2E | Classification Titles in Use

Classification Title	Classification Title
Accounting / Grant Manager	Lab Operator Assistant
Accounts Payable Technician	Lieutenant
Administrative Coordinator	Maintenance Lead
Assistant Municipal Court Clerk	Maintenance Operator I
Budget & Purchasing Manager	Maintenance Operator II
Building & Development Official	Maintenance Trainee
Building Inspector II	Operations Division Captain
City Clerk	Operator II
City Manager	Operator in Training
Civil Engineer	Permit Clerk/Occupational Tax
Code Enforcement Officer	Planner I
Corrections Officer	Planning & Community Development Director
Corrections Officer Supervisor	Police Chief
Court / Police Administrator	Police Investigator
Department of Fun Assistant	Police Patrolman
Department of Fun Coordinator	Police Sergeant
Director of Fun	Property & Evidence Custodian / Crime Scene Technician
Director of Public Utilities	Public Works
Director of Public Works	Public Works Foreman / Inspector
Finance Director	Purchasing Coordinator
Human Resources Director	Support Services Captain
Investigator - Property & Evidence	Utility Billing Clerk

SALARY PLACEMENT ANALYSIS

When evaluating the effectiveness of a compensation plan and its associated policies, it is essential to examine the distribution of employee salaries relative to their designated pay grades. A key component of this analysis involves identifying salary clustering or instances where multiple employees are concentrated at specific points within a pay range, which can signal potential issues with pay progression or internal equity.

It is important to consider that employee salary placement and progression are inherently tied to the organization's overarching compensation philosophy. This includes the approach to salary advancement (e.g., tenure-based, performance-based, or market-driven) and the fiscal capacity to support such progression. As such, any analysis of employee salaries should be interpreted within the context of these guiding principles.

Below and Above Midpoint

A midpoint analysis was performed to determine how employee salaries align with the midpoint of their assigned pay ranges. In compensation management, the pay range midpoint often represents the market rate for a given position and is typically associated with full job proficiency. Employees compensated at or near this point are generally expected to perform their responsibilities independently and meet performance expectations consistently.

By evaluating the proportion of employees with salaries below and above the midpoint, organizations can gain valuable insight into workforce experience levels, pay progression trends, and potential equity concerns. A higher-than-expected number of employees below the midpoint may indicate limited salary growth opportunities, while a concentration above the midpoint could reflect a mature, tenured workforce. This midpoint distribution analysis serves as a foundational tool for ensuring compensation practices remain aligned with organizational goals, market competitiveness, and employee retention strategies.

As shown in **Exhibit 2F**, the midpoint analysis of employee salaries across all grades reveals that most employees (72.1 percent) are compensated below the midpoint of their respective pay ranges, while 27.9 percent are above. This distribution suggests that a significant portion of the City's workforce is still progressing through the lower portion of their salary ranges, which may indicate an opportunity to assess progression policies, pay structure alignment, and market competitiveness. Pay grades with large below-midpoint concentrations may benefit from targeted review to ensure alignment with the City's pay philosophy objectives.

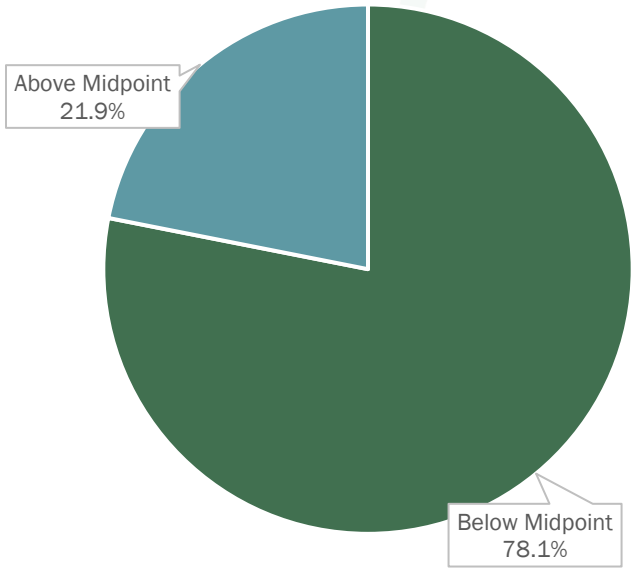
Exhibit 2F | Below and Above Midpoint

Pay Plan	Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
Executive	EXEC27	1	0	0.0%	1	100.0%
General	GA9	3	3	100.0%	0	0.0%
	GA10	7	7	100.0%	0	0.0%
	GA11	1	0	0.0%	1	100.0%
	GA12	2	1	50.0%	1	50.0%
	GA13	2	2	100.0%	0	0.0%
	GA14	3	2	66.7%	1	33.3%
	GA15	4	3	75.0%	1	25.0%
	GA16	3	2	66.7%	1	33.3%
	GA18	4	3	75.0%	1	25.0%
	GA20	2	2	100.0%	0	0.0%

Exhibit 2F | Below and Above Midpoint, Continued

Pay Plan	Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
General	GA21	1	0	0.0%	1	100.0%
	GA22	1	0	0.0%	1	100.0%
	GA23	6	4	66.7%	2	33.3%
Public Safety	PS12	10	10	100.0%	0	0.0%
	PS13	4	3	75.0%	1	25.0%
	PS15	5	3	60.0%	2	40.0%
	PS17	3	3	100.0%	0	0.0%
	PS19	2	2	100.0%	0	0.0%
Total	-	**64**	**50**	**78.1%**	**14**	**21.9%**

Exhibit 2F | Below and Above Midpoint, Continued



At Minimum and At Maximum

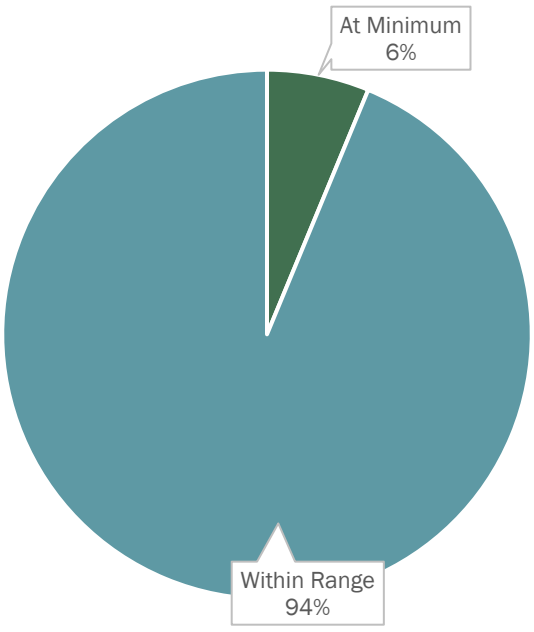
By reviewing the number and percentage of employees at the minimum (entry point) and maximum (ceiling) of their assigned salary ranges across all grades, an organization can evaluate how effectively the salary structure is functioning over time. A high concentration of employees at the minimum may signal recent hiring activity, higher turnover, or grade reassignments, while a large number at the maximum may reflect a seasoned workforce, but also raises the potential for pay compression, where opportunities for further salary growth are constrained despite continued service.

The analysis in **Exhibit 2G** shows that four employees (6.3 percent) are positioned at the minimum of their salary range, while no individuals have reached the maximum. Additionally, no employees fall below the minimum or above the maximum for his or her pay range. This distribution suggests that the vast majority of employees (93.7 percent) are positioned within the active range of their grades, with relatively few constrained at the endpoints. It may indicate that the pay structure generally supports movement and progression within ranges, while highlighting a small number of cases that may warrant review to ensure appropriate placement and continued opportunities for adjustment.

Exhibit 2G | At Minimum and At Maximum

Pay Plan	Grade	Employees	Below Min	% Below Min	# at Min	% at Min	# at Max	% at Max	Above Max	% Above Max
Executive	EXEC27	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
General	GA9	3	0	0.0%	1	33.3%	0	0.0%	0	0.0%
	GA10	7	0	0.0%	1	14.3%	0	0.0%	0	0.0%
	GA11	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA12	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA13	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA14	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA15	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA16	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA18	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA20	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA21	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA22	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA23	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Public Safety	PS12	10	0	0.0%	1	10.0%	0	0.0%	0	0.0%
	PS13	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	PS15	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	PS17	3	0	0.0%	1	33.3%	0	0.0%	0	0.0%
	PS19	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	-	**64**	**0**	**0.0%**	**4**	**6.3%**	**0**	**0.0%**	**0**	**0.0%**

Exhibit 2G | At Minimum and At Maximum, Continued



Salary Quartiles

In a salary quartile analysis, the pay range for each position or grade is segmented into four equal parts, referred to as quartiles, and employees are assigned to a quartile based on where their current salary falls within the range. While there is no universally established benchmark for what an employee's tenure should be within each quartile, various organizational factors such as hiring practices, promotional policies, and market conditions can significantly influence salary placement. Nonetheless, when interpreted in conjunction with tenure data, this type of analysis offers valuable insights into pay progression and internal equity.

Specifically, salary quartile analysis can help identify potential pay compression, a condition in which employees with shorter tenure earn salaries similar to or higher than those with significantly more experience. Ideally, the analysis would reveal a logical, positive correlation between tenure and salary quartile, whereby employees with longer tenure are more frequently found in higher quartiles. Any deviations from this pattern may suggest misalignments in compensation practices and warrant further investigation to ensure the system supports the organization's goals related to career progression, market competitiveness, and employee retention.

An analysis of employee tenure across salary quartiles, shown in **Exhibit 2H**, shows an overall pattern of increasing tenure from lower to higher quartiles, consistent with typical pay progression models. Across all pay grades combined, average tenure rises from 2.5 years in the 1st quartile, 7.4 in the 2nd quartile, 7.3 years in the 3rd quartiles, and 9.2 in the 4th quartile. This suggests that, at a broad level, longer-tenured employees generally occupy higher salary quartiles in the City's pay system. However, there is a small dip in average tenure between the second and third quartiles. While there are many factors that could influence this decrease in average tenure, more analysis is needed to determine the cause. The data suggests that tenure has less influence on pay progression in the middle of the range than at the end of pay ranges.

Across pay plans, the pattern is mixed but generally consistent with both a tenure-based and a market-based approach to salary placement. Pay grades generally show traditional progression where higher quartiles reflect longer average tenure, though some grades (such as GA18, GA23, PS15, or PS17) show shorter-tenured employees in upper quartiles which suggests either experience-based placement or hiring in response to external market competitiveness.

Overall, this dataset suggests that the City's pay structure allows for progression over time while maintaining some flexibility to attract and retain experienced talent from the external market. However, the decreasing tenure in the middle quartiles and the presence of some shorter tenured employees in upper quartiles suggests that there may be compression occurring between newer hires and longer-tenured City staff.

Exhibit 2H | Quartile Analysis with Organizational Tenure

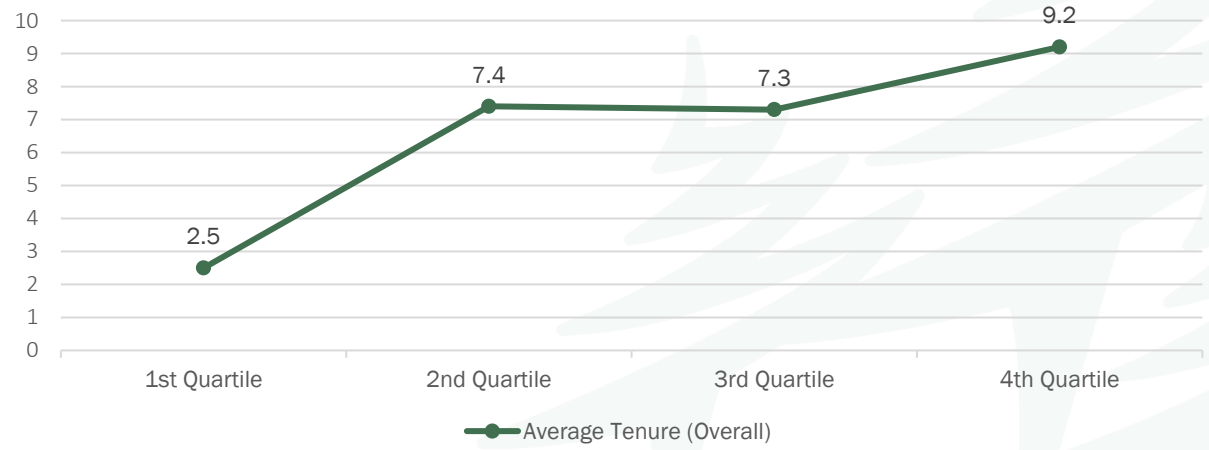


Exhibit 2H | Quartile Analysis with Organizational Tenure, Continued

Pay Plan	GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
				# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
Executive	EXEC27	1	0.9	0	-	0	-	0	-	1	0.9
General	GA9	3	0.7	3	0.7	0	-	0	-	0	-
	GA10	7	2.4	4	1.9	3	3.1	0	-	0	-
	GA11	1	21.1	0	-	0	-	0	-	1	21.1
	GA12	2	9.0	1	3.3	1	14.8	0	-	0	-
	GA13	2	0.0	2	0.0	0	-	0	-	0	-
	GA14	3	6.2	1	2.7	1	3.6	1	12.2	0	-
	GA15	4	9.3	1	0.0	2	11.1	0	-	1	14.9
	GA16	3	7.8	1	3.6	1	8.1	1	11.6	0	-
	GA18	4	3.0	3	3.7	0	-	1	0.9	0	-
	GA20	2	4.1	2	4.1	0	-	0	-	0	-
	GA21	1	6.2	0	-	0	-	1	6.2	0	-
	GA22	1	0.0	0	-	0	-	0	-	1	0.0
	GA23	6	6.2	3	3.4	2	11.0	1	4.9	0	-
Public Safety	PS12	10	2.1	9	1.8	1	5.4	0	-	0	-
	PS13	4	4.6	3	3.0	0	-	1	9.3	0	-
	PS15	5	4.8	3	3.5	1	7.1	1	6.0	0	-
	PS17	3	4.0	2	4.3	1	3.5	0	-	0	-
	PS19	2	3.4	2	3.4	0	-	0	-	0	-
Overall	-	**64**	**4.4**	**40**	**2.5**	**13**	**7.4**	**7**	**7.3**	**4**	**9.2**
Percentages	-	**100.0%**	-	**62.5%**	-	**20.3%**	-	**10.9%**	-	**6.3%**	-

COMPRESSION ANALYSIS

Pay compression refers to a situation where there is an insufficient difference in compensation between employees despite significant differences in their experience, tenure, qualifications, or level of responsibility. This phenomenon can undermine internal equity and negatively impact employee morale, particularly when long-serving employees or those in supervisory roles earn salaries that are comparable to, or even less than, those of newer or subordinate staff.

A common example of pay compression occurs when newly hired employees receive starting salaries close to those of highly tenured incumbents in the same role. Similarly, compression may arise when the salary gap between supervisors and their direct reports is minimal, which can weaken the perceived value of career advancement.

According to the Society for Human Resource Management (SHRM), several organizational practices may unintentionally contribute to pay compression:

- Organizational Reorganizations: Structural changes can alter reporting relationships and job hierarchies. If compensation structures are not simultaneously reevaluated, compression may occur among roles that were previously differentiated by level.
- Inconsistent Compensation Practices Across Departments: Some departments may apply salary increases, market adjustments, or promotional raises more liberally than others, creating pay disparities that lead to compression when employees in similar roles across the organization are compared.
- Override of Compensation Policies for Recruitment: Employers may circumvent internal pay guidelines by offering higher salaries to attract top talent, often justifying these decisions with the rationale of "paying what it takes." This can result in new hires being paid more than established employees in equivalent positions.
- Focus on Immediate Productivity Over Developmental Potential: Organizations that prioritize hiring individuals with prior experience over those with long-term potential may offer premium pay to external candidates who can "hit the ground running." This practice, while potentially beneficial in the short term, may erode the compensation structure and contribute to internal equity issues.

Left unaddressed, pay compression can erode trust in leadership, decrease engagement, and increase turnover, particularly among high-performing or long-tenured employees. To mitigate these risks, organizations should regularly review compensation structures, ensure pay practices are consistently applied across units, and reinforce a compensation philosophy that balances market competitiveness with internal equity and fairness.

Actual Versus Projected Salary

The actual versus projected salary analysis provides insight into how current pay levels align with established compensation guidelines and expectations, highlighting potential areas of variance that may warrant further review or adjustment. The projected salary is based on a 30-year linear progression model, assuming that an employee would reach the midpoint of their pay range after 15 years in a position and the maximum after 30 or more years. A key distinction between this compression analysis and the previously discussed quartile analysis is the measurement of service time: this exhibit uses class years, whereas the quartile analysis uses overall tenure.

Class years are defined as the length of time an employee has served in their current job classification, as opposed to tenure, which reflects the total time employed with the City. For example, an employee who worked as an Accountant for 15 years before being promoted to Accounting Manager one year

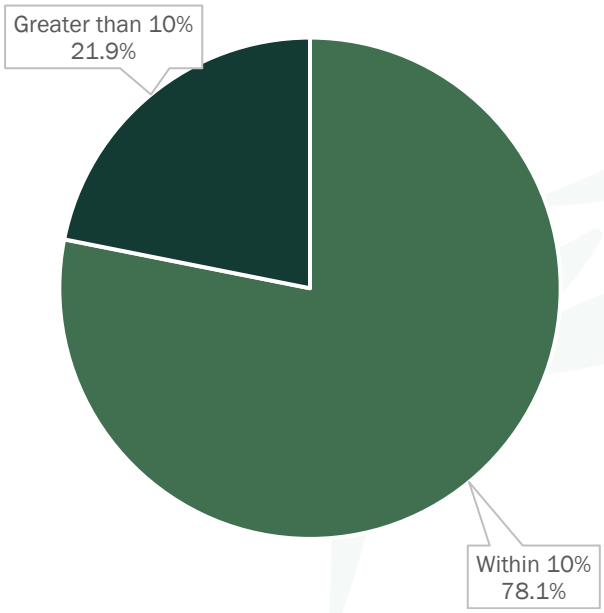
ago would have 15 years of tenure, but only one (1) class year in their current role. This distinction is critical, as salary progression expectations are tied more directly to experience within the specific classification being analyzed.

Exhibit 2I reveals that 21.9 percent of employees are earning more than 10 percent above their projected salaries based on class years and a 30-year linear progression model, while 78.1 percent fall within 10 percent of their projected salary and no employee falls more than 10 percent below expected. This suggests that employees are generally compensated at levels that meet or exceed expectations for their time in classification, potentially due to factors such as accelerated salary growth, market adjustments, or performance-based increases. All employees that are compensated more than 10 percent above the projected salaries are concentrated within class tenure years zero to five, providing further support for placement based on external factors.

Exhibit 2I | Actual Versus Projected Salaries

Class Tenure	< -10%	-10% to -5%	-5% to 5%	5% to 10%	>10%
0	0	0	8	2	3
1	0	0	13	5	4
2	0	0	10	0	4
3	0	0	5	1	2
4	0	0	1	0	1
5	0	0	2	0	0
6	0	0	0	1	0
7	0	0	0	0	0
8	0	0	1	0	0
9	0	0	0	0	0
10	0	0	0	0	0
11	0	0	0	0	0
12	0	0	0	0	0
13	0	0	0	0	0
14	0	0	0	0	0
15	0	1	0	0	0
16	0	0	0	0	0
17	0	0	0	0	0
18	0	0	0	0	0
19	0	0	0	0	0
20	0	0	0	0	0
21	0	0	0	0	0
22	0	0	0	0	0
23	0	0	0	0	0
24	0	0	0	0	0
25	0	0	0	0	0
26	0	0	0	0	0
27	0	0	0	0	0
28	0	0	0	0	0
29	0	0	0	0	0
30+	0	0	0	0	0
Totals	0	1	40	9	14

Exhibit 2I | Actual Versus Projected Salaries, Continued



Employee Versus Supervisor Salary

The employee versus supervisor salary analysis examines the relationship between employee and supervisor salaries to assess whether pay differentials appropriately reflect differences in responsibility, experience requirements, and organizational hierarchy. It is intended to identify any compression issues or inconsistencies that may affect career progression incentives and the overall effectiveness of the compensation structure. In this analysis, employees are grouped based on the ratio of their actual salary compared to their supervisor's salary. Four categories are used to reflect these ratios:

- Less than 80% (ratio < 0.80)
- 80% to 95% (ratio between 0.80 and 0.949)
- 95% to 100% (ratio between 0.95 and 0.999)
- Greater than 100% (ratio ≥ 1.00)

These categories help identify potential pay compression issues, where the salaries of subordinates approach or even exceed those of their supervisors. For instance, an employee earning $79,000 whose supervisor earns $100,000 would have a salary ratio of 0.79 and therefore fall into the "Less than 80%" category.

Exhibit 2J highlights the distribution of employee base hourly rates in relation to their direct supervisors, segmented into the four ratio categories. The analysis reveals that a majority of employees earn less than 80 percent of their supervisor's hourly rate (66.1 percent). However, 18 employees (30.5 percent) fall between 80 to 100 percent, and 2 employees (3.4 percent) earn more than their supervisor based on the employee dataset. This distribution indicates that this type of pay compression is minimal across the City, and that the current compensation structure generally differentiates between supervisory and non-supervisory roles appropriately. However, there is some evidence that compression may be starting to occur in some instances, which warrant further review to determine whether they reflect legitimate market-based or experience-based differentials and not structural compression.

Exhibit 2J | Employee to Supervisor Salary Ratio

Pay Plan	Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
Executive	EXEC27	0	0	1	0
General	GA9	3	0	0	0
	GA10	7	0	0	0
	GA11	0	0	0	1
	GA12	2	0	0	0
	GA13	2	0	0	0
	GA14	3	0	0	0
	GA15	3	1	0	0
	GA16	3	0	0	0
	GA18	3	1	0	0
	GA20	2	0	0	0
	GA21	1	0	0	0
	GA22	1	0	0	0
	GA23	6	0	0	0
Public Safety	PS12	1	7	0	0
	PS13	0	0	0	1
	PS15	0	3	2	0
	PS17	0	2	1	0
	PS19	2	0	0	0
Total	-	**39**	**14**	**4**	**2**
Percentages	-	**66.1%**	**23.7%**	**6.8%**	**3.4%**

Note: Not all employees had supervisor information listed and therefore were not included in this analysis.

SUMMARY

The information presented in this chapter highlights both the structural design of the City's compensation system and how it is administered at the individual employee level. Notable findings include the following:

- **Pay Plan** – The City's pay plans display variation across midpoint progressions, indicating inconsistencies in the alignment of grades. This inconsistency may lead to misalignment in how jobs are valued relative to one another, making it harder to ensure internal equity and maintain a coherent compensation strategy.

- **Salary Progression** -- Salary data show that most employees are moving through their pay ranges, but progression tends to remain in the lower half of the ranges. Roughly 78 percent of employees are paid below the midpoint, suggesting slower movement toward full market rates. Only a small number of employees are at the minimum, and none are at the maximum, indicating that pay ranges are not limiting growth. While pay generally increases with tenure, uneven movement in the middle of ranges and higher pay for some newer employees point to early signs of compression and inconsistent progression. Overall, the system supports advancement but would benefit from clearer and more consistent guidelines tied to experience, time in class, and internal equity.

- **Compression** – While the data suggests that compression within the City's pay plans are not widespread, shorter-tenured employees earning above projected levels and a small number of cases where employee pay approaches or exceeds that of supervisors suggests that compression may be narrowing pay gaps within pay grades and between hierarchical levels.

This analysis provides a foundational understanding that informed the development of the recommendations presented in this report. The observations outlined herein were examined in greater depth over the course of the study. When combined with market data, these findings enabled Evergreen to develop recommendations aimed at ensuring the City's compensation and classification systems remain structurally sound, market-competitive, and internally equitable.

03 SUMMARY OF EMPLOYEE OUTREACH

As part of the compensation, classification, and benefits study, Evergreen conducted a comprehensive employee outreach effort consisting of an anonymous survey and a series of focus groups to obtain input from City staff. The survey was designed to provide employees with a confidential platform to identify what they value about working for the City and to highlight opportunities for improvement within the classification structure, compensation plan, and benefits. It also served to objectively understand employee perceptions and experiences under the current system. The survey was distributed to all employees, with more than 87 percent participating.

Focus groups were conducted both in person and virtually over a three-day period, allowing for deeper discussion and clarification of survey themes. Participants represented a cross-section of departments, job families, and classification levels, providing broad organizational perspective.

The purpose of this outreach was to assess employee experiences with the City's existing compensation and classification framework, identify organizational strengths, and areas for improvement. This chapter presents a summary of the survey results, supplemented by recurring themes from focus group discussions and open-response survey comments. It is important to note that the perspectives summarized in this chapter reflect employee perceptions and help to inform and guide the analytical components of the study.

GENERAL FEEDBACK

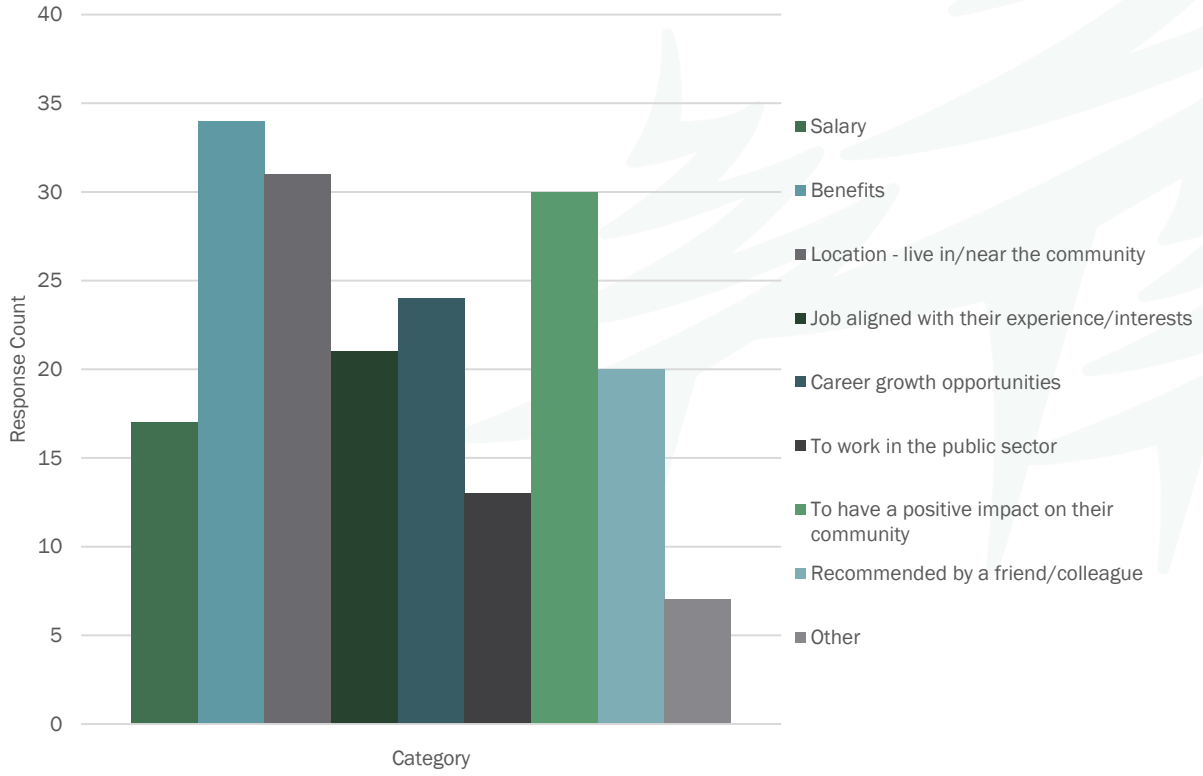
To begin the survey, employees were asked broad questions about their reasons for choosing to work at the City, why they remain, and what improvements would help the City attract and retain staff. These questions provide important context for understanding employee motivations and perceptions before examining compensation, classification, and benefits in greater detail.

Reasons for Choosing the City of Flowery Branch

As shown in **Exhibit 3A**, employees most frequently reported that the City provided benefits (34 participants) was their primary reason for joining the City. Other commonly cited motivations included the opportunity to make an impact in their community (30 participants) and the location (31 participants). In contrast, competitive salary (17 participants) and the opportunity to work in the public sector (13 participants) ranked lower, suggesting that employees were initially attracted to the City more by benefits and practical factors than by pay.

Focus group feedback reinforced the survey findings that employees are strongly connected to the City's culture, mission, and work environment. Participants consistently cited the "family atmosphere," collaborative relationships, and supportive, accessible leadership as key reasons they joined and remain with the organization. Many value the opportunity to serve the community and take pride in contributing to a growing municipality. Employees also highlighted retirement benefits, certification incentives in certain departments, equipment allowances, and sick leave accrual as meaningful components of the total rewards package. Schedule stability, a predictable work environment, and alignment between individual skills and job responsibilities further contribute to overall job satisfaction and retention.

Exhibit 3A | Reasons for Choosing THE CITY

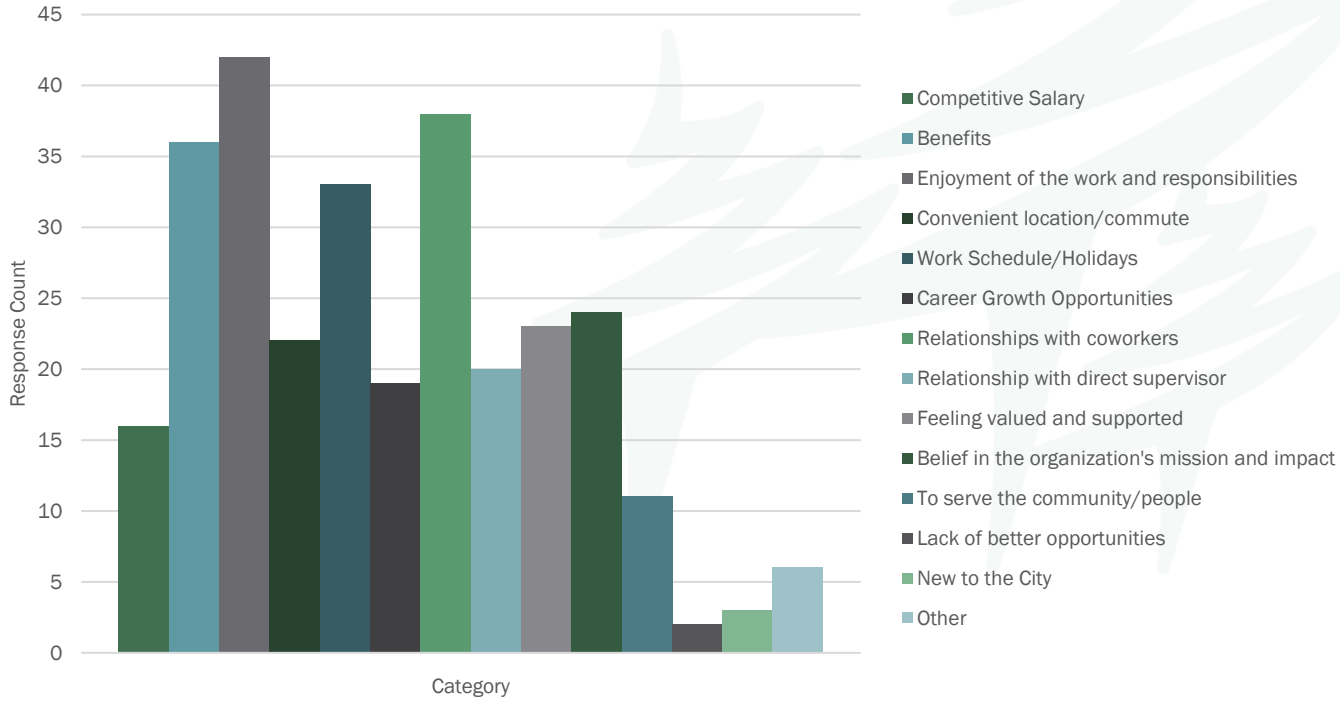


Reasons for Continued Employment at THE CITY

As stated above, the reasons that brought the employees to the City are some of the same reasons that they have stayed. Once at the City, the added benefits of the collaborative work environment and family atmosphere are two of the primary reasons why they've continued to build their career with the City.

In the survey, when asked about reasons for continued employment, employees highlighted the enjoyment of daily responsibilities (42 participants), relationships with coworkers (38 participants), and benefits (36 participants), as shown in **Exhibit 3B**. The City's work hours and schedule also played a key role in retention, with 33 participants selecting this ability to have a good work-life balance as a reason for staying. Only 16 participants identified competitive salary as a retention factor.

Exhibit 3B | Reasons for Continued Employment at the City of Flowery Branch

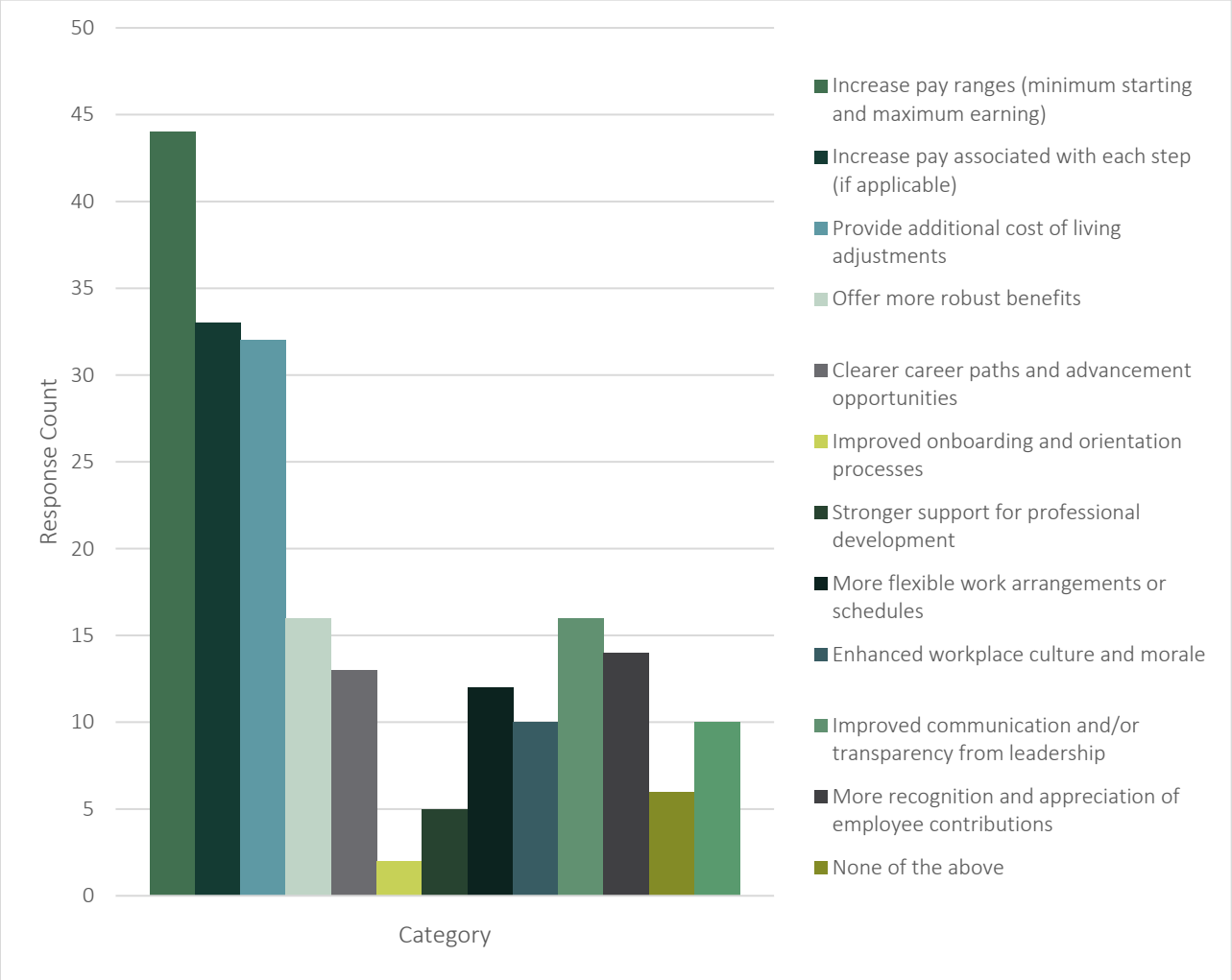


Improvements to Attract and Retain Employees

Employees were also asked to identify improvements that would make the City more effective in recruiting and retaining staff. As reflected in **Exhibit 3C**, the top responses were to increase base compensation (44 participants), increase pay adjustments annually (33 participants), and provide additional cost of living increases to keep up with inflation (32 participants). Offering more robust benefits (16 participants), improve internal communications and transparency (16 participants), and more recognition of employee contributions (14 participants) were also noted.

Focus group discussions on the primary barriers to recruiting and retaining quality employees touched on many of the responses provided in the survey and expanded into other areas. Employees most frequently cited concerns regarding overall compensation levels and pay compression, particularly between newer hires and tenured staff. Limited advancement pathways within certain departments were also identified as a constraint to long-term retention. Operational challenges, including long hours, burnout, and on-call demands, were noted as ongoing pressures in several divisions. Additionally, geographic response requirements and limited staffing in specific functional areas were also described as factors that impact workload, morale, and recruitment efforts.

Exhibit 3C | Improvements to Attract and Retain Employees



COMPENSATION SYSTEM

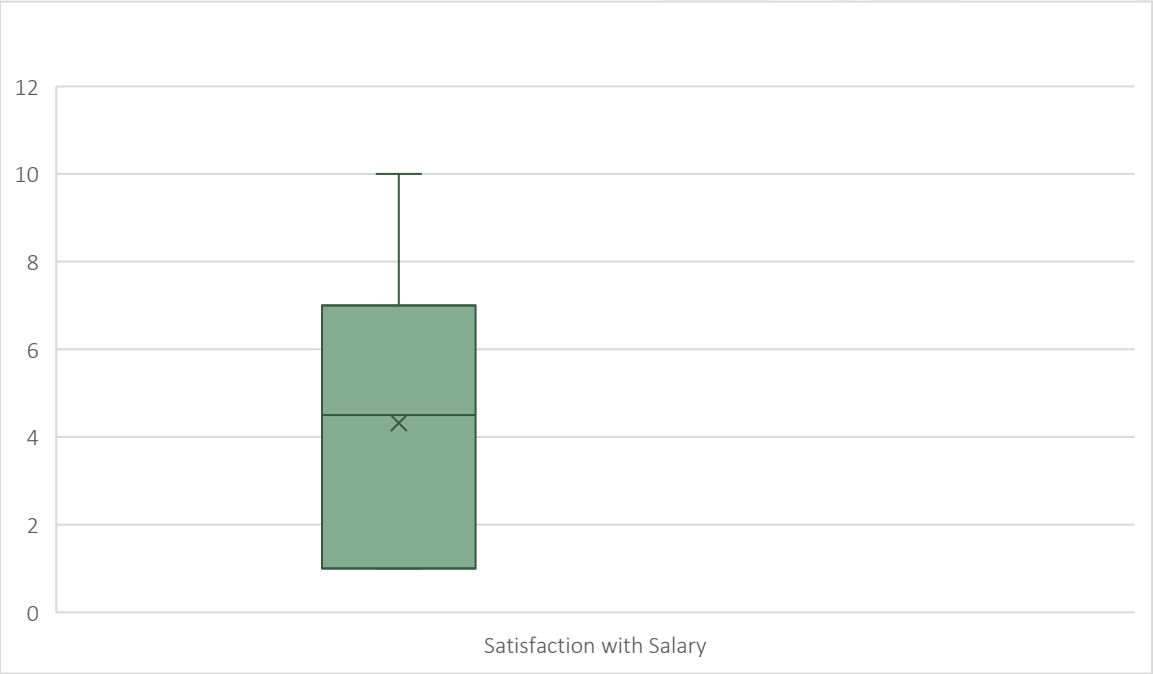
Compensation was a consistent area of concern raised by employees during both the survey and focus groups. Questions in this section asked employees to evaluate their satisfaction with base pay, salary alignment, pay progression, competitiveness with the external market, and equity across employee groups. Together, these results provide a clear picture of how employees view the City's current compensation practices.

Satisfaction with Base Compensation

As shown in **Exhibit 3D**, employees were asked to rate their satisfaction with their pay on a scale of one to ten, with one representing "very dissatisfied" and ten representing "very satisfied." Responses spanned the full range of the scale, with an average score of 5.2 and a median of 5.0. These results indicate that employees are generally neutral to moderately dissatisfied with their current level of pay, suggesting mixed perceptions and opportunities for improvement in overall compensation competitiveness.

During focus groups, employees often stated that their wages do not match their workload or type of work. The questions and responses below provide additional insight into employees' perceptions and concerns regarding compensation.

Exhibit 3D | Satisfaction with Base Compensation

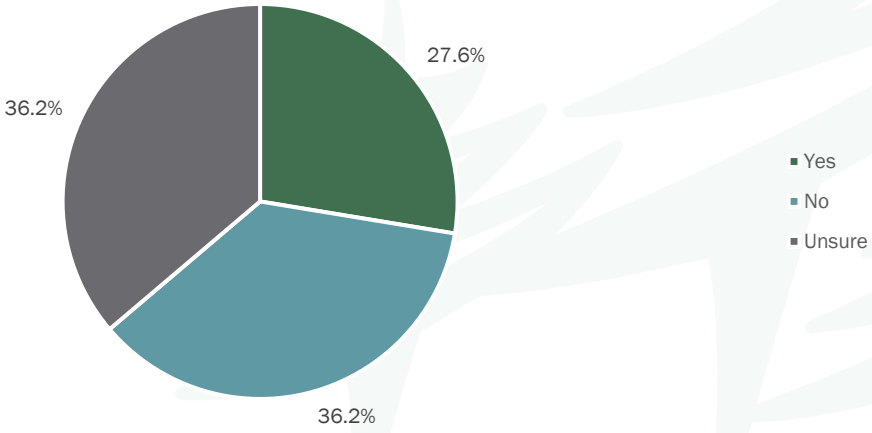


Salary Equity – External Comparison

Survey responses reflect mixed perceptions regarding external competitiveness. An equal proportion of employees (36.2 percent each) indicated that their salaries are not competitive with peer organizations or reported that they were unsure because they had not recently compared pay levels. A smaller group, 16 respondents, believed the City's salaries are competitive with comparable municipalities (**Exhibit 3E**). These results suggest uncertainty and skepticism among a substantial portion of the workforce regarding market alignment.

Focus group participants generally felt that City compensation was below market, with several estimating it trails comparable employers by approximately seven percent. Public Works roles were most frequently identified as less competitive relative to surrounding jurisdictions. Employees expressed interest in benchmarking against nearby cities, counties, and relevant private-sector employers to ensure external competitiveness.

Exhibit 3E | External Salary Competitiveness



Competitive Labor Market

Employees consistently identified surrounding counties and nearby municipalities as the City's primary competitors for quality staff. Hall County was referenced most frequently, followed by Forsyth County, Gwinnett County, and the Hall County Sheriff's Office. Nearby cities such as Gainesville, Oakwood, Buford, Cumming, Suwanee, Braselton, Johns Creek, Brookhaven, Duluth, Lawrenceville, Alpharetta, and Winder were also cited. Several respondents referenced "larger cities" or "surrounding counties" more broadly, particularly those perceived as offering higher pay levels.

For public safety roles, respondents specifically identified other law enforcement agencies, county sheriff's offices, and university police departments (e.g., UGA Police) as direct competitors.

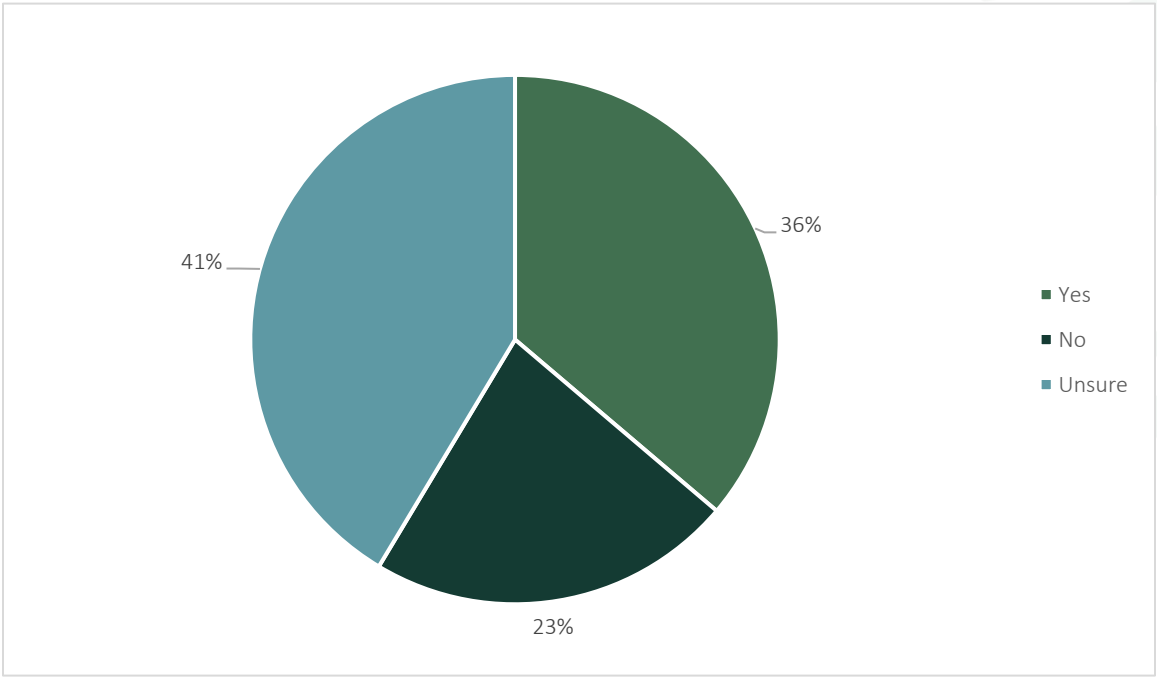
For professional, technical, and inspection-related positions, employees noted significant competition from the private sector, including engineering firms, land development companies, inspection and regulatory firms, private utility companies, corporate entities, and third-party consulting organizations.

Overall, the feedback offered by employees indicates the City competes within a regional labor market that includes neighboring counties, comparable municipalities, and private industry employers, particularly those perceived to offer higher pay, stronger benefit packages, or more advancement opportunities.

Salary Equity - Internal Practices

When asked about equity related to internal compensation practices, a greater percentage of employees were either unsure (41.4 percent) or felt like practices were consistently applied (36.2 percent). A summary of these responses is provided in **Exhibit 3F**. The input provided during the focus groups provided additional detail from employees on specific areas of concern.

Exhibit 3F | Equity of Compensation Practices



Focus group feedback indicated a need for greater clarity and structure within the City's pay administration practices. Employees noted the transition from a step-based system to an open-range merit structure and expressed confusion regarding how COLA and merit increases are applied, how pay progression occurs, and what happens at the top of the range. Concerns regarding compression between new hires and long-tenured employees were common, as was limited flexibility to negotiate starting salaries, particularly in Police, affecting recruitment of experienced candidates.

Participants also raised concerns about the consistency and objectivity of the performance evaluation process, including perceptions of inflated ratings, scoring subjectivity, and limited impact of self-evaluations. Employees expressed interest in clearer policies for those at maximum pay, milestone-based longevity incentives, and potentially more frequent evaluation cycles to improve fairness and transparency.

Participants also identified several concerns related to certification and specialty pay practices. Public Works employees reported prior commitments for certification pay that were not implemented, while Police personnel expressed interest in expanding certification and specialty incentives, as well as exploring housing stipends similar to those offered by nearby jurisdictions. Employees also noted discrepancies in scheduled hours and overtime treatment across ranks and departments, along with inconsistencies in on-call compensation practices, contributing to perceptions of inequity in pay administration.

The final internal compensation question was related to the type of system that employees would like the City to utilize either an open range or a step system. Survey results are provided in **Exhibit 3G** and indicate a relatively divided preference between compensation structures. A slight majority of respondents (55.36 percent) selected the open range compensation system, while 44.64 percent preferred a step plan compensation system.

The near-even distribution also suggests employees may value different aspects of each system: flexibility and performance recognition under open range structures versus clarity and progression certainty under step plans. Several employees also provided additional input through a free response opportunity related to this question. A summary of their input is provided below.

- Interest in a Hybrid Model:

  The most consistent theme was support for a blended or hybrid approach that incorporates elements of both systems, such as structured base tiers tied to tenure or achievement combined with flexibility to reward high performance.

- Desire for Performance-Based Pay:

  Several respondents emphasized that compensation progression should be tied to performance, achievements, and work ethic.

- Concerns About Negotiation-Based Outcomes:

  Some employees expressed discomfort with open-range systems, perceiving that they disproportionately benefit individuals who are more comfortable negotiating with supervisors.

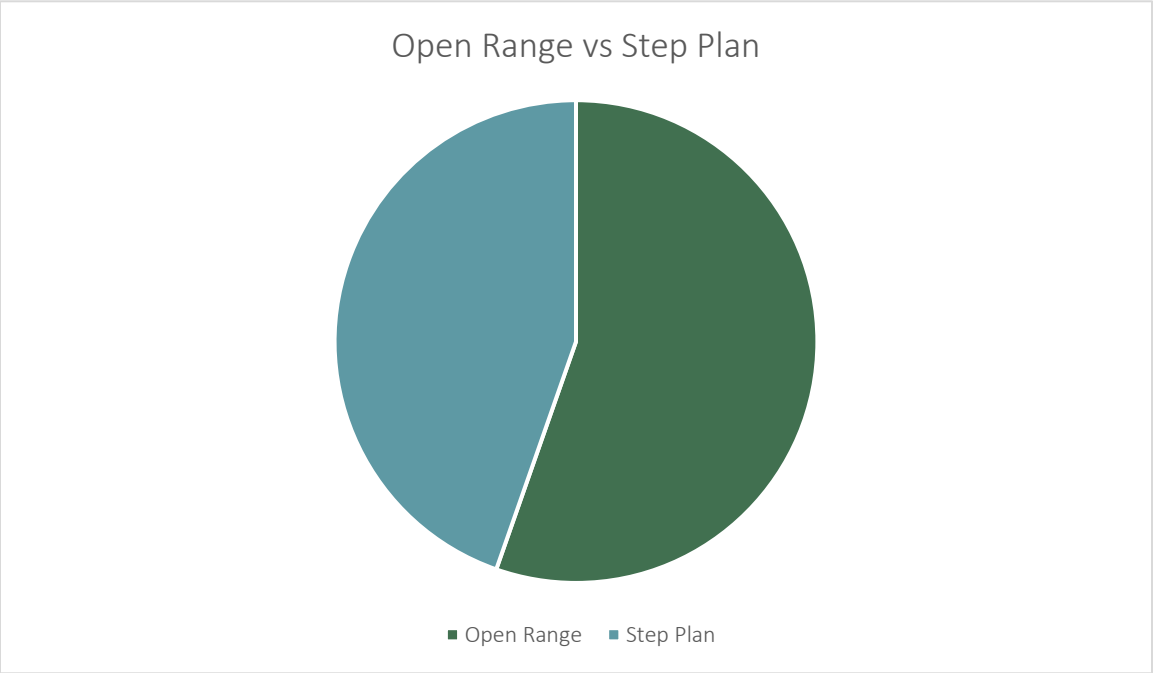
- Recognition of Tradeoffs:

  Multiple comments acknowledged that both systems have advantages and disadvantages.

- Need for Education and Transparency:

  At least one respondent noted uncertainty due to limited understanding of the compensation models, indicating that additional communication and education would be necessary regardless of structure.

Exhibit 3G | Type of Pay System – Open Range vs Step Plan



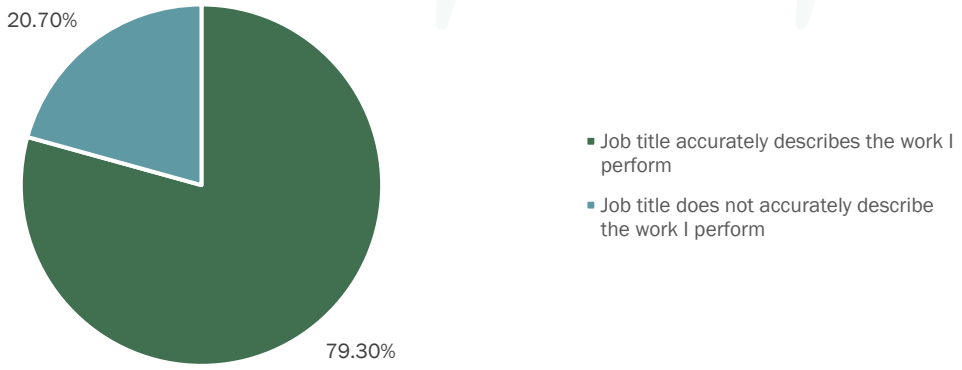
CLASSIFICATION SYSTEM

Classification issues were also central to employee feedback. The survey explored whether employees believe their job titles and descriptions accurately reflect the work they perform and whether clear opportunities for advancement exist. Focus groups further highlighted any areas of perceived inconsistencies or concerns about titles or overly broad job descriptions. This section summarizes these findings.

Accuracy of Job Titles

As shown in **Exhibit 3H**, 79.3 percent of employees reported that their job title accurately describes their work. In focus groups, employees described titles as generally aligning with their role and responsibilities. There was also a request to update titles or levels within a job family once certifications or licenses are earned.

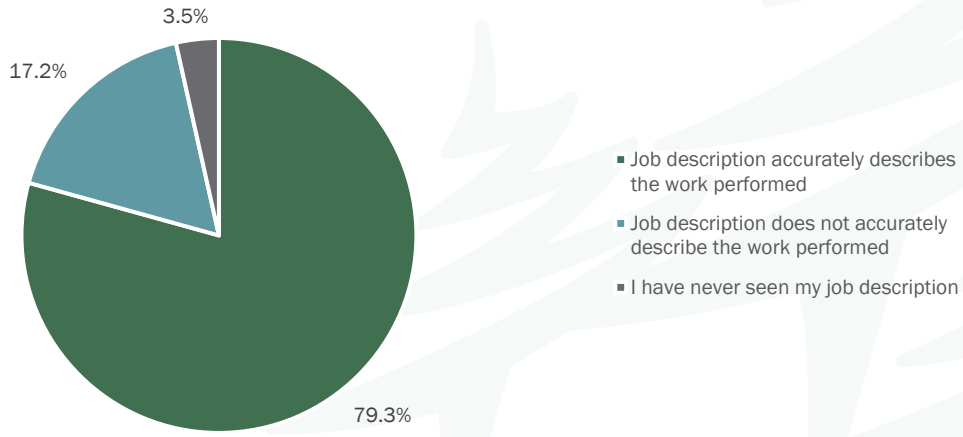
Exhibit 3H | Accuracy of Job Titles



Accuracy of Job Descriptions

Similarly, 79.3 percent indicated their job description reflects their duties, with only 3.5 percent stating that they have never seen their job description (**Exhibit 3I**). While there were some employees in the focus groups that said their descriptions did not reflect everything that they did, the general consensus was that they captured their roles and responsibilities at the appropriate level; many offered that it's hard to capture everything each employee does on a given day. The primary concern related to the job descriptions appeared to be related to alignment in the pay plans based on their roles and responsibilities rather than the descriptions themselves.

Exhibit 3I | Accuracy of Job Descriptions

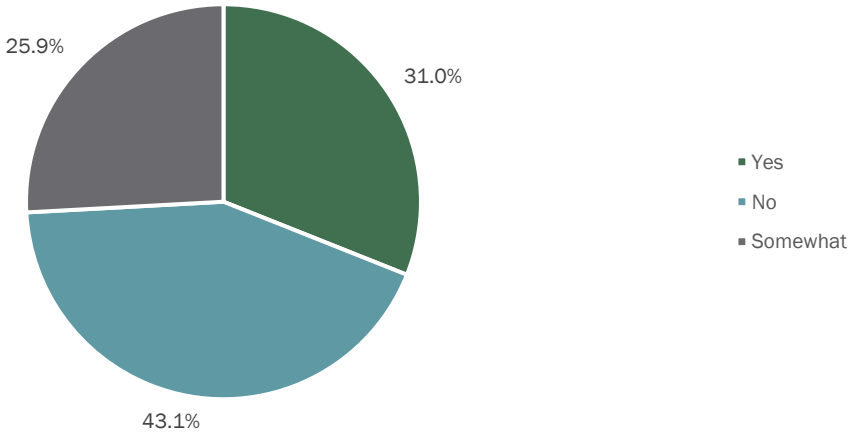


Career Advancement Opportunities

As shown in **Exhibit 3J**, 31.03 percent reported clear advancement opportunities, while 43.10 percent said that they were "somewhat" sure of how they could advance with the City. Almost 26 percent of employees do not feel that there is a clear career path for them to grow in their chosen career.

Focus group feedback highlighted a consistent need for clearer and more structured career progression pathways across multiple departments. Public Works employees expressed strong interest in formalized levels (e.g., Maintenance I–III), with similar requests raised for Utilities Operators, Building Inspectors, Planners, and Accounts Payable positions. Police personnel noted interest in additional rank distinctions to create advancement opportunities. Administrative roles were also identified as lacking defined supervisory tracks, limiting upward mobility. Overall, employees emphasized the importance of visible career ladders to support retention, motivation, and long-term workforce development.

Exhibit 3J | Career Advancement Opportunities



In addition to career ladder concerns, employees identified several structural considerations affecting classification alignment and operational efficiency. Feedback suggests that certain responsibilities, particularly within Utilities Billing, Alcohol/Excise Tax, and related administrative functions, may be

misaligned organizationally. As the City continues to grow, participants also noted the potential need for additional leadership capacity within the Finance Department. Concerns were raised regarding segregation of duties and workload distribution in billing and front-counter operations, as well as limited availability of part-time positions. Collectively, this input points to opportunities to refine the City's classification plan to better support accountability, scalability, and service delivery.

BENEFITS

Benefits represent one of the City's strongest retention tools, but employees also expressed concerns about specific aspects of the current package. The employee feedback in this section is primarily from the outreach sessions along with free response entries from the survey.

Overall, employees generally described the City's benefits package as strong and competitive. Employees value the retirement plan and view sick leave accrual as generous compared to peers. Many expressed a clear preference for maintaining separate vacation and sick leave banks rather than consolidating them into a single PTO structure. Overall, benefits were considered an important component of the City's total compensation offering.

Health Insurance

While employees appreciate having comprehensive health coverage, concerns were raised regarding high copays, deductibles, and the cost of family coverage. Participants expressed interest in expanded retirement and savings vehicles (e.g., 457 plans or enhanced 401(k) matching), as well as incentives for selecting HSA-compatible plans. Employees also indicated a desire for more convenient access to healthcare services, such as a closer health center option. Clarification is needed regarding short-term disability requirements, and several participants expressed interest in paid maternity leave beyond the current structure.

Retirement Benefits

Retirement remains a valued benefit; however, employees expressed interest in enhanced employer contributions or additional retirement plan options. Police personnel in particular raised concerns about vesting requirements and retirement age thresholds that may not align with the realities of public safety careers. Participants also inquired about potential Social Security participation or City-covered contributions and sought clarification regarding retiree benefit offerings.

Leave and Time-Off Policies

Employees identified several opportunities to refine leave administration. Starting vacation accrual, limited to one week in the first year, was viewed as low by most participants. Most groups also noted the absence of a leave cash-out option at the end of the year and requested clarification regarding holiday pay treatment, overtime eligibility, sick leave usage near holidays, and workers' compensation coordination. There is also interest in more flexible scheduling arrangements, including four 10-hour shifts or 12-hour rotations, as well as work-from-home options where operationally feasible.

On-Call and Specialty Pay Practices

Concerns were raised regarding consistency and equity in on-call compensation practices across departments. Some employees requested the ability to take City vehicles home while on call to improve response efficiency. Investigators noted the absence of standby compensation, and Police personnel expressed interest in compensation for physical fitness requirements. Collectively, these concerns reflect a broader desire for standardized and transparent specialty pay policies.

ADDITIONAL FEEDBACK

The survey and focus groups are designed to provide structured data related to employee perceptions related to compensation, classification, and benefits. However, the open discussion and free response survey questions also provide an opportunity for employees to provide additional feedback and input in their own words. The input summarized below reflects questions not explicitly asked but are deemed relevant to the study. The comments reflect a workforce that is generally committed to the organization but highlights area where employees are seeking refinements to compensation structure, advancement opportunity, and benefit design.

- Pay Transparency and Advancement
  Several respondents emphasized the need for clearer pay scales and step structures, along with transparent progression criteria. Long-tenured employees noted limited advancement opportunities over extended careers. There is interest in merit-based base pay increases and stronger differentiation between senior and newly hired employees to address perceived compression.

- Compensation Competitiveness and Cost of Living
  Many comments focused on base pay competitiveness relative to surrounding agencies and private-sector employers, particularly in light of rising cost of living. Employees in smaller departments noted that wearing multiple "hats" and assuming broader responsibilities should be reflected in compensation levels. Recruitment of high-quality officers was specifically linked to increasing starting pay and enhancing retirement flexibility.

- Benefits and Retirement Enhancements
  Some respondents compared the City's benefits unfavorably to nearby jurisdictions offering richer health coverage (e.g., full family premium coverage). Suggestions included expanded wellness benefits, retirement options allowing earlier access without penalty, reconsideration of Social Security participation, and alternative compensation for employees who waive City health coverage.

- Pay Structure Mechanics and Take-Home Pay
  At least one comment highlighted concerns about promotional increases being offset by salary classification changes that reduce overtime eligibility, resulting in minimal net pay increases.

- Professional Development and Growth
  Employees expressed interest in clearer pathways for continuing education, training opportunities, and incentives tied to certifications or educational attainment.

- Overall Sentiment
  Despite areas for improvement, several respondents expressed strong job satisfaction and appreciation for coworkers and leadership. The overarching theme suggests employees believe the City is well-positioned but would benefit from targeted adjustments to pay transparency, competitiveness, advancement structures, and benefit flexibility to strengthen retention and morale.

CONCLUSION

Survey responses and focus group discussions collectively provided a comprehensive view of how employees perceive the City's current systems. Across these sources, clear and consistent themes emerged regarding compensation, classification, and benefits. Taken together, this feedback highlights the factors that employees value, the challenges they face, and the opportunities the City has to strengthen equity, competitiveness, and retention for its workforce.

When asked what they would change if given a "magic wand," employees consistently focused on structural and compensation-related improvements rather than cultural concerns. The most frequently cited priorities included ensuring market-competitive pay that keeps pace with inflation, establishing formalized career ladders with clearly defined classification levels, and increasing staffing in high-demand service areas. Employees also emphasized the importance of flexible scheduling options, greater transparency in pay and promotion practices, consistent policies governing overtime and on-call compensation, enhanced retirement and longevity incentives, and improved communication and recognition from leadership.

Key themes by topic include:

Compensation and Market Competitiveness	• Employees expressed ongoing concern regarding pay competitiveness, compression, and the City's ability to keep pace with surrounding jurisdictions and private-sector employers. Base pay levels, starting salaries for recruitment, and longevity recognition were recurring topics.
Classification and Career Pathways	• A clear and consistent theme was the need for defined career ladders and leveled classifications across departments. Employees want visible advancement pathways tied to tenure, performance, and credentials.
Benefits	• While benefits are valued, employees raised concerns about healthcare costs, retirement structure, and long-term financial security. There is interest in expanded retirement vehicles, improved matching contributions, and clearer communication regarding benefit options.
Policy and Transparency	• Employees consistently requested clearer, more consistent policies related to pay administration, overtime, on-call practices, leave usage, and promotional processes. Transparency in how compensation decisions are made remains a priority.
Organizational Culture	Employees reported strong satisfaction with the City's culture, leadership accessibility, and sense of teamwork. Concerns are largely structural and financial rather than relational or cultural.

The concerns expressed and reported above are not unique to the City; similar issues are commonly found in many organizations. What sets the City apart, however, is its commitment to actively seeking employee input and feedback regarding its compensation and classification system. This commitment reflects a meaningful step toward ensuring that the City's practices are equitable, competitive, and responsive to employee needs.

The feedback gathered through this employee outreach process provided valuable insight into the current environment and employee perceptions. These perspectives were carefully considered in the subsequent phases of the study and informed the detailed analyses presented in the following chapters. Ultimately, this information provided context and informed the foundation for the recommendations outlined in the final chapter of this report.

04 MARKET SURVEY RESULTS

The purpose of the salary survey is to benchmark the City's compensation and benefits practices against those of its peer organizations in order to assess the City's overall competitiveness in the labor market. To conduct this analysis, Evergreen compared the pay ranges for selected benchmark positions within the City to those of comparable positions at peer organizations. In addition, Evergreen evaluated the benefits offered by peer organizations relative to those provided by the City of Flowery Branch to assess the City's overall total compensation competitiveness.

By aggregating pay range differences across all positions studied, Evergreen determined the City's relative market position. Individual employee salaries were not analyzed as part of this study, as compensation levels can vary significantly due to factors such as tenure, qualifications, and job performance. Therefore, to ensure consistency and comparability, Evergreen evaluated average pay ranges for each classification rather than individual earnings.

The findings presented in this chapter reflect market conditions at the time the study was conducted. As market dynamics can shift quickly, it is recommended that the City perform regular compensation and benefits surveys to maintain an up-to-date understanding of its competitive standing. While market rates are a critical element of compensation analysis, they are not the sole determinant for assigning classifications to salary ranges. The proposed placement of classifications in salary ranges, which is discussed in **Chapter 5**, incorporates additional considerations beyond market rates.

The market salary survey utilized data from 18 similar peer organizations and included data collection for 45 benchmark positions, along with a review of core benefit offerings. Peer agencies were selected based on several criteria including geographic proximity, services provided, and organizational size. Additionally, organizations were identified for their relevance in competing with the City for employee recruitment and retention. Data was also supplemented with a secondary data source (ERI) to gain a broader overview of the City's current market position. A list of participating peer organizations is provided in **Exhibit 4A**.

Exhibit 4A | Respondent Market Peers

Market Peers	
Brookhaven, GA	Hall County Sheriff's Office
Buford, GA	Johns Creek, GA
Cobb County Sheriff's Office	Lawrenceville, GA
Cumming, GA	Milton, GA
Duluth, GA	Murrayville, GA
Forsyth County, GA	Oakwood, GA
Forsyth County Sheriff's Office	Peachtree Corners, GA
Gainesville, GA	Suwannee, GA
Gwinnett County, GA	
Hall County, GA	

Because the data collected for the market summary was from various regions, it was necessary to adjust peer responses relative to the City of Flowery Branch for cost-of-living. For all organizations that fell outside of the City's immediate region, a cost-of-living adjustment was applied to the reported pay ranges to ensure a market average was attained in terms of the spending power an employee would have in the City's local area. Evergreen utilizes cost-of-living index information from the Council for

Community and Economic Research, which measures the relative cost of maintaining a standard of living in specific locations by considering the price of goods and services including housing, groceries, transportation, healthcare, and utilities. The overall national average for the cost-of-living index is set at 1.00; an area with an index higher than 1.00 indicates that the area has a higher cost of living than the national average, while an area with an index lower than 1.00 indicates that the cost of living is less than the national average. The cost-of-living index figures for the City and each of the respondent market peers are located in **Exhibit 4B**.

Exhibit 4B | Respondents with Cost of Living Indexes

Market Peers	Cost of Living Index
City of Flowery Branch, GA	1.000
Brookhaven, GA	0.934
Buford, GA	0.979
Cobb County Sheriff's Office	0.919
Cumming, GA	0.919
Duluth, GA	0.979
Forsyth County, GA	0.919
Forsyth County Sheriff's Office	0.919
Gainesville, GA	1.000
Gwinnett County, GA	0.979
Hall County, GA	1.000
Hall County Sheriff's Office	1.000
Johns Creek, GA	0.857
Lawrenceville, GA	0.979
Milton, GA	0.857
Murrayville, GA	1.000
Oakwood, GA	1.000
Peachtree Corners, GA	0.979
Suwannee, GA	0.979

SALARY DATA & ANALYSIS

The results in **Exhibit 4C** provide a summary of data analyzed and **4D** show the average market rates at the 60th percentile, which represent the point at which 60 percent of peer organizations pay at or below that level, when adjusted for cost of living and distribution along a bell curve. Several key elements that provide insight into how the City's current salary ranges compared to the external market can also be found in the exhibit, including:

Market Salary Range (Minimum, Midpoint, and Maximum)

The exhibit displays the average salary range minimum, midpoint, and maximum for each classification based on responses from peer organizations. These benchmarks help assess where the City's current ranges fall relative to market norms.

Percent Differentials

The percent differentials show the variance between the City's salary ranges and the market data. These comparisons provide insight into how the City's pay levels align with average market pay when adjusted for cost of living.

A positive differential indicates the City's range is above the market comparison point, suggesting a potential competitive advantage for attracking and retaining talent.

A negative differential indiciates the City's range is below the market comparison point, highlighting potential challenges in recruitment or retention for those positions.

To provide a clear summary, the final row of the exhibit includes the average percent differentials across all classifications at each range point (minimum, midpoint, and maximum).

Survey Average Range Spread

The range spread represents the percentage difference between the average minimum and maximum salaries for each classification, calculated relative to the minimum. This spread reflects the overall width of salary ranges offered by peers. The final row of the exhibit includes the average range spread across all classifications.

Survey Response Count

Each classification includes a count of survey responses received from peer organizations. At the bottom of the exhibit, the average number of responses per classification is provided to give context on the robustness of the dataset.

Job Comparability

To ensure valid comparisons, descriptions of job duties, responsibilities, and required qualifications (e.g., education, experience, certifications) were reviewed. Evergreen used a 70 percent match threshold to determine if a peer's position was comparable, meaning that at least 70 percent of the duties and qualification criteria needed to align with the City's classification. In cases of uncertainty, follow-up with peer agencies was conducted to confirm the appropriateness of the match.

Outliers

While all benchmarks are surveyed by each peer, not every peer organization possesses an appropriate match. Consequently, the benchmarks receive varying levels of response. For the purpose of this study, all positions that received less than five matches or that have more than a 40 percent differential from market peers were not considered in establishing the City's competitive position. The rationale behind these positions being excluded is that insufficient response can lead to unreliable averages that may skew the aggregated data, blurring the reality of the City's actual position in the market.

Overall, Evergreen collected more than 300 validated market data points, resulting in an average match count of 7.02 comparable organizations per classification. Of the 45 classifications surveyed, over 73 percent had sufficient peer data to be included in the final analysis. Additionally, 14 of the 17 identified peer organizations provided usable compensation data that informed the market comparison and positioning analysis. Exhibit 4C is provided below.

Exhibit 4C | Salary Survey Data Summary

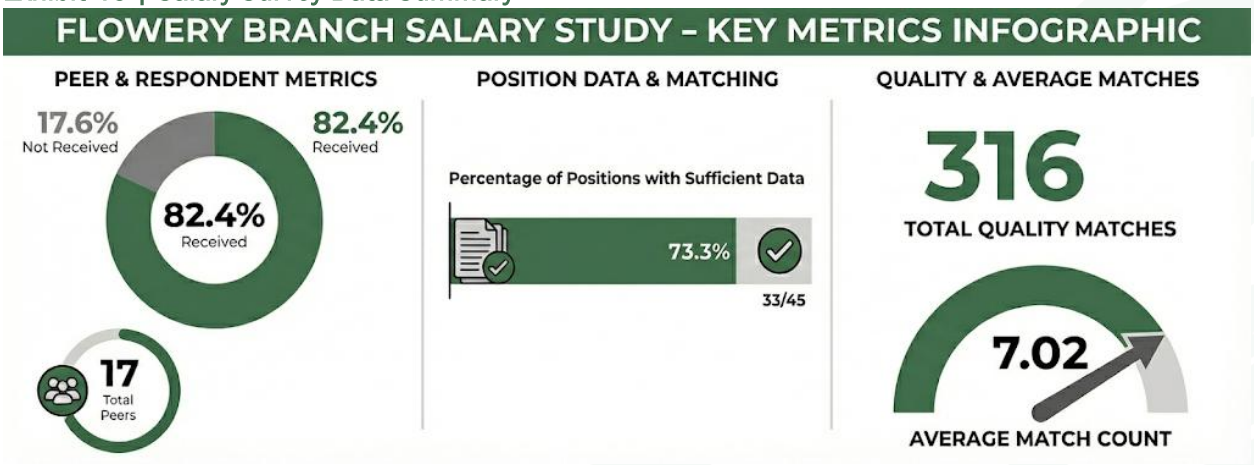


Exhibit 4D | Salary Survey Results – 60th Percentile

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff		
Accounting / Grant Manager	$70,610.98	2.8%	$90,652.61	-4.3%	$110,449.81	-8.9%	58.2%	9
Accounts Payable Technician	$46,409.25	3.7%	$59,198.71	-2.8%	$71,949.52	-7.2%	55.9%	10
Administrative Coordinator	$45,644.40	5.4%	$58,029.15	-0.8%	$70,904.94	-5.7%	54.4%	10
Assistant Municipal Court Clerk	$46,155.94	-0.2%	$59,141.17	-7.1%	$71,975.52	-11.6%	56.4%	8
Budget & Purchasing Manager	$77,191.11	-6.1%	$99,094.12	-13.2%	$120,997.13	-18.0%	57.7%	10
Building & Development Official	$75,806.78	-13.7%	$96,769.86	-20.2%	$117,732.93	-24.7%	57.7%	10
Building Inspector I	$54,037.54	6.2%	$68,971.11	-0.4%	$83,904.67	-4.9%	55.4%	9
City Clerk	$90,061.69	-16.7%	$118,614.64	-26.3%	$147,167.58	-32.6%	60.8%	9
Civil Engineer	$85,090.83	2.7%	$109,232.03	-4.4%	$132,997.64	-9.0%	58.6%	9
Code Enforcement Officer	$56,979.57	19.6%	$74,392.71	10.9%	$92,501.18	4.2%	57.5%	10
Corrections Officer	$45,726.24	22.8%	$58,445.30	16.1%	$71,052.23	11.7%	56.8%	4
Court / Police Administrator	$51,577.49	1.9%	$67,994.66	-7.9%	$84,672.54	-14.7%	61.2%	6
Department of Fun Assistant	$48,671.02	-14.2%	$62,028.61	-20.6%	$75,386.20	-24.9%	56.3%	6
Department of Fun Coordinator	$57,396.07	4.8%	$75,239.61	-4.5%	$92,602.31	-10.1%	60.0%	6
Director of Fun	$101,224.69	-5.1%	$133,603.58	-15.0%	$165,319.19	-21.1%	59.9%	7
Director of Public Works	$107,258.94	-10.9%	$140,183.10	-19.8%	$176,106.57	-27.4%	61.9%	8
Finance Director	$113,094.39	-16.2%	$146,456.85	-24.1%	$179,819.32	-29.4%	59.4%	9
Human Resources Director	$99,970.03	-3.9%	$131,191.01	-13.2%	$162,993.56	-19.7%	59.8%	9
Investigator - Property & Evidence	$48,531.58	17.6%	$61,579.05	11.7%	$74,317.20	8.0%	57.3%	6
Lieutenant	$77,514.30	-11.1%	$97,012.95	-15.7%	$118,955.26	-20.9%	55.8%	11
Operations Division Captain	$85,565.30	-11.6%	$111,474.62	-20.1%	$135,738.29	-24.6%	58.1%	8
Permit Clerk/Occupational Tax	$46,047.61	26.6%	$59,465.73	19.0%	$72,840.33	13.9%	57.3%	8
Planner I	$56,449.81	15.7%	$71,952.54	9.3%	$87,694.79	4.7%	56.6%	10
Planning & Community Development Director	$111,158.14	8.8%	$145,524.18	-0.3%	$179,890.23	-6.4%	61.9%	9
Police Chief	$120,978.44	-22.9%	$157,777.37	-31.4%	$194,598.68	-37.1%	61.5%	9
Police Investigator	$53,371.76	8.2%	$67,654.35	2.3%	$83,071.81	-3.1%	55.7%	8

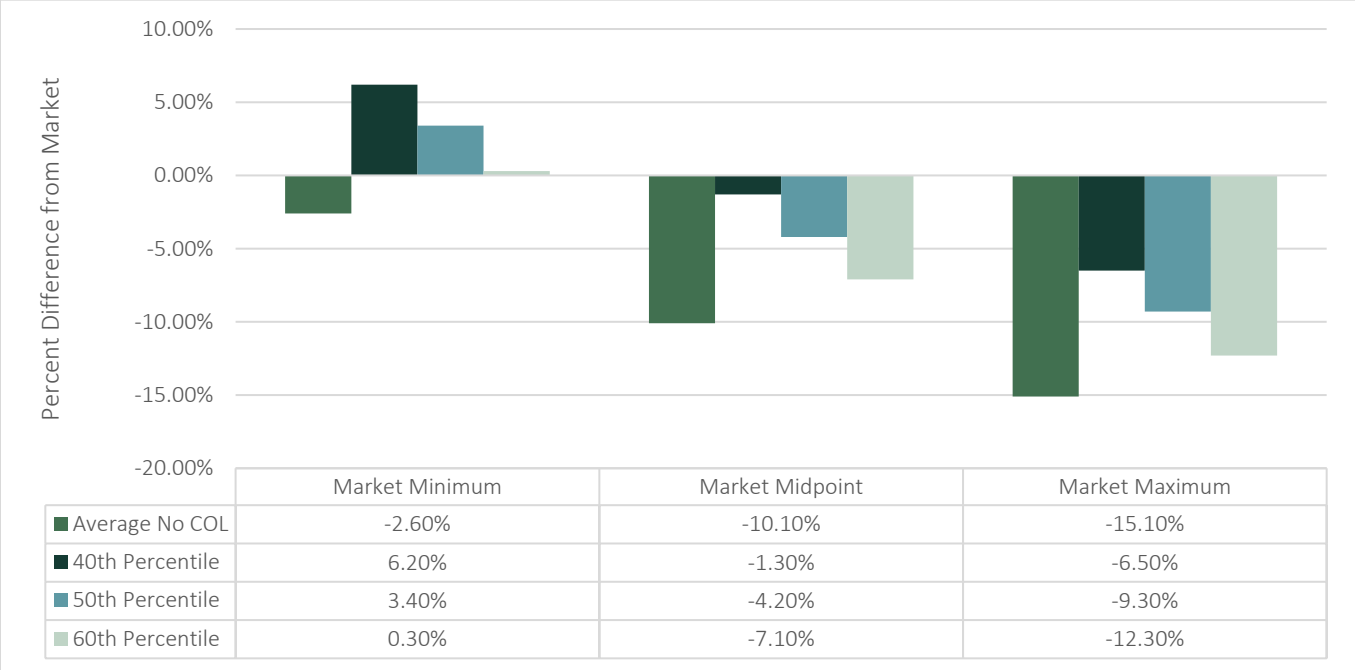
Exhibit 4D | Salary Survey Results – 60th Percentile, Continued

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff		
Police Patrolman	$53,236.89	4.0%	$66,344.03	-0.2%	$81,167.53	-5.2%	51.8%	11
Police Sergeant	$65,911.19	-4.1%	$85,718.80	-12.6%	$105,526.41	-18.2%	55.9%	11
Property & Evidence Custodian / Crime Scene Technician	$46,437.82	17.6%	$60,850.73	8.4%	$75,263.63	2.3%	57.0%	9
Public Works	$41,891.34	0.8%	$52,728.51	-4.4%	$63,565.67	-8.0%	55.0%	9
Public Works Foreman / Inspector	$56,322.70	2.0%	$71,810.14	-4.4%	$87,297.58	-8.8%	56.1%	11
Purchasing Coordinator	$74,351.99	-11.8%	$97,384.38	-20.9%	$118,139.96	-25.0%	58.6%	7
Support Services Captain	$80,031.50	-4.9%	$100,904.44	-10.2%	$121,777.39	-13.9%	57.8%	6
Utility Billing Clerk	$44,625.84	16.4%	$58,013.59	8.0%	$71,401.34	2.4%	58.6%	6
Overall Average		**0.3%**		**-7.1%**		**-12.3%**	**57.8%**	**7.02**

In addition to evaluating the City's compensation structure against the 60th percentile market position, as shown in **Exhibit 4D**, Evergreen also analyzed market alignment using the simple average (not adjusted for cost of living), as well as the 40th and 50th percentiles both adjusted for the cost of living. Reviewing multiple reference points provides a broader perspective on competitiveness, allows leadership to understand positioning under varying compensation philosophies, and supports informed decision-making regarding market strategy and fiscal impact. **Exhibit 4E** provides a summary of findings at each position.

Exhibit 4E | Salary Survey Results – Market Summary

Market Position	Survey Minimum % Difference	Survey Midpoint % Difference	Survey Maximum % Difference	Survey Average Range	Flowery Branch Average Range Spread
Average (Not Adjusted for COL)	-2.6%	-10.1%	-15.1%	57.8%	39.1%
40th Percentile	6.2%	-1.3%	-6.5%		
50th Percentile	3.4%	-4.2%	-9.3%		
60th Percentile	0.3%	-7.1%	-12.3%		



The market position analysis indicates that the City is generally competitive at the minimum of its pay ranges but falls progressively behind the market at the midpoint and maximum. When compared to the simple average (not adjusted for cost of living), the City trails the market by 2.6 percent at the minimum, 10.1 percent at the midpoint, and 15.1 percent at the maximum. At the 40th percentile, the City exceeds the market minimum by 6.2 percent and is near market at the midpoint (-1.3 percent) but remains below market at the maximum (-6.5 percent).

At the 50th percentile, the City is 3.4 percent above market at the minimum but lags 4.2 percent at the midpoint and 9.3 percent at the maximum. At the 60th percentile target, alignment is aligned at

the minimum (0.3 percent above), but the gap widens to 7.1 percent below market at the midpoint and 12.3 percent below at the maximum.

Additionally, the City's average range spread (39.1 percent) is substantially narrower than the peer average (57.8 percent), limiting salary growth capacity within classifications and contributing to midpoint and maximum competitiveness challenges.

Further review of the 60th percentile, midpoint analysis, which represents the market rate for a fully proficient employee, identified a limited number of classifications positioned more than 10 percent above market. These include Permit Clerk/Occupational Tax, Corrections Officer, Investigator – Property & Evidence, and Code Enforcement Officer. This suggests these positions are currently competitively priced, and in some cases, may exceed the targeted market level.

Conversely, a larger number of classifications were found to be more than 10 percent below the 60th percentile midpoint. These include several leadership, supervisory, and professional roles such as Police Chief, Police Sergeant, Support Services Captain, Lieutenant, Operations Division Captain, Finance Director, Human Resources Director, Director of Public Works, Director of Public Utilities, Building & Development Official, Budget & Purchasing Manager, and others, as well as select technical and administrative positions. The concentration of roles below market at the midpoint, particularly within command staff and department leadership, indicates structural compression at higher levels and supports the recommendation to realign ranges to improve competitiveness for fully proficient and experienced employees.

BENEFITS DATA AND ANALYSIS

In addition to salary, employee benefits are a critical component of total compensation and play a significant role in the City's ability to recruit, retain, and support a stable workforce. Benefits can offset differences in direct pay, enhance overall compensation competitiveness, and influence employee satisfaction and long-term retention.

As part of this study, Evergreen conducted a comparative review of the City's benefits offerings relative to those provided by the peer organizations in Exhibit 4A. This analysis focuses on key elements of total rewards, including health insurance plans, retirement benefits, leave provisions, and supplemental and fringe benefits. The purpose of this review is to assess how the City's benefits package compares to the market, identify areas of competitive strength, and highlight potential gaps that may affect the City's overall compensation strategy.

The findings presented in this section reflect benefits data in effect at the time of the study and should be considered in conjunction with the salary analysis to provide a comprehensive view of the City's total compensation competitiveness.

Based on the data provided by the peer organizations, a review of organizational demographics indicates that Flowery Branch operates with a significantly higher proportion of full-time employees compared to its peer group. While peer organizations average 75.7 percent full-time and 24.3 percent part-time staffing, Flowery Branch's workforce is composed of approximately 98.5 percent full-time employees and only 1.5 percent part-time staff. This suggests that Flowery Branch utilizes proportionally more full-time employees than many peer organizations, which may have implications for benefit costs and overall personnel expenditures when compared to similarly sized municipalities.

Percentage of Total Compensation

Benefits as a percentage of total compensation represents the portion of an employee's overall compensation that is attributable to employer-provided benefits rather than direct wages or salary. Total compensation includes both direct pay (such as base salary or hourly wages) and the employer's cost of benefits, including health insurance, retirement contributions, paid leave, and other supplemental or fringe benefits.

As shown in **Exhibit 4F**, peer organizations report benefits as an average of 44.5 percent of total compensation, while Flowery Branch reports a flat dollar value of approximately $25,294 per employee. Although a direct comparison between a percentage-based measure and a per-employee dollar amount is inherently limited, the City's reported contribution reflects a substantial investment in employee benefits. This suggests that benefits represent a meaningful component of the City's total compensation package and should be considered holistically when assessing overall market competitiveness.

Exhibit 4F | Benefits as a Percentage of Total Compensation

City of Flowery Branch	Peers
$25,294	44.5%

It is important to note that this measure reflects the employer's cost of providing benefits, not the perceived value of those benefits to employees. Differences in plan design, cost-sharing, and utilization can affect how employees experience the benefits package even when the overall cost as a percentage of compensation is similar. As such, this metric provides a high-level view of total compensation strategy, while the detailed benefits analysis that follows examines the competitiveness and design of individual benefit components.

Health Insurance

Health insurance is typically the most significant and visible component of an employee benefits package. The City offers a single medical plan, while peer organizations offer a mix of plan options, including HMO, PPO, HSA, and other plan options; on average peers offered 2.3 plans.

Exhibit 4G | Health Insurance Comparisons

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average	Flowery Branch, GA
Percentage of peers offering each plan	40.0%	60.0%	20.0%	60.0%	Open Access POS
DOLLAR AMOUNT (monthly) of employee premium paid by employer	$823.67	$1,106.01	$815.26	$809.07	$1,069.02
PERCENTAGE (monthly) of employee premium paid by employer	76.4%	93.7%	100.0%	86.0%	100.0%
DOLLAR AMOUNT (monthly) of employee premium paid by employee	$170.24	$72.61	$0.00	$110.28	$0.00
PERCENTAGE (monthly) of employee premium paid by employee	23.6%	6.3%	0.0%	14.0%	0.0%
Individual Maximum Deductible In Network	$750.00	$1,180.00	$1,600.00	$2,710.00	$2,000.00
Individual Maximum Deductible Out of Network	$5,000.00	$4,325.00	$3,100.00	$5,320.00	$6,000.00

Exhibit 4G | Health Insurance Comparisons, Continued

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average	Flowery Branch, GA
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employer	$1,573.92	$1,809.68	$1,592.25	$1,423.84	$1,734.59
PERCENTAGE (monthly) of employee plus child premium paid by employer	76.4%	91.7%	100.0%	82.9%	83.2%
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employee	$329.77	$149.50	$0.00	$257.48	$350.00
PERCENTAGE (monthly) of employee plus child premium paid by employee	23.6%	8.3%	0.0%	17.1%	16.8%
Employee Plus Child Maximum Deductible In Network	$1,750.00	$2,525.00	$3,200.00	$4,920.00	-
Employee Plus Child Maximum Deductible Out of Network	$10,000.00	$8,531.25	$6,200.00	$11,120.00	-
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employer	$1,663.21	$2,389.15	$1,714.90	$1,570.73	$1,794.94
PERCENTAGE (monthly) of employee plus spouse premium paid by employer	76.4%	91.2%	100.0%	83.5%	80.0%
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employee	$353.20	$226.34	$0.00	$268.83	$450.00
PERCENTAGE (monthly) of employee plus spouse premium paid by employee	23.6%	8.8%	0.0%	16.5%	20.0%
Employee Plus Spouse Maximum Deductible In Network	$1,750.00	$2,325.00	$3,200.00	$4,920.00	-
Employee Plus Spouse Maximum Deductible Out of Network	$10,000.00	$8,531.25	$6,200.00	$11,120.00	-
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employer	$2,486.32	$3,025.74	$2,491.80	$2,299.78	$2,760.51
PERCENTAGE (monthly) of employee plus family premium paid by employer	76.4%	89.1%	100.0%	81.6%	84.7%
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employee	$542.95	$337.75	$0.00	$462.06	$500.00
PERCENTAGE (monthly) of employee plus family premium paid by employee	23.6%	10.9%	0.0%	18.4%	15.3%
Employee Plus Family Maximum Deductible In Network	$1,750.00	$3,050.00	$3,200.00	$5,400.00	$6,000.00
Employee Plus Family Maximum Deductible Out of Network	$10,000.00	$10,000.00	$6,200.00	$12,320.00	$18,000.00

Flowery Branch offers fewer health plan options than its peers, providing one plan compared to a peer average of approximately 2.3 plans. The City's plan is structured as an Open Access POS and reflects

a strong employer contribution toward employee-only coverage, with the City paying 100 percent of the employee premium, placing it at or above peer contribution levels for single coverage.

For dependent coverage (employee plus child, spouse, or family), the City continues to provide a substantial employer contribution, though employees assume a greater share of premium costs compared to employee-only coverage. Deductible levels appear generally within market norms for in-network coverage but trend higher on certain out-of-network and family maximum deductibles relative to peer averages.

It is important to note that this comparison reflects price points and cost-sharing structures relative to market peers; it does not assess differences in plan design quality, provider networks, claims experience, or employee satisfaction. Overall, while Flowery Branch offers fewer plan choices than peer jurisdictions, the City demonstrates a meaningful financial commitment to health benefits, particularly for employee-only coverage, positioning benefits as a strong component of its total compensation package.

Dental & Vision Insurance

Dental and vision benefits provide important supplemental coverage and contribute to the overall competitiveness of the City's total compensation package. While these benefits typically represent a smaller portion of total compensation than health insurance, they are highly visible to employees and can influence benefit satisfaction and perceived value. A summary of the dental and vision offerings at the City and peers can be found in **Exhibit 4H**.

Flowery Branch's dental and vision offerings reflect a competitive employer contribution structure relative to peers, though plan choice remains limited. For dental coverage, most peer jurisdictions require employee-paid premiums, with only 22.2 percent offering fully employer-paid plans. The City provides two dental plan options (Low and High) and covers the full premium for employee-only coverage under the Low plan, which compares favorably to the peer average employer contribution. For dependent coverage, employees contribute toward premiums, though the City maintains a consistent employer contribution across both plan levels.

For vision coverage, a majority of peers require employees to pay premiums, while the City covers 100 percent of the employee-only premium and contributes toward dependent coverage. Overall, the City demonstrates a meaningful financial commitment to ancillary benefits, particularly for employee-only coverage. As with the health plan analysis, this comparison reflects cost-sharing and premium structures relative to peers and does not assess differences in plan quality, provider networks, or employee satisfaction.

Disability and Life Insurance

Disability insurance provides income protection for employees in the event of illness or injury that limits their ability to work. Short-term and long-term disability coverage can be an important component of a comprehensive benefits package, particularly for supporting financial stability during extended absences from work.

The City's disability insurance offerings reflect a mixed approach compared to peers. For short-term disability (STD), peer jurisdictions commonly provide employer-paid coverage, whereas Flowery Branch offers STD on an employee-paid basis, with employees bearing the full premium cost. The income replacement level (60 percent of salary) is generally consistent with market norms.

Exhibit 4H | Dental & Vision Insurance

Dental and Vision Offerings		Peer Percentage Offered	Avg Number of Plans Offered	Avg maximum monthly amount that the employee pays for employee only coverage	Avg maximum monthly amount that the employee pays for employee plus dependent coverage	Avg maximum monthly amount the employer pays for employee only coverage	Avg maximum monthly amount the employer pays for employee plus dependent coverage
Dental Insurance	Employer Paid	22.2%	1.5	-	-	$35.01	$100.09
	Flowery Branch, GA	Dental Low	1.0	$0.00	$88.75	$34.80	$34.80
	Employee Paid	88.9%	0.0	$17.57	$59.10	-	-
	Flowery Branch, GA	Dental High	1.0	$8.70	$117.07	$34.80	$34.80
Vision Plan	Employer Paid	22.2%	1	-	-	$7.73	$17.34
	Flowery Branch, GA	Vision	1.0	$0.00	$14.84	$5.85	$5.85
	Employee Paid	77.8%	1.0	$7.09	$16.79	-	-
	Flowery Branch, GA	N/A	-	-	-	-	-

For long-term disability (LTD), the City compares favorably to peers. While a majority of peer organizations provide employer-paid LTD coverage, Flowery Branch also fully funds LTD premiums for employees and provides a 60 percent income replacement level, aligning closely with market standards.

As summarized in **Exhibit 4I**, the City is competitive in long-term disability coverage but is less generous than most peers in its short-term disability funding approach. As with other benefit comparisons, this analysis reflects premium structure and income replacement levels and does not evaluate policy provisions, waiting periods, or claims experience.

Exhibit 4I | Disability Insurance

Disability Insurance	Short-Term		Long-Term	
	COFB	Peers	COFB	Peers
Employer Paid	-	100%	Yes	77.8%
Employee Paid	Yes	11.1%	-	33.3%

For life insurance, the City's offerings are aligned with common market practice. All peer organizations offer employer-paid life insurance, and the City likewise provides this benefit. The City's monthly employer cost for individual coverage is lower than the peer average, while providing a $25,000 base death benefit.

In addition, the City offers optional dependent coverage, allows employees to purchase supplemental life insurance, and provides accidental death and dismemberment (AD&D) coverage, each consistent with the majority of peer practices. Overall, the City's life insurance program reflects a standard, competitive offering within the market.

Employee Assistance Program

Employee Assistance Programs (EAPs) are a valuable component of a comprehensive benefits package, providing confidential counseling and support services to employees and their families. EAPs promote mental health, work-life balance, and overall well-being by offering short-term assistance for personal, financial, legal, or workplace-related concerns. In the public sector, where employees often face high-stress environments, EAPs serve as an important tool to support productivity, reduce absenteeism, and enhance organizational resilience.

As summarized in **Exhibit 4J**, the City offers an Employee Assistance Program (EAP), consistent with the majority of peer organizations, 87.5 percent of which provide this benefit. The City also extends EAP services to family members, aligning with common peer practice. However, the City provides three annual visits, which is below the peer average of approximately 5.3 visits. Overall, the City's EAP structure is consistent with market norms, though the number of covered visits is somewhat lower than average.

Exhibit 4J | Employee Assistance Program

EAP	Peer Percentage	Flowery Branch, GA
Is an EAP offered?	87.5%	Yes
Are benefits available to family members as well as the employee?	85.7%	Yes
Number of Annual EAP Visits Provided	5.3	3

Retirement

Flowery Branch offers two retirement plans, aligning closely with the peer average of 2.1 plans. The City's vesting schedule (five years) is slightly more favorable than the peer average of 5.6 years. While the City does not offer a COLA for retiree pensions, consistent with most peers, it does provide a disability provision within its retirement plan, which is not universally offered among comparable organizations.

The City contributes 6.0 percent of salary toward retirement, which is below the peer average employer contribution of 10.5 percent; however, employees are not required to contribute, whereas peers report an average employee contribution of 3.8 percent. Flowery Branch reported that the City participates in a State Retirement System and also offers an additional defined contribution plan (e.g., 401(a), 403(b), or 457), consistent with market practice. However, the City does not contribute to non-state supplemental retirement options, while a majority of peers do.

Regarding retiree insurance benefits, Flowery Branch does not offer health, dental, or life insurance to retirees. While only a minority of peers provide these benefits, the absence of retiree insurance coverage may influence long-term retention considerations. Overall, the City's retirement structure is competitive in certain structural areas (vesting and disability provisions), but employer contribution levels and retiree benefit offerings are comparatively more conservative than peer norms.

Leave Accrual

Similar to most municipalities, the City offers traditional sick leave and annual/vacation leave as opposed to personal leave or a consolidated paid-time-off (PTO) plan. However, sick leave accrues at a lower monthly rate than the peer average and allows for a smaller annual rollover. Similarly, annual/vacation leave accrual begins immediately but at a lower starting rate than peers, with a slightly lower maximum accrual rate and rollover cap.

As summarized in **Exhibit 4K**, While the City's leave structure is straightforward and consistent with traditional public-sector models, overall accrual rates and carryover limits are generally more conservative than peer averages. The absence of personal leave or a PTO option aligns with many smaller municipalities but offers less flexibility compared to organizations that provide consolidated leave banks. Review of peer data indicates that the few organizations offering a consolidated PTO model generally provided a lower total monthly accrual rate than the City's combined annual and sick leave accrual. The City's separate leave structure results in a higher overall leave benefit when compared to peers utilizing a single PTO bank.

Exhibit 4K | Leave Accrual

Leave Accrual	Organization	Minimum Accrual Rate (Monthly)	Years to Begin Accrual	Maximum Accrual Rate (Monthly)	Years to Achieve Maximum Accrual Rate	Maximum Allowed to Roll Over to Following Year
Sick Leave	Peer Percentage Yes/Average	6.5	0.0	6.5	0.0	78.4
	Flowery Branch, GA	4.3	0	4.3	0.0	52
Annual/Vacation Leave	Peer Percentage Yes/Average	7.4	0.0	14.3	14.2	171.736
	Flowery Branch, GA	3.1	0.0	12.3	10.0	147.6

A comparison of sick leave policies indicates that the City's sick leave payout policy aligns with the majority of peers in that unused sick leave is not paid out upon either voluntary or involuntary separation. Additionally, unlike approximately 28.6 percent of peer organizations, the City does not allow unused sick leave to count toward retirement service credit. Overall, the City's sick leave separation provisions are conservative but consistent with common market practice.

With respect to annual/vacation leave, the City provides payout upon voluntary separation, consistent with 85.7 percent of peers. Notably, Flowery Branch reported a maximum payout of 450 hours, which exceeds the average maximum of 240 hours, reflecting a more generous payout cap. However, unlike most peers, the City does not provide payout upon involuntary separation. Overall, the City's vacation payout structure is competitive in voluntary separation scenarios but more restrictive in involuntary separation situations.

Holidays

Flowery Branch's holiday schedule generally aligns with common public-sector practice, observing all major federal holidays that are offered by 100 percent of peers, including New Year's Day, Martin Luther King Jr. Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. The City also observes Veterans Day, the day after Thanksgiving, and Christmas Eve, consistent with the majority of peer organizations.

In addition, Flowery Branch provides certain holidays that are less commonly observed among peers, such as Good Friday, a personal holiday, and an employee birthday holiday (earned after 90 days of employment). Conversely, the City does not observe Juneteenth, Presidents Day, Washington's Birthday, Columbus Day, or Inauguration Day, which are offered by a minority of peers. Overall, the City's holiday package is competitive and includes several enhanced or flexible elements beyond the most commonly observed federal holidays.

Other Benefits

Additional data was collected on areas of longevity pay and tuition assistance. The City offers merit-based salary increases, aligning with the majority of peer organizations (71.4 percent) that utilize merit raises as part of their compensation strategy. The City does not provide longevity pay, which is offered by approximately half of peer jurisdictions, nor does it offer additional merit-based bonuses, which are relatively uncommon among peers.

Approximately 67 percent of peer organizations offer tuition reimbursement, with an average annual reimbursement limit of $3,583. Flowery Branch does not currently offer a tuition reimbursement program. While not universally provided, tuition assistance is a common workforce development tool among peer municipalities and may influence recruitment, retention, and professional advancement opportunities.

Summary of City Manager Contractual Benefits

City Manager salaries among the surveyed peers range from approximately $138,000 to $341,250, with most municipalities clustering between $230,000 and $300,000. Compensation is typically fully negotiated or established by contract, with only limited instances of placement within a structured salary range. Vehicle benefits are standard practice and are commonly provided through either a city-owned/assigned vehicle or a monthly allowance generally ranging from $650 to $923 per month, with some jurisdictions structuring the benefit annually or per pay period.

Additional executive benefits frequently include employer-paid health and disability coverage, retirement contributions (including enhanced 457 or 457(f) plans in some cities), cell phone allowances, and in limited cases, supplemental vacation or civic membership allowances.

Compensatory time practices vary considerably; several jurisdictions do not provide comp time for executive-level employees, while others allow limited accrual in lieu of overtime, often subject to caps. Overall, the data reflects that City Manager compensation packages are largely individualized, negotiated arrangements that combine base salary with vehicle support and select executive-level benefit enhancements. The provided data is summarized in **Exhibit 4L**.

Exhibit 4L | City Manager Comparisons

Executive Compensation Summary: Flowery Branch & Peer Organizations

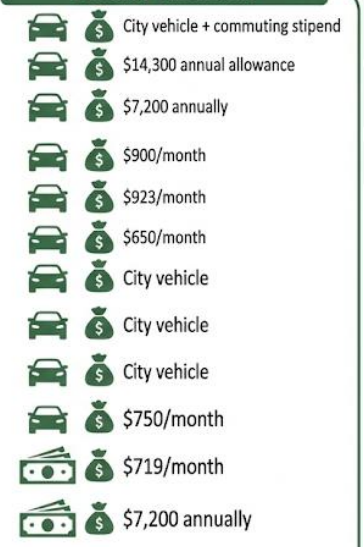
City Manager (CM) Salary



Salary Structure

Buford	Set by Commission
Duluth	Contract
Forsyth County	Negotiated
Gainesville	Negotiated
Hall County	Fully negotiated
Johns Creek	Within salary range
Lawrenceville	Fully negotiated
Milton	Not graded
Oakwood	Fully negotiated
Peachtree Corners	Fully negotiated
Suwanee	Negotiated

Vehicle / Allowance



Additional Executive Benefits & Comp Time

	Additional Executive Benefits	Comp Time Offered?
Buford, GA	100% employer-funded pension	No
Duluth, GA	160 hrs vacation	Yes (80 hr cap)
Forsyth County	Standard benefits	Yes
Gainesville, GA	Cell phone; 6% 457b contribution	Limited
Hall County	Family medical/dental covered	No
Johns Creek, GA	Standard benefits	No
Lawrenceville, GA	Standard benefits	Yes (40 hr cap)
Milton, GA	Standard benefits	No
Oakwood, GA	Company phone	Yes (480 hr cap)
Peachtree Corners, GA	Cell phone; 457f contribution	No
Suwanee, GA	Cell phone allowance	Yes (varies by employee type)

The City's overall benefits package is competitive in several key areas but more conservative in others when compared to peer municipalities. The City demonstrates a strong employer contribution toward health insurance, particularly for employee-only coverage, and provides standard dental, vision, life insurance, long-term disability, and retirement benefits consistent with common public-sector practice. The City also maintains a traditional leave structure with separate sick and vacation accruals, which in aggregate compares favorably to the minority of peers that offer consolidated PTO models.

However, the City offers fewer health plan options than peers, does not provide tuition reimbursement, does not offer longevity pay, and does not provide retiree insurance benefits. Employer retirement contributions are lower than the peer average, though employees are not required to contribute. Leave accrual rates and rollover caps are generally more conservative than peer averages, and short-term disability coverage is employee-paid rather than employer-funded, which differs from common market practice.

MARKET AND BENEFITS SUMMARY

The relative position of a classification's pay range compared to the market should not be interpreted as a direct reflection of actual employee salaries; however, these differences may help explain challenges related to employee recruitment and retention.

The main findings of the market analysis can be summarized as follows:

Comparison with Market Peers	• The pay range comparison to the City's market peers yielded mixed results. Some positions showed positive differentials, while others reflected negative differentials. Approximately half of the positions surveyed were within 10 percent of the market at the midpoint, either above or below. Overall, the City's midpoint is about 7.1 percent below its peers at the 60th percentile.
Range Spreads	• The overall average range spread across market peers surveyed was approximately 57.8 percent, while the average range spread for City positions was 39.1 percent. While the City is roughly aligned with peers at the minimums on average, the City loses that edge in maintaining competitive salaries at the midpoint and maximum points of salary ranges due to narrower range spreads than market peers.
Benefits	• Overall, the City's benefits program reflects a stable and solid core package with strong employer support in health coverage, but with opportunities to enhance competitiveness in areas such as retirement contributions, professional development benefits, and select leave and disability provisions.

The findings presented in the market and benefits chapter play a critical role in shaping the recommendations developed by Evergreen. By clearly establishing the City's compensation position relative to its peer organizations, these results provide the necessary context to inform strategic recommendations that support the City in achieving its desired level of market competitiveness.

05 RECOMMENDATIONS

Following a comprehensive review of the data and information gathered throughout this study, Evergreen developed a series of recommendations designed to strengthen the City's classification and compensation systems. The recommendations are intended to ensure internal equity, reinforce external competitiveness, and support the organization's ability to attract, retain, and reward qualified employees in an increasingly competitive labor market.

This chapter presents findings and recommendations in three major areas: Classification Plan, Compensation Plan, and Plan Administration. Together, they provide a framework for establishing and maintaining a fair, transparent, and sustainable system for managing employee pay and position structure.

CLASSIFICATION RECOMMENDATIONS

A well-designed classification system serves as the foundation of every effective compensation and human resources framework. It defines how work is organized, clarifies reporting relationships, and ensures that similar work is recognized and compensated consistently. A current and accurate classification structure also supports workforce planning, career development, and pay equity across the organization.

Evergreen's classification review focused on determining whether the City's existing titles and job descriptions accurately reflected the work being performed and whether the system provided sufficient consistency and alignment across departments. The analysis relied heavily on data collected through the Job Assessment Tool (JAT), which provided employees with the opportunity to describe their primary duties, decision-making authority, supervisory responsibility, resources managed, technology use, risks, and required knowledge and experience. Supervisors were asked to review and validate these submissions for accuracy and completeness. When JAT data were not available, existing job descriptions were used as reference documents.

The review process allowed Evergreen to evaluate how each position functions in practice and to identify any inconsistencies or outdated information that may affect role alignment, pay decisions, or compliance with the Fair Labor Standards Act (FLSA). There was a high level of participation in the JAT process.

- 90.6 percent of employees completed the JAT
- 91.3 percent of supervisors completed the supervisory review
- 97.7 percent of the classifications received organizational input and review

Finding

The City's internal alignment of positions was found to be generally appropriate in terms of the relative level and nature of work performed. However, there were a limited number of position titles that did not consistently reflect the actual level or scope of work assigned. This misalignment appears to stem, in part, from growth or priority changes over time, and the need to allow for succession planning where appropriate.

The City's recent efforts to review and update job descriptions were noted and are viewed as a positive administrative process; however, further refinement may be needed to define job families and opportunities for employees to grow in their chosen career.

Recommendation 1: Implement a structured classification system and reclassify positions appropriately; provide guidance to department leaders regarding the new classification structure while maintaining central authority within Human Resources.

The City should implement a structured classification system for all employees to clearly define and differentiate position levels for both current and future roles. This system should establish consistent criteria for classification placement and support internal equity, transparency, and long-term sustainability.

Specifically, the City should:

- Adopt a formal classification framework (**Exhibit 5A**) that clearly defines broad classifications based on factors such as scope of responsibility, decision-making authority, complexity, and impact.
- Ensure all positions are aligned with the appropriate classifications and levels based on role and responsibilities, not incumbent service years or compensation history.
- Develop a framework to describe the intent and meaning of each classification and level, noting that this guidance defines classification parameters rather than individual position duties.
- Maintain classification authority within Human Resources and City Manager's offices to ensure consistent application of classification standards.

Exhibit 5A | Proposed Classification Framework

Department	Classification Level	Titles	General Scope of Responsibility
Citywide	Executive Leadership	City Manager	Provides overall executive leadership, strategic direction, policy implementation, and organizational oversight for the City.
	Executive Leadership	Assistant City Manager	Supports executive leadership; oversees departments, major initiatives, and cross-functional operations.
Administration	Department Director	Finance Director; Human Resources Director; Director of Fun; City Clerk	Leads major administrative functions including finance, HR, recreation/programming, and statutory records management. Responsible for policy compliance, operational management, and strategic planning within assigned functional area.
	Managerial	Budget & Purchasing Manager; Accounting / Grant Manager	Manages core financial operations including budgeting, procurement, accounting, and grant administration.

Exhibit 5A | Proposed Classification Framework, Continued

Department	Classification Level	Titles	General Scope of Responsibility
Administration	Coordinator	Tax Coordinator; Purchasing Coordinator; Department of Fun Coordinator	Coordinates specialized programs or operational areas; ensures compliance, workflow oversight, and service delivery.
	Technical / Administrative	Utility Billing Technician I–II; Accounts Payable Technician; Accounts Receivable Technician	Performs transactional financial operations, account management, billing, receivables, and customer service functions.
	Administrative Support	Department of Fun Assistant	Provides clerical, logistical, and program support services.
Municipal Court	Managerial	Court / Police Administrator	Oversees court operations, records management, and coordination between court and law enforcement functions.
	Technical / Administrative	Assistant Municipal Court Clerk	Processes citations, maintains court records, and supports court proceedings and public inquiries.
Planning & Community Development	Department Director	Planning & Community Development Director	Leads planning, zoning, inspections, engineering, and development services operations.
	Professional	Building Official; Civil Engineer; Planner I	Performs professional-level planning, engineering, and code administration responsibilities requiring technical expertise.
	Technical / Inspection	Building Inspector I–II; Permit Clerk / Occupational Tax	Conducts inspections, enforces codes, processes permits, and provides regulatory customer service.
	Administrative Support	Administrative Coordinator	Provides operational and administrative support to department leadership and staff.
Public Safety	Executive Command	Police Chief; Deputy Chief	Provides strategic and operational leadership for the Police Department; oversees departmental policy, compliance, and public safety strategy.
	Command Staff	Operations Division Captain; Support Services Captain; Lieutenant	Manages divisions, operational units, and major program areas; responsible for tactical and administrative oversight.
	First-Line Supervision	Police Sergeant	Directly supervises patrol or investigative personnel; responsible for daily operational oversight.

Exhibit 5A | Proposed Classification Framework, Continued

Department	Classification Level	Titles	General Scope of Responsibility
Public Safety	Sworn Officer	Police Patrolman; Police Investigator	Performs law enforcement, investigative and patrol duties.
	Technical / Specialized	State Certifications Manager; Property & Evidence Custodian / Crime Scene Technician; Code Enforcement Officer	Manages training compliance, evidence handling, forensic processing, and specialized administrative functions, and code enforcement duties.
	Non-Sworn Officer	Uncertified Police	Attends basic law enforcement academy.
Public Works	Department Director	Director of Public Works	Leads infrastructure maintenance, capital improvements, fleet, and public facilities operations.
	Supervisor	Public Works Foreman / Inspector	Supervises field crews; oversees inspection and quality control functions.
	Skilled / Field Operations	Maintenance Worker	Performs roadway, facilities, and infrastructure maintenance activities.
	Supervisor	Senior PW Corrections Supervisor; PW Corrections Supervisor	Oversees inmate labor crews; responsible for safety, compliance, and work program management.
Public Utilities	Department Director	Director of Public Utilities	Leads water and wastewater treatment operations, regulatory compliance, and capital planning.
	Lead / Supervisory	Lead Operator; Maintenance Lead	Oversees daily plant operations or maintenance crews; ensures compliance and operational efficiency.
	Licensed Operator	Operator I–IV; Lab Operator Assistant	Performs water and wastewater treatment operations, or laboratory support duties at progressively higher levels of certification and responsibility.
	Skilled Maintenance	Maintenance Operator I–II	Performs mechanical and infrastructure maintenance of utility systems.
	Entry / Trainee	Operator in Training; Maintenance Trainee	Performs supervised operational, maintenance duties while gaining certification or experience.

Recommendation 2: Update classification titles to reflect appropriate title and level of work.

Establishing consistent, leveled titles that allow for succession planning and align with the role and type of work will improve transparency and support structured advancement pathways. Updated titles should be standardized across departments where appropriate, reflect market norms, and clearly communicate both functional area and organizational level. **Exhibit 5B** includes a listing of the recommended title changes.

Exhibit 5B | Proposed Classification Title Changes

Classification	Recommended Title
Utility Billing Clerk	Utility Billing Technician I
NEW CLASSIFICATION	Utility Billing Technician II
Building & Development Official	Building Official
NEW CLASSIFICATION	Uncertified Police
Investigator - Property & Evidence	Police Investigator
NEW CLASSIFICATION - Police Dept.	Police Deputy Chief
Public Works	Maintenance Worker
Corrections Officer	PW Corrections Supervisor
Corrections Officer Supervisor	Senior PW Corrections Supervisor

Recommendation 3: Conduct annual reviews and updates of job descriptions and Fair Labor Standards Act (FLSA) exemption statuses to ensure continued alignment with duties and responsibilities.

To maintain the accuracy, compliance, and usefulness of its classification system, the City should continue its efforts to review and update job descriptions and formalize this practice through an annual review cycle.

This process should:

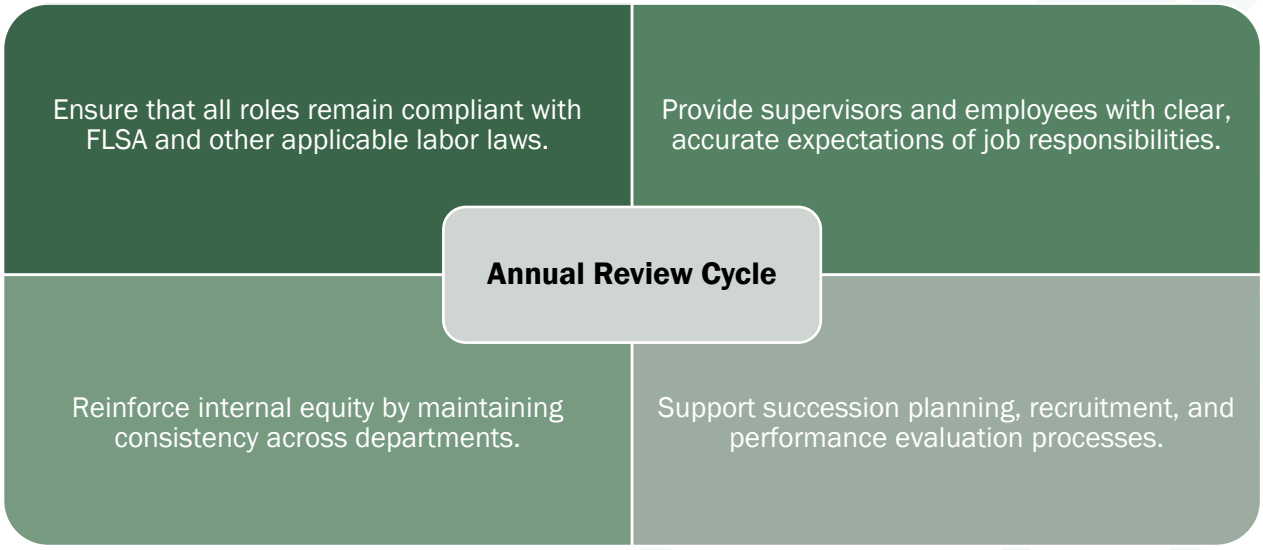
- Confirm that essential duties accurately reflect the work currently performed.
- Reassess FLSA exemption status to account for changes in job duties, regulatory guidance, or organizational structure.
- Incorporate supervisor and Human Resources review to ensure accuracy, consistency, and compliance.

Job duties evolve over time due to organizational changes, technology, and regulatory requirements. Regular job description review supports compliance with the Fair Labor Standards Act, strengthens classification and compensation decisions, and reduces organizational risk. Formalizing this process will help ensure the City's classification system remains current, defensible, and aligned with operational needs.

A simple, structured review process, ideally tied to annual performance cycles, will help sustain the accuracy and defensibility of the City's classification framework over time.

Exhibit 5C identifies tasks that are often supported by implementing an annual review cycle.

Exhibit 5C | Job Description Review Process



COMPENSATION RECOMMENDATIONS

A well-structured compensation system complements a sound classification plan by ensuring that pay levels are equitable, competitive, and aligned with organizational values and objectives. A thoughtfully designed pay structure supports employee motivation, reduces turnover, and reinforces fairness across the workforce.

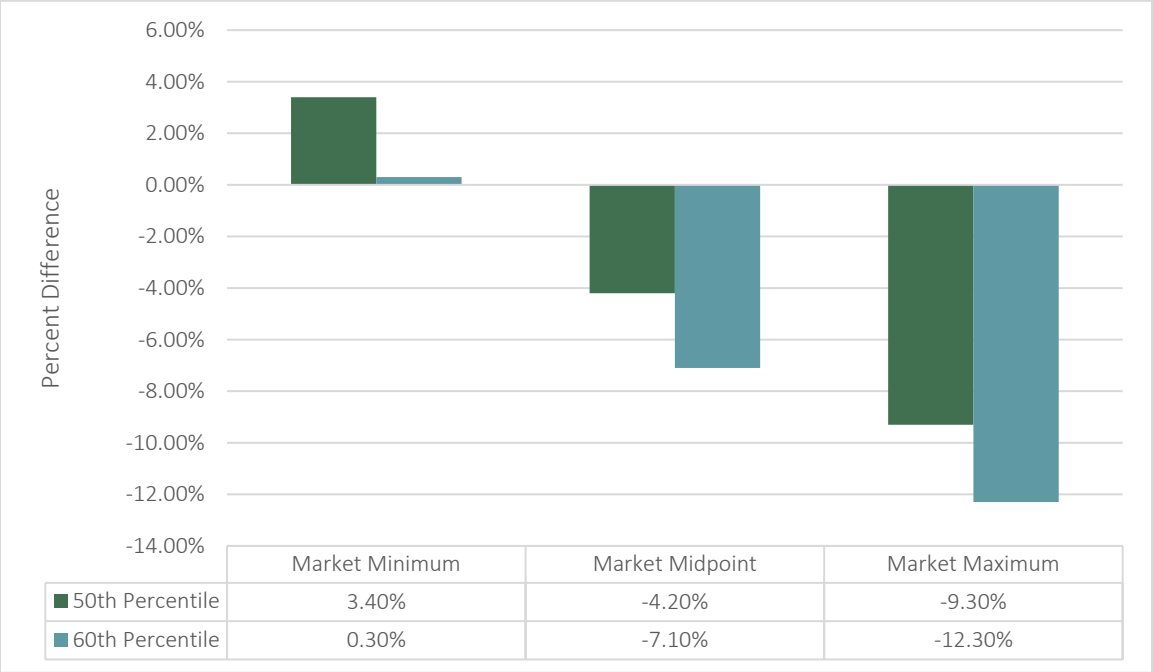
When developing a pay plan, Evergreen evaluates three primary factors, the Assessment of Current Conditions (AOCC) findings, market data, and the organization's compensation philosophy. Findings from the AOCC are first reviewed to assess whether range spreads align with best practices and to identify issues such as pay compression; market data is then analyzed to determine appropriate minimums, maximums, and overall range adjustments needed to stay competitive; and finally, the proposed structure is refined to reflect the organization's compensation philosophy, ensuring alignment with leadership priorities, fiscal responsibility, and long-term talent goals.

Finding

Evergreen evaluated the City's external market position, adjusted for regional cost-of-living differences, at both the 50th percentile (market median) and the 60th percentile of public sector market peers. This analysis provides leadership with a clear understanding of how the City's compensation structure aligns with its competitive labor market and the potential implications of positioning at different target percentiles. Examining multiple market targets allows for informed decision-making regarding recruitment, retention, and overall compensation strategy.

Market analysis, as shown in **Exhibit 5D**, indicated that while the City's salary structure is competitive at the entry level, it falls progressively behind the market at higher points within the ranges. At the 50th percentile, the City is approximately 3.4 percent above market at the minimum, but 4.2 percent below market at the midpoint and 9.3 percent below market at the maximum. When evaluated against the more competitive 60th percentile, the City aligns closely with the market minimum (0.3 percent above), but lags at the midpoint (-7.1 percent) and maximum (-12.3 percent).

Exhibit 5D | City's Market Position at the 50th and 60th Percentile



	Market Minimum	Market Midpoint	Market Maximum
50th Percentile	3.40%	-4.20%	-9.30%
60th Percentile	0.30%	-7.10%	-12.30%

Additionally, the City's average range spread of 39 percent is considerably narrower than the peer average of 57.8 percent, limiting salary growth potential within classifications. This compression within ranges reduces long-term earning opportunity and contributes to competitiveness challenges at the midpoint and maximum. These findings support the recommendation to update the salary pay plans to better align with a 60th percentile market position and to broaden range spreads to improve internal progression and external competitiveness.

The types of work that were generally found to be behind market by more than 10 percent at both the 50th and 60th percentile were maintenance operators, senior level professional, and leadership roles.

Recommendation 4: Maintain the current three plan compensation structure, aligned at the 60th percentile, with a wider range spread to allow for internal growth and to be competitive throughout the pay range.

The updated pay plans are intended to address the City's current organizational and market needs while providing a scalable framework that can adapt to future growth, new classifications, and evolving market conditions.

The proposed structure for all employees is shown in **Exhibit 5E**.

Exhibit 5E | Proposed Pay Plans

GENERAL PAY PLAN

	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
General Pay Plan	101	$41,650.00	$51,021.25	$60,392.50	45.0%	-
	102	$43,732.50	$53,572.31	$63,412.13	45.0%	5.0%
	103	$45,919.13	$56,250.93	$66,582.74	45.0%	5.0%
	104	$48,215.08	$59,063.47	$69,911.87	45.0%	5.0%
	105	$50,625.84	$62,016.65	$73,407.47	45.0%	5.0%
	106	$53,157.13	$65,117.48	$77,077.84	45.0%	5.0%
	107	$55,814.98	$68,373.35	$80,931.72	45.0%	5.0%
	108	$58,605.73	$71,792.02	$84,978.31	45.0%	5.0%
	109	$61,536.02	$75,381.62	$89,227.23	45.0%	5.0%
	110	$64,612.82	$79,150.70	$93,688.59	45.0%	5.0%
	111	$67,843.46	$83,108.24	$98,373.02	45.0%	5.0%
	112	$71,235.63	$87,263.65	$103,291.66	45.0%	5.0%
	113	$74,797.42	$91,626.83	$108,456.26	45.0%	5.0%
	114	$82,277.16	$100,789.52	$119,301.88	45.0%	10.0%
	115	$90,504.87	$110,868.47	$131,232.06	45.0%	10.0%

PUBLIC SAFETY PAY PLAN

	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Public Safety Pay Plan	201	$48,500.00	$59,412.50	$70,325.00	45.0%	-
	202	$55,500.00	$67,987.50	$80,475.00	45.0%	14.4%
	203	$58,275.00	$71,386.88	$84,498.75	45.0%	5.0%
	204	$61,188.75	$74,956.22	$88,723.69	45.0%	5.0%
	205	$64,248.19	$78,704.03	$93,159.88	45.0%	5.0%
	206	$67,460.60	$82,639.23	$97,817.87	45.0%	5.0%
	207	$70,833.63	$86,771.19	$102,708.76	45.0%	5.0%
	208	$74,375.31	$91,109.75	$107,844.20	45.0%	5.0%
	209	$78,094.07	$95,665.24	$113,236.40	45.0%	5.0%
	210	$81,998.78	$100,448.50	$118,898.23	45.0%	5.0%
	211	$86,098.72	$105,470.93	$124,843.14	45.0%	5.0%
	212	$90,403.65	$110,744.47	$131,085.29	45.0%	5.0%

Exhibit 5E | Proposed Pay Plans, Continued

EXECUTIVE PAY PLAN

	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Executive Pay Plan	301	$75,000.00	$91,875.00	$108,750.00	45.0%	-
	302	$82,500.00	$101,062.50	$119,625.00	45.0%	10.0%
	303	$86,625.00	$106,115.63	$125,606.25	45.0%	5.0%
	304	$90,956.25	$111,421.41	$131,886.56	45.0%	5.0%
	305	$95,504.06	$116,992.48	$138,480.89	45.0%	5.0%
	306	$100,279.27	$122,842.10	$145,404.94	45.0%	5.0%
	307	$110,307.19	$135,126.31	$159,945.43	45.0%	10.0%
	308	$121,337.91	$148,638.94	$175,939.97	45.0%	10.0%
	309	$133,471.70	$163,502.84	$193,533.97	45.0%	10.0%
	310	$146,818.87	$179,853.12	$212,887.36	45.0%	10.0%

As shown, the proposed pay plans introduce expanded range spreads from 39 percent to 45 percent, increasing the long-term earning potential within each grade. The midpoint progression is primarily set at five percent between grades and 10 percent at the upper levels of the general pay plan to allow for proper alignment of classifications. In the public safety plan, the initial pay grade of 201 is intended for non-sworn recruit positions with a 19.4 percent midpoint progression to properly align the sworn
patrol officer assigned at pay grade 203. The executive pay plan's midpoint progression varies between five and 10 percent to appropriately align the leadership classifications without creating multiple unassigned grades. A 45 percent range spread allows for more differentiation between developing and proficient employees and improves retention of both experienced and high performing employees.

At this time, Evergreen does not recommend expanding the pay range spread beyond 45 percent. Instead, a two-phased implementation approach is recommended. After the new structure has been in place for two to three years, the City should evaluate the fiscal impact and operational effectiveness of the revised plan and assess the feasibility of expanding range spreads to 50 percent to better align with market practice, without artificially inflating salary bands.

A 50 percent range spread would more appropriately support the size, service complexity, and career progression needs of a municipality of Flowery Branch's size. However, expanding immediately to a 57–60 percent spread, which is more common in larger or more complex organizations, may not be operationally necessary or fiscally sustainable at this time.

Given that the structural changes may affect the perception of fairness and given the employees' request of improved communication and transparency, the City should plan to develop a communication plan that does the following:

- Provides side-by-side examples of old vs. new pay plans
- Explains expanded range spread benefits
- Clarifies how placement decisions were made
- Reinforces long-term growth opportunity within grades

Transparent communication is critical to employee confidence in the new system.

Recommendation 5: Slot all classifications into the appropriate pay grade based on internal equity, hierarchy, and market findings.

All classifications should be slotted into the appropriate pay grades based on the results of the internal classification analysis and the market study.

This process should:

- Reflect the relative level, scope, and complexity of work performed.
- Align positions to pay ranges that are consistent with market value at the 60th percentile.
- Ensure internal equity across similarly situated roles while maintaining appropriate differentiation between levels.

In making these determinations, Evergreen considered both internal equity and external market alignment, applying a linear regression model to identify how internal job value corresponds with market pay levels. This analysis ensured that each position was placed within the structure based on objective, data-driven criteria. In addition to quantitative analysis, qualitative factors such as career progression, organizational hierarchy, and future needs were also considered. **Exhibit 5F** presents the recommended pay grade assignments for all classifications.

Exhibit 5F | Proposed Pay Grade Assignment by Recommended Title

Recommended Title	Proposed Grade
Maintenance Trainee	101
Operator in Training	101
Department of Fun Assistant	102
Maintenance Worker	102
Maintenance Operator I	102
Operator I	102
Maintenance Operator II	103
Operator II	103
Tax Coordinator	104
Utility Billing Technician I	104
Assistant Municipal Court Clerk	104
Operator III	104
Accounts Payable Technician	105
Accounts Receivable Technician	105
Utility Billing Technician II	105
Administrative Coordinator	105
Operator IV	105
Lab Operator Assistant	106
Court / Police Administrator	106
PW Corrections Supervisor	107
Public Works Foreman / Inspector	108
Building Inspector I	108

Exhibit 5F | Proposed Pay Grade Assignment by Recommended Title, Continued

Recommended Title	Proposed Grade
Senior PW Corrections Supervisor	108
Maintenance Lead	108
Department of Fun Coordinator	109
Building Inspector II	109
Permit Clerk/Occupational Tax	109
Purchasing Coordinator	111
Planner I	111
Lead Operator	111
Accounting / Grant Manager	113
Budget & Purchasing Manager	113
Building Official	113
Civil Engineer	115
Uncertified Police	201
Property & Evidence Custodian / Crime Scene Technician	202
State Certification Manager	202
Code Enforcement Officer	202
Police Patrolman	203
Police Investigator	204
Police Sergeant	206
Police Lieutenant	208
Operations Division Captain	210
Support Services Captain	210
Police Deputy Chief	212
City Clerk	302
Director of Fun	307
Human Resources Director	307
Finance Director	308
Planning & Community Development Director	308
Police Chief	308
Director of Public Works	308
Director of Public Utilities	308
Assistant City Manager	309
City Manager	UNG

Implementation Strategy

In collaboration with City leadership, Evergreen evaluated multiple implementation strategies to identify an approach that aligns with the City's compensation philosophy while remaining fiscally sustainable. The selected strategy is designed to be structured, equitable, and transparent, ensuring

consistent application across departments and preserving appropriate internal alignment throughout the transition process.

The City has valued relevant prior experience when determining starting salaries, allowing flexibility to recruit qualified candidates in competitive labor markets. This practice supports talent acquisition and reflects the City's compensation philosophy.

The implementation strategy should preserve this approach by allowing placement within the salary range based on directly related experience, certifications, and qualifications rather than defaulting to minimum placement. Placement should also avoid relying solely on a time-parity approach, ensuring compensation decisions reflect experience, competency, and market value.

Based on discussions with City leadership, Evergreen recommends that individual employee salaries be transitioned according to the following methodology:

- Employees below the new minimum will be adjusted upward to at least the new minimum of the assigned grade.
- Employees currently within the new range will be placed at the closest comparable compa-ratio position to maintain internal equity and preserve their relative position within the structure.
- Employees above the new maximum, if any, will be red-circled and held at their current rate until range movement or future adjustments bring them back within the band.

This cross-walk approach ensures no employee experiences a reduction in pay, maintains equitable salary relationships across the workforce, and supports a defined transition to the updated compensation framework.

The City Manager's position is often a contracted position with a negotiated salary. Considerations for this position's salary should be a balanced evaluation of external market competitiveness, the individual's demonstrated executive experience, and internal alignment within the City's compensation structure. As the chief administrative officer, the position must be appropriately differentiated from all other classifications to reflect its scope of authority, organizational accountability, and strategic responsibility. In addition to benchmarking against comparable municipalities, the City should ensure the City Manager's salary maintains clear separation from the highest-paid professional or department director role to avoid compression and preserve organizational hierarchy.

Recommended Considerations:

- Market Alignment: Position the City Manager's salary at or above the targeted market percentile (e.g., 60th percentile) of comparable municipalities adjusted for size, complexity, and service scope.
- Internal Equity: Maintain a minimum differential of 10–15 percent above the highest-paid non-elected professional position (e.g., Assistant City Manager, Director or Police Chief) to preserve appropriate executive distinction and reduce compression risk.
- Formula-Based Safeguard: Establish a policy that the City Manager's base salary shall not fall below a defined percentage (e.g., 10–15 percent) above the highest paid department director or executive-level classification, with automatic review if subordinate salaries are adjusted.
- Cost of Living Adjustments: Ensure the City Manager receives cost-of-living adjustments consistent with those provided to other executive leadership positions to maintain structural alignment over time.

This structured, formula-driven approach promotes transparency, preserves organizational hierarchy, and supports long-term market competitiveness.

For purposes of this study and the development of budget projections, the City Manager's salary has been adjusted using a formula-based approach to ensure it is maintained at a minimum of 10 percent above the highest paid executive leadership position. This methodology preserves appropriate hierarchical separation, minimizes compression risk, and supports internal structural integrity within the pay plan.

Recommendation 6: Utilize a compa-ratio based implementation approach to adjust employee salaries within the existing pay structure to maintain employees' relative placement, reinforce internal equity, and maintain alignment with the the City's compensation philosophy and fiscal capacity.

Based on the internal discussions with City leadership, the compa-ratio method with an implementation cap to adjust for the expanded pay range, is recommended and described in **Exhibit 5G**.

Exhibit 5G | Compa-Ratio Implementation Strategy

Compa-Ratio
Estimated Cost: $368,000

- Maintains employees' relative position to midpoint in their current pay grade. Allows for salary placement with considerations for both experience and performance to be maintained in the new system. Given the widened ranges, an adjustment cap is recommended to prevent unintended inflation of salaries.

COMPENSATION AND CLASSIFICATION ADMINISTRATION

Any organization's compensation and classification system requires periodic maintenance to remain effective. The recommendations in this chapter were developed based on the conditions present at the time of the study. Without regular updates, the system may become outdated and less competitive, increasing the risk of recruitment and retention challenges over time.

Recommendation 7: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and adjust pay grade assignments if necessary.

While the overall pay plan is unlikely to require adjustment for several years, certain classifications may need more frequent review. If the City experiences high turnover or recruitment challenges for specific roles, it should proactively collect salary range data from peer organizations to assess whether a pay grade adjustment is warranted for those classifications. This targeted approach ensures the City can remain responsive to labor market changes without overhauling the entire pay structure.

Recommendation 8: Conduct a comprehensive classification and compensation study every three to five years.

While small-scale salary surveys can help improve the market position of specific classifications, it is recommended that the The City conduct a comprehensive classification and compensation study every three to five years. This periodic review is essential to maintaining both internal and external equity, as even small changes in job duties, market conditions, or compensation practices can compound over time. Failing to respond to these changes in a timely manner may negatively impact the City's ability to recruit and retain high-quality employees.

Recommendation 9: Review and revise the City's policies and practices for determining salaries of newly hired employees, managing salary progression within the pay plan, and setting the salaries for current employees who are promoted, demoted, or transferred to a different classification.

While the previous two recommendations focus on preserving the overall competitiveness of the classification and compensation structure, it is equally important to establish clear procedures for evaluating and ensuring equitable pay practices for individual employees. This ensures consistency, transparency, and fairness in compensation decisions at the individual level.

An organization's approach to progressing employee salaries within a pay plan as well as to setting salaries for new hires, promotions, demotions, and transfers should be guided by a clearly defined compensation philosophy that is reflective of the organization's values and operational priorities. This philosophy serves as the foundation for consistent pay decisions and ensures that salary actions are both equitable and strategically aligned with organizational goals.

It is essential for the City to establish clear, consistent guidelines for each pay action scenario to promote fairness, transparency, and accountability across the workforce. These guidelines should outline how employee movement within ranges is determined, how new hire offers are set, and how pay is adjusted when employees assume new or different roles. Consistent application of these standards will support internal equity, minimize pay disparities, and reinforce employee trust in the compensation system.

Common and recommended practices for establishing and progressing employee salaries are outlined below.

New Hires

A new employee's starting salary should primarily reflect the extent of education and experience the individual possesses beyond the minimum requirements for the position. Typically, candidates who meet only the minimum qualifications are hired at or near the pay grade minimum. To ensure consistency and fiscal accountability, the City should establish a threshold that sets the maximum percentage above the minimum salary that can be offered to such candidates without additional approval.

Similarly, a separate threshold should be defined as the maximum starting salary that can be offered to candidates with significantly more education and/or experience than required, commonly capped at the midpoint of the pay range. Any offer exceeding this threshold should require formal approval.

Once the City has completed the initial implementation adjustment for current employees, internal equity should be a guiding factor when setting new hire salaries. Starting pay for new employees should be comparable to that of existing employees in the same classification who possess similar qualifications and experience, ensuring fairness and maintaining equity across the workforce.

Salary Progression

The City should continue to adjust salaries annually when financially feasible. Evergreen recommends that the basis of salary adjustment in the future be done at three distinct levels: Structural, Classification, and Individual. These levels are discussed below in **Exhibit 5H**.

Exhibit 5H | Levels of Compensation Adjustments



Structural
Pay ranges should be adjusted annually to account for changes in the cost of living. Evergreen recommends that the City tie annual range adjustments to the local change in the Consumer Price Index (CPI). This practice will help prevent the City's pay structure from falling behind market trends. When conducting the small-scale peer surveys referenced above, the City should also gather information on pay plan adjustments and anticipated movements from its peers to ensure that market trends remain consistent with CPI changes.



Classification
As a result of the market surveys, the City may identify classifications or job families that are experiencing considerable market movement and as a result, reassignment of the pay grades should be considered when this occurs. Alternatively, if the City identifies classifications that have become hard to recruit and retain, pay grade reassignment should also be considered to ensure the City is competitive for both recruiting new talent and retaining existing employees.



Individual
To tie into the adjustment of the structure, Evergreen recommends the City adjust employee salaries annually for cost-of-living. This adjustment would be made for all employees and should be greater than the structural adjustment to allow for meaningful progression through the pay range. For example, if the salary range is adjusted upward by two percent to account for market movement, employees should receive an increase slightly above that threshold to avoid remaining static within the range.

Promotions

When an employee is promoted to a new classification, it is important to have clear guidelines for calculating the new salary in a way that recognizes the employee's increased responsibilities, places the salary appropriately within the new pay grade, and maintains internal equity among peers in the new classification. Many organizations establish a minimum percentage increase tied to the number of pay grades advanced through the promotion. Depending on the increase in levels or movement to a managerial/leadership position the percent of increase is commonly between five and ten percent. Regardless of the specific increase, the employee's new salary should always fall within the range of the new pay grade, and salary placement should reflect both the employee's qualifications and the compensation of others in the same classification to ensure fairness and consistency.

Demotions

When an employee is demoted to a position assigned to a lower pay grade, the salary should be adjusted to reflect the reduced level of responsibility while maintaining fairness and internal consistency. In most cases, the employee's pay should decrease appropriately within the range of the lower classification. The specific adjustment may vary depending on whether the demotion is voluntary

or involuntary, as well as the employee's experience and performance history. However, the resulting salary should not exceed the maximum of the new pay range. Clear, consistent guidelines for handling demotions help preserve equity across the organization and ensure that pay decisions remain objective and transparent.

Transfers

A transfer occurs when an employee is reassigned to a different classification within the same pay grade or when their classification remains the same but their department changes. In most cases, a transfer does not require a salary adjustment, as the employee's role and pay grade remain unchanged. However, a salary adjustment may be warranted if the employee's current salary is not aligned with the salaries of others in the new classification or department. In such cases, the City should consider adjusting either the transferring employee's salary or the salaries of incumbents in the classification to maintain internal equity within the new team or organizational structure.

Existing Incentive Policy Review

The City currently maintains two department-specific incentive policies, one within the Finance Department and one within the Public Utilities Department, designed to encourage professional development, licensure attainment, and process improvement. Evergreen reviewed both policies to evaluate alignment with public-sector best practices, internal equity considerations, and long-term fiscal sustainability within the City's broader compensation framework.

Finance Department Incentive Policy:

The Finance Department Training Incentive Program is well-intentioned and aligned with best practices encouraging professional development, process improvement, and employee engagement. Offering structured certification-based pay incentives is particularly consistent with practices in Georgia local governments that recognize UGA Carl Vinson Institute programs and related municipal finance certifications. However, the current policy would benefit from formalization, clarification, and alignment with broader City compensation and HR policy to ensure sustainability, equity, and administrative consistency.

1. Formalize the Policy at the City Level (Not Department-Only)

The program appears to be department-specific and administratively informal. Certification pay policies should be standardized and approved through formal HR and budget processes to ensure consistency and avoid internal equity issues.

The City should consider the following:

- Incorporate this incentive structure into a formal City-wide training and certification pay policy, even if initially limited to Finance.
- Define whether certification increases are permanent base salary adjustments or one-time incentives.
- Clarify whether similar programs exist or may be developed in other departments (e.g., Public Works, Utilities, Police certifications).

2. Clarify Whether Increases Are Additive and Capped

The policy provides 2 percent for Level 1 and 3 percent for Level 2. However, it does not clarify whether increases are cumulative, apply to base salary permanently, or if there is a cap on certification-based

increases. Most municipalities cap certification incentive pay to prevent long-term structural compression.

The City should consider:

- Stating that increases are cumulative and permanently added to base pay (if intended), OR
- That certification pay is capped at a maximum percentage (e.g., 5–7% total certification pay).

3. Address Range Placement and Compression Risk

A percentage-based increase could push employees near or above range maximums or create compression with supervisors. To align with compensation best practices and prevent compression, the City should consider adding language that states:

- Certification increases cannot exceed the pay range maximum.
- If an employee is at maximum, a one-time bonus or lump-sum incentive may be paid instead.

4. Consider Service Commitment Requirement
Many municipalities require a 12 to 24-month service commitment after certification or repayment if employee leaves shortly after City-funded training. The City should consider adding a reimbursement or retention clause for City-paid training expenses.

5. Align With Broader Professional Development Strategy
This policy could be strengthened by integrating it into a broader professional development framework:

- Define eligible certifications.
- Clarify tuition reimbursement parameters.
- Identify budget funding source.
- Ensure alignment with performance evaluation process.

The Finance Incentive Policy also includes an informal offering for employees that identify and implement a process improvement that results in department efficiencies. The intent behind this incentive appears to be to encourage teamwork and process improvement. Recognizing employees who collaborate to enhance efficiency or customer service reinforces innovation and engagement. However, the current approach is informal and subjective, which could lead to inconsistent application or perceptions of favoritism if the City intends to continue offering this type of reward.

If the City wishes to maintain this incentive, it is recommended that it adopt a simple, clearly defined framework. This does not need to be overly formal, but it should outline: (1) eligibility criteria (e.g., idea must be documented, cost-neutral or cost-saving, and approved by department leadership), (2) a basic evaluation process (e.g., brief written submission reviewed by the Department Director and HR or City Manager), and (3) a standardized reward structure (e.g., modest one-time recognition award, team lunch within a defined dollar limit, or documented recognition). Establishing minimal parameters will preserve flexibility while ensuring fairness, budget control, and consistency with public-sector accountability standards.

Public Utilities Training Incentive

The intent of this policy is sound and consistent with public sector best practices in utilities operations. Incentivizing licensure advancement strengthens regulatory compliance, supports operational redundancy, and improves long-term succession planning, particularly important in water and wastewater systems where certified operators are required for plant operations and future upgrades.

Providing financial incentives for license attainment is common among Georgia municipalities and is generally viewed as a strong recruitment and retention tool. However, aspects of the policy would benefit from clarification and structural refinement to ensure consistency, equity, fiscal sustainability, and defensibility.

1. Clarify whether the $1.00 per hour increase is capped
The policy states that each qualified license earns a $1.00 per hour increase but does not clarify:

- Whether there is a cap on total certification pay
- Whether increases are permanent base pay adjustments
- Whether increases are subject to pay range maximums

The City should consider adding language to the policy that addresses the following:

- Clearly state that certification increases are cumulative up to a defined cap (e.g., $3–$5 per hour total certification premium).
- Specify that certification pay cannot exceed the pay range maximum; if at maximum, consider lump-sum alternatives.
- Confirm that increases are permanently incorporated into base pay (if intended).

2. Reduce Subjectivity in “Selected Individuals” Language
Several licenses are described as being for “only selected individuals and based on annual performance evaluations.” While operational discretion is appropriate, this language is vague and potentially subjective.

The City should consider replacing vague language with clearer criteria such as:

- Licenses tied to operational need or staffing plan
- Eligibility based on satisfactory performance rating
- Approval by Director of Public Utilities
- Budget availability

This would establish objective eligibility standards and ensure fairness and defensibility.

3. Separate Employment Requirements from Incentives
The requirement that new hires obtain a Class 3 Wastewater license within two years is appropriate. However, linking reclassification or termination to annual performance evaluations introduces ambiguity. The City may wish to consider the following:

- Clarify that licensure within two years is a condition of employment.
- Specify the consequence clearly (e.g., reassignment if available, or separation if minimum qualifications are not met).
- Separate licensure compliance from performance review scoring.

4. Standardize Test Payment Provisions
The policy outlines payment for first three attempts for Class 3 and two attempts for other licenses. This requirement is reasonable but should be:

- Applied consistently
- Clarified whether it includes study materials, prep courses, or travel
- Paired with a service commitment clause (e.g., repayment if employee leaves within 12 months of City-funded testing)

5. Align with Pay Plan Structure

To align with the broader compensation framework:

- Certification pay should be reflected either as a structured certification premium (e.g., added to base pay) or as a defined specialty pay component.
- Consider integrating license attainment into the classification structure (e.g., Operator I, II, III tied to required licenses) to reduce reliance on flat-dollar incentives alone. When pay plans or pay grade adjustments are made, determine if incentives are still appropriate or should be adjusted so that compensation is not inflated or undervalued compared to market.

The City's policy aligns with many municipalities in Georgia that often combine:

- Leveled classifications tied to license level
- Certification premiums
- Promotional opportunities tied to advanced licensure

6. Define Maintenance Certifications More Clearly

Maintenance licenses are listed but lack detail regarding:

- Required vs. optional credentials
- Associated pay impact
- Operational need criteria

The City should review and develop a short appendix listing recognized certifications and associated incentive amounts.

Both incentive programs reflect a positive commitment to employee development and operational excellence. With modest refinements to improve clarity, consistency, and alignment with the City's compensation philosophy, these policies can continue to serve as effective tools for recruitment, retention, and workforce development while maintaining appropriate governance and fiscal oversight.

SUMMARY

The City should be commended for its commitment to providing competitive and equitable compensation for its employees. The recommendations outlined in this report establish an updated, market-responsive pay plan, along with internally and externally equitable pay grade assignments and sound system administration practices. Together, these elements will equip the City with a sustainable and adaptable compensation and classification system for the future. While maintaining this system will require ongoing effort and attention, the long-term benefits, including enhanced recruitment, improved retention, and greater organizational consistency, will make this investment both strategic and worthwhile.

CITY OF FLOWERY BRANCH CITY COUNCIL

EXECUTIVE SUMMARY

SUBJECT: **FY2026 Delinquent Property Tax Write-off**

DATE: **June 18, 2026**

COUNCIL ACTION REQUESTED ON: **June 18, 2026**

BUDGET INFORMATION:
N/A

PURPOSE: To write off delinquent property taxes for tax years 2018 and earlier and to seek Council guidance on issuing tax liens or conducting tax sales on currently (prior to 2025) delinquent property taxes.

HISTORY: Historically, the City has not written off delinquent property taxes, filed FiFas (tax liens), or conducted property tax sales on delinquent properties. Delinquent property taxes older than seven years cannot be collected under state law.

FACTS & ISSUES: Ordinance No. 764, approved 09/18/2025, established the tax year 2025 millage rate and also established procedures for collecting delinquent taxes. Section 6 and 7, stated below, discuss the procedures for collecting delinquent taxes.

SECTION 6. NOTICE, ISSUANCE OF FI. FA. AND LEVY AND SALE TO COLLECT PAST DUE AND DELINQUENT AD VALOREM TAXES.
A past due and delinquent tax notice shall be mailed by the Mayor, City Manager, or other duly authorized agent of the City of Flowery Branch, Georgia to all owners of property subject to taxation who have not paid the tax due on or before the sixty-first (61st) day after the postmark on said tax bills. The past due and delinquent tax notice shall be sent by certified or registered mail, return receipt requested. Upon failure to pay the tax due within thirty days of the return receipt of the past due and delinquent tax notice sent by certified or registered mail, the Mayor, the City Manager, or other duly authorized agent of the City of Flowery Branch, Georgia shall cause a writ of fieri facias to be issued and recorded on the appropriate tax digest of the City of Flowery Branch, Georgia or on the general execution docket of Hall County. The City of Flowery Branch shall be entitled to assess the expenses of issuing and recording a writ of fieri facias, not to exceed $30.00, incurred due to the failure of the owner (taxpayer) to pay the ad

valorem taxes owed. All property of a taxpayer subject to said writ shall be subject to levy and sale in accordance with the provisions for sheriff's sales to secure payment of the past due and the delinquent ad valorem taxes, or through any other foreclosure procedure allowed under Georgia Law including, but not limited to the procedure set out by O.C.G.A. Section 48-4-75, et seq. The City of Flowery Branch, Georgia shall also be entitled to assess the expenses of any tax foreclosure sale, including attorney's fees, which the City of Flowery Branch, Georgia incurred due to the failure of the owner (taxpayer) to pay the ad valorem taxes owed.

SECTION 7. PROCEDURE FOR COLLECTION OF PAST DUE AND DELINQUENT AD VALOREM TAXES FOR THE YEARS PRIOR TO 2025.
For all past due and delinquent ad valorem taxes for the years prior to the calendar year 2025, which are due and owing to the City of Flowery Branch, Georgia by delinquent taxpayers, the City of Flowery Branch, Georgia, through a duly authorized agent which may be, but is not limited to, the Mayor, the City Manager, or other authorized agent, shall send a past due and delinquent tax notice by mail to all owners of property subject to taxation for the calendar years. This past due and delinquent tax notice shall be sent to all delinquent taxpayers by certified or registered mail, return receipt requested. Upon failure to pay the tax due within sixty (60) days of the return receipt of the past due and delinquent tax notice sent by certified or registered mail, the Mayor, the City Manager, or other properly authorized agent of the City of Flowery Branch, Georgia shall cause a writ of fieri facias to be issued and recorded on the appropriate tax digest of the City of Flowery Branch, Georgia or on the general execution docket of Hall County. All property of a taxpayer subject to said writ shall be subject to levy and sale in accordance with the provisions for sheriff's sales to secure payment of the past due and the delinquent ad valorem taxes, or through any other foreclosure procedure allowed under Georgia Law including, but not limited to the procedure set out by O.C.G.A. Section 48-4-75, et seq. The City of Flowery Branch, Georgia shall also be entitled to assess the expenses of any tax foreclosure sale, including attorney's fees, which the City of Flowery Branch, Georgia incurred due to the failure of the owner (taxpayer) to pay the ad valorem taxes owed."

Attached is the Write-off report, Write-off summary, Ordinance No.764 and anticipated tax sale steps/timeline.

OPTIONS:
1) Approve Resolution 26-012 to write off delinquent property taxes older than seven years, file FiFas (tax liens), and proceed with any necessary tax sales; or
2) Approve Resolution 26-012 to write off delinquent property taxes older than seven years and issue FiFas (tax liens); or
3) Deny Resolution 26-012.

RECOMMENDED SAMPLE MOTION: I move to approve Resolution 26-012 to write off delinquent property taxes older than seven years, file FiFas, and proceed with any necessary tax sales.

DEPARTMENT: Finance
PREPARED BY: Matthew Hamby, Finance Director

ORDINANCE NO. 764

AN ORDINANCE TO FIX THE AD VALOREM TAX RATE FOR THE CITY OF FLOWERY BRANCH, GEORGIA FOR THE TAX YEAR 2025 AND THE FISCAL YEAR OF 2026; TO LEVY SAID TAX UPON ALL PROPERTY SUBJECT TO TAXATION BY THE CITY OF FLOWERY BRANCH, GEORGIA; TO PROVIDE FOR THE TIME OF PAYMENT OF SAID TAXES; TO PROVIDE FOR INTEREST AND PENALTIES FOR THE FAILURE TO PAY TAXES; TO PROVIDE FOR AN ADMINISTRATIVE PROCEDURE FOR THE COLLECTION OF DELINQUENT AD VALOREM TAXES; TO PROVIDE AN ADMINISTRATIVE PROCEDURE FOR THE COLLECTION OF DELINQUENT AD VALOREM TAXES FOR YEARS PRIOR TO 2025; TO REPEAL CONFLICTING ORDINANCES TO THE EXTENT OF ANY CONFLICT; FOR SEVERABILITY; AND, FOR ALL OTHER LAWFUL PURPOSES.

WHEREAS the City of Flowery Branch, Georgia is authorized to assess, levy and collect an ad valorem tax for the purpose of raising revenue to defray the costs of operating the city government, providing governmental services, for the repayment of principal and interest on general obligations, and for all other lawful public purposes; and,

WHEREAS the City of Flowery Branch, Georgia is authorized to establish for said tax a millage rate, a due date and in what length of time said tax must be paid; and,

WHEREAS; the City of Flowery Branch, Georgia is authorized to provide for interest and penalties for unpaid taxes and the collection of delinquent taxes.

WHEREAS, the City of Flowery Branch caused the Public Notice required by O.C.G.A. Sec. 48-5-32.1(c)(2) to be advertised in a newspaper of general circulation and on the city's website at least one week prior to each hearing; and

NOW THEREFORE the Council of the City of Flowery Branch hereby ordains as follows:

SECTION 1. GROSS MILLAGE RATE.

The ad valorem tax rate for the City of Flowery Branch, Georgia for the tax year 2025 and for the 2026 fiscal year for the City of Flowery Branch, Georgia based upon an estimated total valuation by the tax assessors of Hall County of property subject to ad valorem taxation by the City of Flowery Branch, Georgia is hereby set at a gross millage of 5.425 mills.

SECTION 2. CALCULATION AND PURPOSE OF NET MILLAGE RATE.

Upon dividing the net property value of $1,235,792,789 into the total receipts of the local option sales tax for the 2025 tax year, which is $2,692,087 provides a total roll back of 2.178 mills. Subtracting the total roll back of 2.178 mills from the gross millage rate of 5.425 mills

provides for a net millage rate of 3.247 mills to be levied on each $1,000 of taxable property within the corporate limits for the purpose of raising revenue:

a) to defray the cost of operating the city government;

b) to provide governmental services;

c) for the repayment of principal and interest on general obligations; and/or,

d) any other public purpose.

SECTION 3. 2024 AD VALOREM TAX LEVY.

There is hereby levied upon all property subject to ad valorem taxation by the City of Flowery Branch, Georgia, an ad valorem tax for the year 2025 of 3.247 mills on each $1,000 of value of taxable property.

SECTION 4. DUE DATE OF TAX.

The said tax imposed is due and payable upon receipt of a tax notice mailed to each owner of the property subject to taxation. In any event, all taxes due under this Ordinance shall be paid no later than the one hundred twentieth (120^{th}) day after the postmark of said tax bills, without penalty.

SECTION 5. INTEREST AND PENALTIES ASSESSED.

(A) In any instance in which any person willfully fails to pay within 120 days of the date when due, any ad valorem tax owed, such person shall pay, in absence of a specific statutory civil penalty for failure, a penalty of five percent (5%) of the amount of tax due and not paid at the time such penalty is assessed with interest as specified in this section. After 120 days from the imposition of the initial penalty, an additional penalty of five percent (5%) of any tax amount remaining due shall be imposed, together with interest as specified in this section. Should any tax amount remain due 120 days after such date, a penalty of five percent (5%) shall be imposed, together with interest as specified in this section. The aggregate amount of penalties shall not exceed an amount equal to twenty (20%) of the principal amount of the tax originally due. These penalties shall not, however, apply in the case of:

(1) Ad valorem taxes of $500.00 or less on homestead property as defined in Part 1 of Article 2 of Chapter 5 of Title 48 of the Official Code of Georgia Annotated; or

(2) With respect to tax year 1986 and future tax years, ad valorem taxes of any amount on homestead property as defined in Part 1 of Article 2 of Chapter 5 of Title 48 of the Official Code of Georgia Annotated, if the homestead property was during the tax year acquired by a new owner who did not receive a tax bill for the tax year and who immediately before acquiring the homestead property

resided outside the State of Georgia and if the taxes are paid within one year following the due date.

(B) Taxes owed the city shall bear interest at an annual rate equal to the bank prime loan rate as posted by the Board of Governors of the Federal Reserve System in statistical release H. 15 or any publication that may supersede it, plus three percent (3%), to accrue monthly. Such annual interest rate shall be determined for each calendar year based on the first weekly posting of statistical release H. 15 on or after January 1 of each calendar year. Interest shall begin to accrue from the date the tax is due until the date the tax is paid. For the purpose of this section, any period of less than one month shall be considered one month.

SECTION 6. NOTICE, ISSUANCE OF FI. FA. AND LEVY AND SALE TO COLLECT PAST DUE AND DELINQUENT AD VALOREM TAXES.

A past due and delinquent tax notice shall be mailed by the Mayor, City Manager, or other duly authorized agent of the City of Flowery Branch, Georgia to all owners of property subject to taxation who have not paid the tax due on or before the sixty first (61st) day after the postmark on said tax bills. The past due and delinquent tax notice shall be sent by certified or registered mail, return receipt requested. Upon failure to pay the tax due within thirty days of the return receipt of the past due and delinquent tax notice sent by certified or registered mail, the Mayor, the City Manager, or other property duly authorized agent of the City of Flowery Branch, Georgia shall cause a writ of fieri facias to be issued and recorded on the appropriate tax digest of the City of Flowery Branch, Georgia or on the general execution docket of Hall County. **The City of Flowery Branch shall be entitled to assess the expenses of issuing and recording a writ of fieri facias, not to exceed $30.00, incurred due to the failure of the owner (taxpayer) to pay the ad valorem taxes owed.** All property of a taxpayer subject to said writ shall be subject to levy and sale in accordance with the provisions for sheriff's sales to secure payment of the past due and the delinquent ad valorem taxes, or through any other foreclosure procedure allowed under Georgia Law including, but not limited to the procedure set out by O.C.G.A. Section 48-4-75, et seq. The City of Flowery Branch, Georgia shall also be entitled to assess the expenses of any tax foreclosure sale, including attorney's fees, which the City of Flowery Branch, Georgia incurred due to the failure of the owner (taxpayer) to pay the ad valorem taxes owed.

SECTION 7. PROCEDURE FOR COLLECTION OF PAST DUE AND DELINQUENT AD VALOREM TAXES FOR THE YEARS PRIOR TO 2025.

For all past due and delinquent ad valorem taxes for the years prior to the calendar year 2025, which are due and owing to the City of Flowery Branch, Georgia by delinquent taxpayers, the City of Flowery Branch, Georgia, through a duly authorized agent which may be, but does not have to be, the Mayor, the City Manager, or other authorized agent, shall send a past due and delinquent tax notice by mail to all owners of property subject to taxation for the calendar years. This past due and delinquent tax notice shall be sent to aid delinquent by certified or registered mail, return receipt requested. Upon failure to pay the tax due within sixty (60) days of the return receipt of the past due and delinquent tax notice sent by certified or registered mail, the Mayor, the

City Manager, or other properly duly authorized agent of the City of Flowery Branch, Georgia shall cause a writ of fieri facias to be issued and recorded on the appropriate tax digest of the City of Flowery Branch, Georgia or on the general execution docket of Hall County. All property of a taxpayer subject to said writ shall be subject to levy and sale in accordance with the provisions for sheriff's sales to secure payment of the past due and the delinquent ad valorem taxes, or through any other foreclosure procedure allowed under Georgia Law including, but not limited to the procedure set out by O.C.G.A. Section 48-4-75, et seq. The City of Flowery Branch, Georgia shall also be entitled to assess the expenses of any tax foreclosure sale, including attorney's fees, which the City of Flowery Branch, Georgia incurred due to the failure of the owner (taxpayer) to pay the ad valorem taxes owed."

SECTION 8. REPEAL OF CONFLICTING ORDINANCES TO THE EXTENT OF THE CONFLICT.

Any part of any prior ordinances, in conflict with the terms of this Ordinance, are hereby repealed to the extent of the conflict; but it is hereby provided, that any ordinance or law which may be applicable hereto and aid in carrying out and making effective the intent, purpose and provisions hereof, is hereby adopted as a part hereof and shall be legally construed to be in favor of upholding this Ordinance on behalf of the City of Flowery Branch, Georgia.

SECTION 9. SEVERABILITY.

If any paragraph, subparagraph, sentence, clause, phrase or any portion of this Ordinance shall be declared invalid or unconstitutional by any court of competent jurisdiction or if the provisions of any part of this Ordinance as applied to any particular situation or set of circumstances shall be declared invalid or unconstitutional, such invalidity shall not be construed to affect the portions of this Ordinance not so held to be invalid, or the application of the Ordinance to other circumstances not so held to be invalid. It is hereby declared to be the intent of the City Council of the City of Flowery Branch to provide for separate and divisible parts, and it does hereby adopt any and all parts hereof as may not be held invalid for any reason.

SO ORDAINED this 18th day of September, 2025.

_____
Edward R. Asbridge, Mayor

ATTEST:

_____
Shelia R. Cooper, City Clerk

APPROVED AS TO FORM:

_____
Ted Baggett, City Attorney

October 1- Mail real and personal property tax statements

December 31 – Property taxes are due

January 1- Interest is added on unpaid bills (interest is based on prime banking rate as of January 1 plus 3% and is added on the first of each month)

First week of January – Mail first delinquent letter notice, due by January 30

First week of February – Mail letter with intent to FiFa, due by February 28

April 30- 5% Penalty is applied to unpaid tax accounts (a penalty of 5% of base tax will add again every 120 days from due date, until a maximum of 20% is reached. Interest will also be adding on the first of each month).

May 1- Fifa is filed in the Hall County Clerk's Office on each delinquent account.

May 30 – Turn over unpaid account to tax service to start levy process so we can take property to tax sale.

First Tuesday in August- Would be our sale date. The tax service will have to follow certain laws and perform a title search to make sure everyone that has interest in the property is notified. Their time frame should be complete around August first. The sale has to take place on the first Tuesday of the month. The tax service fee will also be added to the taxpayer's account, so the city would not be out any money.

A FiFa is only good for seven years, unless it is renewed before the seven years ends.

As of today, the City has not filed any FiFas on unpaid accounts, but now that the City is growing it is getting to the point where we need to be filing FiFas. Filing a Fifa also assist closing attorneys with finding unpaid taxes owed on property. With this info, they can collect the unpaid taxes at the time of closing on the sale of property.

Note

In Georgia, the issuance of a tax fieri facias (fi. fa.) or tax execution is primarily governed by **O.C.G.A. § 48-3-3**. This code section establishes that the local tax commissioner can issue an execution against a delinquent taxpayer **30 days** after giving written notice of the unpaid taxes. [1]

Key Timing and Code Details

- **Issuance Timeframe:** For real property, a tax fi. fa. cannot be issued until at least 30 days have elapsed since the taxpayer was notified. For personal property, notice may not be required, allowing the execution to be issued on the day immediately following the due date. [1, 2, 3]
- **Duration & Expiration:** Once recorded, tax fi. fa. liens have a standard life of **7 years** in Georgia, though state tax executions filed by the Department of Revenue are valid for **10 years**. [1, 2, 3, 4, 5]
- **Redemption Period:** If the fi. fa. escalates to a tax sale of your property, you generally have a **12-month** statutory period from the date of the sale to redeem the land. [1]

Collection On Personal Property Taxes

As of today, a listing of all personal property taxes is sent to the Business License office. The taxpayer's business license is not issued until all unpaid taxes are paid current.

TITLE 48 - REVENUE AND TAXATION
CHAPTER 3 - TAX EXECUTIONS
§ 48-3-21 - Statute of limitations for tax executions

O.C.G.A. 48-3-21 (2010)
48-3-21. Statute of limitations for tax executions

All state, county, municipal, or other tax executions, before or after legal transfer and record, shall be enforced within seven years from:

(1) The date of issue; or

(2) The time of the last entry upon the tax execution by the officer authorized to execute and return the execution if the execution and entry are properly entered or reentered upon the execution docket or books in which executions issued on judgments and entries on executions issued on judgments are required to be entered or reentered.

RESOLUTION NO. 26-012

TO WRITE-OFF DELINQUENT PROPERTY TAXES.

WHEREAS, the City of Flowery Branch Tax Office actively and extensively pursues the collection of delinquent property tax; and

WHEREAS, the attached list of accounts due from tax year 2018 and before have been deemed uncollectible by further efforts of the Tax Office; and

WHEREAS, Generally Accepted Accounting Principles require receivables to be written off when they are deemed uncollectible, and the City of Flowery Branch's auditors, Rushton and Company, has recommended that uncollectible receivables be written off; and

WHEREAS, the governing body for the City of Flowery Branch herby authorizes the Tax office to write-off the attached list of delinquent property tax accounts.

NOW THEREFORE BE IT RESOLVED by the Mayor and Council of the City of Flowery Branch, Georgia, authorizes the Tax Office to write-off the attached list of delinquent property tax account.

SO RESOLVED this 18th day of June, 2026.

_____
Oliver McClellan, Mayor

ATTEST:

_____
Shelia R. Cooper, City Clerk

APPROVED AS TO FORM:

_____
Ted Baggett, City Attorney

PARCEL	NAME	TAX YEAR	TAX	INTEREST	PENALTY	TOTAL
08096 000012	MERLOT ASSOCIATES LLC	2015	492.81	446.26	49.28	988.35
		2016	482.03	396.11	72.30	950.44
	Merlot Associates LLC Total		**974.84**	**842.37**	**121.58**	**1,938.79**
P304179	A THREE F LLC	2011	127.07	176.06	12.71	315.84
		2012	106.59	134.89	10.66	252.14
		2013	46.73	53.73	4.67	104.93
		2014	49.47	50.73	4.95	105.15
	A Three F LLC Total		**329.86**	**415.41**	**32.99**	**778.06**
P186689	ADS HOME TECHNOLOGIES	2014	14.61	14.98	1.46	31.05
P319269	AFFORDABLE LIQUIDATION	2018	26.11	17.28	3.92	47.31
P316285	ALLSTATE INSURANCE	2016	13.71	11.27	2.06	27.04
P300917	ALTER EGO	2009	23.96	38.95	2.40	65.31
P193926	AUTO BODY CUSTOMS USA	2008	53.40	93.21	5.34	151.95
P2070524	AUTOMOTIVE SPECIALIST INC	2009	30.79	50.05	3.08	83.92
P164920	BLOCKBUSTERS VIDEO	2011	218.69	303.00	21.87	543.56
P315894	BMB MARINE LLC	2018	13.71	9.07	2.06	24.84
P325292	BMW MANUFACTURING CO LLC	2017	38.47	28.73	5.77	72.97
P170413	BORING GROUP	2016	14.62	12.01	2.19	28.82
		2017	14.62	10.92	2.19	27.73
	Boring Group Total		**29.24**	**22.93**	**4.38**	**56.55**
P300921	BROOKFIELD LANDSCAPE GROUP	2009	38.28	62.23	3.83	104.34
		2010	27.36	41.19	2.74	71.29
	Boring Group Total		**65.64**	**103.42**	**6.57**	**175.63**
P305303	CASEY OWEN A	2011	27.09	37.53	2.71	67.33
		2012	21.74	27.51	2.17	51.42
	Casey Owen A Total		**48.83**	**65.04**	**4.88**	**118.75**
P326743	CCC AUTOMOTIVE DRIVEN	2018	14.36	9.50	2.15	26.01
P311355	CELL PHONE MC	2015	21.68	19.63	2.17	43.48
		2016	21.20	17.42	3.18	41.80
	Cell Phone MC Total		**42.88**	**37.05**	**5.35**	**85.28**
P319923	CHOICE OUTDOORS LLC	2017	114.42	85.44	17.16	217.02
P315896	CLASSIC VAPES	2016	13.71	11.27	2.06	27.04
P325863	CM HOUSEBOAT RENOVATIONS LLC	2018	14.36	9.50	2.15	26.01
P2031104	CORNER MAKER CASSIS INC	2008	38.29	66.84	3.83	108.96
P301436	ELEMENTS DIVE CO	2010	106.24	159.95	10.62	276.81
P196875	FAUX MAISON	2011	42.48	58.86	4.25	105.59

P310508	FILMLOC INC	2014	243.95	250.18	24.40	518.53
P316350	FLOWERY BRANCH AUCTION & ANTIQUE	2017	25.77	19.24	3.87	48.88
		2018	25.77	17.05	3.87	46.69
	Flowey Branch Auction Total		**51.54**	**36.29**	**7.74**	**95.57**
P312598	FLOWERY BRANCH VAPOR CO	2016	25.50	20.95	3.83	50.28
		2018	19.33	12.79	2.90	35.02
	Flowery Branch Vapor Co Total		**44.83**	**33.74**	**6.73**	**85.30**
P300926	FROYEN CONSTRUCTION	2009	23.96	38.95	2.40	65.31
		2010	19.94	30.02	1.99	51.95
	Froyen Construction Total		**43.90**	**68.97**	**4.39**	**117.26**
P318485	FULL CIRCLE REFLEXOLOGY	2017	13.71	10.24	2.06	26.01
P2081059	GABRIELLES HAIR & TANNING	2009	70.88	115.22	7.09	193.19
P304112	GE CAPITAL INFO TECH SOLS	2010	64.07	96.46	6.41	166.94
P318475	GEORGIA PRO INSPECTION CO LLC	2017	13.71	10.24	2.06	26.01
P173751	GRAPES & HOPS BAR & BISTRO	2011	148.66	205.97	14.87	369.50
P307502	GREENS TAVERN	2017	43.72	32.65	6.56	82.93
P304766	HILL TOP ART & DESIGN	2013	9.08	10.40	0.91	20.39
		2014	10.68	10.95	1.07	22.70
		2015	10.68	9.67	1.07	21.42
	Hill Top Art & Design Total		**30.44**	**31.02**	**3.05**	**64.51**
P311169	INTEGRITY SERVICES	2014	28.03	28.75	2.80	59.58
P312601	J M C SHOP	2015	14.02	12.70	1.40	28.12
		2016	13.71	11.27	2.06	27.04
		2017	13.71	10.24	2.06	26.01
	J M C Shop Total		**41.44**	**34.21**	**5.52**	**81.17**
P318490	JAGS LLC	2017	14.36	10.72	2.15	27.23
P303047	JBS FINANCE INC	2018	13.78	9.12	2.07	24.97
P319273	JETEK INC	2018	14.36	9.50	2.15	26.01
P304420	JURIN AUTOMOTIVE	2011	20.33	28.17	2.03	50.53
		2012	18.55	23.48	1.86	43.89
	Jurin Automotive Total		**38.88**	**51.65**	**3.89**	**94.42**
P311201	KELLY GOOCH PHOTOGRAPHY	2014	28.03	28.75	2.80	59.58
P307525	KLEINHEKSEL-SCHOUT LLC	2013	11.62	13.31	1.16	26.09
		2015	11.49	10.40	1.15	23.04
		2016	11.24	9.24	1.69	22.17
		2017	11.24	8.39	1.69	21.32
	Kleinheksel-Schout LLC Total		**45.59**	**41.34**	**5.69**	**92.62**

P318499	LANIER AUTO DETAIL	2017	13.71	10.24	2.06	26.01
		2018	13.71	9.07	2.06	24.84
	LANIER AUTO DETAIL Total		**27.42**	**19.31**	**4.12**	**50.85**
P327418	MATT GRIFFIN AGENCY INC	2018	14.36	9.50	2.15	26.01
P146512	MECHANICAL EQUIPMENT & SUP INC	2016	506.53	416.25	75.98	998.76
		2017	506.53	378.26	75.98	960.77
MECHANICAL EQUIPMENT & SUP INCL Total			**1,013.06**	**794.51**	**151.96**	**1,959.53**
P307822	MEDCARE STAFFING INC	2018	15.63	10.34	2.34	28.31
P318683	MUSCLE WHISPERPER MASSAGE	2017	13.71	10.24	2.06	26.01
P303798	POTZNER BRYAN	2010	108.08	162.72	10.81	281.61
P300953	PERFORMANCE TRANSMISSION SERV	2011	19.08	26.44	1.91	47.43
		2012	17.43	22.06	1.74	41.23
PERFORMANCE TRANSMISSION SERV Total			**36.51**	**48.50**	**3.65**	**88.66**
P302985	PERIMETER PAVING	2011	254.09	352.05	25.41	631.55
P314959	ROHANS DISPATCH	2015	14.02	12.70	1.40	28.12
		2016	13.71	11.27	2.06	27.04
	ROHANS DISPATCH Total		**27.73**	**23.97**	**3.46**	**55.16**
P176920	S M SUCCESS	2011	24.90	34.50	2.49	61.89
P319925	SINGLETON CONSTRUCTION	2018	33.95	22.46	5.09	61.50
P 196752	SKIN CENTER FRO AESTHETICS	2011	20.59	28.53	2.06	51.18
		2012	17.08	21.62	1.71	40.41
	SKIN CENTER FRO AESTHETICS Total		**37.67**	**50.15**	**3.77**	**91.59**
P318496	SMART GROUP CONSULTING	2017	14.36	10.72	2.15	27.23
		2018	14.36	9.50	2.15	26.01
	SMART GROUP CONSULTING Total		**28.72**	**20.22**	**4.30**	**53.24**
P307889	SORA LLC	2012	23.26	29.44	2.33	55.03
P325864	SOUTHERN AUTOMOTIVE GROUP LLC	2018	14.36	9.50	2.15	26.01
P300967	SPICE IT UP ACCESSORIES	2009	23.96	38.95	2.40	65.31
P304762	SPURGEON TILE CO	2012	18.55	23.48	1.86	43.89
P309516	STAGE ENVIROMENTAL SOLUTIONS	2017	14.69	10.97	2.20	27.86
		2018	11.99	7.93	1.80	21.72
STAGE ENVIROMENTAL SOLUTIONS Total			**26.68**	**18.90**	**4.00**	**49.58**
P303969	SUBS OF CORNELIA	2018	16.81	11.12	2.52	30.45
P189749	SURIG & SON SPEC MASONRY LLC	2012	68.14	86.23	6.81	161.18
P307528	SWIRLIN TWIRLIN	2016	94.05	77.29	14.11	185.45
P316282	T J WILLIAMS LLC	2016	13.71	11.27	2.06	27.04

P318497	TEN-ZERO APPARELS	2017	13.71	10.24	2.06	26.01
P305300	TROPICAL BREEZE RESTAURANT	2011	68.25	94.56	6.83	169.64
P300915	TWENTY FOUR SEVER COIN LAUNDRY	2013	79.04	90.54	7.90	177.48
P307521	UNNE GROUP INC	2012	52.86	66.90	5.29	125.05
P315897	UP COLLISION REPAIR LLC	2016	13.06	10.73	1.96	25.75
		2017	13.06	9.75	1.96	24.77
	UP COLLISION REPAIR LLC Total		**26.12**	**20.48**	**3.92**	**50.52**
P316646	US ELITE TAEKWONDO ACADEMY LLC	2016	13.71	11.27	2.06	27.04
P2090519	WAITHE J B	2009	23.96	38.95	2.40	65.31
P315877	WATERLOO BURGERS	2016	32.31	26.55	4.85	63.71
P318498	WAX THE CAT LLC	2017	13.71	10.24	2.06	26.01
P309525	WIRELESS ONE MANAGEMENT LLC	2016	90.58	74.44	13.59	178.61
P315879	YES WE'VE GOT YOU COVERED	2017	13.71	10.24	2.06	26.01
P316648	YOLANDAS FASHIONS	2016	13.71	11.27	2.06	27.04
		2017	13.71	10.24	2.06	26.01
	YOLANDAS FASHIONS Total		**27.42**	**21.51**	**4.12**	**53.05**
	Totals		**5,653.21**	**5,899.71**	**695.35**	**12,248.07**

Write off to Council As of 6/2/24

Delinquent Tax List

City of Flowery Branch

6/2/2026

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
RE - Real Estate									
08096 000012	MERLOT ASSOCIATES LLC - Become Common Area in 2017 - with value of $1.00								
	1446	2015	Tax	492.81	446.26	0.00	49.28	0.00	988.35
	1490	2016	Tax	482.03	396.11	0.00	72.30	0.00	950.44
	Total for 08096 000012			**974.84**	**842.37**	**0.00**	**121.58**	**0.00**	**1,938.79**
	Total for RE - Real Estate			**974.84**	**842.37**	**0.00**	**121.58**	**0.00**	**1,938.79**
PP - Personal Property	- over seven years old - Business closed								
P304179	A THREE F LLC								
	2677	2011	Tax	127.07	176.06	0.00	12.71	0.00	315.84
	2712	2012	Tax	106.59	134.89	0.00	10.66	0.00	252.14
	2579	2013	Tax	46.73	53.53	0.00	4.67	0.00	104.93
	2634	2014	Tax	49.47	50.73	0.00	4.95	0.00	105.15
	Total for P304179			**329.86**	**415.21**	**0.00**	**32.99**	**0.00**	**778.06**
P186689	ADS HOME TECHNOLOGIES								
	2633	2014	Tax	14.61	14.98	0.00	1.46	0.00	31.05
P319269	AFFORDABLE LIQUIDATION								
	3162	2018	Tax	26.11	17.28	0.00	3.92	0.00	47.31
P316285	ALLSTATE INSURANCE								
	2722	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
P300917	ALTER EGO								
	2766	2009	Tax	23.96	38.95	0.00	2.40	0.00	65.31
P193926	AUTO BODY CUSTOMS USA								
	2585	2008	Tax	53.40	93.21	0.00	5.34	0.00	151.95
P2070524	AUTOMOTIVE SPECIALIST INC								
	2770	2009	Tax	30.79	50.05	0.00	3.08	0.00	83.92
P164920	BLOCKBUSTER VIDEO - Closed B/R								
	2693	2011	Tax	218.69	303.00	0.00	21.87	0.00	543.56
P315894	BMB MARINE LLC								
	3191	2018	Tax	13.71	9.07	0.00	2.06	0.00	24.84
P325292	BMW MANUFACTURING CO LLC								
	2956	2017	Tax	38.47	28.73	0.00	5.77	0.00	72.97
P170413	BORING GROUP								
	2749	2016	Tax	14.62	12.01	0.00	2.19	0.00	28.82
	2958	2017	Tax	14.62	10.92	0.00	2.19	0.00	27.73
	Total for P170413			**29.24**	**22.93**	**0.00**	**4.38**	**0.00**	**56.55**
P300921	BROOKFIELD LANDSCAPE GROUP								

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
	2780	2009	Tax	38.28	62.23	0.00	3.83	0.00	104.34
	2688	2010	Tax	27.36	41.19	0.00	2.74	0.00	71.29
	Total for P300921			**65.64**	**103.42**	**0.00**	**6.57**	**0.00**	**175.63**
P305303	CASEY OWEN A								
	2700	2011	Tax	27.09	37.53	0.00	2.71	0.00	67.33
	2739	2012	Tax	21.74	27.51	0.00	2.17	0.00	51.42
	Total for P305303			**48.83**	**65.04**	**0.00**	**4.88**	**0.00**	**118.75**
P326743	CCC AUTOMOTIVE DRIVEN								
	3199	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P311355	CELL PHONE MC								
	2708	2015	Tax	21.68	19.63	0.00	2.17	0.00	43.48
	2761	2016	Tax	21.20	17.42	0.00	3.18	0.00	41.80
	Total for P311355			**42.88**	**37.05**	**0.00**	**5.35**	**0.00**	**85.28**
P319923	CHOICE OUTDOORS LLC								
	2977	2017	Tax	114.42	85.44	0.00	17.16	0.00	217.02
P315896	CLASSIC VAPES								
	2771	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
P325863	CM HOUSEBOAT RENOVATIONS LLC								
	3208	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P2031104	CORNER MAKER CASSIS INC								
	2604	2008	Tax	38.29	66.84	0.00	3.83	0.00	108.96
P301436	ELEMENTS DIVE COMPANY								
	2714	2010	Tax	106.24	159.95	0.00	10.62	0.00	276.81
P196875	FAUX MAISON								
	2723	2011	Tax	42.48	58.86	0.00	4.25	0.00	105.59
P310508	FILMLOC INC -Coded County in County system								
	2705	2014	Tax	243.95	250.18	0.00	24.40	0.00	518.53
P316350	FLOWERY BRANCH AUCTION & ANTIQUE								
	3018	2017	Tax	25.77	19.24	0.00	3.87	0.00	48.88
	3246	2018	Tax	25.77	17.05	0.00	3.87	0.00	46.69
	Total for P316350			**51.54**	**36.29**	**0.00**	**7.74**	**0.00**	**95.57**
P312598	FLOWERY BRANCH VAPOR CO								
	2816	2016	Tax	25.50	20.95	0.00	3.83	0.00	50.28
	3249	2018	Tax	19.33	12.79	0.00	2.90	0.00	35.02
	Total for P312598			**44.83**	**33.74**	**0.00**	**6.73**	**0.00**	**85.30**
P300926	FROYEN CONSTRUCTION								

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
	2815	2009	Tax	23.96	38.95	0.00	2.40	0.00	65.31
	2732	2010	Tax	19.94	30.02	0.00	1.99	0.00	51.95
	Total for P300926			**43.90**	**68.97**	**0.00**	**4.39**	**0.00**	**117.26**
P318485	FULL CIRCLE REFLEXOLOGY								
	3023	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P2081059	GABRIELLES HAIR & TANNING								
	2817	2009	Tax	70.88	115.22	0.00	7.09	0.00	193.19
P304112	GE CAPITAL INFO TECH SOLS								
	2734	2010	Tax	64.07	96.46	0.00	6.41	0.00	166.94
P318475	GEORGIA PRO INSPECTION CO LLC								
	3033	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P173751	GRAPES & HOPS BAR & BISTRO — Closed								
	2739	2011	Tax	148.66	205.97	0.00	14.87	0.00	369.50
P307502	GREENS TAVERN								
	3039	2017	Tax	43.72	32.65	0.00	6.56	0.00	82.93
P304766	HILL TOP ART & DESIGN								
	2658	2013	Tax	9.08	10.40	0.00	0.91	0.00	20.39
	2737	2014	Tax	10.68	10.95	0.00	1.07	0.00	22.70
	2779	2015	Tax	10.68	9.67	0.00	1.07	0.00	21.42
	Total for P304766			**30.44**	**31.02**	**0.00**	**3.05**	**0.00**	**64.51**
P311169	INTEGRITY SERVICES								
	2745	2014	Tax	28.03	28.75	0.00	2.80	0.00	59.58
P312601	J M C SHOP								
	2794	2015	Tax	14.02	12.70	0.00	1.40	0.00	28.12
	2857	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
	3068	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
	Total for P312601			**41.44**	**34.21**	**0.00**	**5.52**	**0.00**	**81.17**
P318490	JAGS LLC								
	3069	2017	Tax	14.36	10.72	0.00	2.15	0.00	27.23
P303047	JBS FINANCE INC								
	3289	2018	Tax	13.78	9.12	0.00	2.07	0.00	24.97
P319273	JETEK INC								
	3292	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P304420	JURIN AUTOMOTIVE								
	2760	2011	Tax	20.33	28.17	0.00	2.03	0.00	50.53
	2808	2012	Tax	18.55	23.48	0.00	1.86	0.00	43.89

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
	Total for P304420			**38.88**	**51.65**	**0.00**	**3.89**	**0.00**	**94.42**
P311201	KELLY GOOCH PHOTOGRAPHY								
	2761	2014	Tax	28.03	28.75	0.00	2.80	0.00	59.58
P307525	KLEINHEKSEL-SCHOUT LLC								
	2680	2013	Tax	11.62	13.31	0.00	1.16	0.00	26.09
	2804	2015	Tax	11.49	10.40	0.00	1.15	0.00	23.04
	2866	2016	Tax	11.24	9.24	0.00	1.69	0.00	22.17
	3081	2017	Tax	11.24	8.39	0.00	1.69	0.00	21.32
	Total for P307525			**45.59**	**41.34**	**0.00**	**5.69**	**0.00**	**92.62**
P318499	LANIER AUTO DETAIL								
	3086	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
	3308	2018	Tax	13.71	9.07	0.00	2.06	0.00	24.84
	Total for P318499			**27.42**	**19.31**	**0.00**	**4.12**	**0.00**	**50.85**
P327418	MATT GRIFFIN AGENCY INC								
	3322	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P146512	MECHANICAL EQUIPMENT & SUP INC								
	2886	2016	Tax	506.53	416.25	0.00	75.98	0.00	998.76
	3101	2017	Tax	506.53	378.26	0.00	75.98	0.00	960.77
	Total for P146512			**1,013.06**	**794.51**	**0.00**	**151.96**	**0.00**	**1,959.53**
P307822	MEDCARE STAFFING INC								
	3325	2018	Tax	15.63	10.34	0.00	2.34	0.00	28.31
P318683	MUSCLE WHISPERPER MASSAGE								
	3117	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P303798	P0TZNER BRYAN								
	2790	2010	Tax	108.08	162.72	0.00	10.81	0.00	281.61
P300953	PERFORMANCE TRANSMISSION SERV								
	2787	2011	Tax	19.08	26.44	0.00	1.91	0.00	47.43
	2845	2012	Tax	17.43	22.06	0.00	1.74	0.00	41.23
	Total for P300953			**36.51**	**48.50**	**0.00**	**3.65**	**0.00**	**88.66**
P302985	PERIMETER PAVING								
	2788	2011	Tax	254.09	352.05	0.00	25.41	0.00	631.55
P314959	ROHANS DISPATCH								
	2894	2015	Tax	14.02	12.70	0.00	1.40	0.00	28.12
	2955	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
	Total for P314959			**27.73**	**23.97**	**0.00**	**3.46**	**0.00**	**55.16**
P176920	S M SUCCESS								
	2808	2011	Tax	24.90	34.50	0.00	2.49	0.00	61.89

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
P319925	SINGLETON CONSTRUCTION								
	3412	2018	Tax	33.95	22.46	0.00	5.09	0.00	61.50
P196752	SKIN CENTER FRO AESTHETICS								
	2816	2011	Tax	20.59	28.53	0.00	2.06	0.00	51.18
	2882	2012	Tax	17.08	21.62	0.00	1.71	0.00	40.41
	Total for P196752			**37.67**	**50.15**	**0.00**	**3.77**	**0.00**	**91.59**
P318496	SMART GROUP CONSULTING								
	3201	2017	Tax	14.36	10.72	0.00	2.15	0.00	27.23
	3414	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
	Total for P318496			**28.72**	**20.22**	**0.00**	**4.30**	**0.00**	**53.24**
P307889	SORA LLC								
	2884	2012	Tax	23.26	29.44	0.00	2.33	0.00	55.03
P325864	SOUTHERN AUTOMOTIVE GROUP LLC								
	3421	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P300967	SPICE IT UP ACCESSORIES								
	2883	2009	Tax	23.96	38.95	0.00	2.40	0.00	65.31
P304762	SPURGEON TILE CO								
	2888	2012	Tax	18.55	23.48	0.00	1.86	0.00	43.89
P309516	STAGE ENVIRONMENTAL SOLUTIONS								
	3212	2017	Tax	14.69	10.97	0.00	2.20	0.00	27.86
	3431	2018	Tax	11.99	7.93	0.00	1.80	0.00	21.72
	Total for P309516			**26.68**	**18.90**	**0.00**	**4.00**	**0.00**	**49.58**
P303969	SUBS OF CORNELIA – Subway Closed								
	3437	2018	Tax	16.81	11.12	0.00	2.52	0.00	30.45
P189749	SURIG & SON SPEC MASONRY LLC								
	2898	2012	Tax	68.14	86.23	0.00	6.81	0.00	161.18
P307528	SWIRLIN TWIRLIN – closed								
	3001	2016	Tax	94.05	77.29	0.00	14.11	0.00	185.45
P316282	T J WILLIAMS LLC								
	3003	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
P318497	TEN-ZERO APPARELS								
	3230	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P305300	TROPICAL BREEZE RESTAURANT – closed								
	2835	2011	Tax	68.25	94.56	0.00	6.83	0.00	169.64
P300915	TWENTY FOUR SEVER COIN LAUNDRY								

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
	2781	2013	Tax	79.04	90.54	0.00	7.90	0.00	177.48
P307521	UMME GROUP INC								
	2906	2012	Tax	52.86	66.90	0.00	5.29	0.00	125.05
P315897	UP COLLISION REPAIR LLC								
	3022	2016	Tax	13.06	10.73	0.00	1.96	0.00	25.75
	3248	2017	Tax	13.06	9.75	0.00	1.96	0.00	24.77
	Total for P315897			**26.12**	**20.48**	**0.00**	**3.92**	**0.00**	**50.52**
P316646	US ELITE TAEKWONDO ACADEMY LLC								
	3023	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
P2090519	WAITHE J B								
	2899	2009	Tax	23.96	38.95	0.00	2.40	0.00	65.31
P315877	WATERLOO BURGERS – Closed								
	3029	2016	Tax	32.31	26.55	0.00	4.85	0.00	63.71
P318498	WAX THE CAT LLC								
	3256	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P309525	WIRELESS ONE MANAGEMENT LLC								
	3034	2016	Tax	90.58	74.44	0.00	13.59	0.00	178.61
P315879	YES WE'VE GOT YOU COVERED								
	3268	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P316648	YOLANDAS FASHIONS								
	3038	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
	3269	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
	Total for P316648			**27.42**	**21.51**	**0.00**	**4.12**	**0.00**	**53.05**
	Total for PP - Personal Property			**4,678.37**	**5,057.14**	**0.00**	**573.77**	**0.00**	**10,309.28**

Totals for Delinquent Tax List

Tax Type Parcel Type	Year	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
Tax							
RE - Real Estate	2015	492.81	446.26	0.00	49.28	0.00	988.35
RE - Real Estate	2016	482.03	396.11	0.00	72.30	0.00	950.44
Real Estate Tax Total		**974.84**	**842.37**	**0.00**	**121.58**	**0.00**	**1,938.79**
PP - Personal Property	2008	91.69	160.05	0.00	9.17	0.00	260.91
PP - Personal Property	2009	235.79	383.30	0.00	23.60	0.00	642.69
PP - Personal Property	2010	325.69	490.34	0.00	32.57	0.00	848.60
PP - Personal Property	2011	971.23	1,345.67	0.00	97.14	0.00	2,414.04
PP - Personal Property	2012	344.20	435.61	0.00	34.43	0.00	814.24
PP - Personal Property	2013	146.47	167.78	0.00	14.64	0.00	328.89
PP - Personal Property	2014	374.77	384.34	0.00	37.48	0.00	796.59
PP - Personal Property	2015	71.89	65.10	0.00	7.19	0.00	144.18
PP - Personal Property	2016	905.06	743.77	0.00	135.80	0.00	1,784.63
PP - Personal Property	2017	934.63	697.95	0.00	140.22	0.00	1,772.80
PP - Personal Property	2018	276.95	183.23	0.00	41.53	0.00	501.71
Personal Property Tax Total		**4,678.37**	**5,057.14**	**0.00**	**573.77**	**0.00**	**10,309.28**
Tax Total		**5,653.21**	**5,899.51**	**0.00**	**695.35**	**0.00**	**12,248.07**
Grand Totals		**5,653.21**	**5,899.51**	**0.00**	**695.35**	**0.00**	**12,248.07**

Parcel Count: 75

CITY OF FLOWERY BRANCH CITY COUNCIL

EXECUTIVE SUMMARY

SUBJECT: **Approval of Resolution 26-013 establishes the City's intent to reimburse itself for eligible land acquisition costs for parcels located at 5611, 5615, and 5621 Church Street using remaining 2020 TAD Bond proceeds.**

DATE: **June 18, 2026**

COUNCIL ACTION REQUESTED ON: **June 18, 2026**

BUDGET INFORMATION:
There is $589,861 remaining in the 2020 TAD Bond Project Fund. Approval of this resolution will authorize the City to draw down these remaining funds to reimburse the General Fund for eligible acquisition costs associated with the Old Town Project.

PURPOSE: To declare the City's official intent to reimburse the General Fund for costs associated with the acquisition of parcels supporting the Old Town Project using proceeds from the 2020 TAD Bonds.

HISTORY: In 2020, bonds were issued through the Gainesville and Hall County Development Authority to support the City's Old Town Project and related redevelopment efforts. The acquisition of additional parcels represents a continuation and expansion of that redevelopment initiative.

FACTS & ISSUES: The City is actively acquiring strategically located parcels to support and expand the Old Town redevelopment area, a priority economic development initiative. These acquisitions are being funded initially with General Fund dollars due to timing of transactions and closing requirements. The 2020 TAD Bonds were issued specifically to support redevelopment activities, including land acquisition, within the Old Town Project area. The 2020 TAD Project Fund has a remaining balance of approximately $589,861, plus any interest earnings to date, all of which are eligible for reimbursement of qualified redevelopment expenditures and should be fully utilized for intended project purposes. Federal tax regulations require the City to formally declare its intent to reimburse itself within a specific timeframe (generally within 18 months of the expenditure) in order to legally use bond proceeds for reimbursement. Adoption of this resolution ensures compliance with IRS requirements and preserves the City's ability to recover General Fund expenditures. Failure to adopt this

resolution could result in the City being unable to reimburse itself, thereby requiring these land acquisition costs to remain in the General Fund rather than being appropriately allocated to the TAD Project. Bond counsel, Tread Syfan, has prepared the reimbursement resolution and confirmed it is appropriate for a governmental purpose. He has advised that the City will need to amend the existing installment sale agreement associated with the 2020 bonds to formally address the governmental use of the property. Disbursement from the Project Fund cannot occur until this amendment is approved and executed by both the City and the Development Authority. Bond counsel is in the process of preparing the necessary amendment documents in coordination with the City Attorney.

OPTIONS: 1) Approve Resolution 26-013 as presented
2) Deny Resolution 26-013
3) Approve Resolution 26-013 with modifications

RECOMMENDED SAMPLE MOTION: I move to approve Resolution 26-013 declaring the City's intent to reimburse the General Fund for eligible capital expenditures associated with the acquisition of parcels for the Old Town Project using remaining 2020 TAD bond proceeds.

DEPARTMENT: Administration
PREPARED BY: Tonya Parrish, City Manager

RESOLUTION 26-013

RESOLUTION OF THE CITY OF FLOWERY BRANCH STATING THE REASONABLE EXPECTATION OF THE CITY TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES IN CONNECTION WITH THE ACQUISITION OF A CERTAIN PROJECT ADDITION; AND CERTAIN RELATED MATTERS.

WHEREAS, the City Council of the City of Flowery Branch (the "Council") has determined that it is necessary and in the best interest of the City of Flowery Branch (the "City") to acquire the parcels of land known as 5611 Church Street, 5615 Church Street and 5621 Church Street, Flowery Branch, Georgia (hereinafter referred to as the "Project Addition") as additional land for the Old Town Project; and

WHEREAS, in order to pay a portion of the costs of the Project Addition, the City intends to expend monies from the Project Fund funded from bond proceeds under the Trust Indenture, dated as of March 1, 2020, between Regions Bank, as trustee, and Gainesville and Hall County Development Authority, relating to the issuance of Gainesville and Hall County Development Authority Revenue Bonds (City of Flowery Branch Old Town Project), Series 2020 (the "Bonds") for the benefit of the City of Flowery Branch; and

WHEREAS, the City expects to make certain capital expenditures in connection with the Project Addition (i.e., the payment of a portion of the costs of the Project Addition), which capital expenditures will be paid by the City from its funds; and

WHEREAS, the City reasonably expects to reimburse itself from the Project Fund monies for such capital expenditures, which are estimated not to exceed Six Hundred Thousand and No/100 Dollars ($600,000);

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FLOWERY BRANCH AS FOLLOWS:

Section 1. That the City reasonably expects to reimburse itself from the Project Fund monies for capital expenditures made for the acquisition of the Project Addition, which may be undertaken prior to the payment of the reimbursement from the Project Fund. The City reasonably expects to reimburse itself not later than eighteen (18) months after the date the original expenditure is paid or, if later, eighteen (18) months after the date on which the property resulting from the expenditure was placed in service, but in no event more than three (3) years after the original expenditure is paid.

Section 2. That this Resolution is intended to comply with the "declaration of official intent" provisions of Income Tax Regulation Section 1.150-2.

Section 3. The City Manager is hereby authorized, directed and designated to act on behalf of the City for the purpose of determining and itemizing all such capital expenditures which the City reasonably expects to reimburse itself for in connection with the acquisition of the Project Addition.

Section 4. That this Resolution shall become effective on the date of its adoption.

PASSED, ADOPTED AND APPROVED this 18th day of June, 2026.

CITY OF FLOWERY BRANCH

By:_____
Mayor

Attest:_____
City Clerk

(SEAL)

APPROVED AS TO FORM:

_____
Ted C. Baggett, City Attorney

4896-9586-3731, v. 1

City of Flowery Branch
Mayor & Council Attendance Sheet Per Diem Pay

Name: Oliver McClellan Month/Year: May 2026

	Meeting Date	Description of Meeting
1.	May 1st	GHCC Roundtable Mimaki
2.	May 12th	GHMPO Policy Committee Meeting
3.	May 13th	GHCC Transportation Forum
4.	May 20th	TAD Advisory Committee Meeting
5.	May 28th	GHCC Board of Directors Meeting
6.		
7.		
8.		

My signature certifies that I am eligible to be paid for __5___ meeting dates, a maximum of 8 per month, in accordance with the Per Diem Pay as described in Ordinance 736, approved on April 3, 2025, and at a rate of $100.00 per meeting.

Total of $__500.00__

Oliver McClellan

Signature

City of Flowery Branch
Mayor & Council Attendance Sheet Per Diem Pay

Name : CHARLES VANDERBILT

Month/Year : 2/2026

	Meeting Date	Description of Meeting
1.	02/13/2026	GHCC Network Over Coffee
2.	02/18/2026	GHCC Economic and Political Forecast
3.		
4.		
5.		
6.		
7.		
8.		

My signature certifies that I am eligible to be paid for 200.00 meeting dates, a maximum of 8 per month, in accordance with the Per Diem Pay as described in Ordinance 736, approved on April 3, 2025, and at a rate of $100.00 per meeting.

Total of $ 200.00

C Vanderbilt

Signature

City of Flowery Branch
Mayor & Council Attendance Sheet Per Diem Pay

Name: CHARLES VANDERBILT

Month/Year: 3/2026

	Meeting Date	Description of Meeting
1.	GHCC- 3/10/2026	GHCC- Small Business Seminar (UGA SBDC)
2.	GHCC- 3/11/2026	GHCC - Network over Coffee (Business owner Flowery Branch resident)
3.	3/26/2026	GHCC - Board of Directors meeting (Gainsville Civic Center)
4.		
5.		
6.		
7.		
8.		

My signature certifies that I am eligible to be paid for 300.00 meeting dates, a maximum of 8 per month, in accordance with the Per Diem Pay as described in Ordinance 736, approved on April 3, 2025, and at a rate of $100.00 per meeting.

Total of $ 300.00

C Vanderbilt

Signature

City of Flowery Branch
Mayor & Council Attendance Sheet Per Diem Pay

Name: Charles Vanderbilt Month/Year: 4/2026

	Meeting Date	Description of Meeting
1.	4/17/2026	2026 District 2 Spring Listening Session (GMA)
2.	4/23/2026	GHCC Board of Directors meeting
3.	4/28/2026	GHCC Real estate updates session (Development activity and investment opportunities to support economic development.
4.		
5.		
6.		
7.		
8.		

My signature certifies that I am eligible to be paid for 300 meeting dates, a maximum of 8 per month, in accordance with the Per Diem Pay as described in Ordinance 736, approved on April 3, 2025, and at a rate of $100.00 per meeting.

Total of $ 300.00

C Vanderbilt

Signature

City of Flowery Branch
Mayor & Council Attendance Sheet Per Diem Pay

Name : CHARLES VANDERBILT

Month/Year : 5/2026

	Meeting Date	Description of Meeting
1.	5/19/2026	South Hall Business coalition - GH CC
2.		
3.		
4.		
5.		
6.		
7.		
8.		

My signature certifies that I am eligible to be paid for 100.00 meeting dates, a maximum of 8 per month, in accordance with the Per Diem Pay as described in Ordinance 736, approved on April 3, 2025, and at a rate of $100.00 per meeting.

Total of $ 100.00

Signature

City of Flowery Branch
City Council Meeting
Thursday, June 4, 2026, 6:00 PM
5410 Pine Street
Flowery Branch, GA 30542

Call Work Session to Order:

Mayor McClellan called the meeting to order at 6:00 p.m.

Present: Mayor McClellan and Council Members Chris Mundy, Joseph Mezzanotte, Charles Vanderbilt, and Pete Lena.

Also present were City Manager Tonya Parrish, City Clerk Shelia Cooper, Finance Director Matthew Hamby, Human Resources Director Krystle Hightower, Public Utilities Director Peter Woerner, Fun Director Renee Carden, Planning & Community Development Director Chris McCrary, Police Chief Chris Hulsey, Budget & Purchasing Manager Nancy Rodriguez, and City Attorney Ted Baggett.

Absent: Council Member William McDaniel

Pledge of Allegiance:

Mayor McClellan led the Pledge of Allegiance.

Adoption of Agenda:

There was a motion made to adopt the agenda as presented.

Motion:	Pete Lena
Second:	Chris Mundy
Ayes:	Chris Mundy, Joseph Mezzanotte, Charles Vanderbilt, Pete Lena
Nays:	None
Result:	passed

Awards & Recognitions: There were no awards or recognitions.

Public Hearing:

a. FY2027 Proposed Budget Public Hearing

Director Hamby presented the proposed FY2027 budget as required by state law. He explained that the budget is designed to support the City's key priorities, including public safety, infrastructure improvements, internal controls, financial stability, and economic development. Notable items in the proposed budget include full implementation of the Classification and Compensation Study, up to a 3% merit increase based on annual performance evaluations, and two proposed positions: an Assistant City Manager and a shared position to support the Human Resources and City Clerk's offices.

On the revenue side, property tax revenue remains uncertain; therefore, estimates are based on a 3% increase over FY2026 actuals. Local Option Sales Tax revenue is projected to remain flat due to expectations of a slowing economy, while other revenue categories are expected to increase slightly or remain stable based on historical trends and approved residential growth. Fund balance is projected to decline due to reduced transfers to capital projects. Water and Sewer Fund revenues are expected to increase as a result of growth and approved rate adjustments, and the Employee Benefits Fund is projected to increase to support the proposed staffing additions.

Expenditures across several departments are projected to increase primarily due to the proposed positions, implementation of the compensation study, and merit adjustments. The City Manager, Finance, City Clerk, and Human Resources budgets reflect increases related to staffing and information technology costs. The Planning Department budget reflects a decrease due to the elimination of a third-party inspector. The Water and Sewer Fund include higher costs associated with wastewater expansion debt payments, and the Employee Benefits Fund reflects a modest increase to account for additional personnel.

There being none in favor or opposition, Mayor McClellan closed the public hearing at 6:12 p.m.

Unfinished Business - Work Session: There was no unfinished business - work session.

New Business - Work Session:

a. Consider Awarding the 2026 Road Resurfacing Improvements Project Contract to the Low Bidder, Allied Paving Contractors, in the Amount of $777,000.00.

Budget & Purchasing Manager Rodriguez presented the proposed contract for the 2026 Road Resurfacing Improvements Project. She reported that Allied Paving Contractors, Inc. submitted the lowest bid in the amount of $777,000.00, and ESG Engineering recommended awarding the contract to that firm.

The Notice of Award was submitted to Council for consideration. If approved, ESG Engineering will coordinate execution of the contract documents with Allied Paving Contractors and move forward with the construction phase of the project. Funding for the work will be provided through the Annual Road Paving project included in the FY2026 Budget, which currently has an available balance of $2,010,063.94.

Department Reports:

c. Department of Fun Report

Director Carden noted upcoming events and provided an update on the fence being installed along Railroad Avenue along with updates on the Caboose renovations.

h. Public Utilities Report

Director Woerner provided an update on the sewer plant facilities expansion.

Adjournment Work Session:

Mayor McClellan adjourned the work session at 6:18 p.m.

Voting Session Agenda

Call Voting Session to Order:

Mayor McClellan called the voting session to order at 6:18 p.m.

Public Comments:

Marc Melkerson, 5211 Spring Street, Flowery Branch, Georgia 30542
Mr. Melkerson expressed concern about Ordinance 786, and questioned whether the city may be making it too easy to alter architectural standards and the character of the community in support of development.

David Worrell, 5973 Lights Ferry Road, Flowery Branch, Georgia 30542
Mr. Worrell thanked the City and Public Works Department and Utility Billing staff for helping identify a water leak and for responding promptly to repair it.

Consent Agenda:

a. Consider May 21, 2026 City Council Meeting Minutes
b. Consider Council Member Mezzanotte May 2026 Per Diem

There was a motion made to approve the consent agenda.

Motion:	Chris Mundy
Second:	Pete Lena
Ayes:	Chris Mundy, Joseph Mezzanotte, Charles Vanderbilt, Pete Lena
Nays:	None
Result:	passed

Unfinished Business - Voting Session:

a. Second Read to Consider Ordinance 786 to Add a Definition for Mixed-Use Residential Over Business and add Mixed-Use Residential Over Business to Table 9.1

City Clerk Cooper read the caption for Ordinance 786.

There was a motion made to approve the second reading of Ordinance 786.

Motion:	Chris Mundy
Second:	Pete Lena

Council held a discussion regarding Ordinance 786 prior to the vote.

Ayes:	Chris Mundy, Pete Lena
Nays:	Joseph Mezzanotte, Charles Vanderbilt
Result:	tie

The vote was a tie with 2 in favor and 2 in opposition. Mayor McClellan voted as a tie breaker.

Ayes:	Chris Mundy, Pete Lena, Oliver MCCellan
Nays:	Joseph Mezzanotte, Charles Vanderbilt
Result:	passed

New Business - Voting Session:

a. Consider Awarding the 2026 Road Resurfacing Improvements Project Contract to the Low Bidder, Allied Paving Contractors, in the Amount of $777,000.00.

There was a motion made to approve awarding 2026 Road Resurfacing Improvements Project Contract to the low bidder, Allied Paving Contractors, in the amount of $77,000.00.

Motion:	Chris Mundy
Second:	Pete Lena
Ayes:	Chris Mundy, Joseph Mezzanotte, Charles Vanderbilt, Pete Lena
Nays:	None
Result:	passed

b. Consider the Lease Agreement for 5521 Main Street with Madame Hangover.

There was a motion made to approve the Lease Agreement for 5521 Main Street with Madame Hangover.

Motion:	Chris Mundy
Second:	Pete Lena
Ayes:	Chris Mundy, Joseph Mezzanotte, Charles Vanderbilt, Pete Lena
Nays:	None
Result:	passed

Executive Session:

There was a motion made to enter executive session for matters related to the acquisition/disposition of real estate, for matters related to certain personnel issues, and for matters related to pending or potential litigation at 6:27 p.m.

Motion:	Pete Lena
Second:	Chris Mundy
Ayes:	Chris Mundy, Jospeh Mezzanotte, Charles Vanderbilt, Pete Lena
Nays:	None
Result:	passed

There was a motion made to exit executive session at 6:45 p.m.

Motion:	Chris Mundy
Second:	Joseph Mezzanotte
Ayes:	Chris Mundy, Joseph Mezzanotte, Charles Vanderbilt, Pete Lena
Nays:	None
Result:	passed

Mayor McClellan advised during executive session that it became necessary to add an item to the agenda.

There was a motion made to purchase real estate with South Hall LLC.

Motion:	Chris Mundy
Second:	Joseph Mezzanotte
Ayes:	Chris Mundy, Joseph Mezzanotte, Charles Vanderbilt, Pete Lena
Nays:	None
Result:	passed

Adjournment:

There was a motion made to adjourn the meeting at 6:45 p.m.

Motion:	Chris Mundy
Second:	Pete Lena
Ayes:	Chris Mundy, Joseph Mezzanotte, Charles Vanderbilt, Pete Lena
Nays:	None
Result:	passed

_____	_____	_____
Oliver McClellan	Date	Shelia Cooper
Mayor		City Clerk

Memorandum

To: City of Flowery Branch, City Manager, and City Council

From: Chris McCrary, Planning and Community Development Director

Date: June 18th, 2026

Subject: Hemingway Subdivision Changes in Conditions. Ordinances 702 & 715

Applicant:
Corbitt Woods
Walker Anderson Homes
390 Brogdon Road
Suwanee, GA 30024
404-210-9925

Owner:
Walker Anderson Homes (Current HOA)
390 Brogdon Road
Suwanee, GA 30024

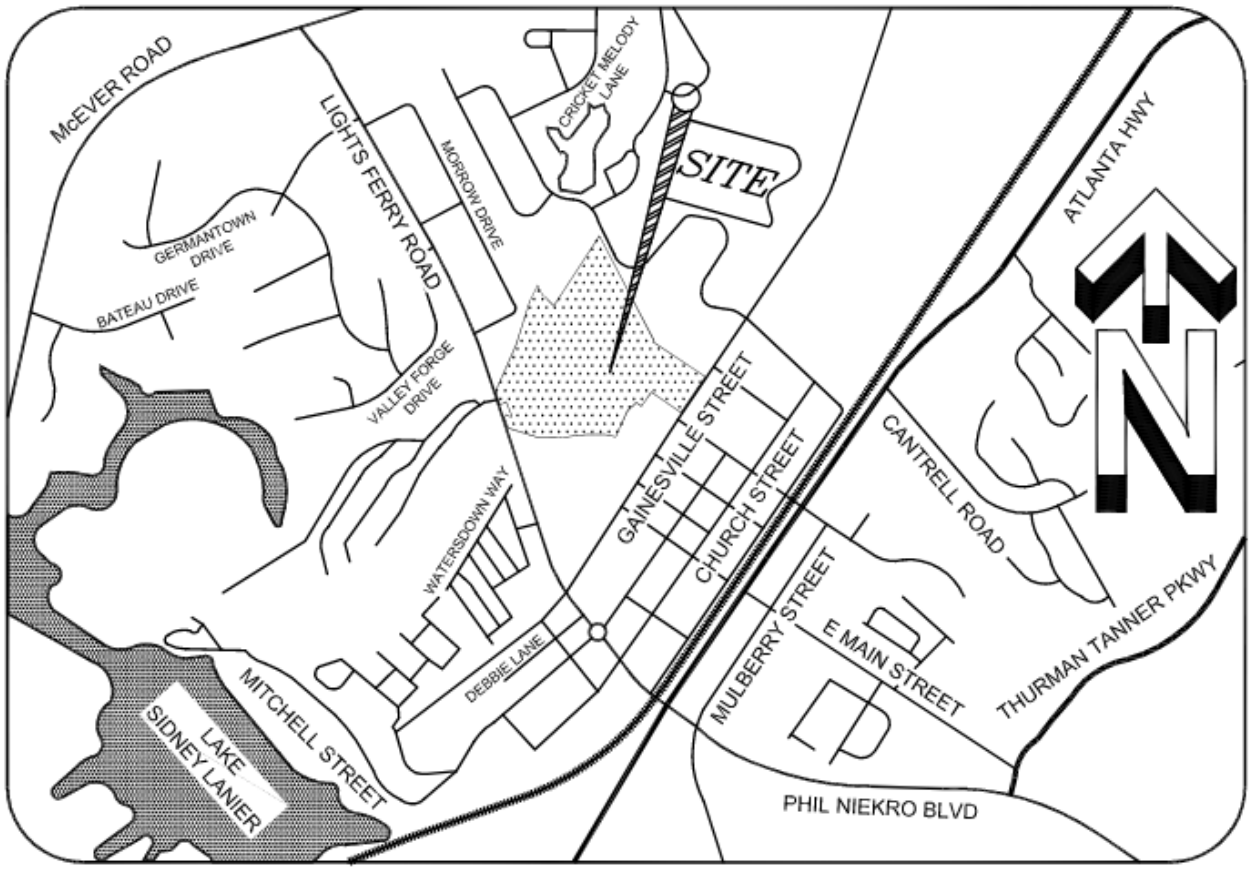
Existing Zoning: R-2

Location: Hemingway Subdivision. Platted Lots 3-15 & 44-46.

Proposed changes in conditions on ordinances 702 and 715 for the Hemingway subdivision located in the City of Flowery Branch at the corner of Gainesville Street and Spring Street include removing the required privacy fence behind Lots 3-15 & 44-46. The applicant is prepared to preserve the existing vegetation creating buffers and replant areas that have gaps.

Ordinance 702 — the applicant requests to amend conditions 5C and 9, and on 715 the applicant requests to amend conditions 5C and 8 for the reasons noted below.

Location Map:
Hemingway Subdivision. Platted Lots 3-15 & 44-46.



VICINITY MAP

Ordinance 702

5. Landscaping
   - A. A full landscape plan shall be submitted at the time of land disturbance review.
   - B. Typical lot landscaping design shall be submitted at the time of land disturbance review.: identifying type and size of trees and bushed
   - C. Pond shall be fenced:
     - a. 3 or 4 rail
     - b. Black horse rail fencing
     - c. Squared boards
     - d. the fence design shall significantly adhere to the design as shown below:



9. A fence along Lots 3 to 15 shall be required. Said fence will be five-foot wooden privacy, decorative in nature and shall be approved by staff. Fenced area should be but not limited to red line area as below:

Applicant proposes the following:

- Proposed change to **Condition 5C** is to allow the placement of a privacy fence rather than the design described in sub conditions a-d.
- Proposed change to **Condition 9**: After development, the area behind lots 3-8 is heavily vegetated and screens the adjoining property. Also, there is a drainage swale along this shared property line, which pre existed prior to development, with a large elevation change between the rear property line of the Hemingway lots with the adjoining properties. The request is to amend the condition to read to **add 3 evergreen trees on lots 3, and 9-15 inclusive, in the side (3) or rear yards of lots 9-15. Trees to be 6 – 8' at time of planting and placed out of any drainage**

swale or area. Granting this request will allow an evergreen screen to grow over time, while not impacting the existing and preserved screening between lots 3-8.

Ordinance 715

5. Landscaping
   - A. A full landscape plan shall be submitted at the time of land disturbance review.
   - B. Typical lot landscaping design shall be submitted at the time of land disturbance review.: identifying type and size of trees and bushed
   - C. Pond shall be fenced and the fence design shall significantly adhere to the design as shown below:



8. A fence along the red line (the rear property line from lot 39 to lot 48) as below to separate it from the neighbors shall be required. Said fence will be decorative in nature and shall be approved by staff.

Applicant proposes the following:

- Proposed change to **Condition 5C** is to allow the placement of a privacy fence rather than the design described in sub conditions a-d.
- **Condition 8** on 715 called for a fence behind lots 39-48 to screen the neighbors. We have installed a fence approved by city staff behind lots 46-51 to screen the neighbors. Lots 39-

46 have a wooded buffer between the city property that adjoins these lots. Also, there is a significant change in elevation between the Hemingway lots and the city property. A fence will do little to screen this change. Our request is to amend the condition to read to **add evergreen trees, 16-20' on center between lots 44-46 at the top of the shared property line.** Granting this request will allow an evergreen screen to grow over time, while not impacting the existing and preserved screening in place.

Recommendation for Ordinance 702A:

Staff recommend denial to the proposed revision to Condition 5C to allow an opaque privacy fence in lieu of the fence described in sub conditions a-d.

Staff recommend approval of the proposed revision to Condition 9 to now read as the following: "**In lieu of installing a privacy fence add evergreen trees and shrubs planted in staggered rows on lots 3, and 9-15 inclusive, in the side (3) or rear yards of lots 9-15. Trees to be 6 – 8' at time of planting and placed out of any drainage swale or area. Final landscape plan including density, species and placement shall be reviewed and approved by the Director of Planning and Community Development.**"

Recommendation for Ordinance 715A:

Staff recommend denial to the proposed revision to Condition 5C to allow an opaque privacy fence in lieu of the fence described in sub conditions a-c.

Staff recommend approval of the proposed revision to Condition 8 to now read as the following: "**In lieu of installing a privacy fence add evergreen trees and shrubs planted in staggered rows on lots 44-46. Trees to be 6 – 8' at time of planting. Final landscape plan including density, species and placement shall be reviewed and approved by the Director of Planning and Community Development.**"

ORDINANCE NO. 702-A & 715-A

AN ORDINANCE AMENDING ZONING CONDITIONS FOR THE SINGLE-FAMILY COMMUNITY KNOWN AS "HEMINGWAY" SPECIFICALLY RELATING TO ORDINANCE NUMBERS 702 AND 715; TO CHANGE CONDITION 9 IN EXHIBIT C TO ORDINANCE 702; TO CHANGE CONDITION 8 IN EXHIBIT C TO ORDINANCE 715 ; TO PROVIDE FINDINGS, TO PROVIDE FOR SEVERABILITY, TO PROVIDE FOR AN EFFECTIVE DATE; TO REPEAL CONFLICTING ORDINANCES, AND FOR ALL OTHER LAWFUL PURPOSES.

WHEREAS, the single-family community known as Hemingway on recorded Final Plat revision dated March 3, 2026 in Plat Book 888, Pages 390-395 and as shown on Exhibit "A" was previously zoned so as to impose conditions deemed to be in the best interest of the public health, safety, and welfare; and

WHEREAS, the specific conditions being changed for the subdivision are shown on attached exhibit "B"; and

WHEREAS, the City Council of the City of Flowery Branch has considered the standards set forth in Article 34 - Section 34.7 of Zoning Ordinance of the City of Flowery Branch, Georgia; and

WHEREAS, the City Council held a public hearing at the meeting of June 18, 2026 duly noticed as prescribed by law and published in the Gainesville Times, regarding, as shall be set forth in the minutes of said meeting.

NOW THEREFORE, THE COUNCIL OF THE CITY OF FLOWERY BRANCH DOES HEREBY ORDAIN AS FOLLOWS:

SECTION 1. FINDINGS.

The City Council finds that the proposed modifications to the rezoning conditions of the current TND (Traditional Neighborhood Design) is consistent with the adopted standards for governing the exercise of the zoning power consistent with O.C.G.A § 36-66-5 and requirements of the Zoning Ordinance as identified below.

l. The proposed clarification will permit a use that is suitable in view of the use and development of adjacent and nearby property.

2. The proposed clarification is not expected to adversely affect the existing use or usability of adjacent or nearby property.

3. The proposed clarification could be used in accordance with the existing regulations and has a reasonable economic use as currently zoned PUD.

4. This proposed clarification if approved is not expected to result in a use which will or could cause an excessive or burdensome use of existing streets, transportation facilities, utilities, or schools.

5. The proposed clarification is in conformity with the policy and intent of the comprehensive plan and the character area map and future land use plan map.

6. The proposed clarification is considered appropriate in view of existing use(s) and zoning of the subject property and nearby properties.

7. No determination has been made by staff with regard to the value differential between development under the current zoning as opposed to the modified PUD.

8. The proposed clarification will not be a deterrent to the value or improvement of development of adjacent property in accordance with existing regulations.

9. There are no known adverse effects that would result from the clarification in the zoning district map, or change in use, on the character of a zoning district.

10. The proposed clarification is not expected to impact on the environment, including but not limited to, drainage, soil erosion and sedimentation, flooding, air quality and water quality. Compliance with city subdivision and land development regulations will be required, which include but are not limited to soil erosion and sedimentation, stormwater, and flood damage prevention.

SECTION 2. CONDITIONS.

The zoning of the subject parcels, as shown and described on Exhibit "A", to a TND (Traditional Neighborhood Design) are to continue to be subject to the same conditions imposed by Ordinance Number 702 and Ordinance Number 715, respectively, except for those conditions specifically altered as set forth in Exhibit "B". Said Exhibits are incorporated by reference as if fully set forth herein.

SECTION 3. SEVERABILITY.

Should any section or provision of this Ordinance be declared invalid or unconstitutional by any court of competent jurisdiction, such declaration shall not affect the validity of this Ordinance as a whole or any part thereof which is not specifically declared to be invalid or unconstitutional.

SECTION 4. EFFECTIVE DATE.

The effective date of this Ordinance shall be upon adoption by the City Council of the City of Flowery Branch, Georgia.

SECTION 6. REPEALER

All ordinances and parts of ordinances in conflict herewith are hereby repealed to the extent of the conflict.

Adopted this _____ day of _____, 2026.

_____

Oliver McClellan, Mayor

_____

Shelia Cooper, City Clerk

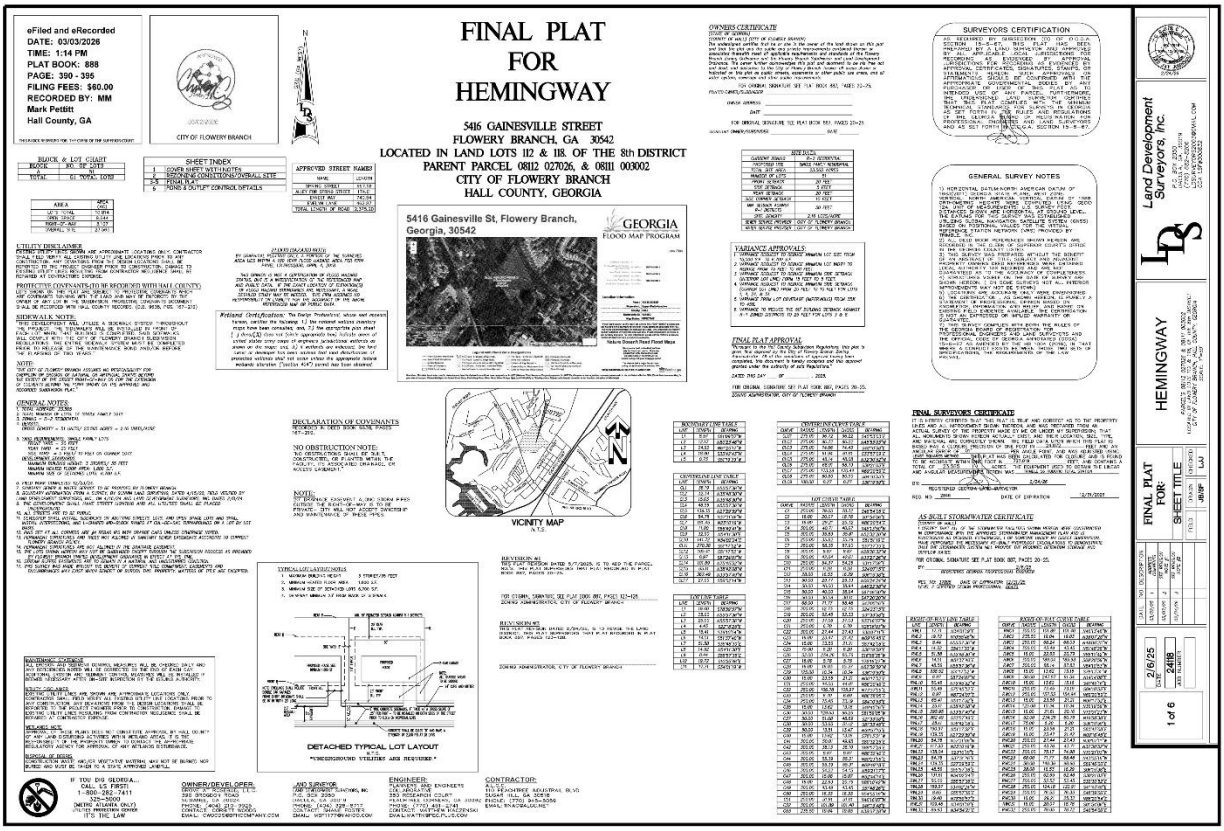
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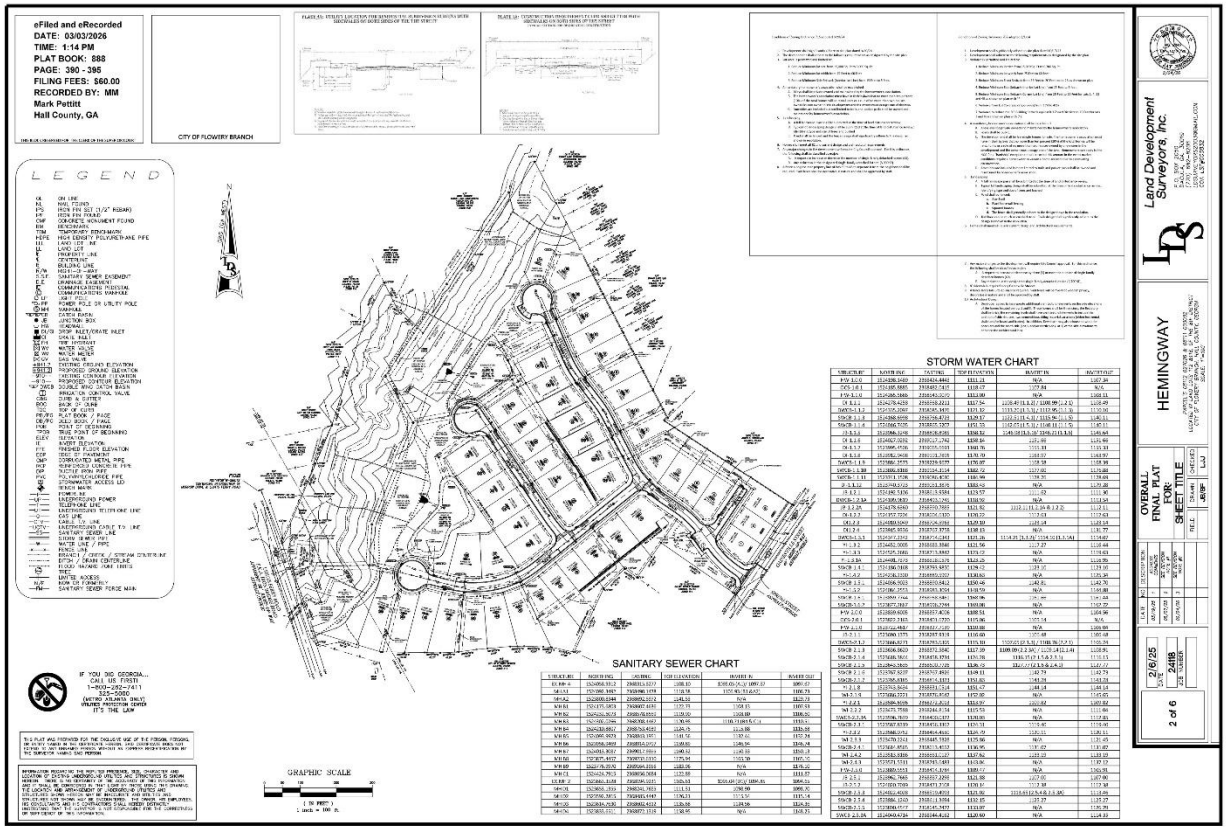
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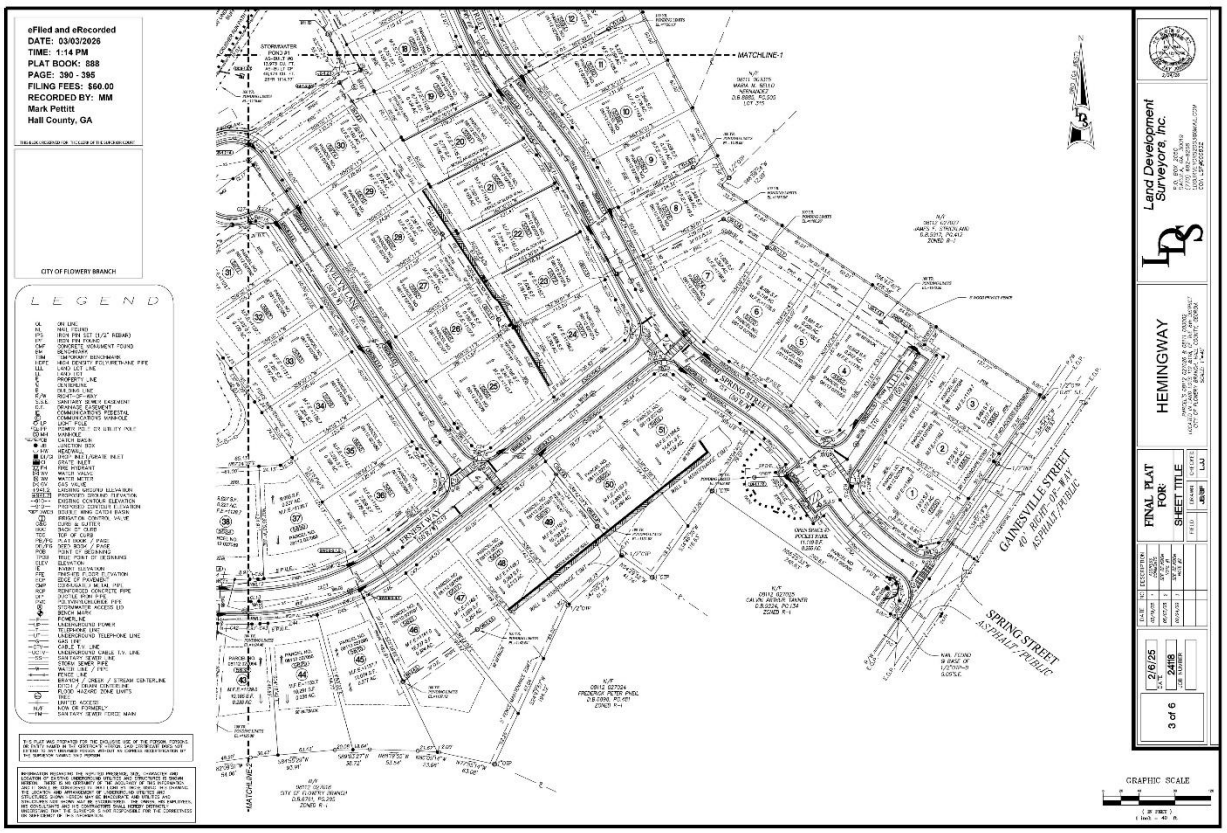
Ted Baggett, City Attorney

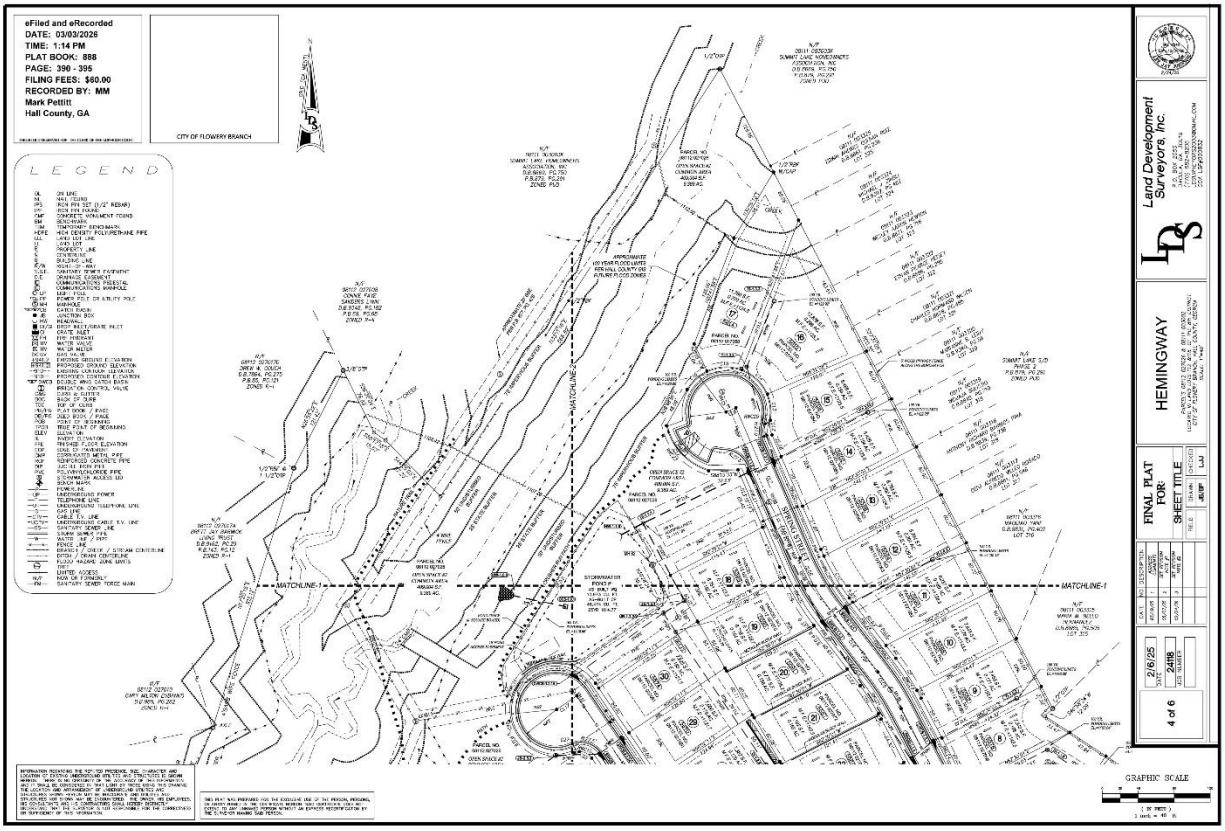
Exhibit A

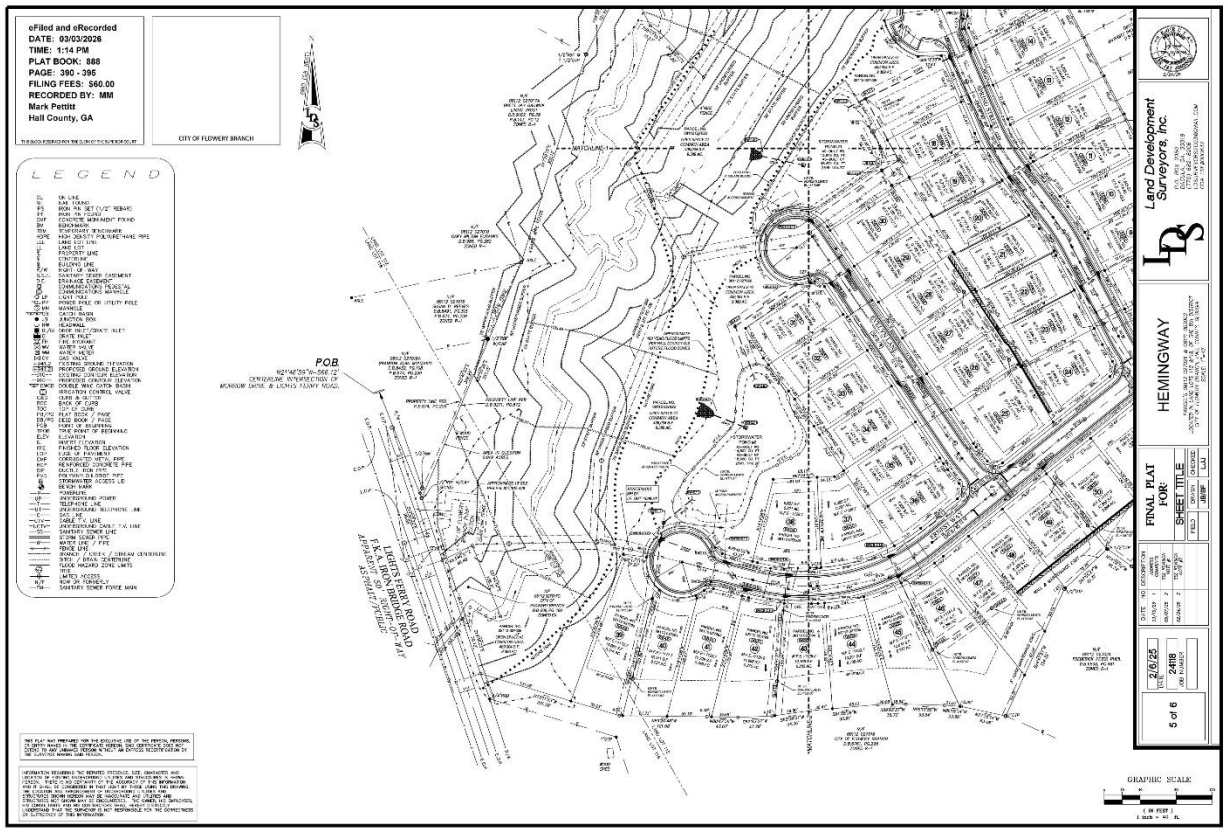
Hemingway Subdivision Final Plat revision dated March 3, 2026, in Plat Book 888, Pages 390-395.




eFiled and eRecorded
DATE: 03/03/2026
TIME: 1:14 PM
PLAT BOOK: 888
PAGE: 390 - 395
FILING FEES: $60.00
RECORDED BY: MM
Mark Pettitt
Hall County, GA
CITY OF FLOWERY BRANCH
LEGEND
STORM WATER CHART
SANITARY SEWER CHART
GRAPHIC SCALE
Land Development Surveyors, Inc.
HEMINGWAY
OVERALL FINAL PLAT FOR:
SHEET TITLE
2/6/25
24118
2 of 6


eFiled and eRecorded
DATE: 03/03/2026
TIME: 1:14 PM
PLAT BOOK: 888
PAGE: 390 - 395
FILING FEES: $60.00
RECORDED BY: MM
Mark Pettitt
Hall County, GA
CITY OF FLOWERY BRANCH
LEGEND
MATCHLINE-1
MATCHLINE-2
SPRING STREET
ASPHALT - PUBLIC
GAINESVILLE STREET
GRAPHIC SCALE
Land Development Surveyors, Inc.
HEMINGWAY
FINAL PLAT FOR:
SHEET TITLE
2/6/25
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3 of 6


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Mark Pettitt
Hall County, GA
CITY OF FLOWERY BRANCH
LEGEND
Land Development Surveyors, Inc.
HEMINGWAY
FINAL PLAT FOR:
SHEET TITLE
2/6/25
4 of 6
MATCHLINE-1
GRAPHIC SCALE


eFiled and eRecorded
DATE: 03/03/2026
TIME: 1:14 PM
PLAT BOOK: 888
PAGE: 390 - 395
FILING FEES: $60.00
RECORDED BY: MM
Mark Pettitt
Hall County, GA
CITY OF FLOWERY BRANCH
LEGEND
Land Development Surveyors, Inc.
HEMINGWAY
FINAL PLAT FOR:
SHEET TITLE
2/6/25
5 of 6
P.O.B.
LIGHTER FERRY ROAD
GRAPHIC SCALE

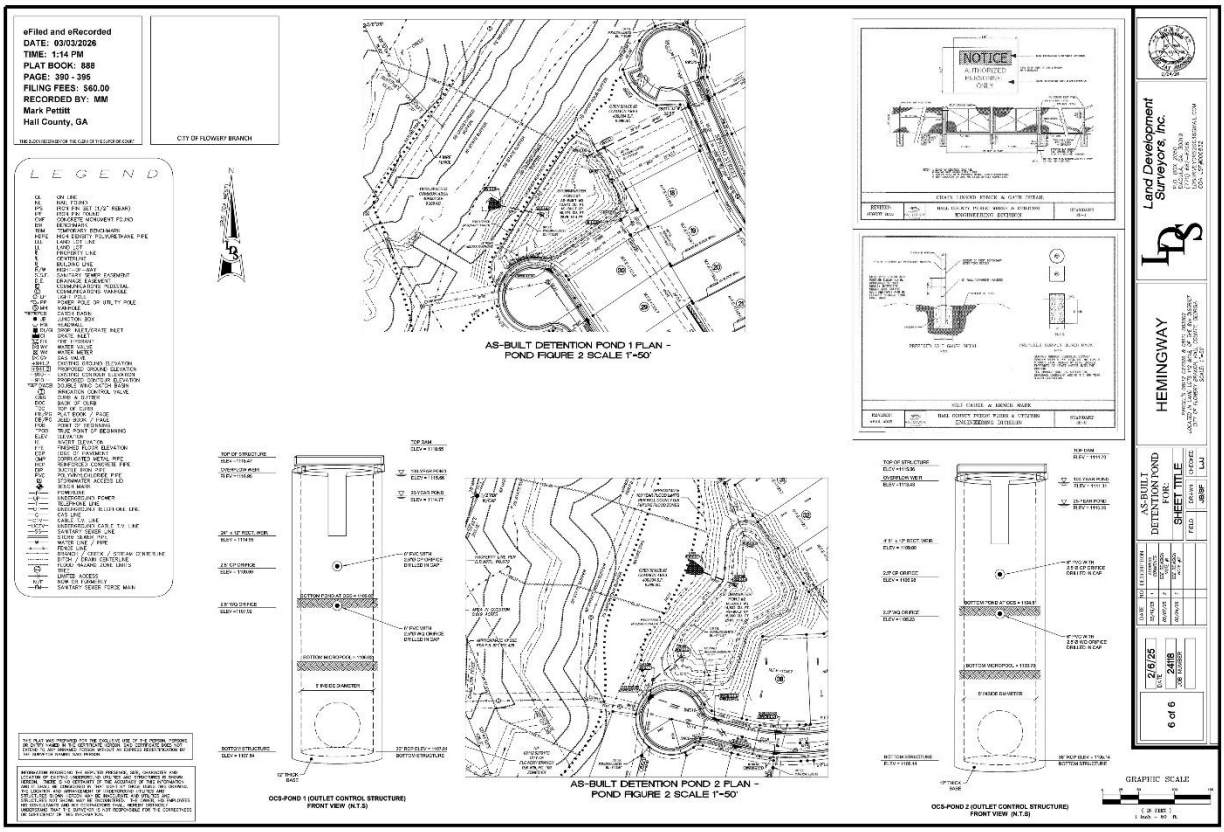

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Mark Pettitt
Hall County, GA
CITY OF FLOWERY BRANCH
L E G E N D
AS-BUILT DETENTION POND 1 PLAN -
POND FIGURE 2 SCALE 1"=50'
AS-BUILT DETENTION POND 2 PLAN -
POND FIGURE 2 SCALE 1"=50'
OCS-POND 1 (OUTLET CONTROL STRUCTURE)
FRONT VIEW (N.T.S)
OCS-POND 2 (OUTLET CONTROL STRUCTURE)
FRONT VIEW (N.T.S)
GRAPHIC SCALE
Land Development
Surveyors, Inc.
HEMINGWAY
AS-BUILT
DETENTION POND
FOR:
SHEET TITLE
2/6/25
24118
6 of 6

Exhibit B

Ordinance 702A:

Condition 9 listed in Exhibit C shall now read as follows: "**In lieu of installing a privacy fence add evergreen trees and shrubs planted in staggered rows on lots 3, and 9-15 inclusive, in the side (3) or rear yards of lots 9-15. Trees to be 6 – 8' at time of planting and placed out of any drainage swale or area. Final landscape plan including density, species and placement shall be reviewed and approved by the Director of Planning and Community Development.**"

Ordinance 715A:

Condition 8 listed in Exhibit C is hereby repealed and replaced to now read as follows: "**In lieu of installing a privacy fence add evergreen trees and shrubs planted in staggered rows on lots 44-46. Trees to be 6 – 8' at time of planting. Final landscape plan including density, species and placement shall be reviewed and approved by the Director of Planning and Community Development.**"

CITY OF FLOWERY BRANCH CITY COUNCIL

EXECUTIVE SUMMARY

SUBJECT: **Consideration to Award contract to Inspire Placemaking Collective, Inc. for Bid #26-006 Professional Services for the Development of a Unified Development Code**

DATE: **June 18, 2026**

COUNCIL ACTION REQUESTED ON: **June 18, 2026**

BUDGET INFORMATION:
$149,888.00

PURPOSE: The purpose of this item is to seek City Council approval to award the contract for Bid #26-006 to Inspire Placemaking Collective, Inc. for the development of a Unified Development Code (UDC). The UDC will modernize, consolidate, and streamline all development-related regulations into a single, cohesive, and user-friendly regulatory framework that supports the City's long-term growth and policy objectives.

HISTORY: The City of Flowery Branch's development regulations have been adopted and amended over many years, resulting in fragmented, inconsistent, and outdated provisions across zoning, subdivision, land development, environmental standards, utilities, and fats, oils, and grease (FOG) requirements.

To address these challenges, the City issued Bid #26-006 seeking a qualified consultant to lead the creation of a comprehensive UDC. Inspire Placemaking Collective, Inc. submitted a proposal demonstrating strong expertise in code development, planning, and regulatory modernization.

FACTS & ISSUES: The UDC will consolidate all development related ordinances including zoning, subdivision, land development, environmental standards, utilities, and FOG into a single unified document.

The project will ensure alignment with:
- The City of Flowery Branch Comprehensive Plan
- The Hall County Regional Plan
- The Georgia Zoning Procedures Law (O.C.G.A. § 36 66 1 et seq.)

The UDC will emphasize clarity, usability, and transparency, incorporating tables, graphics, examples, and consistent formatting to improve accessibility for staff, developers, elected officials, and the public.

Implementation tools will be developed, including administrative manuals, review checklists, and training resources for staff and City Council.

Sustainability and resilience will be integrated through updated standards for environmental protection, green infrastructure, and stormwater management, including compliance with the Georgia Stormwater Management Manual.

The project includes restructuring the Subdivision Ordinance into a broader Development Regulations framework and integrating related provisions from other code sections.

Key regulatory updates will address:
- Preliminary and final plat procedures
- Signage regulations, including LED and large format signs
- Tree preservation and specimen tree definitions
- Standardized drawings and technical specifications (potentially aligned with Hall County)
- New administrative processes such as Certificates of Development Conformance, House Location Plans (HLP), and Residential Drainage Plans (RDP)

The project includes public engagement, with at least three public meetings and multiple Council review sessions.

Final deliverables will be provided in digital (PDF and editable) and print formats.

OPTIONS: 1. Award the contract to Inspire Placemaking Collective, Inc. to develop the Unified Development Code.
2. Do Not Award Contract.

RECOMMENDED SAMPLE MOTION: Motion to award the contract for Bid #26 006 to Inspire Placemaking Collective, Inc. for professional services related to the development of the Unified Development Code

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DEPARTMENT: Finance
PREPARED BY: Nancy Rodriguez, Budget Manager

Unified Development Code: Executive Summary

The City of Flowery Branch seeks to modernize and streamline its development regulations through the creation of a Unified Development Code (UDC). This initiative is designed to improve efficiency, clarity, and consistency across the City's regulatory framework while supporting sustainable growth and community priorities.

At its core, the UDC will consolidate the City's existing zoning, subdivision, land development, and related ordinances into a single, cohesive document. This consolidation will eliminate redundancies, resolve inconsistencies, and create a unified regulatory structure that is easier to interpret and administer.

A key objective of the project is to ensure full alignment with the City's Comprehensive Plan, the Hall County Regional Plan, and all applicable state laws, including the Georgia Zoning Procedures Law (O.C.G.A. § 36-66-1 et seq.). This alignment will strengthen policy implementation and ensure that development regulations effectively support the City's long-term vision.

The UDC will be designed with a strong emphasis on clarity and usability. The document will feature concise language, consistent formatting, and user-friendly elements such as tables, graphics, and examples. These enhancements will improve accessibility for City staff, developers, elected officials, and the public, promoting transparency and ease of use.

To support effective implementation, the project will include the development of practical tools such as administrative manuals, review checklists, and training resources for City staff and the City Council. These materials will facilitate consistent application and administration of the new regulations.

In addition, the UDC will incorporate provisions that promote sustainability and resilience. The updated regulations will address environmental protection, green infrastructure, and stormwater management, while recognizing Flowery Branch's unique natural assets, including its proximity to Lake Lanier.

The scope of work includes a comprehensive review of existing ordinances, plans, and policies to identify inconsistencies, redundancies, and opportunities for modernization. This will involve restructuring the current Subdivision Ordinance into

a broader Development Regulations framework and integrating related provisions from other sections of the Code of Ordinances, including building regulations, environmental standards, utilities, and fats, oils, and grease (FOG) requirements.

The project will also include the development of standardized drawings and technical specifications, potentially aligned with Hall County standards, to ensure consistency in infrastructure design and construction. Key regulatory processes will be updated and refined, including preliminary and final plat review procedures, signage regulations (with consideration for LED technology and larger formats), and tree preservation and planting requirements, with clear definitions for specimen tree protection.

Further updates will include ensuring stormwater regulations conform to the Georgia Stormwater Management Manual, as well as establishing new administrative processes such as a Certificate of Development Conformance, House Location Plan (HLP), and Residential Drainage Plan (RDP) procedures.

Beyond regulatory revisions, the project will assess community needs and growth projections to ensure the UDC reflects current and future development conditions. The drafting process will include the preparation of regulatory text, maps, and graphics, along with a robust public engagement component featuring at least three public meetings. Drafts will be presented to City Council for review and feedback throughout the process.

Upon completion, the City will receive final deliverables in both digital (PDF and editable formats) and print formats, providing a comprehensive and implementable framework to guide Flowery Branch's growth and development for years to come.

CITY OF FLOWERY BRANCH

Request for Qualifications

RFQ No. 26-006

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

RFQ Release:	Wednesday, February 25, 2026
RFQ Questions Deadline:	Friday, March 20, 2026, 11:00 a.m. EST.
RFQ Due Date:	Monday, April 20, 2026, 1:00 p.m. EST.

Postal Return and/or Courier Delivery Address:

City of Flowery Branch
Finance Department
5410 Pine Street
Flowery Branch, GA 30542

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PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

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BACKGROUND

Located on Lake Lanier and just over forty miles from Atlanta, Flowery Branch has maintained a picturesque historic downtown. Recent investment, including streetscape improvements and a revitalized train depot, is beginning to revitalize the downtown area, known as “Old Town.” Many of the original buildings in the historic central business district still exist and have been rehabilitated and repurposed.

PROJECT INTRODUCTION

The City of Flowery Branch, Georgia (henceforth referred to as the "City"), a vibrant community in Hall County with a population of approximately 12,000, is seeking statements of qualifications from qualified firms or consultants to develop a Unified Development Code (UDC). The UDC will consolidate and modernize the City’s existing zoning, subdivision, and development related ordinances into a single, user-friendly document that aligns with the City’s Comprehensive Plan, promotes sustainable growth, and supports Flowery Branch’s vision as a charming, old town, forward-thinking community.

Flowery Branch is experiencing steady growth due to its proximity to Lake Lanier, major transportation corridors (I-985 and GA-365), and the Atlanta metropolitan area. The City’s current development regulations, including its zoning ordinance and subdivision regulations, are outdated and fragmented, creating challenges for developers, residents, and City staff. The UDC will streamline these regulations, incorporate best practices in urban planning, and ensure consistency with state and federal laws.

The City revised its Comprehensive Plan in 2021 and is currently developing a new plan in 2026. The selected firm or consultant will collaborate closely with the Georgia Mountains Regional Commission (GMRC) to ensure consistency and alignment between the Unified Development Code (UDC) and the Comprehensive Plan.

CORRESPONDENT

Upon release of this Solicitation, all Respondent communications concerning this acquisition must be directed to the Finance Department contact listed below:

City of Flowery Branch
Attn: Nancy Rodriguez
5410 Pine Street, Flowery Branch, GA. 30542
Phone: (770-967-6371) ext. 111
Nrodriguez@flowerybranchga.org

Unauthorized contact regarding this Solicitation with any other City of Flowery Branch employee may result in disqualification. Any oral communications will be considered unofficial and non-binding on the City. Respondents should rely solely on written statements issued by the City’s designated contact.

QUESTIONS

All questions must be submitted in writing to the contact named above. Questions must be received by 11:00 a.m. EST on Friday, March 20, 2026. A list of questions and answers will be posted on the city website at www.flowerybranchga.org/BIDs and on the Georgia Procurement Registry (GPR).

RESPONSE DATE AND LOCATION

The Finance Department must receive the Respondent's submission in a sealed envelope, in its entirety, no later than 1:00 p.m. Eastern Standard Time on Monday, April 20, 2026, at 5410 Pine Street, Flowery Branch, Georgia. Submissions received after the deadline will be returned unopened to the sender. All submissions and accompanying documentation will become the property of the City of Flowery Branch and will not be returned. **Submissions must be clearly marked on the outside of the package with the required Solicitation Label.**

Respondents assume all risks associated with their chosen method of delivery. The City of Flowery Branch is not responsible for delays caused by any delivery service. A postmark by the due date will not substitute for actual receipt of the submission. Late submissions will not be accepted, nor will additional time be granted to any Respondent. Submissions may not be delivered by facsimile, other telecommunication methods, or solely by electronic means.

PROPOSED SCHEDULE:

Release:	Wednesday, February 25, 2026
Questions Deadline:	Friday, March 20, 2026, 11:00 a.m. EST.
Due Date:	Monday, April 20, 2026, 1:00 p.m. EST.
City Council Award of Contract:	TBD
Contract Effective Date	TBD

SCOPE OF WORK

The selected firm will provide professional planning and legal services to develop a UDC that meets the following objectives: Consolidation, Alignment, Clarity and Usability, Implementation Tools and Sustainability and Resilience.

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

I. **Objectives**

A. Consolidation
- Integrate existing zoning, subdivision, land development, and related ordinances into a single, cohesive UDC.

B. Alignment
- Ensure consistency with the City's Comprehensive Plan, the Hall County Regional Plan, and applicable state laws (e.g., Georgia Zoning Procedures Law, O.C.G.A. § 36-66-1 et seq.).

C. Clarity and Usability
- Create a clear, concise, and user-friendly document with visuals, tables, and examples to enhance accessibility for staff, developers, and the public.

D. Implementation Tools
- Provide supporting materials, such as administrative manuals, checklists, and training for City staff and City Council.

E. Sustainability and Resilience
   - Incorporate provisions for environmental protection, green infrastructure, and resilience to support Flowery Branch's natural assets, including proximity to Lake Lanier.

II. Details

The following gives an example of various details involved in the project. The scope seeks to include, but is not limited to:

A. Review of existing ordinances, plans, and policies.
   - Identify inconsistencies and redundancies for correction.
   - Grammer, punctuation and formatting. Consistent throughout the document.
   - Review of the Subdivision Ordinance and change to Development Regulations.
   - Incorporate other chapters in the current Code of Ordinances into the Development Regulations section including, but not limited to, Building and Building Regulations, Environment, Fats Oils and Grease (FOG), and Utilities.
   - Develop a City of Flowery Branch Standard Drawings and Specification. Many may be the same as Hall County.
   - Other processes, procedures, or organization needs identified through the UDC process.
   - Update and revise the Preliminary and Final Plat process.
   - Update and revise sign regulations to include LED technology and oversized signs.
   - Update and revise tree preservation and planting regulations to include more robust planting requirements and defining specimen trees for preservation.
   - Review stormwater regulations for conformance with the Georgia Stormwater Manual and other updates needed for modernization.
   - Develop a Certificate of Development Conformance process and checklist.
   - Develop and Define House Location Plan (HLP) and Residential Drainage Plan (RDP) processes and procedures.

B. Analysis of community needs and growth projections.
C. Drafting the UDC, including text, maps, and graphics.
D. Conducting at least three (3) public meetings.
E. Presenting drafts to the City Council.
F. Providing final deliverables in digital (PDF, editable formats) and print formats.

III. Qualifications

Interested firms must meet the following **minimum qualifications**:

A. **Firm Overview:**
   - Name, address, and contact information.
   - Brief history and description of the firm, including years in business and office location(s).

B. **Experience:**
   - Demonstrated experience in developing UDCs or similar land use regulations, preferably for municipalities in Georgia or the Southeast (provide at least three examples from the past five years).

- Knowledge of Georgia's planning and zoning laws (e.g., O.C.G.A. § 36-66-1 et seq.).
- Experience with public engagement and consensus-building in small or mid-sized communities.

C. **Project Team:**
- Names, roles, resumes, and relevant certifications of key personnel.
- Identification of any sub-consultants and their roles.

D. **Approach and Methodology:**
- Proposed approach to developing the UDC, including timeline, public engagement strategies, and methods for ensuring alignment with City goals.
- Examples of innovative or context-sensitive solutions implemented in prior projects.

E. **Certifications :**
- Confirmation of compliance with all applicable state and federal laws, including Georgia's procurement requirements.
- Disclosure of any conflicts of interest or litigation involving the firm related to similar projects.

F. **References:**
- Contact information for at least three (3) municipal clients for whom similar projects have been undertaken and completed in the past five years.

RESPONDENT RESPONSIBILITY

When determining whether a Respondent is qualified, or when evaluating a submission, the following factors may be considered, any one of which will suffice to determine whether a Respondent is qualified or whether the submission is most advantageous to the City:

A. The ability, capacity, and skill of the Respondent to perform the contract or provide the required equipment and/or services.
B. The character, integrity, reputation, judgment, experience, and efficiency of the Respondent.
C. Whether the Respondent can perform the contract within the time specified.
D. The quality of performance of previous public and private contracts or services, including, but not limited to, Respondent's failure to perform satisfactorily or complete any written contract. The City's termination for default of a previous contract with a Respondent, within the past three years, shall be deemed to be such a failure.
E. The previous and existing compliance by the Respondent with laws relating to the contract or service.
F. Evidence of collusion with any other Respondent, in which case colluding Respondent will be restricted from submitting further response on the subject project or future solicitations, for a period not less than three years.
G. All employees, subcontractors or vendors performing services in any City-owned building must be submitted to pass a thorough criminal background investigation with no convictions, other than minor traffic violations.
H. The Respondent has been convicted of a crime of moral turpitude or any felony, excepting convictions that have been pardoned, expunged, or annulled, whether in this state, in any other state, by the United States, or in a foreign country, province or municipality. The Respondent shall affirmatively disclose to the City all such convictions, especially of management personnel or the Respondent as an entity, prior to the notice of award or execution of a contract, whichever comes first. Failure to make such affirmative disclosure shall be grounds, in the City's sole opinion and discretion, for termination for default subsequent to the award or execution of the contract.
I. If the Respondent will be unable, financially, or otherwise, to perform the work.

J. At the time of the solicitation opening, the Respondent is not authorized to do business in Georgia, or otherwise lacks a necessary license, registration, or permit.
K. Any other reason deemed proper by the City.

LIABILITY AND INSURANCE

During the performance of the duties outlined in the Scope of Work of this solicitation, the successful Respondent shall procure the following insurance, which shall be full coverage insurance not subject to self-insurance provisions, except for vehicle collision insurance and comprehensive automobile coverage and shall not, of the Respondent's initiative, cause such insurance to be cancelled or materially altered during the contract term. The Respondent must provide evidence, satisfactory to the City, of the following insurance requirements:

A. Owner requires the Respondent to have and maintain the following insurance coverage and indemnification provisions with the City of Flowery Branch named as an additional insured hereunder.

B. The Respondent agrees to provide and maintain insurance coverage until the contract is completed and to furnish certificates from its insurance carriers showing that it carries insurance in the following minimum limits:

▪ Workers' Compensation	Statutory Minimum $100,000/accident
▪ Employers Liability	$1,000,000
▪ Bodily Injury Liability	$1,000,000
▪ Except Automobile	$1,000,000 aggregate
▪ Property Damage Liability	$1,000,000 each occurrence
▪ Except Automobile	$1,000,000 each occurrence
▪ Automobile Bodily Injury	$1,000,000 each person
▪ Liability	$1,000,000 each occurrence
▪ Automobile Property Damage Liability	$1,000,000 each occurrence
▪ Excess Umbrella Liability	$2,000,000 each occurrence

C. PROOF OF INSURANCE

The Respondent shall furnish the Owner with certificates showing the type, amount, class of operations covered, effective dates, and date of expiration of policies. Such certificates shall also contain substantially the following statement: The insurance covered by this certificate will not be cancelled or materially altered, except after thirty (30) days written notice has been received by the Owner.

D. INDEMNIFICATION

The Respondent shall indemnify, protect, defend and hold harmless the City, and any and all of its employees, officials and agents from and against any liability (including liability for claims, suits, actions, arbitration proceedings, administrative proceedings, regulatory proceedings, losses, expenses or costs of any kind, whether actual, alleged or threatened, including attorney's fees and costs, court costs, interest, defense costs and expert witness fees), where the same arise out of, are a consequence of, or are in any way attributable to, in whole or in part, the performance of the contract by Respondent or by any individual or entity

for which Respondent is legally liable, including but not limited to officers, agents, employees or subcontractor of Respondent.

REQUIREMENTS / EVALUATION CRITERIA

The City will select the response that, in its sole discretion, is the most responsive and responsible submission to the City. The City will evaluate all submissions based on the published evaluation criteria and will create a shortlist of up to three (3) Respondents for interviews. Respondents should therefore submit their response on the most favorable terms available.

Following the interviews, the City will issue a follow-up solicitation to the shortlisted Respondents only. This second-stage solicitation will request detailed pricing and any additional technical information needed for final evaluation. Participation in the interview and the follow-up solicitation, if issued, is mandatory for continued award consideration.

Following the interview process and the evaluation of the follow-up solicitation, the City will select the Respondent determined to be the most advantageous to the City based on the combined evaluation of the written submission, interview, and second-stage solicitation. Once the final Respondent is selected, the City may negotiate adjustments to the scope of services, pricing, and other contract terms prior to execution.

I. Submission Requirements

Respondent shall submit one (1) original hard copy submission and one (1) electronic copy on a flash drive.
Interested firms must submit a Statement of Qualifications (SOQ) addressing the following:

A. **Firm Overview:**
- Name, address, and contact information.
- Brief history and description of the firm, including years in business and office location(s).

B. **Experience:**
- Demonstrated experience in developing UDCs or similar land use regulations, preferably for municipalities in Georgia or the Southeast (provide at least three examples from the past five years).
- Knowledge of Georgia's planning and zoning laws (e.g., O.C.G.A. § 36-66-1 et seq.).
- Experience with public engagement and consensus-building in small or mid-sized communities.

C. **Project Team:**
- Names, roles, resumes, and relevant certifications of key personnel.
- Identification of any sub-consultants and their roles.

D. **Approach and Methodology:**
- Proposed approach to developing the UDC, including timeline, public engagement strategies, and methods for ensuring alignment with City goals.
- Examples of innovative or context-sensitive solutions implemented in prior projects.

E. **Certifications:**
- Confirmation of compliance with all applicable state and federal laws, including Georgia's procurement requirements.
- Disclosure of any conflicts of interest or litigation involving the firm related to similar projects.

F. **References:**
   - Contact information for at least three (3) municipal clients for whom similar projects have been undertaken and completed in the past five years.

II. Evaluation Criteria

Submissions will be evaluated based on the following criteria (100 points total):

A. Experience and Qualifications (30 points):
- Relevant experience in UDC development and knowledge of Georgia planning laws.

B. Project Team (25 points):
- Expertise, qualifications, and availability of key personnel.

C. Approach and Methodology (30 points):
- Clarity, feasibility, and creativity of the proposed approach, including public engagement strategies.

D. References and Past Performance (15 points):
- Quality of work and client satisfaction on prior projects.

Any failure to meet any of the minimum qualifications set out in this solicitation, including but not limited to: failure to supply the minimum number of references, negative references, or failure to demonstrate adequate experience shall be a basis for disqualification.

AWARD AND EXECUTION

Following the evaluation of submissions, the City will create a shortlist of up to three (3) Respondents for further consideration. Only shortlisted Respondents will be invited to participate in interviews. Participation in an interview, if requested, is mandatory for continued award consideration.

After shortlisting, the City will issue a follow up solicitation to the shortlisted Respondents only. This subsequent solicitation will request detailed pricing and any additional technical or project specific information needed for final evaluation. Only shortlisted Respondents will be eligible to participate in this second stage solicitation.

After the interviews and the evaluation of the follow up solicitation are completed, the City will select the Respondent(s) determined, in the City's sole discretion, to be the most responsive, responsible, and advantageous to the City based on the combined results of the interview and the second stage solicitation.

Should the City require additional time to develop a shortlist or finalize an award decision, the evaluation and award period may be extended by mutual written agreement between the City and the shortlisted Respondent(s). If an award has not been issued within ninety (90) days of the RFQ submission deadline, or within an agreed upon extension, a Respondent may withdraw its submission without obligation to either party.

GENERAL CONDITIONS

I. WAIVER OF TECHNICALITIES

All items must meet or exceed specifications as stated by the City of Flowery Branch. The City of Flowery Branch reserves the right to waive any technicalities and to reject or accept any solicitation

in its entirety or to accept any portion thereof if it is determined that either method results in lower costs, better service, final satisfaction or is otherwise determined to be in the best interest of the City of Flowery Branch. The award may be made by item number or in total. Determination of best response to solicitation will be the sole judgment of the City of Flowery Branch. Solicitation shall remain valid for ninety days from the date of solicitation opening.

II. BONDING REQUIREMENTS

Bid, performance and payment bonds shall be required for all contracts where the cost is two-hundred fifty thousand dollars ($250,000.00) or greater as required per O.C.G.A. § 36-91-50.

a. Bid Bonds
    i. The bid bond must be in an amount of not less than 5 percent of the total amount payable by the terms of the contract. In lieu of a bid bond, the city may accept a cashier's check, certified check, or cash deposit in an amount of not less than 5 percent of the total amount payable by the terms of the contract. If the contract does not exceed $750,000.00, the city may also accept an irrevocable letter of credit in lieu of the bid bond. No bid or bid shall be considered to be complete unless a bid bond has been submitted. O.C.G.A. § 36-91-50(d). If a bid bond is required and the Vendor fails to provide it, the contract shall be invalid. O.C.G.A. § 36-91-50(d). The city must approve the form and solvency of the surety prior to acceptance of the bid or bid. O.C.G.A. § 36-91-40(a)(2).

b. Performance Bonds
    i. The performance bond shall be in the amount of at least the total amount payable by the terms of the contract and shall be increased as the contract amount is increased. O.C.G.A. § 36-91-70. If the public works construction contract is less than $750,000.00, the local government may accept an irrevocable letter of credit instead of a performance bond. O.C.G.A. § 36-91-71. No public works construction contract requiring a performance bond shall be valid for any purpose unless the Vendor shall give such performance bond. O.C.G.A. § 36-91-70. The affected city may recover any damages resulting from the Vendor's breach by filing an action within one year of the completion of the project and acceptance of the work. O.C.G.A. § 36-91-72. The city must approve the form and solvency of the surety prior to the execution of the contract. O.C.G.A. § 36-91-40(a)(2).

c. Payment Bonds
    i. The payment bond shall be in the amount of at least the total amount payable by the terms of the initial contract for the use and protection of all subVendors, and all persons supplying labor, materials, machinery, and equipment in the conduct of work provided in the contract. O.C.G.A. § 36-91-90. In lieu of a payment bond, the city may accept, in its discretion, a cashier's check, certified check, or cash in the amount of at least the total amount payable by the terms of the contract. O.C.G.A. § 36-91-90. No public works construction contract requiring a payment bond shall be valid for any purpose. O.C.G.A. § 36-91-91. The city must approve the form and solvency of the surety prior to the execution of the contract. O.C.G.A. § 36-91-40(a)(2).

III. NON-COLLUSION

Respondent(s), by submitting a solicitation, certify that the accompanying solicitation is not the result of, or affected, by any unlawful act of collusion with any other person or company engaged in the same line of business or commerce, or any other fraudulent act punishable under Georgia or United States law.

IV. SOLICITATION REJECTION

The City of Flowery Branch reserves the right to reject any or all solicitations at any time without penalty. ***Any Respondent, who acts as a supplier to another Respondent submitting a solicitation and also submits a solicitation of their own, will be viewed as participating in Collusive behavior. This behavior displays a pattern or practice of unethical or immoral business practices. Any Respondent associated with this practice may be banned from doing business with the City of Flowery Branch for up to three years.***

V. MODIFICATION OF SOLICITATIONS

Any clerical mistake that is patently obvious on the face of the solicitation may, subject to the limitations described below, be corrected upon written request and verification submitted by the Respondent. A non-material omission in a solicitation may be corrected if the Finance Department determines that correction to be in the City's best interest. Omissions affecting or relating to any of the following shall be deemed material and shall not be corrected after solicitation opening:

(1) Price Information; and
(2) Any Required Insurance

VI. WITHDRAWAL OF SOLICITATIONS

Solicitations may be withdrawn at any time prior to the opening. After solicitations have been opened, withdrawal of a solicitation shall be based upon the following:

The Respondent shall give notice in writing of his claim of right to withdraw his solicitation due to an error within two business days after the conclusion of the opening procedure. Solicitations may be withdrawn from consideration if the price is substantially lower than the other solicitations due solely to a mistake therein, provided the solicitation was submitted in good faith, and the mistake was a clerical mistake as opposed to a judgment mistake, and was actually due to an unintentional arithmetic error or an unintentional omission of a quantity of work, labor or material made directly in the compilation of the solicitation, which unintentional arithmetical error or unintentional omission can be clearly shown by objective evidence drawn from inspection of original work papers, documents and materials used in the preparation of the solicitation sought to be withdrawn. The Respondent's original work papers shall be the sole acceptable evidence of error and mistake if he elects to withdraw his solicitation. If a solicitation is withdrawn under the authority of this provision, the lowest remaining responsive solicitation shall be deemed to be the low solicitation.

VII. NON-ENDORSEMENT

As a result of the selection of a Respondent to supply products and/or services to the City of Flowery Branch, the City of Flowery Branch is neither endorsing nor suggesting that the Respondent's product is the best or only solution. The Respondent agrees to make no reference to the City of Flowery Branch in any literature, promotional material, brochures, sales presentation, or the like without the express written consent of the City of Flowery Branch.

VIII. PROPRIETARY MATERIAL

Any information contained in the solicitation that is proprietary will be neither accepted nor honored. All information contained in this solicitation is subject to public disclosure.

IX. RESPONSE PROPERTY OF THE CITY OF FLOWERY BRANCH

All material submitted in response to this request becomes the property of the City of Flowery Branch. Selection or rejection of a response does not affect this right.

X. NO OBLIGATION TO BUY

The City of Flowery Branch reserves the right to refrain from contracting with or purchasing from any Respondent. The release of this solicitation does not compel the City of Flowery Branch to purchase.

XI. COST OF PREPARING SOLICITATION

The City of Flowery Branch is not liable for any cost incurred by Respondent(s) in the preparation and presentation of solicitations and demonstrations submitted in response to this solicitation.

XII. NUMBER OF COPIES REQUIRED

Respondent shall submit one (1) original hard-copy submission and one (1) electronic copy provided on a flash drive.

XIII. ADDENDA

Respondent(s) are responsible for checking the City of Flowery Branch's website for the issuance of any addenda prior to submitting a solicitation. The address is **https://www.flowerybranchga.org/BIDs**

**The City of Flowery Branch is an equal opportunity owner/employer and will not discriminate against any vendor because of race, creed, color, religion, sex, national origin, or ADA disability status.

*** The City of Flowery Branch will comply with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 USC 2000d—42 USC 2000d—4 (hereinafter referred to as the Act), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation—Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the Regulations), and other pertinent directives, to the end that in accordance with the Act, Regulations, and other pertinent directives, no person in the United States shall, on the grounds of race, color, sex, or national origin be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives federal financial assistance from the Department of Transportation, including the Federal Highway Administration, and HEREBY GIVES ASSURANCE THAT it will promptly take any measures necessary to effectuate this agreement.

City of Flowery Branch
CERTIFICATION
RFQ No. 26-006 PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

This form must be completed and signed for the solicitation to be considered.

With my signature, I certify that I am duly authorized to commit my firm to this solicitation. I further certify that the information contained in this submission is true, accurate, and complete and shall remain valid for a period of ninety (90) days from the date of submission.

Postal Return and/or Courier Delivery Address:

City of Flowery Branch
Finance Department
5410 Pine Street Flowery Branch, GA 30542

The undersigned further certifies that:
This submission is made without any prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same solicitation, and without collusion or fraud.
The firm has reviewed and understands the Request for Proposal and agrees to comply with all requirements, terms, and conditions stated therein.
The firm is not disqualified from responding to this solicitation under any applicable laws, regulations, or policies.

I acknowledge that my firm has reviewed and understands the scope of work and certifies that it can perform the services as presented in this solicitation upon the City's request.

Signed, sealed, and delivered in the presence of:

_____ By: _____
Unofficial Witness (Person authorized to sign binding contract)

Title: _____

_____
Notary Public Attest: _____
Commission Expires: _____ (Officer of Company if Corporation)

Title: _____

Company Name: _____

CITY OF FLOWERY BRANCH

ADDENDUM ACKNOWLEDGEMENT

RFQ 26-006

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

PLEASE LIST ISSUED ADDENDUM(S)

Addendum Number(s)

_____ _____

_____ _____

_____ _____

☐ **NO ADDENDA WERE RECEIVED**

COMPANY NAME: _____

CONTACT PERSON: _____

ADDRESS: _____

CITY: _____ **STATE:** _____ **ZIP:** _____

PHONE: FAX: _____

EMAIL ADDRESS: _____

By signing below, I hereby acknowledge receipt of the supplement pertaining to the above referenced bid.

SIGNATURE: _____ **DATE:** _____

UPON RECEIPT, PLEASE PRINT AND ADD TO YOUR SOLICITATION.

AFFIX THIS LABEL IN A VISIBLE LOCATION ON SEALED SOLICITATION

RFQ Title:	**26-006 PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE**
Company:	
Contact Person:	
Contact Phone:	
RFQ Due Date:	Monday, April 20, 2026, at 1:00 P.M.

DELIVER ONLY TO:

City of Flowery Branch

Attn: Finance Department

5410 Pine Street

Flowery Branch, GA 30542

Internal Use Only:

Received:

THIS SEALED SOLICITATION WILL REMAIN CLOSED UNTIL THE ADVERTISED OPEN DATE AND TIME BY THE FINANCE DEPARTMENT.

Inspire
PLACEMAKING COLLECTIVE



Original

Inspire Placemaking Collective, Inc.

April 20, 2026, 1:00pm

Re: RFQ #26-006

Professional Services for the Development of a Unified Development Code

City of FLOWERY BRANCH, GA

Flowery Branch, GA is a growing city known for its historic downtown charm and role as the headquarters of the Atlanta Falcons. This "Old Town" community offers a blend of 19th-century architecture and modern suburban growth, providing residents with easy access to both outdoor lakeside recreation and the greater Atlanta area.



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Cover LETTER

April 20, 2026
City of Flowery Branch, GA
Nancy Rodriguez, Finance Department
5410 Pine Street, Flowery Branch, GA 30542

Re: RFQ #26-006 | Professional Services for the Development of a Unified Development Code

Dear members of the selection committee,

Located on the shores of Lake Lanier, Flowery Branch is known for its charming downtown, strong economic opportunities, and small-town character, all of which is complemented by its proximity to nearby metropolitan areas. Over the past decade, these qualities have resulted in the City experiencing significant growth, creating new opportunities as well as challenges related to infrastructure capacity, resource protection, and development pressures. With the upcoming Comprehensive Plan update nearing completion, Flowery Branch stands at a critical intersection, one where its planning momentum can be translated into lasting, meaningful change. The next step in realizing the community vision is aligning the Unified Development Code with the updated Comprehensive Plan.

Inspire Placemaking Collective, Inc. (Inspire) was founded in 2022 as a formal spin-off of S&ME, Inc.'s planning and landscape architecture divisions which operated for more than 20 years. With a team of over 40 planners, designers, and other professionals that possess more than 400 years of collective experience, Inspire offers a traditional city planning practice, with a depth and breadth that is unique within today's marketplace.

We've teamed with the award-winning Croy Engineering to craft a best-in-class ordinance that combines visionary landscape architecture, innovative environmental design, and smart land-use solutions that deliver vibrant streetscapes, enhanced ecological resilience and improved accessibility and multimodal connectivity.

Our practice focuses on comprehensive planning, land development code updates, form-based codes, design guidelines, community redevelopment, economic development, historic preservation, and small area studies. We have assisted numerous cities and counties with the preparation of streamlined, user-friendly land use plans, comprehensive plans, land development regulations, form-based codes, design standards, and technical manuals. Our current and previous clients range from rural counties to fast-growing urban communities. Placemaking, a design perspective that recognizes the relationship between transportation, private development, and civic spaces is the foundation of all our work. We think beyond project site boundaries and plan for the people and experiences of the larger place and community. Inspire is committed to creating great places, safe streets, and thriving communities.

Thank you for this opportunity to present our qualifications for your consideration. We hope to have the opportunity to expand upon our ideas and experience through the interview process.

Sincerely,
Inspire Placemaking Collective, Inc.

Sarah Sinatra Gould, AICP, CZO
Project Manager
ssinatra@inspireplacemaking.com

George Kramer, AICP
Authorized Representative
gkramer@inspireplacemaking.com

01 Firm Overview



Flowery Branch Farmers Market

FIRM PROFILE

Inspire
PLACEMAKING COLLECTIVE

Inspire partners with local governments to create great places, safe streets, and thriving communities.

For cities and counties focused on results — protecting community character, enhancing quality of life, and fostering high-wage jobs — Inspire offers a different approach to consulting. Building a talented team, instilling grit, and fostering long-term client partnerships is about more than winning the next contract. This unique model provides a foundation for transformational change. Focusing on people and communities, Inspire has built a shared work ethos that is mission-driven, interdisciplinary, and focused on implementation.

Over time, new ordinances and amendments dilute and muddle local development codes. Eroded organization, conflicting provisions, and a maze of cross-references frustrate staff and applicants alike, costing local governments time and money. Furthermore, a lack of alignment between land development codes and corresponding comprehensive plans impede a community's efforts to achieve its own vision and goals. Inspire's system for code drafting and reorganization was developed by our team of code specialists and has been continually refined over 25 years. Organization, clarity, and easy-to-understand charts and visuals are hallmarks of Inspire's code work.

Mission-driven

Serving the public interest is paramount.

Interdisciplinary

Extensive collaboration across disciplines leads to holistic solutions.

Focused on Implementation

Bold ideas and compelling designs must be tested for workability and strategically positioned for approval and funding.

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Comprehensive Plan Projects

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Unified Development Code Projects

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Redevelopment Projects

09
Development Review Projects

Project Specializations

- Comprehensive Plans
- Land Development Codes
- Redevelopment
- Complete Streets
- Civic Realm Design
- Downtown Master Plans
- Economic Development
- Historic Preservation
- Branding & Wayfinding
- In-house & On-call Support

Technical Services

- Planning
- Landscape Architecture
- Urban Design
- Graphic Design
- GIS Mapping & Analysis
- Community Engagement
- Market Analysis
- Development Review



Firm Information

Founded in 2022 as a formal spin-off of S&ME, Inc.'s planning and landscape architecture divisions which operated for more than 20 years. The previous names of the firm were Land Design Innovations, LLC, Littlejohn Engineering Associates, and S&ME, Inc.

The local office where most of the work will be performed is located at:
817 W. Peachtree St., NW, Suite A-145, Atlanta, GA 30308

The primary contact will be:
Sarah Sinatra, AICP, CZO, Project Manager
954.205.3272 | ssinatra@inspireplacemaking.com

FIRM PROFILE

CROY

Croy Engineering is an award winning, full-service consulting firm founded in 2005.

As a leading provider of design solutions and support services in the Southeast, Croy leverages its local presence and community ties to serve both public and private sector clients on the local, regional, and national levels.

Croy is a more than 100-person firm with three Southeastern office locations: Marietta, Ga., Chattanooga, Tenn., and Huntsville, Ala. In addition to traffic engineering experience, Croy offers a diversified range of capabilities in various fields, including site design, landscape architecture, transportation, parks and recreation planning, municipal utility design, surveying, land acquisition, program management, environmental, as well as construction engineering and inspection services.

Local Office: **200 Cobb Parkway North, Building 400, Suite 413, Marietta, GA 30062.**

Croy's primary contact will be:
Jason Gaines, AICP, Technical Project Manager
404.895.5537 | jgaines@croyeng.com

On-Call Services Experience

Our Croy team has experience performing projects under existing on-call contracts for more than 30 clients across the Southeast, including currently holding on-call contracts with Cobb County, and the cities of Smyrna, Powder Springs, and Marietta. Our Croy team's experience with performing projects as task orders under on-call contracts will enable us to hit-the-ground-running, as well as leverage lessons learned to deliver projects effectively and efficiently.

Local Government Experience

Many of our team members previously served in municipal roles before joining Croy, and therefore, understand the need to meet budgets and schedules, communicate progress, and provide quality design. This gives us a unique familiarity with the priorities and requirements governments face, and the flexibility to help address them successfully. In addition, Croy has been providing engineering services to local governments across Georgia since our founding two decades ago. We work to maintain long-term clients by building successful partnerships to realize project goals, as well as being responsive, approachable, and efficient.

Core Disciplines

- Aviation
- Civil/Site Design
- Construction Management
- Construction Inspection
- Environmental Areas
- GIS Databases
- Land Acquisition/Right-of-Way
- Landscape Architecture
- Municipal Utilities
- Parks and Recreation
- Planning
- Program Management
- Public Involvement
- Site Development
- Stormwater
- Surveying / SUE
- Traffic Engineering
- Transit
- Transportation Design
- Utility Coordination

Firm Awards





Firm Information

Croy Engineering, LLC was incorporated in Georgia. Croy has been in business since 2005 (21 Years in Business). They are a Limited Liability Company and Private Partnership. Croy has three Southeastern Offices.

Website: https://www.croyengineering.com/

02 Experience



St. Patrick's Day Market

RINCON, GA

Unified Development Ordinance

Project Dates:
12/2023 - 02/2025

Client Information:
City of Rincon, GA
302 South Columbia Avenue
Rincon, GA 31326

Project Description:
Having experienced significant growth and no sign of it slowing, the City of Rincon recognized the need to modernize its regulatory framework. With outdated regulations that were fragmented across multiple ordinances, Rincon engaged Inspire to prepare a Unified Development Ordinance that consolidates and updates the City's regulations while implementing the character area framework established in the Comprehensive Plan. The resulting UDO emphasizes clarity, ease of use, and visual prompts and guidance. Stakeholder meetings, a dedicated project website, and a community open house were integral components of the public engagement process to gather input and build consensus.









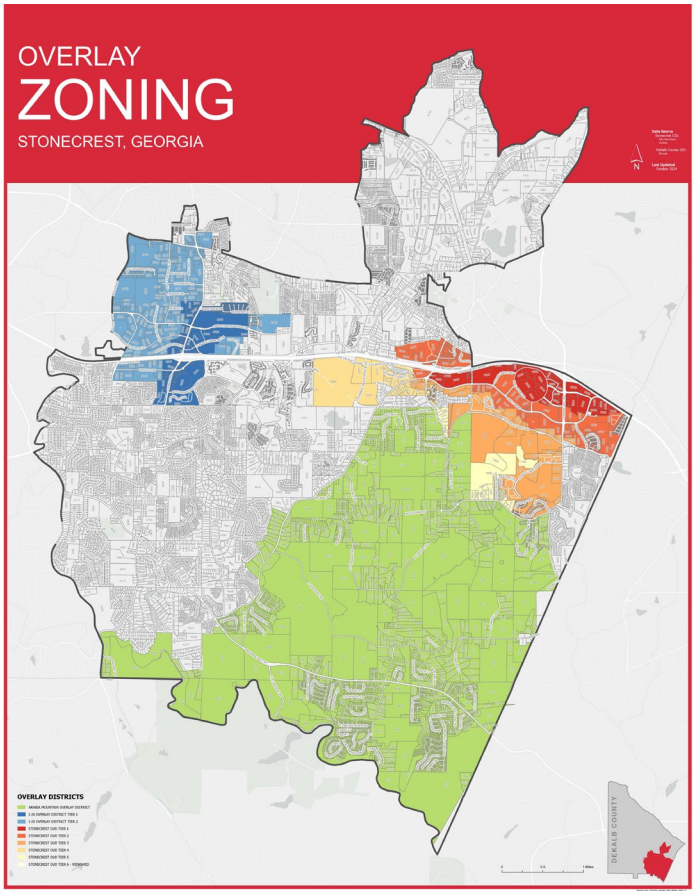
STONECREST, GA

Zoning Ordinance & Overlay District Update

Project Dates:
09/2025 - Ongoing

Client Information:
City of Stonecrest, GA
3120 Stonecrest Boulevard
Stonecrest, GA 30038

Project Description:
Inspire is assisting the City with updates to its Land Development Code and Zoning Overlay districts, focusing on reorganizing the document and revising language to ensure it is consistent, concise, and user-friendly for residents, developers, and staff. To achieve this, design visualizations will be incorporated into the document to demonstrate how development standards should be applied in real-world scenarios, bridging the gap between technical requirements and the everyday user's understanding. To build early buy-in and ensure the update aligns with local strategic goals and needs, a stakeholder advisory committee was established to provide local insight and serve as ambassadors to the wider community, encouraging broader participation. Through this comprehensive approach, Inspire is helping the City of Stonecrest to modernize its regulatory framework, foster transparency, and build stronger connections between planning policy and community priorities.









EAST POINT, GA

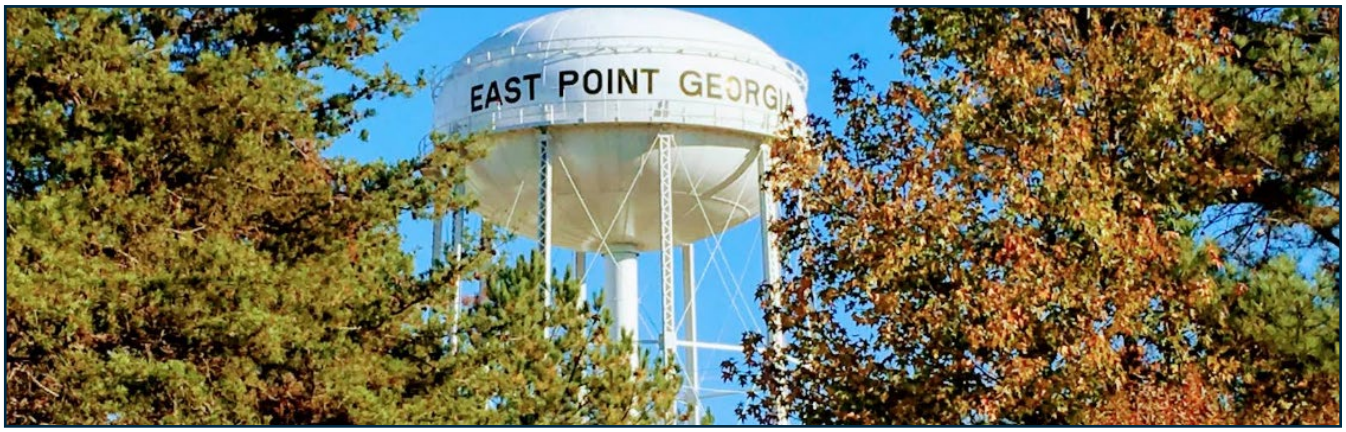
Zoning Ordinance Rewrite

Project Dates:
11/2025 - Ongoing

Client Information:
City of East Point, GA
2757 East Point Street
East Point, GA 30344

Project Description:
The zoning ordinance rewrite is a timely opportunity for Inspire to assist the City of East Point in aligning its development regulations with the City's forward-thinking policies focused on equity, preservation of neighborhood character, promotion of housing choice, support of small businesses, and advancement of community resiliency.

The update streamlines language, improves consistency, and makes standards more practical and accessible by including visual examples that show how requirements apply in real-world situations. The final product will be fully digital and designed for integration into the City's website.





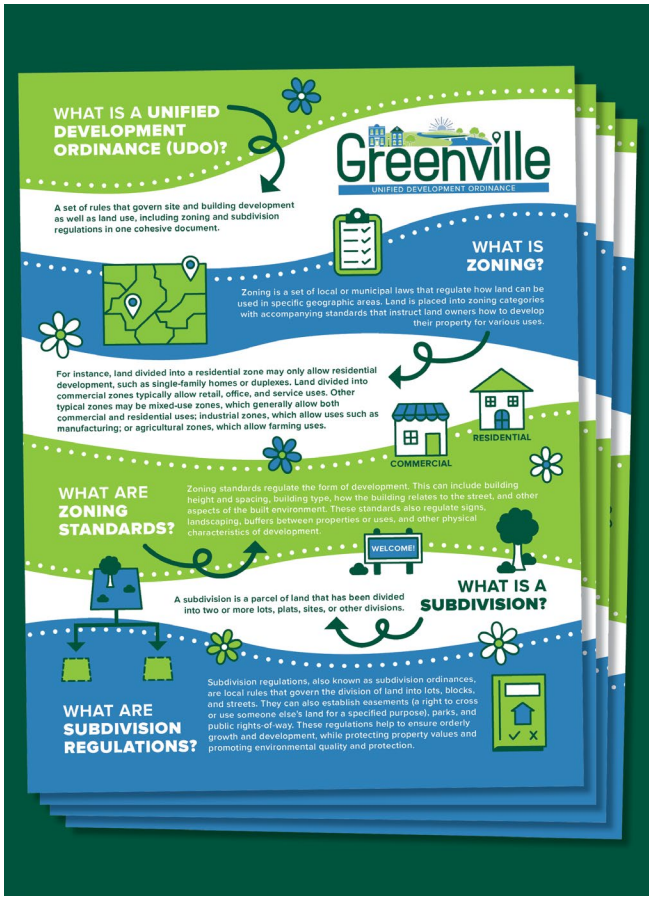
GREENVILLE, NC

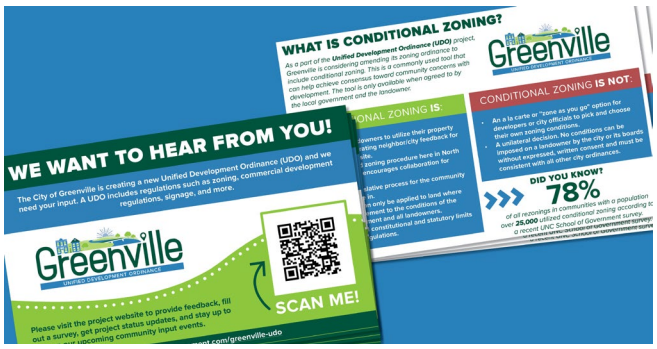
Unified Development Ordinance

Project Dates:
04/2024 - 11/2025

Client Information:
City of Greenville, NC
201 W. 5th Street
Greenville, NC 27835

Project Description:
Inspire prepared the City's first Unified Development Ordinance (UDO) to incorporate design standards for the downtown and surrounding area and to improve code organization, streamline regulations, and create conditional zoning regulations. The UDO was a community-driven process centered on the last update to the Comprehensive Plan and needs of the community. The regulations were outdated and conflicting and the goal of the project was to craft predictable standards by which to design and build, while focusing on pedestrian-friendly, sustainable development.







EFFINGHAM COUNTY, GA

Land Development Regulations

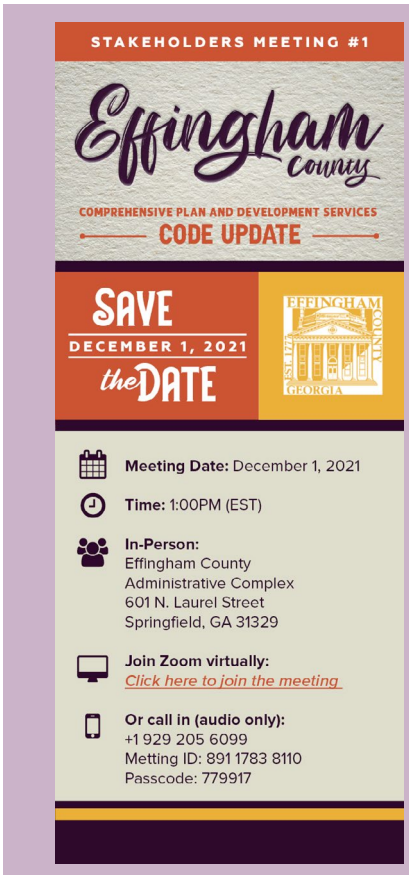
Project Dates:
09/2021 - 09/2024 &
07/2025 - 09/2025

Client Information:
Effingham County, GA
804 South Laurel Street
Springfield, GA 31329

Project Description:
Effingham County hired Inspire to update its Comprehensive Plan and overhaul its land development regulations. This update focused on streamlining requirements, while conducting substantial public engagement efforts, including working with the County staff to create an appropriate list of stakeholders for a steering committee consisting of appointed officials, County Administration, staff of key County departments, members of relevant County boards and commissions, landowners, developers, realtors, design and construction professionals, neighborhood groups, business owners, and others.







COLLEGE PARK, GA

Comprehensive Plan

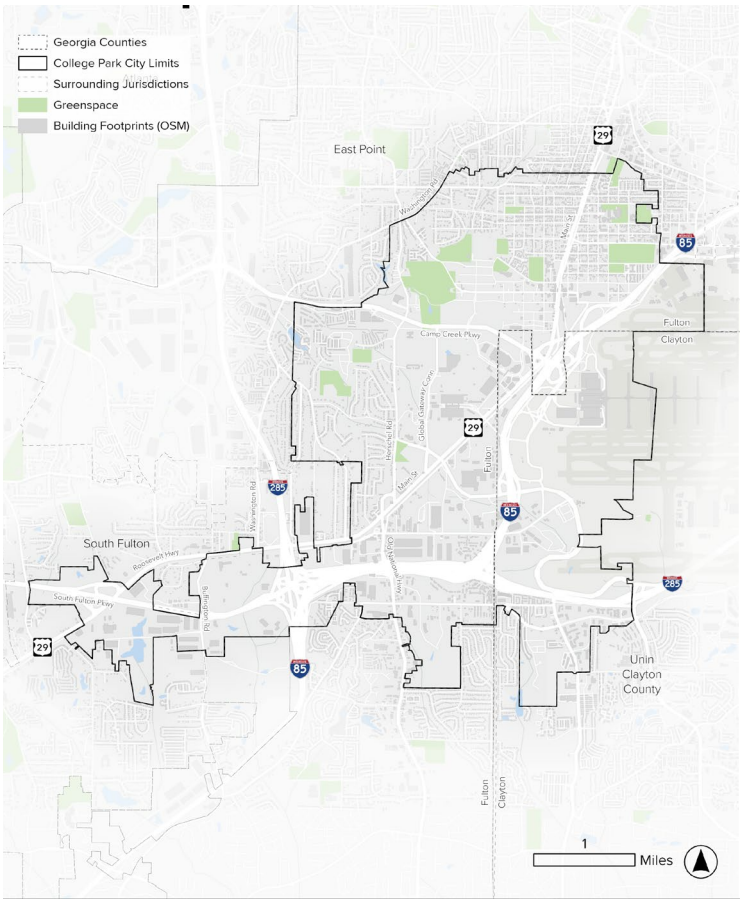
Project Dates:
02/2026 – Ongoing

Client Information:
3667 Main Street
College Park, GA 30337

Project Description:
College Park is a major hub of global and regional commerce anchored by Hartsfield-Jackson Atlanta International Airport. As Georgia's fourth-largest urban historic district, College Park combines rich history with access to urban amenities. The Comprehensive Plan update includes an update to the Community Work Program, and offers a chance to reassess past goals, re-shaping them to form a more balanced, community-driven future. Staff will conduct a thorough analysis of existing conditions to include demographic trends, economic factors, and infrastructure needs. Community engagement will include a futuristic workshop demonstrating before-and-after visualizations of what the various plan elements may look like as aligned with the proposed community goals, particularly as it pertains to neighborhood character areas.

College Park
Comprehensive Plan





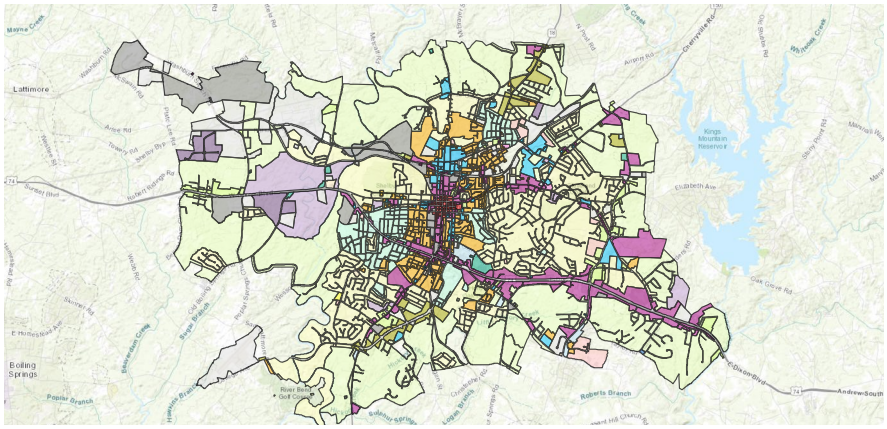
SHELBY, NC

Unified Development Ordinance Rewrite

Project Dates:
07/2025 - Ongoing

Client Information:
City of Shelby, NC
311 South Lafayette Street
Shelby, NC 28150

Project Description:
Inspire converted the existing, outdated zoning and subdivision ordinance into a UDO with an accompanying rezoning of the entire jurisdiction to align with consolidated and refined zoning districts. Additional standards were added for specific uses and for design in the districts, implementing the vision of the recently adopted comprehensive plan. Public engagement and outreach included public meetings, stakeholder interviews, and video testimonials from local citizens.









CHATTANOOGA, TN

Chattanooga Area Comprehensive Plan Update

Project Dates:
Completion: 10/2024

Client Information:
City of Chattanooga, TN
Chattanooga -
Hamilton County
Regional Planning Agency
1250 Market Street
Chattanooga, TN 37402

Project Description:
Croy supported Chattanooga's Comprehensive Plan Update, which divided the region into 11 sub-areas for a holistic vision. Our team analyzed five years of crash data and the city's functional network to identify high-risk hotspots, specifically prioritizing non-motorized safety and equity impact areas. We also evaluated "critical corridors" by reviewing land use, traffic stress, pavement quality, and transit accessibility. Following field surveys and public outreach, we developed a comprehensive suite of recommendations, including complete streets, intersection improvements, and multimodal infrastructure to guide future investments.





PAULDING COUNTY, GA

Paulding County Comprehensive Transportation Plan Update

Project Dates:
Completion: 12/2022

Client Information:
Paulding County, GA
240 Constitution Boulevard
Dallas, GA 30132

Project Description:
Croy served on the consultant team for the Paulding County CTP update, which was conducted alongside the County's Comprehensive Plan. Our team led the analysis of active transportation, aviation, bridges, and ITS, while also authoring the Existing Conditions and Needs Assessment Report to define current system performance. Our role involved multi-tiered public engagement—including stakeholder workshops and Board of Commissioners presentations—as well as project prioritization and cost estimation. Croy co-authored the Final Report to provide a data-driven roadmap for the County's future infrastructure.



SPALDING COUNTY, GA

Griffin-Spalding County Comprehensive Transportation Plan Udate

Project Dates:
07/2021 - 02/2023

Client Information:
Spalding County, GA
119 E. Solomon Street
Griffin, Georgia 30223

Project Description:
In July 2021, Croy was selected to update the Griffin-Spalding County Comprehensive Transportation Plan (CTP), collaborating with Griffin, Sunny Side, and Orchard Hill. Our team analyzed current travel data and future growth to guide strategic infrastructure investments through 2040, focusing on mobility, safety, and economic development. A key part of our approach was a robust public engagement strategy using workshops and digital tools like Social Pinpoint. By combining detailed needs assessments with a rigorous evaluation methodology, Croy delivered a prioritized roadmap of recommendations to enhance regional connectivity and quality of life.





HENRY COUNTY, GA

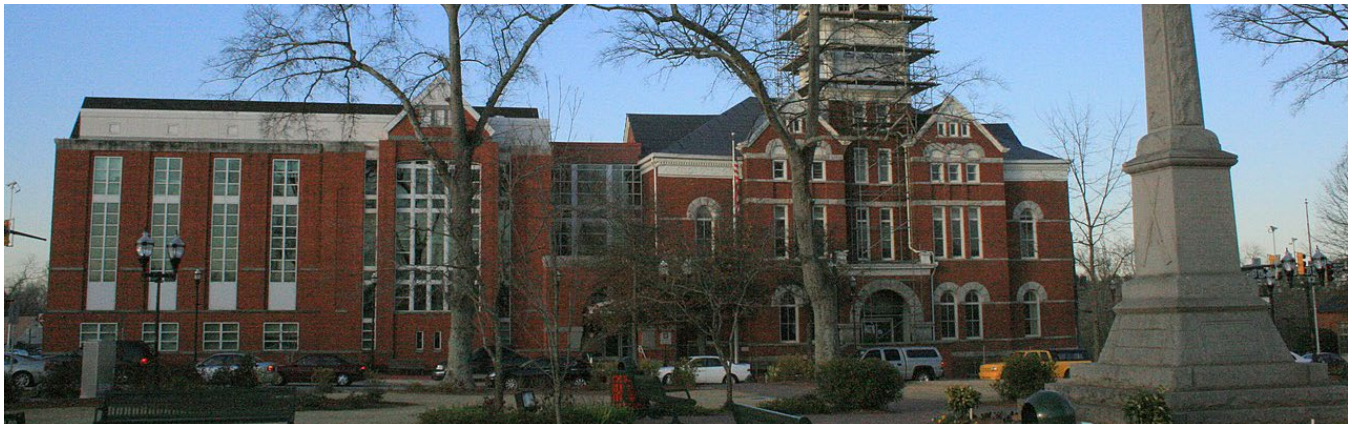
Henry County Comprehensive Plan Update

Project Dates:
Completion: 10/2023

Client Information:
Henry County, GA
Planning & Economic
Development Department
140 Henry Parkway
McDonough, GA 30253

Project Description:
Croy assisted Henry County in updating its Comprehensive Plan, aligning transportation and trail studies with the County's long-term land use vision. Our team addressed key elements including community goals, broadband, and the Community Work Program (CWP). Through a robust engagement process—including three steering committee workshops and five public meetings—Croy developed context-sensitive recommendations. These prioritized roadway safety in rural areas and multimodal options in urban centers. The Board of Commissioners officially approved the plan in October 2023





INSPIRE EXPERIENCE STATEMENTS

Knowledge of Georgia's Planning & Zoning Laws

The Inspire team brings extensive expertise and experience in navigating Georgia's planning and zoning laws. We have a proven track record of delivering successful Unified Development Ordinance (UDO) and Land Development Code (LDC) projects across diverse local and regional jurisdictions in Georgia, including major updates in Rincon and Effingham County, as well as on-going similar efforts in Stonecrest and East Point. In every project, our planners review updated legislative changes at the state and federal level to ensure full compliance with regulatory statutes. Additionally, our ongoing work in the state of Georgia keeps us continuously attuned to legislative changes that may influence our work.

Experience with Public Engagement & Consensus-Building in Small/Mid-Sized Communities

All communities are unique and therefore the engagement needs to be tailored to address the size, demographics, and dynamics of a place. Inspire has worked in a significant amount of small to mid-sized communities throughout the southeast. For example, Hardeeville, SC and Rincon, GA are both fast growing, mid-sized cities that are geographically close to each other but with vastly different demographics.

For our engagement in Hardeeville, we hosted a two day open house at a community center. The programming throughout the day and evening catered to a variety of residents. We heard very different opinions of what the public wanted for their community. We ended up presenting the outcomes in a workshop discussing trade offs., which helped craft the changes to the new zoning ordinance.

In Rincon, the public was mainly concerned about the rapid pace of development and traffic. Our team focused the engagement activities on redevelopment opportunities and design preferences the public could react to, resulting in the creation of overlay districts and corridor standards for the City's main thoroughfare.

All of our engagement efforts are unique and react to the environment we work in. We have used tactile elements like building blocks to demonstrate mass and bulk, and have done many popup events such as attending a festival or farmers market to talk to the general public. Building consensus is an integral part of the process in crafting an effective ordinance.

03 Project Team



Flowery Branch Clock

Downtown

MEET THE TEAM

Organizational Chart



Sarah Sinatra Gould, AICP, CZO
Project Manager

Sarah has served as a planning director for numerous jurisdictions throughout her career. The "both sides of the counter" experience has shaped Sarah's approach to UDOs and ordinance updates. From focusing on a streamlined development review process to using graphics to depict dimensional standards, her goal is predictable, user-friendly deliverables.



Patricia Tyjeski, AICP

Principal-in-Charge



Elena Oertel, AICP

Deputy Project Manager



Nakeischea Smith, AICP

Senior Reviewer



Erik Bredfeldt, PhD, AICP

Atlanta Office Lead

Planning Key Team Members



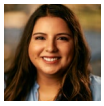
Jason Gaines, AICP
Technical Project Manager (Croy)



Megan Barrow, AICP
Planner



Robbie Addington, AICP
Planner



Gabriela Castro, AICP
Planner



Izzy Norman, AICP Candidate
Planner & GIS Specialist



Erin Anderson, AICP Candidate
Planner & GIS Specialist



Lizbeth Woodby, AICP Candidate
Planner & GIS Specialist



Jessica Hays, AICP Candidate
Planner



Alex Kozela
Planner

Urban Design/Graphics Key Team Members



Addie Sherman
Senior Graphic Designer



SooBin An
Urban/Landscape Designer

Support Staff

- **Jeremy Griffith, AICP** - Planner
- **Jose Fernandez, AICP Candidate** - Planner
- **Haiden Lewis, AICP Candidate** - Planner
- **Sydney Pendergrass** - Graphic Designer
- **Claudia Sicilia** - Urban Designer
- **Jacob Bourdreaux** - Urban/Landscape Designer
- **Jeel Patel** - Urban/Landscape Designer
- **Ethan Greene, AICP** - Multi-Modal Planning Lead (Croy)
- **Aimee Turney, PE, PTOE, RSP21, IMSA TS3** - Traffic Safety Analysis Lead (Croy)



SARAH SINATRA GOULD, AICP, CZO

Project Manager

Sarah has served as a planning director for numerous jurisdictions throughout her career. She understands the need to actively engage the public through a variety of platforms to truly gauge a community's needs. Sarah's work products include innovative plans based on community feedback and collaboration.
AICP #021533; CZO

Education

- Master of Urban & Regional Planning, Florida Atlantic University
- Bachelor of Arts in Political Science, Florida Atlantic University

Skills

- Land Development Codes
- Comprehensive Planning
- Community Engagement
- Corridor Analyses
- Development Review
- Sign Codes
- Supplemental Planning Support

Memberships

- American Planning Association (APA)
- NC Planning Association
- North Carolina Association of Zoning Officials (NCAZO)

Experience

Unified Development Ordinance

Project Manager | Rincon, GA

- Facilitated stakeholder meetings and collaborated on dedicated project website
- Coordinated public open house to garner feedback on uses and design
- Prepared updated ordinance text in strike through and underline format

Land Development Regulations

Project Manager | Effingham County, GA

- Prepared revised ordinance language to address outdated language and conflicts
- Crafted criteria for development nodes
- Moderated stakeholder committee meetings and public engagement sessions

Municipal Zoning & Development Ordinance (MZDO) Update

Project Manager | Hardeeville, SC

- Hosted a two-day open house with significant attendance to gauge feedback from the public on the update to the Zoning Code
- Moderated interviews with the development community to determine its challenges and successes using the code
- Crafted new zoning code language and ensured consistency with the Comprehensive Plan

Unified Development Ordinance

Project Manager | Greenville, NC

- Designed a public outreach strategy to engage all segments of the population, including disenfranchised residents, as well as university students
- Led the effort to completely overhaul the UDO to be user-friendly and consistent with the Comprehensive Plan.
- Strategized on updating zoning districts and uses

Unified Development Ordinance Update

Principal-in-Charge | Wilson County, NC

- Senior review of code language
- Coordination with client on goals of the project

Development Ordinance Update

Principal-in-Charge | High Point, NC

- Led working sessions with the Implementation Task Force on priorities for the UDO
- Public engagement and board meeting facilitation
- Review and coordination of new ordinance language

Unified Development Ordinance

Project Manager | Moncks Corner, SC

- Hosted a workshop with breakout sessions to gain feedback from stakeholders on the direction of the ordinance
- Attended popup events and held an open house to inform the general public of the ordinance updates as well as hear input on edits
- Crafting new zoning code language and providing consistency with the Comprehensive Plan

Land Development Code Rewrite

Project Manager | Henderson County, NC

- Evaluation of steep slope regulations as a result of the impacts of Hurricane Helene
- Increased buffers adjacent to agricultural operations to further protect farmland
- Simplified density calculations

Unified Development Ordinance Rewrite

Project Manager | Matthews, NC

- Reworked zoning categories and consolidated for ease of use
- Prepared new landscape requirements



PATRICIA TYJESKI, AICP

Principal-in-Charge

Pat has extensive experience with long range comprehensive planning, land development regulations, zoning, historic preservation, and development review. Over the course of her career, Pat has worked with over 30 jurisdictions on numerous code planning projects. **AICP #069720**

Education

- Master of Regional Planning, Cornell University
- Bachelor of Architecture, Universidad Javeriana, Bogotá, Colombia

Skills

- Comprehensive Planning
- Land Development Codes
- Form-Based Codes
- Historic Preservation
- Development Review
- Public Engagement
- Small Area Plans

Memberships

- American Planning Association (APA)
- Florida Planning & Zoning Association (FPZA)

Experience

Municipal Zoning & Development Ordinance (MZDO) Update

Principal Planner | Hardeeville, SC

- Led the preparation of the form-based code for the downtown and White Hardee corridor

Land Development Code Assessment & Update

Project Manager | City of Pensacola, FL

- Identified obsolete regulations, duplication of standards, internal conflicts, conflicts with the Comprehensive Plan and Florida Statutes, provisions that do not belong in the LDC, and efficiency and effectiveness of the development review process and procedures
- Prepared recommendations for the reorganization and improvement of the code
- Facilitated work sessions with stakeholders to discuss issues and recommendations
- Completed a thorough reorganization of the code and updated chapters based on the assessment matrix

Land Development Code Update & Form-Based Code

Project Manager | Kissimmee, FL

- Performed a complete reorganization of the code, created tables of uses and dimensional standards, eliminated internal inconsistencies
- Incorporated form-based code regulations for the downtown and Vine Street corridor
- Facilitated public workshops and presented the project at public hearings

Downtown Form-Based Code

Project Manager | Green Cove Springs, FL

- Created transect map taking into consideration existing patterns and desired character
- Facilitated stakeholder interviews and public workshops

Land Development Code Update

Project Manager | Sumter Cities (Center Hill, Coleman, Webster), FL

- Updated provisions for consistency with Florida Statutes
- Reorganized, streamlined, and updated the code for ease of use
- Facilitated listening sessions with stakeholders and public workshops
- Created standards for conservation subdivisions

Land Development Code Update

Project Manager | Palm Bay, FL

- Reorganized, streamlined, and updated the code for ease of use
- Updated code for consistency with Florida Statutes
- Created standards for conservation subdivisions

Land Development Code & Form-Based Code

Project Manager | Gainesville, FL

- Performed a complete reorganization of the code, created tables of uses and dimensional standards, and eliminated internal inconsistencies
- Developed form-based code regulations to provide a framework to enable better development patterns; foster pedestrian-friendly development; and give citizens, developers, builders, and property owners predictable standards
- Facilitated public workshops and presented the project at public hearings

Marina District Development Guidelines

Principal Planner | Cape Canaveral, FL

- Participated in drafting standards
- Obtained inspiration images from other ports in the country



ELENA OERTEL, AICP

Deputy Project Manager

Elena is an urban planner who integrates analytical thinking into every stage of the planning process, supporting comprehensive planning, economic development, sustainable urban design, trail planning, grant applications, and community engagement. By leveraging spatial analyses/market analytics, she delivers data-driven insights to foster vibrant, thriving communities.

AICP #370035

Education

- Master of City & Regional Planning, Georgia Institute of Technology
- Bachelor of Sustainability Science, Furman University

Skills

- Spatial Analysis
- GIS Mapping
- Comprehensive Planning
- Economic Development
- Sustainable Urban Design
- Trail Planning
- Grant Applications
- Community Engagement

Software

- Microsoft Office
- Adobe Creative Suite
- Power BI
- Bluebeam
- Tableau
- SketchUp
- Lumion

Memberships

- American Planning Association (APA)
- Emerging Planners of Georgia (EPG)

Experience

Zoning Ordinance & Overlay Districts Rewrite

Deputy Project Manager-Atlanta Office | Stonecrest, GA

- Assisted in revising and modernizing permitted uses
- Led public participation sessions and steering committee meetings, including branding, website development, and survey creation and analysis
- Integrated graphics and images to clearly illustrate and communicate standards

Unified Development Ordinance Rewrite

Deputy Project Manager-Atlanta Office | East Point, GA

- Evaluation of the City's existing code and planning documents to align with goals set forth to build the rewrite matrix.
- Support public participation sessions and steering committee meetings, including branding, website development, and survey creation and analysis.

Land Development Code Update

Land Use Planner | Sumter Cities (Center Hill, Coleman, & Webster), FL

- Developed stakeholder group meeting materials to gather input and build consensus around key regulatory updates
- Supported the creation of a consistency matrix to align the County's recently updated regulations to each city
- Contributed to drafting and refining several iterations of the ordinance, including detailed review and edits3. CRA & Economic Development Plans

2030 Strategic Plan Update

Land Use Planner | Decatur, GA

- Updated the demographic and economic data to reflect 2020 trends

Strategic Plan Development

Deputy Project Manager | Watkinsville, GA

- Led the planning and execution of a two-day design charrette, coordinating three stakeholder workshops and a public open house, along with all associated outreach and engagement materials
- Conducted analysis of downtown existing conditions, real estate market dynamics, and key physical and economic assets
- Contributed to implementation strategies focused on activating the downtown core, attracting businesses, identifying funding opportunities, and fostering public-private partnerships

CID Fiscal Impact Analysis

Land Use Planner | Town Center, GA

- Led the fiscal impact analysis, evaluating tax revenue trends, boundary and parcel changes since 2019, projected tax base, and real estate inventory and market trends over the past five years

Unified Development Ordinance Rewrite

Land Use Planner | Matthews, NC

- Supported the update and rewrite of the following chapters:
  - Ch. 1: Purpose & Applicability
  - Ch. 2: Administration and Review Procedure
  - Ch. 13: Nonconformities

Comprehensive Plan

Land Use Planner | Riverdale, GA

- Developed the existing conditions sections for demographic, economic, housing, land use, and transportation trends, including the development of supporting graphics and maps to illustrate key findings



NAKEISCHEA SMITH, AICP

Senior Reviewer

Nakeischea brings extensive planning experience, having led major public engagement efforts and overseen high-impact regional projects. Her work reflects strong collaboration skills with a focus on economic development and long-range planning.

AICP #024308

Education

- Master of City Planning, Massachusetts Institute of Technology (MIT)
- Bachelor of Arts, Northeastern University

Skills

- Comprehensive Planning
- Land Development Codes
- Development Review
- Community Redevelopment
- Community Engagement

Memberships

- American Planning Association (APA)

Experience

Zoning Ordinance & Overlay Districts Update
Project Manager | Stonecrest, GA

- Update and modernize table of permitted uses
- Incorporate graphics and images to complement and visualize standards
- Robust public participation to include branding, website, surveys, workshops, open house and steering committee engagement
- Reorganize regulations into a user-friendly format

Zoning Ordinance Rewrite
Project Manager | East Point, GA

- Restructure awkward and confusing format
- Clarify contradictory language and definitions
- Incorporate design guidelines for commercial overlay districts
- Strengthen review procedures and permitting requirements
- Add explanatory graphics and illustrations

Land Development Code Assessment & Update
Senior Planner | Pensacola, FL

- Assisted with public engagement activities

Zoning Code Amendments
Project Manager | Melbourne, FL

- Compiled best management practices related to regulating large assembly uses
- Proposed code amendments to allow the use in certain districts
- Developed standards to address impacts on surrounding areas

Sign Code Ordinance
Project Manager | Surfside, FL

- Created new design standards for signage such as wall, window, and monument signs

Performing Arts, Civic & Entertainment Overlay District
Project Manager | Miami Gardens, FL

- Prepared standards to encourage creative design
- Worked in connection with the City to craft an updated zoning map describing the overlay district

Land Development Code Administration
Project Manager | Miami Gardens, FL

- Prepared code modifications to the S-Stadium district focused on the areas in and around the Hard Rock Stadium for economic development and redevelopment initiatives
- Oversaw the redevelopment application process of the Calder Casino Horse Track

Landscape Ordinance
Project Manager | Miami Gardens, FL

- Created a trust fund to provide a mechanism for applicants to pay into a fund for required trees
- Prepared ordinance text and a process to allow residents to request tree permits directly from the City

R-5 Zoning District Text Amendments
Principal Planner | Effingham County, GA

- Prepared development standards and graphics for modifications to the R-5 district
- Led a workshop with the County staff and Steering Committee to get direction on edits



ERIK BREDFELDT, PHD, AICP

Atlanta Office Lead

Erik has experience in administrative and project management, with a focus on community planning and economic development. Activities include urban planning/development services, community/economic development, and project management through an internal/external partnership philosophy emphasizing the balance between community and markets. **AICP #011971**

Education

- Doctor of Philosophy in Urban & Regional Planning, University of Florida
- Master of Arts in Urban & Regional Planning, University of Florida
- Bachelor of Arts in Economics, Muhlenberg College

Skills

- Project Management
- Facilitative Approach
- Economic Development
- Business/Real Estate Development
- Urban Planning

Memberships

- American Planning Association (APA)
- Urban Land Institute (ULI)

Experience

Zoning Ordinance and Overlay Update
Senior Reviewer | City of Stonecrest, GA

- Provided staff support for engagement efforts at stakeholder meeting and public outreach meetings and reviewed materials for the latter

Zoning Ordinance
Reviewer | Collegedale, TN

- Provided review of various Code sections for form and substance

Downtown Form-Based Code
Senior Planner | Green Cove Springs, FL

- Provided staff support for two project workshops inclusive of obtaining stakeholder/community interaction and reaction to existing downtown conditions and prospective form-based code solutions

Strategic Plan Development
Project Manager | Watkinsville, GA

- Worked on technical analysis and data collections associated with the Plan
- Led the Community Engagement effort consisting of a project website, stakeholder meetings and general community public interaction

Economic Development Plan
Project Manager | Jellico, TN

- Led public engagement efforts with Client/City staff/elected officials/public
- Drafted Economic Development Plan and review with client and City of Jellico
- Managed contract and tasks associated with creation of the Economic Development Plan

Economic Development Plan
Director of Economic Development | Garner, NC

- Produced Market Analysis for the project
- Assisted with public outreach to market participants in Garner area
- Interacted with internal Inspire team and GEDC Board members

Downtown Master Plan
Project Manager | Tarpon Springs, FL

- Worked on developing a consolidated character area/transect regulatory framework for future development
- Provided an analysis and assessment on Community Redevelopment Area performance as well as proposed future programmatic/project direction

Market Analysis & Commercial Study
Project Manager | Osceola County, FL

- Worked on a Land Use and Market Analysis for the entirety of Osceola County
- Worked on two sub market area Land Use and Market Analysis regarding the Narcoossee and St. Cloud areas

South Brooksville/Hernando Finding of Necessity (FON) Study
Senior Reviewer | Brooksville, FL

- Supported redevelopment team in review of substance of deliverables and project approach

West City Finding of Necessity (FON) & Community Redevelopment Plan
Project Manager | St. Augustine, FL

- Conducted community tour with client
- Prepared a FON Study for potential establishment of the West City CRA



CROY

JASON GAINES, AICP

Technical Project Manager

A 22-year veteran of Georgia local government, Mr. Gaines leads Croy's Planning Department with extensive experience in economic development and land-use integration. Having served in both front-line and directorial roles for Cobb County, Henry County, Clarkston, and Roswell, he offers a deep strategic and operational understanding of municipal planning and zoning. **AICP #021743**

Education

- Masters in City & Regional Planning, Georgia Institute of Technology
- Bachelor of Arts in Urban & Regional Planning, Miami University (Ohio)

Skills

- Land Use Planning
- Transportation Planning
- Economic Development
- Comprehensive Planning
- Small Area Master Planning
- Zoning Regulations/ Applications

Memberships

- American Planning Association (APA)

Experience

Comprehensive Plan

Supervisor | Cobb County, GA

- Supervised the preparation of Cobb County's 2040 Comprehensive Plan, which was initially adopted in November 2017
- Conducted all aspects of the comprehensive planning process mandated by the state of Georgia through the Department of Community Affairs
- Under his leadership, the team conducted data collection and analysis, led stakeholder and public engagement, and prepared the plan document and related appendices
- Led Cobb County's in-house process of updating the plan and the Future Land Use Map annually based on zoning decisions from the prior year

Downtown Properties Master Plan

Project Manager | Braselton, GA

- Gaines served as project manager for the Town of Braselton's Downtown Properties Redevelopment Plan, which focused on the creation of a master plan aimed at guiding future public and private investment in the development of several key properties in historic Downtown Braselton that are Town-owned
- The effort consisted of a robust public engagement program that included pop-ups at Town-sponsored festivals and a design charrette, as well as a Stakeholder Group that included a wide range of interests representing all corners and aspects of the community
- The final deliverable was a concept plan for each site identified within the study that the Town will use to solicit proposals from private developers

Core MPO Bicycle & Pedestrian Facility Study

Lead Planner | Savannah/Chatham County, GA

- Developed an inventory map of bicycle and pedestrian facilities
- Assess network connectivity, improvement opportunities, and potential economic development impacts; analyze safety using existing crash data
- Create a methodology for CORE MPO staff to identify and prioritize future improvements
- Supported the public engagement effort by identifying key themes in feedback and helping translate them into actionable recommendations

Downtown Creative Placemaking Strategy

Transportation Planning Lead | Fayetteville, GA

- The City of Fayetteville was awarded a grant through the Atlanta Regional Commission's Livable Centers Initiative (LCI) program to develop a creative placemaking strategy for City's Downtown Mixed-Use District and to create a downtown core that is safe for pedestrians and bicyclists to navigate
- Supported the project through leading coordination efforts with planning partners at the Georgia Department of Transportation and Fayette County Government to develop recommendations for pedestrian and bicycle connectivity enhancements
- Supported engagement efforts with City staff and elected officials, community stakeholders, and the general public, focusing on how bike/ped mobility contributes to sense-of-place



MEGAN BARROW, AICP

Senior Planner

Megan is passionate about leveraging land use and transportation investments to support community growth, especially in areas facing environmental and economic challenges. She brings interdisciplinary experience in transportation planning and engineering, comprehensive planning and zoning, GIS mapping and data analysis, and professional writing and editing to each project.
AICP #33902

Education

- Master of City & Regional Planning, Georgia Institute of Technology
- Bachelor of Arts in Journalism & Urban Practice & Policy, University of Richmond

Experience

Historic Preservation Services
Planner | Melbourne, FL

- Assist with historic preservation activities, such as reviewing Certificates of Appropriateness applications, drafting designation reports, and other activities

Historic Preservation Services
Planner | Titusville, FL

- Provide ongoing planning support to the City's Historic Preservation Officer

Curry Ford Special Plan Area (Zoning Overlay)
Project Manager | Orlando, FL

- Wrote and successfully guided to adoption land development code updates to improve urban design in one of Orlando's central, fast-growing neighborhoods

Urban Development Area Analyses – VTRANS
Senior Planner | Orlando, FL

- Researched and wrote briefs advising Virginia's Office of Intermodal Planning and Investment on context-appropriate urban design and development policy for activity centers in Botetourt County and the City of Martinsville

Sign Code Rewrite
Planner | Orlando, FL

- Contributed to overhaul of City's sign code to comply with federal rulings and to significantly simplify standards and language with the goals of better customer compliance and staff efficiency

Curry Ford Vision Plan
Project Planner | Orlando, FL

- Managed the implementation of and public outreach for a 2.5-mile neighborhood corridor plan, including growth management policy, land development code, and roadway updates to improve urban design

HIP-TI Strategic Recommendations
Senior Planner | Seminole County, FL

- Updated GIS maps, municipal parcel data and market data for county's land use and market analysis

Comprehensive Plan Update & EAR
Senior Planner | Orlando, FL

- Contributed to the Evaluation and Appraisal update to meet statutes and complete plan revamp to streamline and modernize the standards for the region's primary city



ROBBIE ADDINGTON, AICP

Planner

Robbie is passionate about land use, resiliency, code development, and long-range planning. He has experience in development review, community engagement, ordinance development, and in presenting research to planning boards. His background in research and community outreach helps integrate the needs of residents with the planning vision of local governments. **AICP #37352**

Education

- Master of City & Regional Planning, University of North Carolina at Chapel Hill
- Bachelor of Arts in Political Science, University of North Carolina at Chapel Hill

Experience

Unified Development Ordinance

Planner | Rincon, GA

- Integrated and amended a variety of city ordinances into a unified development code
- Developed an online engagement portal and GIS maps for the project website

Zoning Ordinance & Overlay District Update

GIS & Data Overlay District Analysis Specialist | Stonecrest, GA

- Developed and integrated planned unit developments into the zoning ordinance
- Resolved conflicts and difficulties in the City's overlay districts

Unified Development Ordinance

Planner | Greenville, NC

- Structured the project's public engagement efforts
- Integrated existing ordinances, zoning, and subdivision regulations into a final product

Unified Development Ordinance Update

Planner | Wilson County, NC

- Assessed seven existing county ordinances for improvements and integration of best practices

Unified Development Ordinance Update

Planner | Kenly, NC

- Created a suite of public engagement activities to gather and synthesize feedback from community members about the development ordinance in Kenly

Development Ordinance Update

Planner | High Point, NC

- Aided in the development of an online engagement platform for residents and stakeholders
- Reviewed comprehensive plan goals and objectives for implementation into the City's zoning and subdivision ordinances

Character District Zoning Analysis

Planner | Southern Pines, NC

- Hosted three stakeholder groups at separate meetings within the character districts
- Drafted public engagement reports detailing engagement activities and feedback
- Created GIS maps of revised character districts



GABRIELA CASTRO, AICP

Planner

Gabriela has extensive experience working in and with local government. In her professional experience she has reviewed various types of development applications, updated comprehensive plans, and crafted redevelopment plans. She has created reports and explained these reports to various agencies and boards.
AICP #030965

Education

- Master of Arts in Urban & Regional Planning, University of Florida
- Bachelor of Science in Sustainability & the Built Environment, University of Florida

Experience

Zoning Ordinance

Planner | Collegedale, TN

- Prepared presentation for stakeholder meeting
- Moderated and facilitated discussion at stakeholder meeting for input on the zoning ordinance and requested necessary revisions

Downtown Form-Based Code

Planner | Green Cove Springs, FL

- Performed a site analysis of the downtown study area inclusive of existing regulations, block and lot layouts, site and building designs, parking, and street characteristics
- Prepared public engagement activities for public workshops
- Assisted in the facilitation of various public engagement workshops

Land Development Code Assessment & Update

Planner | Pensacola, FL

- Assisted in the review of the City's Land Development Code provisions
- Drafted a matrix identifying the similarities and differences for various LDC sections

Land Development Code Update

Planner | Palm Bay, FL

- Assisted in the review of the City's Land Development Code provisions
- Attended the listening session and provided notes on changes requested from staff
- Assisted in the preparation of the public workshop

Land Development Code Update

Deputy Project Manager | Sumter Cities (Center Hill, Coleman, & Webster), FL

- Updated provisions for consistency with Florida Statutes
- Reorganized, streamlined, and updated the code for ease of use
- Facilitated public workshops and presented the LDC update at adoption hearings

Sign Code

Planner | Kissimmee, FL

- Assisted in preparing materials for the public open house
- Facilitated the open house, collected public input, and prepared a detailed summary of the feedback received



IZZY NORMAN, AICP CANDIDATE

Planner

Izzy is an urban planner focused on creating equitable cities through thoughtful code development and comprehensive planning. She is passionate about affordable housing policy, anti-displacement strategies, and community-driven engagement. **AICP Candidate**

Education

- Master of City & Regional Planning, University of North Carolina at Chapel Hill
- Bachelor of Arts in Political Science & Food Studies, University of North Carolina at Chapel Hill

Experience

Unified Development Ordinance

Planner | Rincon, GA

- Prepared standards for a Traditional Residential Business Overlay District

Zoning Ordinance & Overlay District Update

Planner | Stonecrest, GA

- Wrote detailed use standards for an array of modern uses
- Conducted a thorough review of the existing code, identifying areas to eliminate, move, clarify, or add new provisions

Unified Development Ordinance Rewrite

Planner | Matthews, NC

- Created a matrix of goals, objectives, and policies from the Envision Matthews Comprehensive Plan and identified ways to implement these items through the UDO
- Reorganized the UDO for clarity and ease of use
- Conducted four interviews with key stakeholders familiar with the UDO and held two in-depth meetings with staff to discuss procedures and zoning districts

Zoning Map Update & Unified Development Ordinance Development

Planner | Georgetown County, SC

- Prepared a public engagement plan and created engagement materials for a public kick-off event
- Analyzed 33 zoning districts for areas of consolidation to help the community implement the goals outlined in the Land Use Element of its Comprehensive Plan

Land Development Regulations

Planner | DeLand, FL

- Prepared materials for a form-based code workshop with city commissioners, planning board members, staff, and members of the public
- Reorganized and consolidated the General Procedures chapter for easier use

Market Analysis

Planner | Osceola County, FL

- Analyzed demographic trends, employment patterns, housing and real estate performance, and development activity for the St. Cloud Market Area



ERIN ANDERSON, AICP CANDIDATE

Planner

Erin is passionate about creating strong communities through equitable community development and planning. She has experience in community engagement, data collection and analysis, and working closely with local governments. **AICP Candidate**

Education

- Master of City & Regional Planning, University of North Carolina at Chapel Hill
- Bachelor of Arts in Economics, Wake Forest University

Experience

Land Development Regulations

Planning Intern | Effingham County, GA

- Prepared updated land use table and land use definitions
- Ensured that adopted ordinances and amendments were integrated into the code
- Reviewed updated code for consistency

Unified Development Ordinance

Planning Intern | Rincon, GA

- Proposed a structure for the reorganization of the Ordinance
- Developed an updated/streamlined use table

Municipal Zoning & Development Ordinance (MZDO) Update

Planning Intern | Hardeeville, SC

- Developed public engagement summaries
- Prepared updated land use table and land use definitions
- Reviewed updated code for consistency

Unified Development Ordinance

Planner | Greenville, NC

- Proposed a structure for the reorganization of the ordinance
- Updated language for various code chapters, including Signs, Landscaping, and Zoning

Land Development Code Update

Planner | Sumter County, FL

- Created articles with updated formatting based on proposed reorganization matrix
- Ensured articles were updated with changes per the 2019 draft

Development Ordinance Update

Planner | High Point, NC

- Drafted presentations and facilitated stakeholder meetings
- Reviewed code for opportunities to revise language and collapse zoning districts

Unified Development Ordinance Update

Planner | Wilson County, NC

- Prepared materials for stakeholder meetings
- Reviewed code for opportunities to revise language and collapse zoning districts
- Updated several sections of the code with modernized standards, including landscaping and buffering sections

Land Development Code Rewrite

Planner | Henderson County, NC

- Drafted text changes to several code chapters



LIZ WOODBY, AICP CANDIDATE

GIS Analyst/Planner

Lizbeth is passionate about environmental studies and sustainability. She strives to use her experience to advocate for better environmental stewardship. Additionally, Lizbeth has experience in environmental justice, urban spaces, and planning. She's also a skilled GIS technician. **AICP Candidate**

Education

- Master of City & Regional Planning, University of North Carolina at Chapel Hill
- Bachelor of Environmental Studies, Sustainability Track, University of North Carolina at Chapel Hill

Experience

Unified Development Ordinance Rewrite

Planner | Shelby, NC

- Prepared materials for stakeholder meetings

Land Development Code Update

Planner | St. Cloud, FL

- Updated code language to be compliant with Florida Statutes

Unified Development Ordinance

Planner | Hillsborough, NC

- Prepared public engagement materials for public open houses
- Updated code language for consistency and ease of use in Administration, Parking, Streets, and Enforcement chapters

North Okaloosa Planning Study

Planning Intern | Okaloosa County, FL

- Drafted the study area snapshot for the Baseline Conditions Report
- Created maps for sections of the Baseline Conditions Report
- Calculated LOS for park services in North Okaloosa
- Created maps for North Okaloosa's Planning Profiles

Comprehensive Plan Update

Planner | Nassau County, FL

- Collected and analyzed data, evaluated planned improvements, and compared findings for parks and recreation and housing to understand consistency with FL Statutes
- Drafted potential changes to the Goals, Objectives, and Policies based on the analysis and evaluation of planned improvements
- Assisted in the creation of maps for site visits, EAR report, and Data and Analysis elements
- Created 3D modeling scenario using ArcUrban to understand feasible growth options for the County based on water and wastewater demand generated by development

Comprehensive Plan Update

Planner | Flagler County, FL

- Assisted with updates to and organization of Goals, Objectives, and Policies in the Coastal Management element to advance resiliency efforts in the County



JESSICA HAYS, AICP CANDIDATE

Planner/GIS Specialist

Jessica has a strong background in GIS mapping and data management. She leverages these tools to drive innovative data-driven solutions in adaptation planning, land development, and comprehensive planning. **AICP Candidate**

Education

- Master of Urban & Regional Planning, University of Florida
- Bachelor of Science in Sustainability & the Built Environment, University of Florida

Experience

Unified Development Ordinance

Planner | Rincon, GA

- Facilitated an open house to gain public input on potential code changes
- Coordinated with the client and prepared GIS maps to help create special district boundaries and regulations

Unified Development Ordinance Update

Planner | Wilson County, NC

- Created map series to analyze existing data and support updates to the code

Unified Development Ordinance

Planner | Greenville, NC

- Assisting with the project's public engagement efforts
- Helping integrate existing ordinances, zoning, and subdivision regulation into a final product

Corridor Design Standards

Planner | Effingham County, GA

- Assisting with project area delineation through GIS mapping of the overlay districts

Unified Development Ordinance Update

Planner | Kenly, NC

- Assisting with coordination on public engagement
- Preparing code work to modernize uses and provide consistency

Land Use Study

Planner | Lake Wales, FL

- Assisted with stakeholder interviews to understand challenges and gain input on land use scenarios
- Mapped, analyzed, and researched existing conditions to contribute to an existing conditions document

Infrastructure Mapping/GIS

Planner | Robertson County, TN

- Assisted with coordination with utility providers on available data
- Assisted with preparing GIS mapping to create a new future land use plan
- Digitized infrastructure location information into GIS format



ALEX KOZELA

Planner

Alex is an urban planner who advances sustainable placemaking by integrating land use planning, environmental systems, and urban design. He applies a data-driven, human-scale approach to comprehensive planning, land development, and community engagement to create safer, healthier, and more livable neighborhoods, towns, and cities.

Education

- Master of City & Regional Planning, Georgia Institute of Technology
- Bachelor of Arts in Communication, Saint Mary's College of California

Experience

Zoning Ordinance & Overlay District Update

Community Outreach Coordinator | Stonecrest, GA

- Led steering committee meetings and managed community engagement efforts for the City of Stonecrest, including public workshops and stakeholder coordination
- Drafted planning materials and produced engagement tools, including a project website, videos, and visual content to support public understanding of zoning changes

Zoning Ordinance Rewrite

Community Engagement Coordinator | East Point, GA

- Led steering committee meetings and managed community engagement efforts for the City of East Point, including public workshops and stakeholder coordination

Unified Development Ordinance

Planner | Shelby, NC

- Developed best practice recommendations that align with the City's Comprehensive Plan
- Updated language for various code chapters, including Zoning, Landscaping, and Parking

Strategic Plan Development

Planner | Watkinsville, GA

- Oversaw comprehensive editing of the Downtown Strategic Plan to ensure clarity, consistency, and alignment with the DDA's vision
- Mapped and analyzed real estate inventories to highlight redevelopment opportunities and guide strategic investment decisions

Evaluation & Appraisal Report (EAR) & Comprehensive Plan Update

Planner | Gulf Breeze, FL

- Conducted data collection and analysis for recreation and open space and historic resources
- Supporting drafting of comprehensive plan policies and amendments to ensure consistency with state statutes, best practices, and local planning goals

Comprehensive Plan Update

Planning Intern | Polk County, FL

- Developed a detailed community profile, analyzing demographic, economic, and environmental data to inform strategic planning decisions



ADDIE SHERMAN

Senior Graphic Designer

Addie has expertise in website design, project branding, 3D renderings, document design, and other types of informational graphics. With a background in urban planning, she brings a diverse skill set that allows her to approach design challenges with a unique perspective. Her expertise allows her to bridge the gap between technical planning concepts and community understanding.

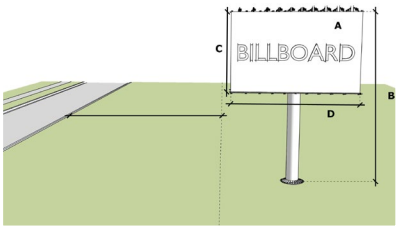
Education

- Graphic Design Continuing Education, Rhode Island School of Design
- Bachelor of Urban Planning, University of Cincinnati

Experience















SOOBIN AN

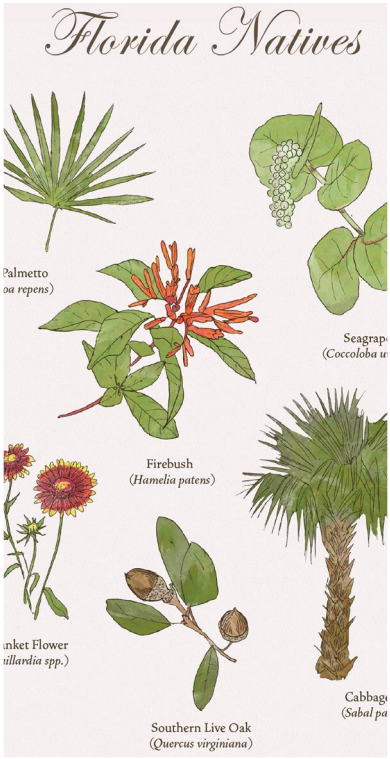
Landscape Designer

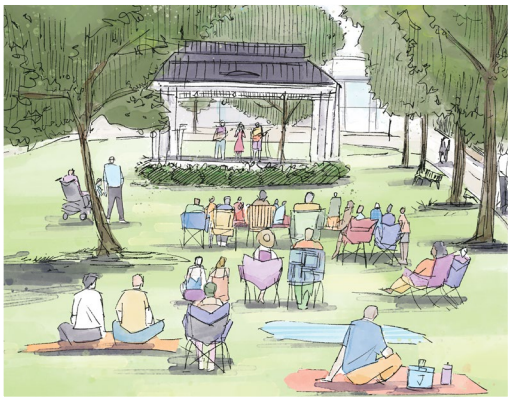
SooBin is a recent Landscape Architecture graduate of the University of Georgia. Landscape Architecture is where her passion in art, community development, and environmental sustainability come together to form a commitment to create functional and aesthetically-pleasing places.

Education

- Bachelor of Landscape Architecture, University of Georgia

Experience

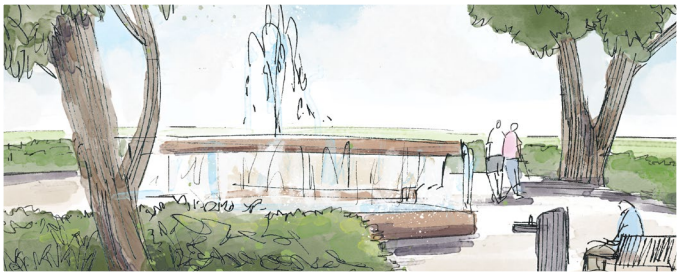






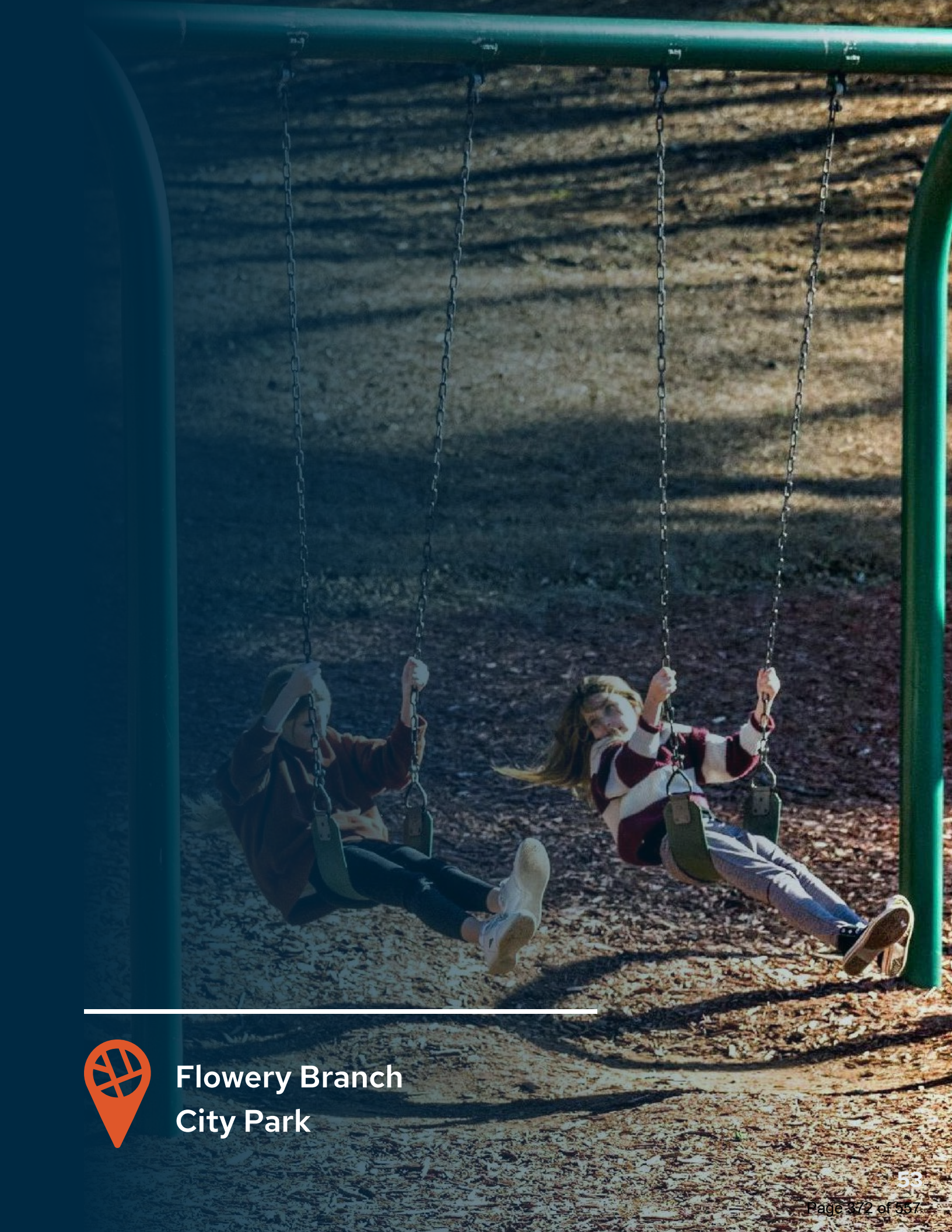








04 Approach & Methodology



Flowery Branch City Park



APPROACH

Phase 1. Project Initiation

Task 1.1. Kick-off Meeting

Inspire will facilitate a kick-off meeting with the Community Development Department and any key staff relevant to the UDC update. This meeting will be an opportunity to discuss the scope, schedule, and overall goals for the project; establish preferred communication channels and organizational responsibilities; identify members of the Advisory Committee; and solidify the community engagement strategy.

Task 1.2. Recurring Meetings

Inspire values transparency and constructive conversations with our clients. Therefore, in addition to the initial kick-off meeting, we propose to facilitate virtual bi-weekly meetings with planning staff. At these meetings, Inspire will update Flowery Branch staff on the progress of the project and staff will have the opportunity to provide feedback and ask questions. We will establish the schedule for these recurring meetings at the initial kick-off meeting.

Task 1.3. Branding

Our team includes in-house graphic designers who will develop a unique project brand and identity that will be implemented throughout the planning process. Our team will work with City staff to develop a brand that accurately reflects Flowery Branch and the goals of the project. This branding will be used on communication and marketing materials, as well as for the project website and any final deliverables.



Project Example: Rincon, GA UDO Project Branding

Phase 2. Review & Assessment

Task 2.1. Public Kick-off

To ensure the public is informed and actively involved from the outset, Inspire will host an open-house event where community members can drop in to meet the project team, learn about the UDC initiative, and share their initial feedback. This early engagement allows Inspire staff to connect directly with local residents and build enthusiasm for the project. Alternatively, this event could be scheduled in a later phase to align with a community gathering or to raise awareness at a strategic point in the project timeline.

Task 2.2. Review Relevant Planning Documents

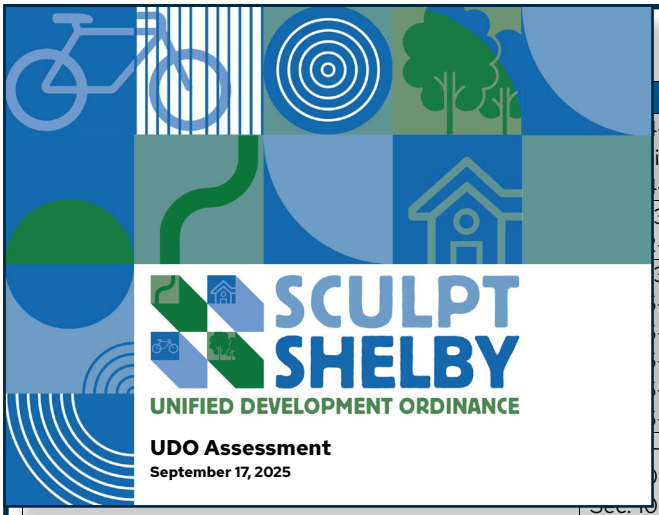
Our team will perform a comprehensive literature review of all relevant planning documents to ensure the new UDC aligns with the newly updated Comprehensive Plan, as well as all applicable State and Federal regulations. Additionally, Inspire values implementable regulations and will assess the degree to which current standards can be enforced and upheld by the City.



Watkinsville GA Strategic Plan Map

Task 2.3. Create an Assessment Report of Relevant Documents

Inspire understands that the alignment of the new UDC with the Comprehensive Plan and other plans is necessary in developing a framework for the new UDC. Whilst reviewing relevant planning documents, the Inspire team will develop a matrix to identify, section-by-section, how the regulatory documents will be updated to ensure consistency with other City documents, as well as identify any opportunities for new, modified, or consolidated districts or overlays. Additionally, our project team will meet with core and technical staff to identify weaknesses with the existing development review process to ensure the updated UDC addresses repetitive variances, subdivision challenges, implementation procedures, stormwater management, landscaping deficiencies, permitted uses, outdated sign regulations, and more.

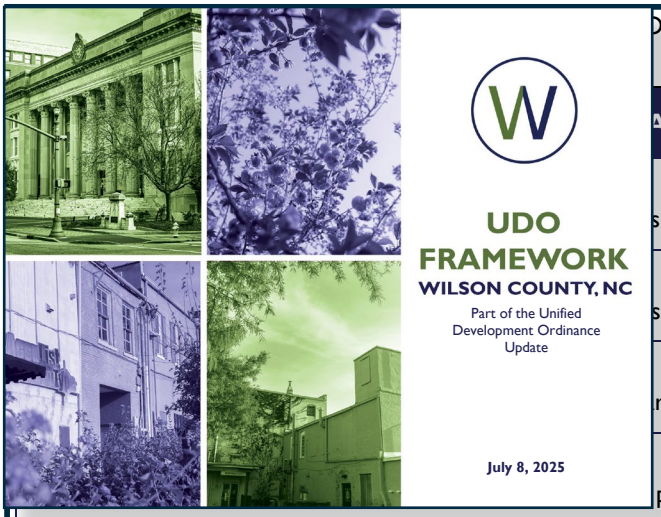


	RECOMMENDED SECTIONS
	-9. Guarantee in lieu of immediate installation of landscaping and ing materials. -10. Screening of adjoining incompatible land uses.
	3.7 Sign regulation purpose -1. Signs.
	3.6 Subdivision regulation purpose -1. Regulation of subdivisions in general. -5. Owners' associations. -7. Subdivision standards. -8. Waivers. -9. Modifications.
	-11. Greenways. -2.1 Definitions Sec. 10-3.1 General Provisions - (F) Interpretation (1) Usage (2) Measurement and Computation Sec. 10-3.6 Definitions Sec. 10-4. Soil erosion and sedimentation control. Sec. 10-5. Coordination with the U.S. Army Corps of Engineers regarding wetlands. Sec. 10-9. Alternative energy.
Article 8. Environmental Regulations Establishes standards for stormwater, soil erosion, and other environmental considerations.	
Article 9. Nonconforming Situations Establishes standards for nonconforming lots, uses, structures, and site features.	Sec. 6-1. General. Sec. 6-2. Nonconforming lots. Sec. 6-3. Nonconforming use of land. Sec. 6-4. Nonconforming structures. Sec. 6-5. Miscellaneous nonconforming situations. Sec. 6-6. Nonconforming projects. Sec. 6-7. Nonconforming signs.
Article 10. Administration and Review Procedures	**Review bodies** Sec. 3-1. Planning and zoning board.

Project Example: Shelby, NC UDO Assessment
Scan the QR code to view full UDO Assessment Report
https://acrobat.adobe.com/id/urn:aaid:sc:va6c2:f6f7e8cc-ae88-47fa-88aa-127756c25973

Task 2.4. Develop UDC Framework

Based on the findings from the Assessment Report, Inspire will consolidate all of the information learned in previous tasks into a UDC Framework. This is a comprehensive document which will include the proposed organization and outline of the updated UDC, a matrix which identifies potential edits to each section of the UDC based on feedback received, and any revisions needed to comply with State Statutes.



) Framework

ATION

s standards for Planned Unit Developments.

s.

rds, standards for fences and walls, screening, and outdoor lighting.

planting (building) yards, parking lot yards, and street yards.

Article 10 – Off-Street Parking Standards
Establishes off-street parking and loading requirements for various uses and standards for parking areas.

Article 11 – Sign Regulations
Establishes dimension and configuration standards for various sign types.

Article 12 – Subdivision Standards
Establishes lot, street, utility, and amenity standards for subdivisions. Provides standards for cluster subdivisions.

Article 13 – Watershed Management and Protection
Establishes standards for development of environmentally sensitive land.

Article 14 – Provisions for Flood Hazard Reduction
Establishes standards for Special Flood Hazard Areas.

Project Example: Wilson County, NC UDO Framework
Scan the QR code to view full UDO Framework Report
https://acrobat.adobe.com/id/urn:aaid:sc:va6c2:a7f5cc3c-beda-4dbb-816e-54e815e27477

Phase 3. Community Engagement

Inspire proposes a robust community engagement strategy to ensure that all Flowery Branch residents are able to provide feedback on the UDC. We understand that a meaningful community engagement process is essential to building trust within the community, keeping the community informed of project details, and gathering feedback that will inform the content of the new UDC.

Task 3.1. Project Website

Inspire has substantial experience in providing branded project websites that both inform and engage residents, allowing resident interaction with the planning process at a time that is most convenient for them. We will utilize Open Point, an online engagement platform, to create a project website that will be updated and available throughout the UDC process. This platform is customizable to the City's needs and has a variety of interactive tools to implement, including a survey, discussion forums, interactive maps, and more. Furthermore, our team can upload project documents and summaries to the project website to keep residents informed throughout the planning process.

Our team will assemble the project website using the branding established in Phase 1 and will add interactive features relevant to the City's needs.

Project Example: Stonecrest, GA – Zoning Ordinance Update Project Website

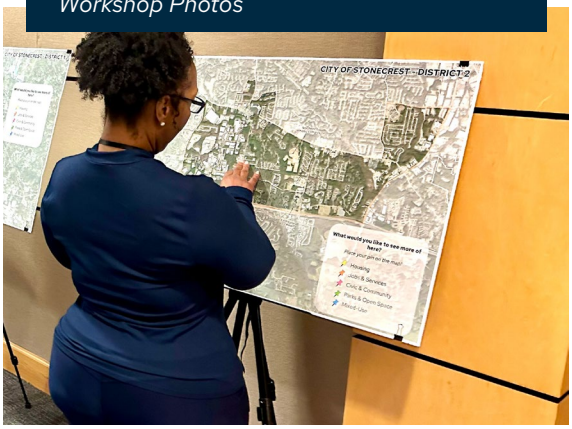
Project Example: East Point, GA – Zoning Ordinance Rewrite Project Website

Project Example: Rincon, GA – Unified Development Ordinance Project Website





Stoencrest, GA Zoning Ordinance Rewrite Workshop Photos



Task 3.2. Advisory Committee Meetings (3 proposed)

Our Planning team has extensive experience working with advisory committees in fast-growing communities and has a proven track record of successful facilitation. This committee serves an incredibly important role in the process as a citizen advisory group that will help guide our team on the goals for the project.

Prior to the Kick-off Meeting, Inspire will ask the City to identify candidates for the committee. In an effort to capture the voices of all residents, the Advisory Committee should include members from a diverse cross section of the community. Members might include property owners, business owners, developers or community leaders. They should be willing to be highly engaged in the development ordinance update process and able to provide thoughtful, productive feedback.



Stoencrest, GA Zoning Ordinance Rewrite Workshop Flyer

At the Kick-off Meeting, Inspire and City staff will finalize the Advisory Committee and identify a date and time for an initial committee meeting. The Advisory Committee meetings will be in-person and will be facilitated by a member of the Inspire team. This meeting will introduce the committee to the update process and outline their role in the process. Inspire will lead an initial discussion on the opportunities and challenges that should be addressed in the development of the UDC. At later meetings, the discussion will focus on specific issues, such as low impact development techniques for stormwater design, modern parking considerations, expanded housing types, building design, sustainability, and more as identified in the review and assessment phase.

Task 3.3. Second Community-Wide Meeting

Inspire will facilitate a second public visioning open house. We will prepare several activities to engage community members and solicit feedback on topics such as subdivision standards and new land uses. The information collected at this public open house will inform the content of the new UDC. The details of the format for the open house will be fleshed out during the kick-off meeting. An example could be roundtable discussions where the Inspire team facilitates specific topics at different tables to get feedback and direction from residents and interested parties. This feedback will then be shared online with common themes ranked.

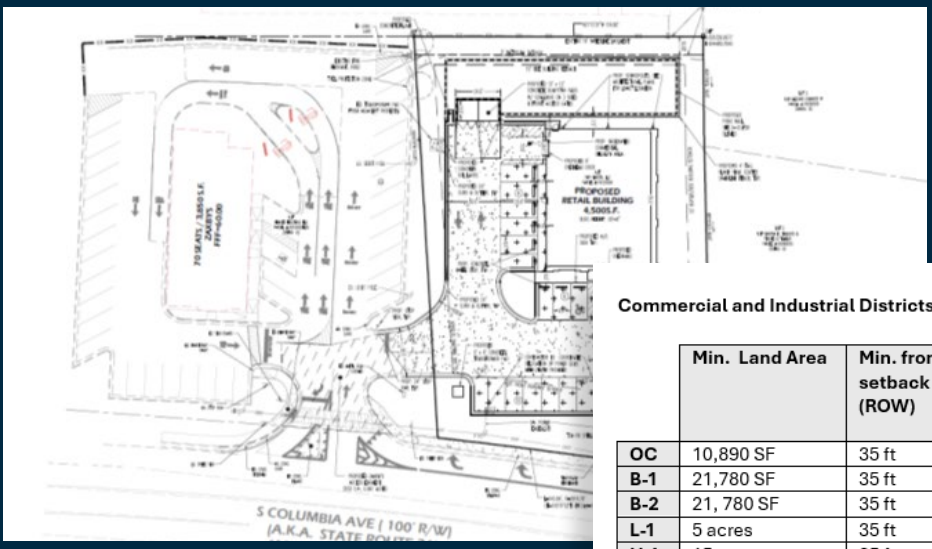
Phase 4. Draft Deliverables & Public Review

Task 4.1. Drafting the UDC

One of the most effective approaches that the Inspire team employs when rewriting sections of the Unified Development Code involves preparing chapter-by-chapter drafts in strike through and underline so that proposed changes are clearly illustrated to staff for their review. At least two rounds of comprehensive review with City staff will take place using the UDC Framework, incorporating all proposed comments and edits as further outlined in Task 4.4.

Task 4.2. Scenario Testing

We test our codes and regulations on real world applications to ensure we are providing our clients with a highly functioning, user-friendly code. This approach builds trust with the development community, as well as civic leaders, as they recognize our goal is to provide robust, creative regulations that are easily interpreted and applied. An example we have used previously is to review projects that are both desired and undesirable to understand how the regulations would affect the ultimate development in both scenarios. This ground truthing approach enables us to modify the regulations as needed in order to calibrate the most preferred built condition. Up to three (3) projects will be tested.



Commercial and Industrial Districts

	Min. Land Area	Min. front setback (ROW)	Min. side setback (property line)	Min rear setback	Min. open/green space
OC	10,890 SF	35 ft	15 ft	15 ft	20%
B-1	21,780 SF	35 ft	15 ft	15 ft	20%
B-2	21, 780 SF	35 ft	10 ft	15 ft	20%
L-1	5 acres	35 ft	15 ft	15 ft	20%
H-1	15 acres	35 ft	15 ft	15 ft	20%

Rincon, GA UDO Project Testing

Task 4.3. Third Community-Wide Meeting

Once Inspire has an initial draft of the UDC written, we will publish the draft on the project website and host a workshop where community members can provide their feedback on the draft. At this workshop, the Inspire team will provide a brief presentation to inform residents of the changes made and to demonstrate how prior community feedback has been incorporated into the draft.

Task 4.4. Two Rounds of Staff Review

City staff will have two opportunities to review the full draft UDC and provide feedback during Phase 4. Following each review, Inspire will incorporate staff comments and refine the document. After the second round of revisions, Inspire will finalize the updated UDC in preparation for hearings in Phase 5.

Phase 5. Final Draft & Adoption

An update to the City's ordinances is a process that must take place transparently in the public eye. Our team has extensive experience crafting legally sound Unified Development Codes, combining deep knowledge of land-use law with practical drafting skills to produce clear, defensible regulations to be presented to a variety of audiences during the final phase. This includes responding to technical and policy questions from planning and zoning boards, legislative committees, and City Council members, then incorporating their feedback to further refine the final draft.

Task 5.1. Final UDC Preparation

Phase 5 begins with the formalization of the Adoption Draft of the UDC, incorporating all changes to-date. This will be posted to the project website and presented to the City Council during the legislative adoption process.

Task 5.2. Adoption Process

Inspire's project manager will present the final UDC to the City Council for approval. This will include a summary of major changes. City staff will be responsible for the required legal noticing.



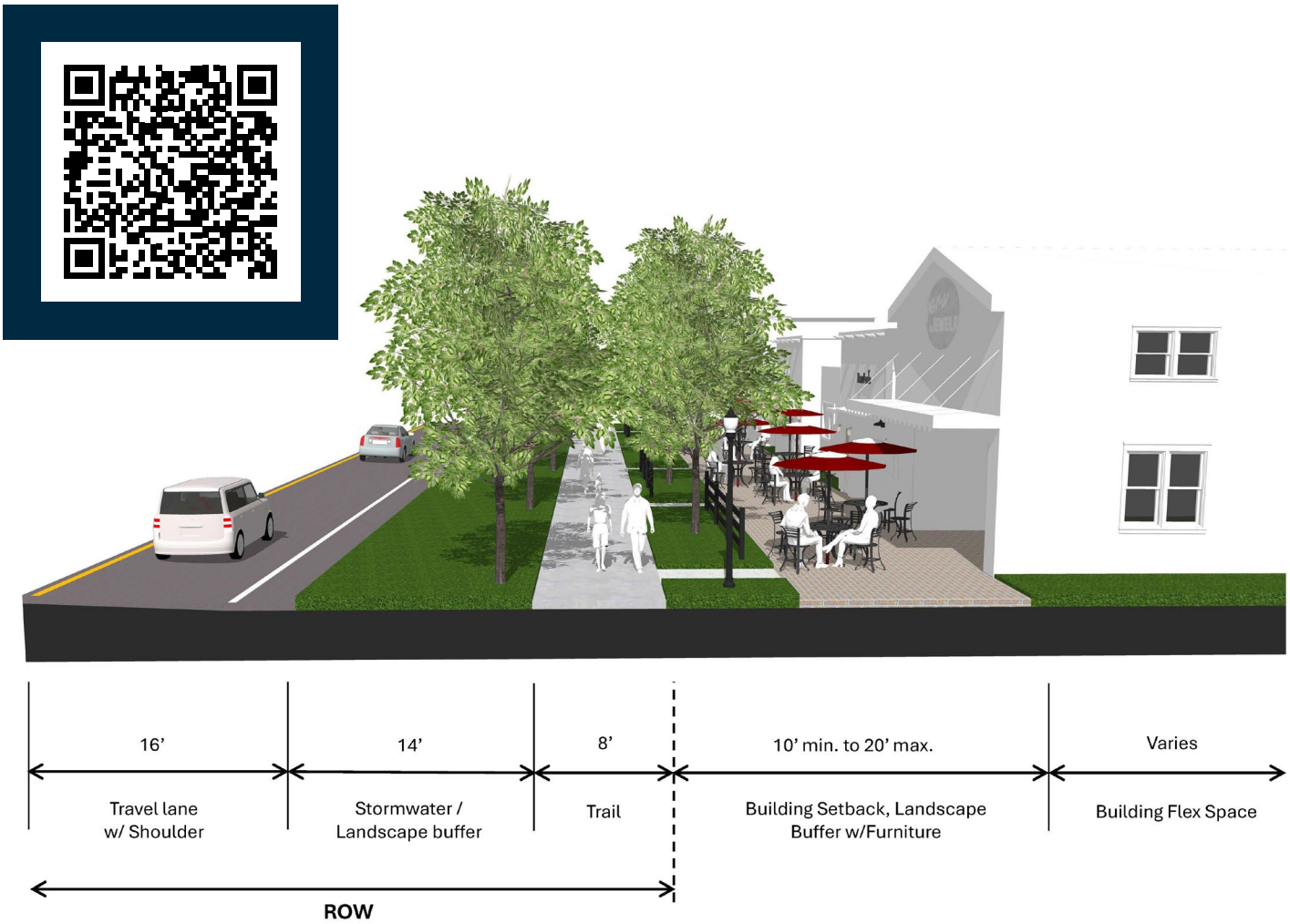
Rincon, GA UDO Final Report

Task 5.3. Final UDC Delivery

The final UDC will be delivered electronically in Word and PDF format along with associated graphic files. Our team will provide options for different codifiers who can house the new UDC in the web-enabled format. The final product will be able to be utilized on a number of platforms for flexibility.

Our team also has experience developing web-based land development codes that feature interactive page-flipping, hover-enabled definitions, and embedded hyperlinks for seamless navigation. The process includes starting the initial word version of the code with proper styles and numbering. We then embed graphics and tables to be high resolution to have good functionality. The final document is then migrated into InDesign for final publishing, similar to the Rincon, GA UDO which can be viewed at the following link: ***https://www.flipsnack.com/89FD7588B7A/rincon_udo-report-v10/full-view.html***

Rincon, GA UDO Final Report & Flipbook



Phase 6. Implementation Tools

Task 6.1. Develop Application Forms & Supporting Staff Report Templates

Inspire will work with staff to identify applications that are a part of the development guide that need to be updated to match the standards of the new ordinance. Inspire will produce revised checklists and applications as pdfs. The pdfs will be functional "fillable forms" that information can be typed into. Inspire will not connect the fields to any online database or automated online submission system. The applications and checklists will reflect a uniform brand that matches the development ordinance.

Inspire will also generate a staff report template for development orders that addresses the needs of the review and decision-making bodies of the development process, while appearing visually consistent with the new zoning ordinance.

Task 6.2. Format Manuals

Croy, in connection with Inspire, will develop a City of Flowery Branch Standard Drawings and Specifications Manual. These materials will be visually consistent with the updated development regulations.

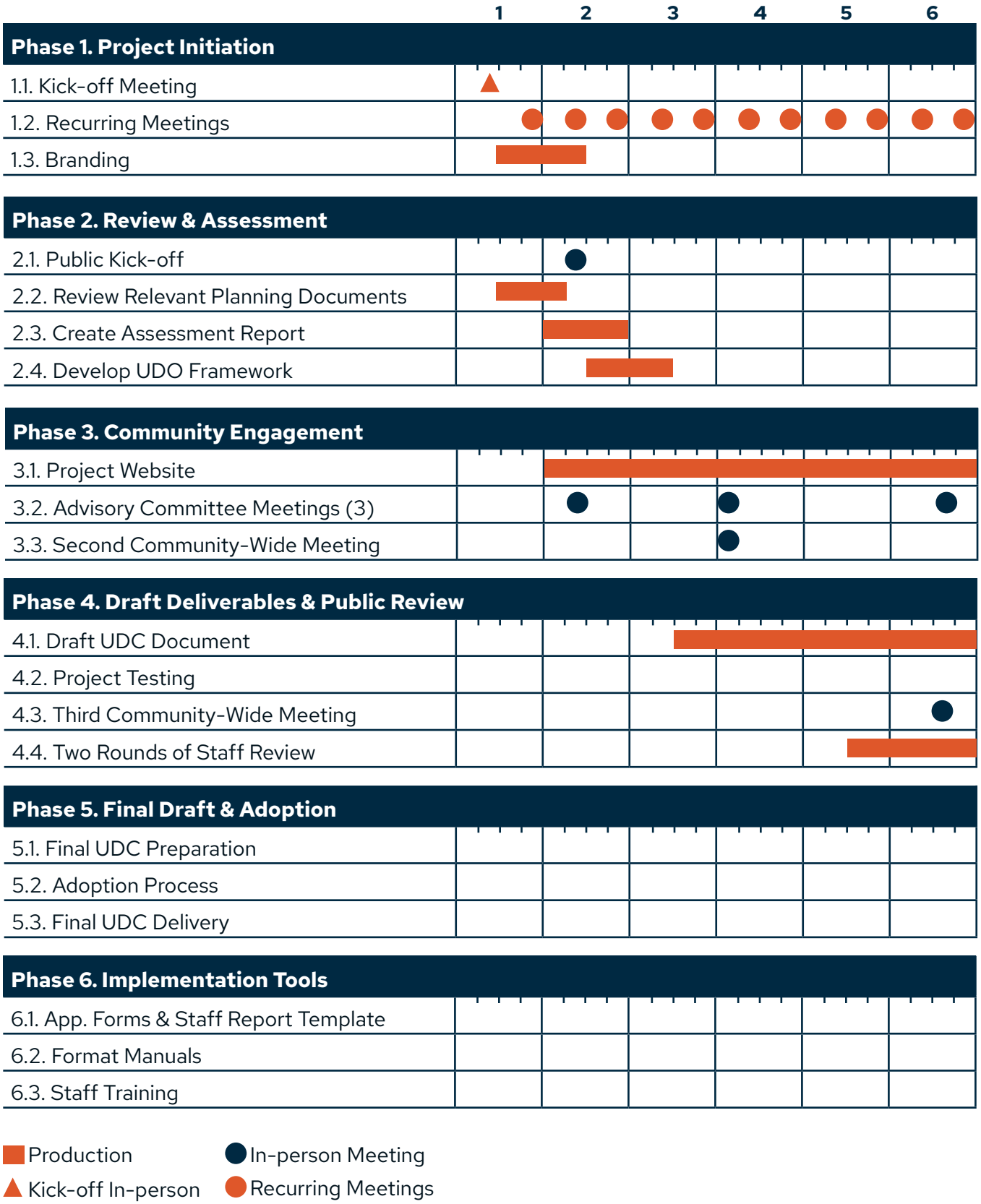
Task 6.3. Staff Training

Inspire will host two meetings to train and equip staff on administering the new UDC and associated materials.

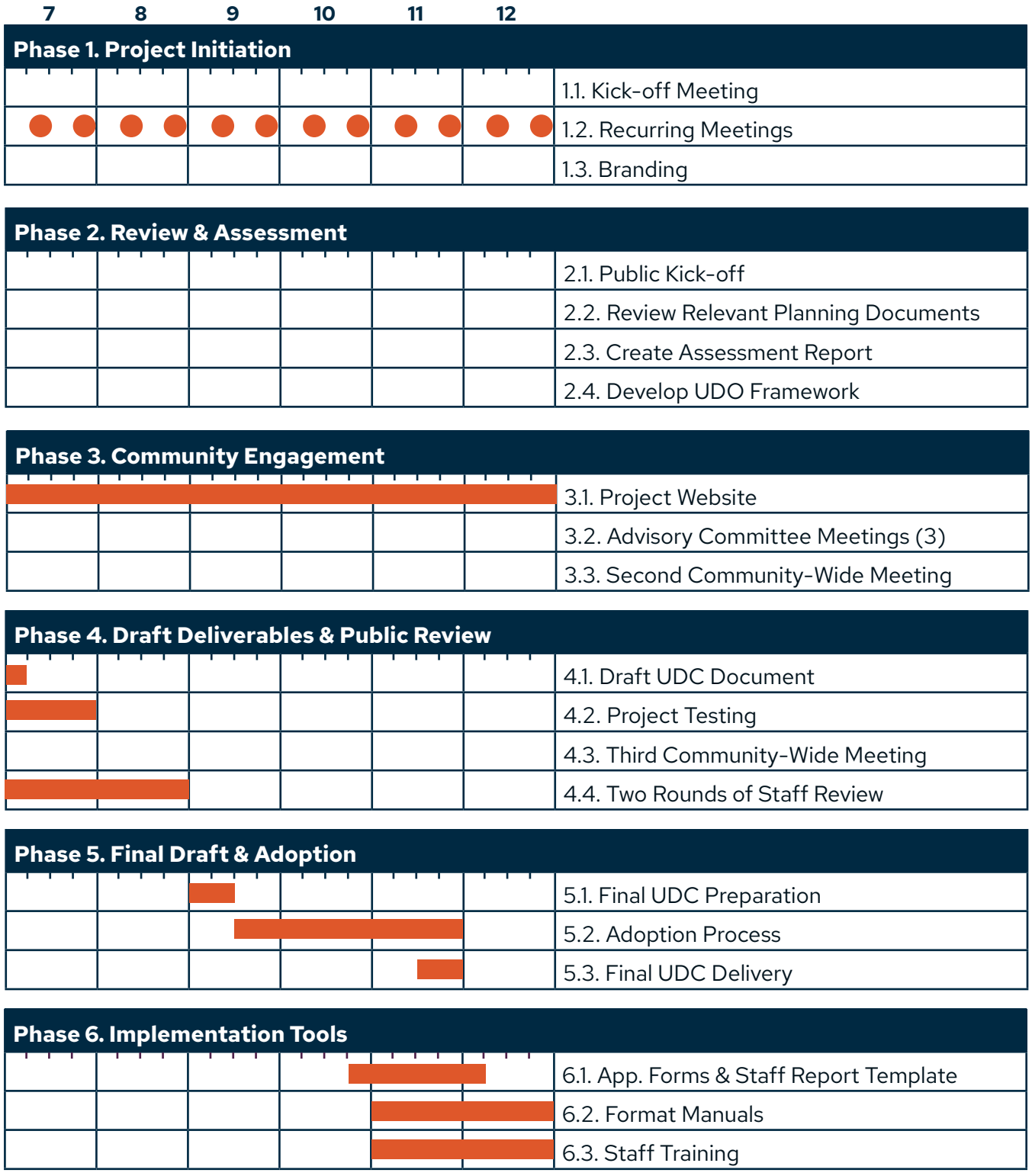
Innovative Solutions

Having partnered with diverse communities throughout the Southeast, we understand that the best laid plans and development regulations are those that reflect the vision of residents. In our practice, we rely heavily on community input to shape the introduction of forward-thinking, context-sensitive policy interventions. For example, in a coastal community, we introduced green infrastructure incentives to promote the integration of low-impact development stormwater strategies in new developments. In other communities seeking to support small-scale, mom and pop retailers, we crafted policies for appropriately sited corner stores within residential areas, supported by clear standards for permissible uses, outside activities, hours of operation, landscaping, and site design. In communities aiming to expand housing choice, we prepared missing middle housing solutions, including provisions for cottage communities and tiny homes, along with lot averaging subdivision standards to encourage a variety of lot sizes. At Inspire, we are committed to crafting implementable yet innovative policies that are responsive to the unique needs and priorities of each community we serve.

Timeframe - Months 1-6:



Timeframe - Months 7-12:



05 Certifications



Downtown Street in
Flowery Branch, GA

COMPLIANCE WITH STATE/FEDERAL LAWS

Inspire and our subconstant, Croy, will comply with all applicable state and federal laws throughout the duration of the project. The team will also adhere to Georgia procurement statutes governing contracting, ensuring full compliance at each phase of the initiative.

Control Number : 24227623

STATE OF GEORGIA

Secretary of State

Corporations Division
313 West Tower
2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

CERTIFICATE OF AUTHORITY

I, **Brad Raffensperger**, the Secretary of State and the Corporation Commissioner of the State of Georgia, hereby certify under the seal of my office that

Inspire Placemaking Collective Inc
a **Foreign Profit Corporation**

has been duly formed under the laws of **Florida** and has filed an application meeting the requirements of Georgia law to transact business as a **Foreign Profit Corporation** in this state.

WHEREFORE, by the authority vested in me as Secretary of State, the above **Foreign Profit Corporation** is hereby granted, on **12/09/2024**, a certificate of authority to transact business in the State of Georgia as provided by Title 14 of the Official Code of Georgia Annotated. Attached hereto is a true and correct copy of said application.

WITNESS my hand and official seal in the City of Atlanta and the State of Georgia on **12/16/2024**.

Brad Raffensperger

Brad Raffensperger
Secretary of State

APPLICATION FOR CERTIFICATE OF AUTHORITY

Electronically Filed
Secretary of State
Filing Date: 12/9/2024 1:21:45 PM

BUSINESS INFORMATION	
CONTROL NUMBER	24227623
BUSINESS NAME	Inspire Placemaking Collective Inc
BUSINESS TYPE	Foreign Profit Corporation
EFFECTIVE DATE	12/09/2024
HOME JURISDICTION	Florida
NAME IN HOME JURISDICTION	Inspire Placemaking Collective Inc
DATE OF FORMATION IN HOME JURISDICTION	10/27/2022
COMMENCEMENT DATE IN GEORGIA	12/09/2024

PRINCIPAL OFFICE ADDRESS	
ADDRESS	4767 New Broad Street, Orlando, FL, 32814, USA

REGISTERED AGENT		
NAME	**ADDRESS**	**COUNTY**
Northwest Registered Agent Service, Inc.	8735 Dunwoody Place STE N, Atlanta, GA, 30350, USA	Fulton

OFFICER(S)		
NAME	**TITLE**	**ADDRESS**
Eric Raasch	CFO	4767 New Broad Street, Orlando, FL, 32814, USA
George Kramer	CEO	4767 New Broad Street, Orlando, FL, 32814, USA
Viviana Castro	SECRETARY	4767 New Broad Street, Orlando, FL, 32814, USA

AUTHORIZER INFORMATION	
AUTHORIZER SIGNATURE	Nat Smith
AUTHORIZER TITLE	Authorized Person

STATE OF GEORGIA

Secretary of State

Corporations Division
313 West Tower
2 Martin Luther King, Jr. Dr.
Atlanta, Georgia 30334-1530

ANNUAL REGISTRATION

Electronically Filed
Secretary of State
Filing Date: 1/9/2026 9:29:50 AM

BUSINESS INFORMATION	
CONTROL NUMBER	0527087
BUSINESS NAME	CROY ENGINEERING, LLC
BUSINESS TYPE	Domestic Limited Liability Company
EFFECTIVE DATE	01/09/2026
ANNUAL REGISTRATION PERIOD	2026

PRINCIPAL OFFICE ADDRESS	
ADDRESS	200 N. Cobb Parkway, Bldg 400, Suite 413, Marietta, GA, 30062, USA

REGISTERED AGENT

NAME	ADDRESS	COUNTY
Corporation Service Company	2 SUN COURT, SUITE 400, PEACHTREE CORNERS, GA, 30092, USA	Gwinnett

AUTHORIZER INFORMATION	
AUTHORIZER SIGNATURE	Adam P Langley
AUTHORIZER TITLE	Member

April 20, 2026
City of Flowery Branch, GA
5410 Pine Street, Flowery Branch, GA 30542

Re: Conflict of Interest & Litigation Statement

To whom it may concern,

Inspire Placemaking Collective, Inc. does not have any conflicts of interest or litigation involving our firm related to similar projects.

Sincerely,
Inspire Placemaking Collective, Inc.



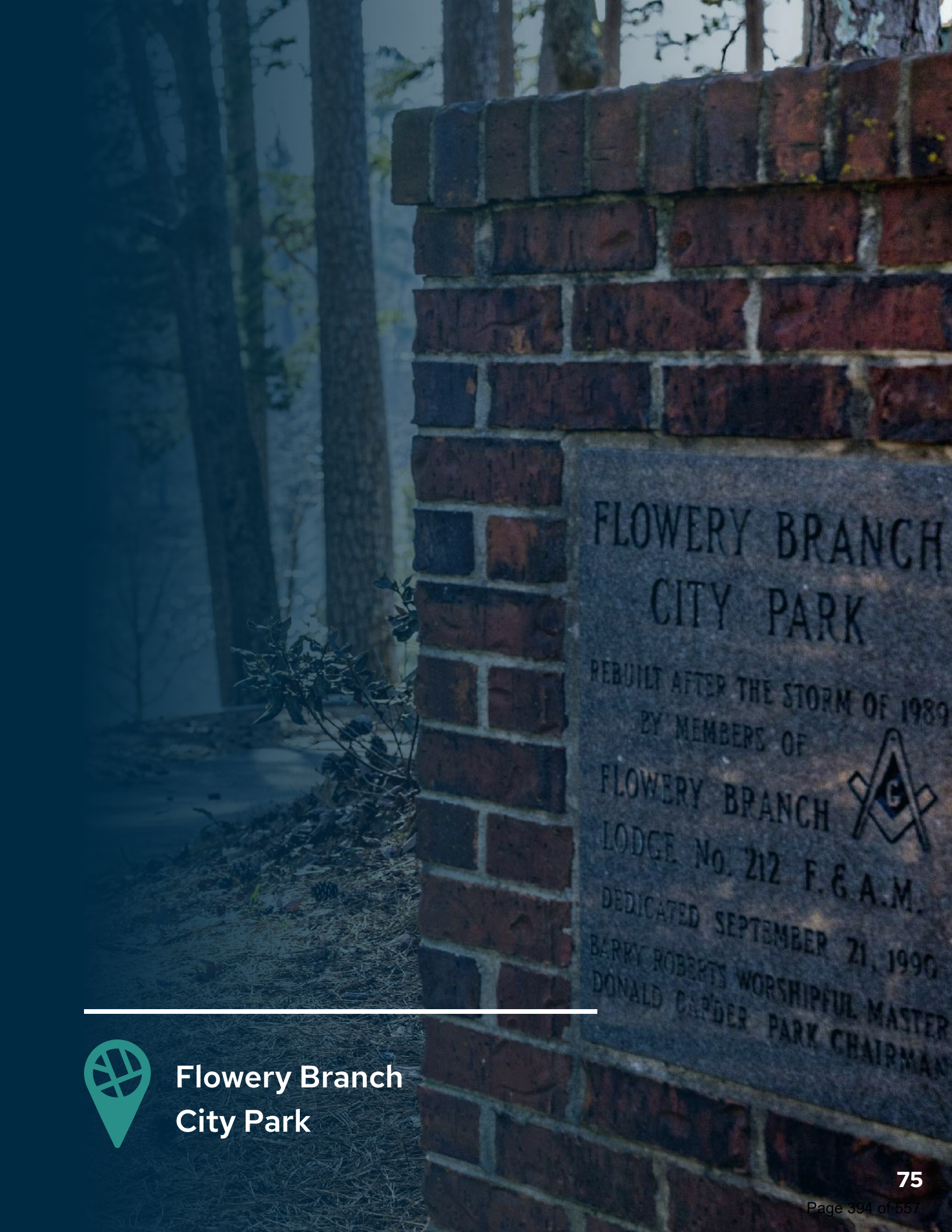
George Kramer, AICP
Authorized Representative
gkramer@inspireplacemaking.com





Flowery Branch City Park (top) & Market (bottom)

06 References



Flowery Branch City Park

REFERENCES

01 City of Stonecrest, GA

Shawanna Qawiy, CPM, MSCM, MPA,
Division Director, Community Development
770.224.0200
sqawiy@stonecrestga.gov
3120 Stonecrest Boulevard, Stonecrest, GA 30038

02 Watkinsville Downtown Development Authority

Jan Watson-Greer, DDA Director
706.621.2803
jwatsongreer@cityofwatkinsville.com
191 VFW Drive, PO Box 27, Watkinsville, GA 30677

03 City of Rincon, GA

Teri Lewis, AICP, Director of Planning
912.826.5996 Ext. 113
tlewis@rinconga.gov
302 South Columbia Avenue, Rincon, GA 31326





Watkinsville Sketches/watercolors

07 Required Forms & Attachments



Whole Being Cafe Coffee Shop

INSPPLA-01 STHOMPSON

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 12/29/2025

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	CONTACT NAME:	
JCJ Insurance Agency, LLC 2208 Hillcrest Street Orlando, FL 32803	PHONE (A/C, No, Ext): (321) 445-1117	FAX (A/C, No): (321) 445-1076
	E-MAIL ADDRESS: certs@jcj-insurance.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Hartford Underwriters Ins. Co.	30104
INSURED	INSURER B : Beazley America Insurance Company, Inc.	16510
Inspire Placemaking Collective, Inc. 4767 New Broad Street Orlando, FL 32814	INSURER C :	
	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	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR			21 SBA AV4H7E	1/1/2026	1/1/2027	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	POLICY X PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS			21 SBA AV4H7E	1/1/2026	1/1/2027	BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$ 5,000,000
	EXCESS LIAB CLAIMS-MADE			21 SBA AV4H7E	1/1/2026	1/1/2027	AGGREGATE	$
	DED X RETENTION $ 10,000							$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) N / A						E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
B	Professional Liab			C38DAA250101	1/1/2026	1/1/2027	Per Claim	2,000,000
B	Professional Liab			C38DAA250101	1/1/2026	1/1/2027	Aggregate	2,000,000

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

CERTIFICATE HOLDER

For Proposal Purposes

CANCELLATION

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

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
09/15/2025

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	CONTACT NAME: Marsh Affinity	
Marsh Affinity a division of Marsh USA LLC. PO BOX 14404 Des Moines, IA 50306-9686	PHONE (A/C, No, Ext): 800-743-8130	FAX (A/C, No):
	E-MAIL ADDRESS: ADPTotalSource@marsh.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Illinois National Ins Co	23817
INSURED ADP TotalSource CO XXI, Inc. 5800 Windward Parkway Alpharetta, GA 30005 Alternate Employer: Inspire Placemaking Collective Inc 4767 NEW BROAD ST Orlando, FL 328140000	INSURER B :	
	INSURER C :	
	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	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$
	☐ POLICY ☐ PRO JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WC 063528456 FL	07/01/2025	07/01/2026	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ 2,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 2,000,000
							E.L. DISEASE - POLICY LIMIT	$ 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
All worksite employees working for Inspire Placemaking Collective Inc paid under ADP TOTALSOURCE, INC.'s payroll, are covered under the above stated policy. Inspire Placemaking Collective Inc is an alternate employer under this policy. Proprietor/Partner/Executive Officer/Member are not excluded as long as they are in the ADPTS payroll or have completed the SEI Participation Addendum.

CERTIFICATE HOLDER

Inspire Placemaking Collective Inc
4767 NEW BROAD ST
Orlando, FL 328140000

CANCELLATION

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 Jo Phillips

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Date: 3/19/2026
Owner: City of Flowery Branch
Project: Professional Services for the Development of a Unified Development Code
Project Number: 26-006

ADDENDUM NUMBER ONE

The following Addendum hereby clarifies the above-referenced project. All Respondents are subject to the provisions of this Addendum.

1. Clarification Regarding Insurance Requirements
   Insurance requirements referenced under "Respondent Responsibility" in the Request for Qualifications (RFQ) packet do not apply at the Statement of Qualifications (SOQ) stage. Insurance certificates or proof of coverage are not required with the initial submission. If selected for the shortlist and ultimately chosen for contract negotiations, the successful Respondent will be required to provide all insurance documentation prior to contract execution.

2. Clarification Regarding Bid Bonds
   Bid bonds referenced in the City's "General Conditions" are not required for this RFQ. No bid bond, proposal bond, or other form of bid security is required or should be submitted with the Statement of Qualifications.

3. No Other Changes
   All other terms, conditions, submission requirements, and evaluation criteria contained in the RFQ remain unchanged.

END OF ADDENDUM NUMBER ONE.

CITY OF FLOWERY BRANCH

ADDENDUM ACKNOWLEDGEMENT

RFQ 26-006

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

PLEASE LIST ISSUED ADDENDUM(S)

Addendum Number(s)

1 _____ _____

2 _____ _____

3 _____ _____

☐ **NO ADDENDA WERE RECEIVED**

COMPANY NAME: Inspire Placemaking Collective, Inc.

CONTACT PERSON: George Kramer

ADDRESS: 4767 New Broad Street

CITY: Orlando **STATE:** FL **ZIP:** 32814

PHONE: FAX: N/A

EMAIL ADDRESS: gkramer@inspireplacemaking.com

By signing below, I hereby acknowledge receipt of the supplement pertaining to the above referenced bid.

SIGNATURE: _____ **DATE:** 4/10/26

UPON RECEIPT, PLEASE PRINT AND ADD TO YOUR SOLICITATION.

CITY OF FLOWERY BRANCH, GEORGIA
REQUEST FOR PROPOSAL (RFP)
PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE (UDC)

1. INTRODUCTION

The City of Flowery Branch, Georgia ("City"), is soliciting sealed proposals from qualified firms to provide professional planning services for the development of a Unified Development Code (UDC).

This RFP builds upon previously issued qualifications and seeks complete proposals, including technical approach and pricing, from firms capable of delivering a comprehensive, modernized development code.

2. BACKGROUND

Flowery Branch is a growing community of approximately 12,000 residents located in Hall County near Lake Lanier and the Atlanta metropolitan area. The City has experienced steady development pressure and seeks to modernize its regulatory framework.

The City's current zoning, subdivision, and development regulations are outdated and fragmented, creating inefficiencies for staff, developers, and residents.

The City adopted a Comprehensive Plan in 2021 and is preparing an updated plan in 2026. The UDC must align with these plans and regional coordination efforts.

3. PROJECT OBJECTIVE

The purpose of this project is to produce a Unified Development Code that:

- Consolidates existing development regulations
- Aligns with City and regional planning goals
- Improves clarity and usability for stakeholders
- Supports sustainable growth and resilience
- Provides implementation tools for staff and decision-makers

4. SCOPE OF WORK

The selected consultant shall provide all professional services necessary to complete the UDC, including but not limited to:

4.1 Core Tasks

- Review existing ordinances, plans, and policies
- Identify inconsistencies and redundancies
- Draft a unified, user-friendly development code
- Ensure compliance with Georgia law (including O.C.G.A. § 36-66-1 et seq.)
- Align with the Comprehensive Plan and regional plans
- Produce graphics, maps, and supporting materials
- Other tasks as recommended by the professional firm

4.2 Regulatory Updates

- Modernize subdivision and development regulations
- Update sign regulations (including LED and oversized signage)
- Revise tree preservation and landscaping requirements
- Review stormwater regulations for consistency with Georgia Stormwater Manual
- Update platting and permitting procedures
- Other updates as recommended by the professional firm

4.3 Process Development

- Create development review procedures and checklists
- Develop administrative manuals and implementation tools
- Define processes such as:
    - Certificate of Development Conformance
    - House Location Plans (HLP)
    - Residential Drainage Plans (RDP)
- Other processes as recommended by the professional firm

4.4 Public Engagement

- Conduct a minimum of two (2) public meetings
- Facilitate consensus-building
- Present draft and final deliverables to City Council

4.5 Deliverables

- Draft and final UDC (editable and PDF formats)
- Supporting graphics and maps
- Printed copies of final document
- Staff training materials
- Other deliverables as recommended by the professional firm

5. PROPOSAL REQUIREMENTS

The previously submitted Request for Qualifications (RFQ) response shall serve as a supplemental document to this proposal request. Any changes to the RFQ response must be included with the proposal submission.

6. PROCUREMENT SCHEDULE

Proposals should be provided to the city by Tuesday May 26th, 2026

7. SUBMISSION INSTRUCTIONS

Submit proposals via email to Dani Nash at dnash@flowerybranchga.org

8. CONTRACT AWARD

The City intends to award a contract to the firm whose proposal is deemed most advantageous, considering qualifications, approach, and price.

The City reserves the right to:

- Negotiate scope and fees
- Reject any or all proposals
- Waive informalities

9. GENERAL CONDITIONS

- The City is not responsible for proposal preparation costs

- The City reserves the right to cancel this RFP
- All proposals are subject to public disclosure

12. CONTACT INFORMATION

Dani Nash
Planning and Community Development
City of Flowery Branch
5318 Pine Street
Flowery Branch, GA 30542
Phone: (770) 967-6371
Email: Dnash@flowerybranchga.org



Inspire
PLACEMAKING COLLECTIVE

Updated Scope/Fee/ Schedule

Inspire Placemaking Collective, Inc. May 26, 2026

Re: RFQ #26-006
Professional Services for the Development of a Unified Development Code

City of
LOWERY BRANCH, GA

May 21, 2026

Chris McCrary, RLA
City of Flowery Branch
Planning & Community Development Director
5318 Railroad Avenue
Flowery Branch, GA 30542

Reference: RFQ No. 26-006 Unified Development Code

Dear Mr. McCrary,

Inspire Placemaking Collective, Inc. (Inspire) appreciates the opportunity to submit this proposal for Planning services for the referenced project. This proposal, based on our submitted RFQ and shortlist interview, provides a brief discussion of our understanding of the project, our proposed scope of work, and our associated fees.

Scope of Services

Inspire proposes to offer the following services as part of this proposal:

PHASE 1: PROJECT INITIATION

Task 1.1 Kick-Off Meeting

Inspire will facilitate a kick-off meeting with the Planning and Community Development department, City administrative staff, and any key staff relevant to the UDC update.

Task 1.2 Recurring Meetings

Our team will schedule bi-weekly meetings with the City's project manager and project team.

Task 1.3 Branding

We will provide three options for the City to evaluate the proposed project branding to be featured on the project website, materials, and documents.

Task 1.4 Stakeholder Interviews

One-on-one interviews with Council members and the City Attorney to understand any of their pain points, concerns, and vision for the UDC update.

PHASE 2: REVIEW & ASSESSMENT

Task 2.1 First Council Work Session

Inspire will attend a Council Work Session to discuss potential edits to the ordinance and to gather feedback from both the Council and the public.

Task 2.2 Review Relevant Planning Documents

Inspire will conduct a comprehensive literature review of planning documents to confirm consistency with the comprehensive plan, and state & federal regulations.

Task 2.3 Create an Assessment Report of Relevant Documents

The Inspire team will create a matrix to identify, section-by-section, how the regulatory documents will be updated to ensure consistency with other City documents, what new or modified districts or overlays will be established or any districts to be consolidated.

Task 2.4 Develop a UDC Framework

The Inspire team will prepare a detailed outline that consolidates, restructures, and streamlines existing regulations into a more readable and accessible document that benefits City staff, applicants, and residents.

Task 2.5 Project Website

Inspire will create a project website that will be updated and available throughout the UDC process. This platform is customizable to the City's needs and is intended to inform the public of the process and schedule. Our team will also upload project documents and summaries to the project website.

Task 2.6 Three Staff Workshops

Inspire will host three virtual staff workshops on specific topics to walk through technical zoning content and for staff to provide direction to Inspire.

PHASE 3: DRAFT DELIVERABLES

Task 3.1 Second Council Work Session

Inspire will attend a second Council Work Session to keep the board and the public up-to-date.

Task 3.2 Draft UDC Document

Inspire will provide draft chapters for City staff review and for the purposes of allowing for a means of feedback and for two rounds of review. After the two rounds of review, a final draft will be provided to City staff.

Task 3.3 Project Testing

We test our codes and regulations against actual projects to ensure we are providing our clients with a highly functioning, user-friendly code. Up to three projects will be tested.

Task 3.4 Third Council Work Session

After Inspire has edited the draft of the UDC based on staff's comments, we will publish the draft on the project website and will attend a third Council Work Session for the council and the public to

provide their feedback on the draft. At this work session, the Inspire team may provide a brief presentation to inform Council of the changes made and how prior feedback has been incorporated into the draft.

PHASE 4: FINAL DRAFT & ADOPTION

Task 4.1 Final UDC Preparation

This includes formalization of the Adoption Draft of the UDC, incorporating all changes to-date. This will be posted to the project website and presented to the City Council during the legislative adoption process.

Task 4.2 Adoption Hearing

Inspire will present the final document at the adoption hearing of the City Council.

PHASE 5: IMPLEMENTATION TOOLS

Task 5.1 Application Checklists and Templates

Inspire will work with staff to identify checklists that need to be updated to match the standards of the new ordinance. Inspire will produce the revised checklists, which will reflect a uniform brand that matches the development ordinance.

Inspire will also generate a staff report template for development applications that addresses the needs of the review and decision-making bodies of the development process, while appearing visually consistent with the new zoning ordinance

Task 5.2 Staff Training

Inspire will host two meetings to train and equip staff on administering the new UDC and associated materials.

Fee

Our professional fee for the above-described services shall be a lump sum of $149,888 to be invoiced on a percent complete basis per the following fee schedule.

Phases	Fee
Phase 1: Project Initiation	$13,750
Phase 2: Review & Assessment	$40,090
Phase 3: Draft Deliverables	$68,156
Phase 4: Final Draft & Adoption	$18,560
Phase 5: Implementation Tools	$9,332
Total	**$149,888**

Included in the fees are reimbursable expenses incurred on the Project's behalf, including mileage, printing, plotting, photocopies, reproduction, postage, express mail, and/or courier services. Applications, capacity, and impact fees associated with application filings shall be the responsibility of the Owner or reimbursed to Inspire outside of the expenses contained in this proposal.

Inspire will bill monthly for all work performed and expenses incurred on the Project's behalf. Invoices are delivered electronically and will typically be sent from the following email address: noreply@infocuspay.com. Please add this email address to your contact and/or safe sender list to ensure receipt.

Schedule

The proposed services are estimated to be completed within twelve (12) months from the issuance of a notice to proceed pursuant to the attached timeline.

Closure

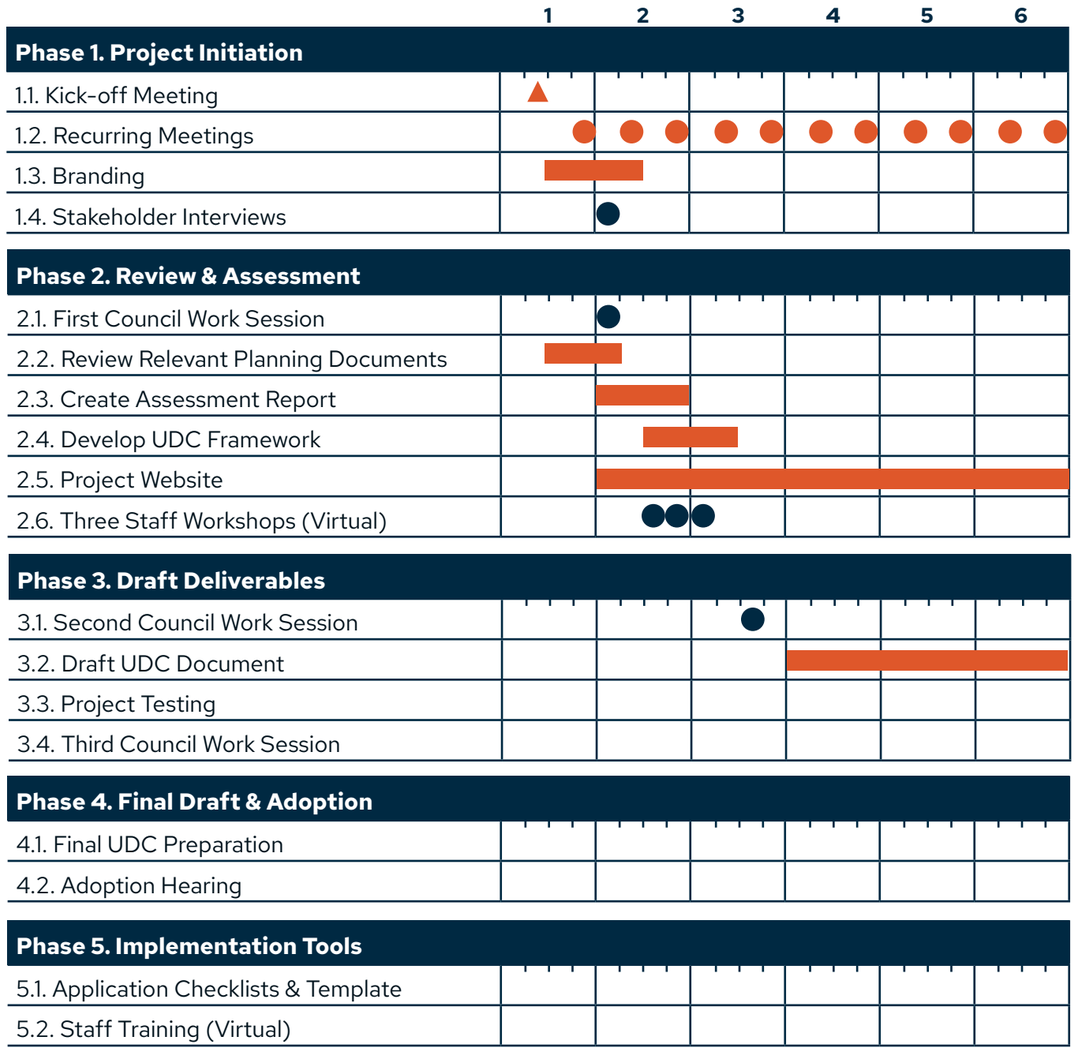
We appreciate the opportunity to be of service to you. If you have any questions regarding the outlined scope of services, or if we may be of further assistance, please do not hesitate to contact us.

Inspire Placemaking Collective, Inc.

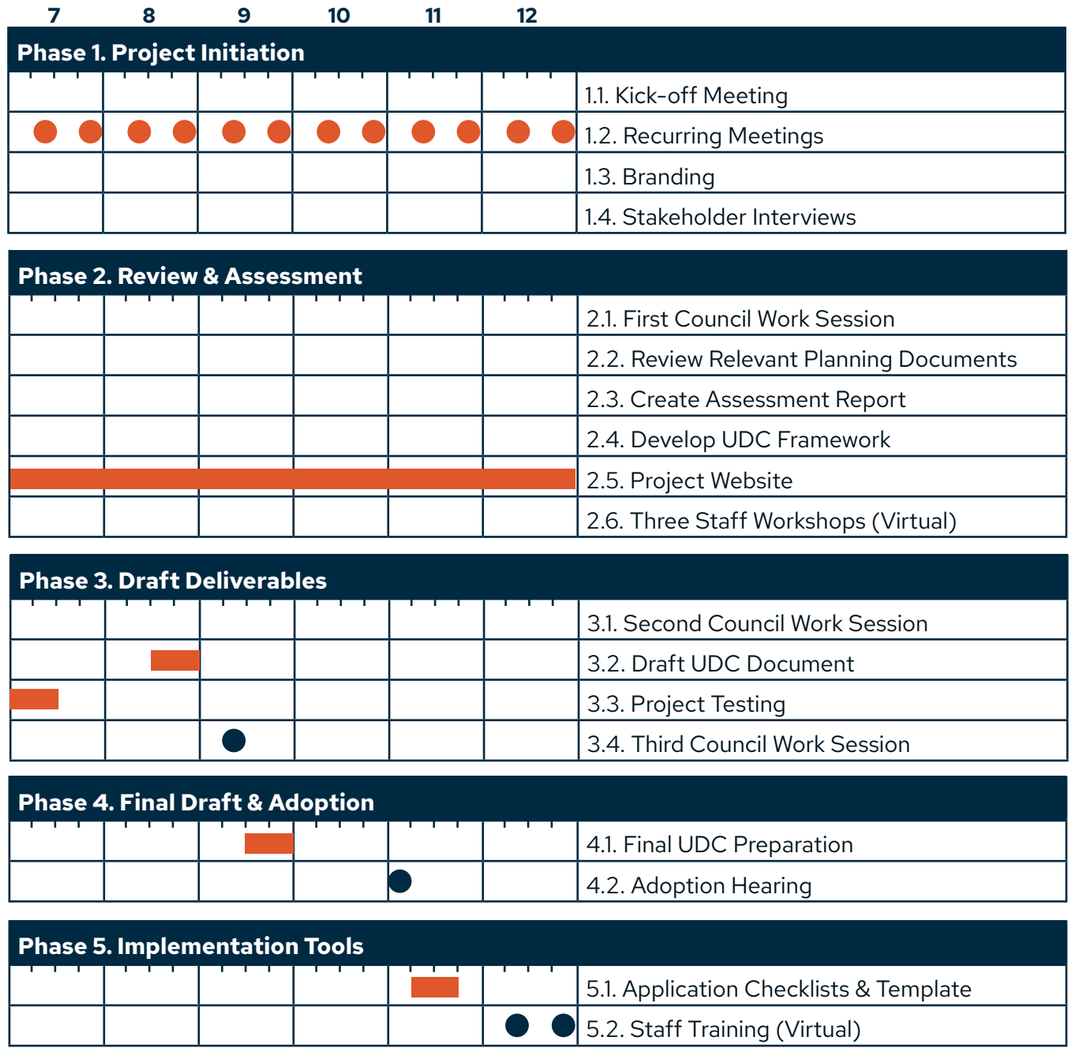


Sarah Sinatra Gould, AICP, CZO
Vice President

Timeframe - Months 1-6:



Timeframe - Months 7-12:



CONTRACT AGREEMENT

26-006 Professional Services for the Development of a Unified Development Code

This Agreement made and entered into this_____ day of _____, in the year 2026, by and between the City of Flowery Branch, Georgia, having its principal place of business at 5410 Pine St, Flowery Branch, Georgia and **INSPIRE PLACEMAKING COLLECTIVE, INC.** ("Consultant") located at 817 W. Peachtree St., NW, Suite A-145, Atlanta, Georgia 30308.

WHEREAS, the City of Flowery Branch is charged with the responsibility for the establishment of contracts for the acquisition of goods, materials, supplies and equipment, and services by the various departments of the City of Flowery Branch; and

WHEREAS, the City of Flowery Branch has caused **RFQ 26-006** to be issued soliciting proposals from qualified Consultants to furnish all items, labor services, materials and appurtenances called for by them in accordance with this proposal. Selected ("Consultant") is required to provide the services as called for in the specifications; and

WHEREAS, the Consultant submitted a response to the **RFQ 26-006**; and

WHEREAS, the Consultant's submittal was deemed by the City of Flowery Branch to be the most responsible and responsive per the scope of work; and

NOW THEREFORE, in consideration of the mutual covenant and promises contained herein, the parties agree as follows:

1.0 Scope of Work

That the Consultant has agreed and by these present does agree with the City to furnish all equipment, tools, materials, skill, labor of every description, and all things necessary to carry out as delineated in **"Exhibit A" (Scope of Work)** and complete in a good, firm, substantial and workmanlike manner, the Work in strict conformity with the specifications which shall form an essential part of this agreement. In addition to the foregoing, and notwithstanding anything to the contrary stated herein, the following terms and conditions, amendments, and other documents are incorporated by reference and made a part of the terms and conditions of this Agreement as is fully set out herein:

EXHIBIT A - SCOPE OF SERVICE
EXHIBIT B - COST PROPOSAL
EXHIBIT C - W-9
EXHIBIT D - CERTIFICATE OF INSURANCE
EXHIBIT E - E-VERIFY AFFIDAVIT
EXHIBIT F - CONTACT INFORMATION
EXHIBIT G – ADDENDUMS
EXHIIBT H – CONSULTANT'S OATH

2.0 Compensation

2.1 Pricing. The Consultant will be paid for the services sold pursuant to the Contract in accordance with the BID and final pricing documents as incorporated into the terms of the Contract. All prices are firm and fixed and are not subject to variation. The prices quoted and listed on the attached Cost Proposal, a copy of which is attached hereto as **"Exhibit B" (Cost Proposal)** and incorporated herein, shall be firm throughout the term of this Contract. The maximum costs owed by the City, unless otherwise agreed to in writing, shall not exceed $149,888.00.

2.2 Billings. If applicable, the Consultant shall submit, on a regular basis, an invoice for services supplied to the City under the Contract at the billing address specified in the Purchase Instrument or Contract. The invoice shall comply with all applicable rules concerning payment of such claims. The City shall pay all approved invoices in arrears and in accordance with applicable provisions of City law. Unless otherwise agreed in writing by the parties, the Consultant shall not be entitled to receive any other payment or compensation from the City for any services provided by or on behalf of the Consultant under the Contract. The Consultant shall be solely responsible for paying all costs, expenses and charges it incurs in connection with its performance under the Contract.

Invoices are to be emailed to APInvoices@flowerybranchga.org and must reference the PO# (see top of contract). A W-9 Request for Taxpayer Identification Number and Certification Form must be submitted **"Exhibit C" (W-9).**

2.3 Delay of Payment Due to Consultant's Failure. If the City in good faith determines that the Consultant has failed to perform or deliver any service or product as required by the Contract, the Consultant shall not be entitled to any compensation under the Contract until such service or product is performed or delivered. In this event, the City may withhold that portion of the Consultant's compensation which represents payment for services or products that were not performed or delivered. To the extent that the Consultant's failure to perform or deliver in a timely manner causes the City to incur costs, the City may deduct the amount of such incurred costs from any amounts payable to Consultant. The City's authority to deduct such incurred costs shall not in any way affect the City's authority to terminate the Contract.

If the City decides to withhold funds as described in the paragraph above, the parties shall meet within 10 days in an attempt to resolve the dispute. Should such dispute not be resolved at such meeting, the City may proceed to exercise its remedies under Section 10.

2.4 Set-Off Against Sums Owed by the Consultant. In the event that the Consultant owes the City any sum under the terms of the Contract, pursuant to any judgment, or pursuant to any law, the City may set off the sum owed to the City against any sum owed by the City to the Consultant in the City's sole discretion.

3.0 Duration of Contract

Contract Term. Pursuant to O.C.G.A. Section 36-60-13, this Contract shall not be deemed to create a debt of the City for the payment of any sum beyond the fiscal year of execution or, in the event of a renewal, beyond the fiscal year of such renewal. The terms of this contract shall align with

the City's fiscal year from July 1 to June 30 and shall commence on July 1, 2026. All invoices postmarked by the City during said term shall be filed at the contract price. This Contract may be extended by mutual consent of both the City and the Consultant for reasons of additional time, additional services and/or additional areas of work.

4.0 Independent Consultant

4.1 The Consultant shall be an independent Consultant. The Consultant is not an employee, agent or representative of the City of Flowery Branch. The successful Consultant shall obtain and maintain, at the Consultant's expense, all permits, license or approvals that may be necessary for the performance of the services. The Consultant shall furnish copies of all such permits, licenses or approvals to the City of Flowery Branch Representative within ten (10) day after issuance.

4.2 Inasmuch as the City of Flowery Branch and the Consultant are independent of one another neither has the authority to bind the other to any third person or otherwise to act in any way as the representative of the other, unless otherwise expressly agreed to in writing signed by both parties hereto. The Consultant agrees not to represent itself as the City's agent for any purpose to any party or to allow any employee of the Consultant to do so, unless specifically authorized, in advance and in writing, to do so, and then only for the limited purpose stated in such authorization. The Consultant shall assume full liability for any contracts or agreements the Consultant enters into on behalf of the City of Flowery Branch without the express knowledge and prior written consent of the City.

5.0 Indemnification

5.1 The Consultant agrees to indemnify, hold harmless and defend the City, its public officials, officers, employees, and agents from and against any and all liabilities, suits, actions, legal proceedings, claims, demands, damages, costs and expenses (including reasonable attorney's fees) to the extent rising out of any act or omission of the Consultant, its agents, SubConsultants, Consultants or employees in the performance of this Contract except for such claims that arise from the City's sole negligence or willful misconduct.

5.2 Notwithstanding the foregoing indemnification clause, the City may join in the defense of any claims raised against it in the sole discretion of the City. Additionally, if any claim is raised against the City, said claim(s) cannot be settled or compromised without the City's written consent, which shall not be unreasonably withheld.

5.3 Neither party shall be liable for delays, or for direct or indirect costs associated therewith provided such delays are the result of acts of God, terrorism, pandemics, natural catastrophes or extreme weather beyond the control of either party. Both parties shall take reasonable steps to mitigate the impact of any force majeure. Consultant shall not be deemed in default to the extent any delays in their performance are reasonably attributable to force majeure.

6.0 Performance

Performance will be evaluated on a monthly basis. If requirements are not met, City of Flowery Branch Procurement will notify the Consultant in writing stating deficiencies, substitutions,

delivery schedule, and/or poor workmanship.

A written response from the Consultant detailing how correction(s) will be made is required to be delivered to the City. Consultant will have thirty (30) days to remedy the situation. If requirements are not remedied City of Flowery Branch has the right to cancel this Agreement with no additional obligation to Consultant. The deadline for project completion shall be June 30, 2027. For every day after that the project remains incomplete, the City shall assess liquidated damages of $200 per day.

6.1 Final Completion, Acceptance, and Payment

(a) Final Completion shall be achieved when the work is fully and finally complete in accordance with the Contract Documents. The City shall notify Consultant once the date of final completion has been achieved in writing.

(b) Final Acceptance is the formal action of City acknowledging Final Completion. Acceptance shall be final and conclusive except for latent defects, fraud, gross mistakes amounting to fraud, or the City's right under any warranty or guarantee. Prior to Final Acceptance, Consultant shall, in addition to all other requirements in the Contract Documents submit to City a Notice of any outstanding disputes or claims between Consultant and any of its SubConsultants, including the amounts and other details thereof. Neither Final Acceptance, nor final payment shall release Consultant or its sureties from any obligations of these Contract Documents or the bond, or constitute a waiver of any claims by City arising Consultant's failure to perform the work in accordance with the Contract Documents.

(c) Acceptance of final payment by Consultant, or any SubConsultant, shall constitute a waiver and release to City of all claims by Consultant, or any such SubConsultant for an increase in the Contract Sum or the Contract Time, and for every act or omission of City relating to or arising out of the work, except for those Claims made in accordance with the procedures, including the time limits, set forth in section 8.

7.0 Changes

The City, within the general scope of the Agreement, may, by written notice to Consultant, issue additional instructions, require additional services or direct the omission of services covered by this Agreement. In such event, there will be made an equitable adjustment in price, but any claim for such an adjustment must be made within thirty (30) days of the receipt of said written notice.

8.0 Change Order Defined

Change order shall mean a written order to the Consultant executed by the City issued after the execution of this Agreement, authorizing and directing a change in services. The Price and Time may be changed only by a Change Order.

9.0 Insurance

9.1 The Consultant shall, at its own cost and expense, obtain and maintain the following

minimum insurance coverage covering the period of this Agreement, such insurance to be obtained from a responsible insurance company legally licensed and authorized to transact business in the State of Georgia.

▪ Workers' Compensation	Statutory Minimum
▪ General Liability	$1,000,000/incident $2,000,000 aggregate
▪ Professional Liability	$2,000,000/incident $2,000,000 aggregate

9.2 Consultant shall provide certificates of insurance evidencing the coverage requested herein and **naming the City as an additional insured** (except for workers compensation for which City shall be named as a mere "Certificate Holder") before the execution of this agreement, and at any time during the term of this Agreement, upon the request of the City, Consultant shall provide proof sufficient to the satisfaction of the City that such insurance continues in force and effect. Consultant shall immediately notify the City, in writing, of any changes in insurance required under this Agreement, including but not limited to change in carrier, amounts of coverage, changes to additional insureds. **"Exhibit D" (Certificate of Insurance).**

10.0 Termination

10.1 Immediate Termination. Pursuant to O.C.G.A. Section 36-60-13, this Contract will terminate immediately and absolutely if the City determines that adequate funds are not appropriated or granted or funds are de-appropriated such that the City cannot fulfill its obligations under the Contract, which determination is at the City's sole discretion and shall be conclusive. Further, the City may terminate the Contract for any one or more of the following reasons effective immediately without advance notice:

(a) In the event the Consultant is required to be certified or licensed as a condition precedent to providing goods and services, the revocation or loss of such license or certification may result in immediate termination of the Contract effective as of the date on which the license or certification is no longer in effect;

(b) The City determines that the actions, or failure to act, of the Consultant, its agents, employees or SubConsultants have caused, or reasonably could cause, life, health or safety to be jeopardized;

(c) The Consultant fails to comply with confidentiality laws or provisions; and/or

(d) The Consultant furnished any statement, representation or certification which is materially false, deceptive, incorrect or incomplete.

10.2 Termination for Cause. The occurrence of any one or more of the following events shall constitute cause or the City to declare the Consultant in default of its obligations under the Contract:

(a) The Consultant fails to deliver or has delivered nonconforming goods or services or fails to perform to the City's satisfaction, any material requirement of the Contract or is in violation of a material provision of the Contract, including, but without limitation, the express warranties made by the Consultant;

(b) The City determines that satisfactory performance of the Contract is substantially endangered or that a default is likely to occur;

(c) The Consultant fails to make substantial and timely progress toward performance of the contract;

(d) The Consultant becomes subject to any bankruptcy or insolvency proceeding under federal or state law to the extent allowed by applicable federal or state law including bankruptcy laws; the Consultant terminates or suspends its business; or the City reasonably believes that the Consultant has become insolvent or unable to pay its obligations as they accrue consistent with applicable federal or state law;

(e) The Consultant has failed to comply with applicable federal, state and local laws, rules, ordinances, regulations and orders when performing within the scope of the Contract;

(f) The Consultant has engaged in conduct that has or may expose the City to liability, as determined in the City's sole discretion; or

(g) The Consultant has infringed any patent, trademark, copyright, trade dress or any other intellectual property rights of the State, the City, or a third party.

10.3 Notice of Default. If there is a default event caused by the Consultant, the City shall provide written notice to the Consultant requesting that the breach or noncompliance be remedied within the period of time specified in the City's written notice to the Consultant. If the breach or noncompliance is not remedied by the date of the written notice, the City may:

(a) Immediately terminate the Contract without additional written notice; and/or

(b) Procure substitute goods or services from another source and charge the difference between the Contract and the substitute contract to the defaulting Consultant; and/or,

(c) Enforce the terms and conditions of the Contract and seek any legal or equitable remedies.

10.4 Termination for Convenience. The City may terminate this Agreement for convenience at any time upon thirty (30) day written notice to the Consultant. In the event of a termination for convenience, Consultant shall take immediate steps to terminate work as quickly and effectively as possible and shall terminate all commitments to third-parties unless otherwise instructed by the City. Provided that no damages are due to the City for Consultant's failure to perform in accordance with this Agreement, the City shall pay Consultant for work performed to date in accordance with Section herein. The City shall have no further liability to Consultant for such termination.

10.5 Payment Limitation in the event of Termination. In the event termination of the Contract for any reason by the City, the City shall pay only those amounts, if any, due and owing to the Consultant goods and services actually rendered up to and including the date of termination of the Contract and for which the City is obligated to pay pursuant to the Contract or Purchase Instrument. Payment will be made only upon submission of invoices and proper proof of the Consultant's claim. This provision in no way limits the remedies available to the City under the Contract in the event of termination. The City shall not be liable for any costs incurred by the Consultant in its performance of the Contract, including, but not limited to, startup costs, overhead or other costs associated with the performance of the Contract.

10.6 The Consultant's Termination Duties. Upon receipt of notice of termination or upon request of the City, the Consultant shall:

(a) Cease work under the Contract and take all necessary or appropriate steps to limit disbursements and minimize costs, and furnish a report within thirty (30) days of the date of notice of termination, describing the status of all work under the Contract, including, without limitation, results accomplished, conclusions resulting therefrom, and any other matters the City may require;

(b) Immediately cease using and return to the City, any personal property or materials, whether tangible or intangible, provided by the City to the Consultant;

(c) Comply with the City's instructions for the timely transfer of any active files and work product produced by the Consultant under the Contract;

(d) Cooperate in good faith with the City, its employees, agents and Consultants during the transition period between the notification of termination and the substitution of any replacement Consultant; and

(e) Immediately return to the City any payments made by the City for goods and services that were not delivered or rendered by the Consultant.

11.0 Claims and Dispute Resolution

11.1 Claims Procedure.

(a) If the parties fail to reach agreement regarding any dispute arising from the Contract Documents, including a failure to reach agreement on the terms of any Change Order for City- directed work as provided in section 8, or on the resolution of any request for an equitable adjustment in the Contract Sum or the Contract Time, Consultant's only remedy shall be to file a Claim with City as provided in this section.

(b) Consultant shall file its Claim within the earlier of: 120 Days from City's final instructions in accordance with section 8; or the date of Final Acceptance,

(c) The Claim shall be deemed to cover all changes in cost and time (including direct, indirect) impact, and consequential) to which Consultant may be entitled. It shall be fully

substantiated and documented. The Claim shall contain a detailed factual statement of the Claim for additional compensation and time, if any, providing all necessary dates, locations, and items of work affected by the Claim.

(d) If an adjustment in the Contract Time is sought: the specific Days and dates for which it is sought; the specific reasons Consultant believes an extension in the Contract Time should be granted; and Consultant's analysis of its Progress Schedule to demonstrate the reason for the extension in Contract Time.

(e) If any adjustment in the Contract Sum is sought: the exact amount sought and a breakdown of that amount into the categories; and a statement certifying, under penalty of perjury, that the Claim is made in good faith, that the supporting cost and pricing data are true and accurate to the best of Consultant's knowledge and belief, that the Claim is fully supported by the accompanying data, and that the amount requested accurately reflects the adjustment in the Contract Sum or Contract Time for which Consultant believes City is liable.

(f) After Consultant has submitted a fully-documented Claim, the City shall respond, in writing, to Consultant with a decision within sixty (60) days of the date the Claim is received, or with notice to Consultant of the date by which it will render its decision.

11.2 Arbitration.

(a) If Consultant disagrees with City's decision rendered in accordance with section 12. If, Consultant shall provide City with a written demand for arbitration. No demand for arbitration of any such Claim shall be made later than thirty (30) Days after the date of City's decision on such Claim, failure to demand arbitration with said thirty (30) Day period shall result in City's decision being final and binding upon Consultant and its SubConsultants.

(b) Notice of the demand for arbitration shall be filed with the American Arbitration Association (AAA), with a copy provide to City. The parties shall negotiate or mediate under the Voluntary Construction Mediation Rules of the AAA, or mutually acceptable service, before seeking arbitration in accordance with the Construction Industry Arbitration Rules of AAA as follows:

(1) Disputes involving $30,000 or less shall be conducted in accordance with the Southeast Region Expedited Commercial Arbitration Rules; or

(2) Disputes over $30,000 shall be conducted in accordance with the Construction Industry Arbitration Rules of the AAA, unless the parties agree to use the expedited rules.

a. All Claims arising out of the work shall be resolved by arbitration. The judgment upon the arbitration award may be entered, or review of the award may occur, in the Superior Court of Hall County.

b. If the parties resolve the Claim prior to arbitration judgment, the terms of the resolution shall be incorporated in a Change Order. The Change Order shall

constitute full payment and final settlement of the Claim, including all claims for time and for direct, indirect, or consequential costs, including costs of delays, inconvenience, disruption of schedule, or loss of efficiency or productivity.

c. Choice of Law and Forum. The laws of the State of Georgia shall govern and determine all matters arising out of or in connection with this Contract without regard to the choice of law provisions of State law. The Superior Court of Hall County, Georgia shall have exclusive jurisdiction to try disputes arising under or by virtue of this contract. In the event any proceeding of a quasi-judicial or judicial nature is commenced in connection with this Contract, such proceeding shall solely be brought in a court or other forum of competent jurisdiction within Hall County, Georgia. This provision shall not be construed as waiving any immunity to suit or liability, including without limitation sovereign immunity, which may be available to the City.

d. All Claims filed against City shall be subject to audit at any time following the filing of the Claim. Failure of Consultant, or SubConsultant of any tier, to maintain and retain sufficient records to allow City to verify all or a portion of the Claim or to permit City access to the books and records of Consultant, or SubConsultants of any tier, shall constitute a waiver of the Claim and shall bar any recovery.

12.0 Confidential Information

12.1 Access to Confidential Data. The Consultant's employees, agents and SubConsultants may have access to confidential data maintained by the City to the extent necessary to carry out the Consultant's responsibilities under the Contract. The Consultant shall presume that all information received pursuant to the Contract is confidential unless otherwise designated by the City. If it is reasonably likely the Consultant will have access to the City's confidential information, then:

(a) The Consultant shall provide to the City a written description of the Consultant's policies and procedures to safeguard confidential information;

(b) Policies of confidentiality shall address, as appropriate, information conveyed in verbal, written, and electronic formats;

(c) The Consultant must designate one individual who shall remain the responsible authority in charge of all data collected, used, or disseminated by the Consultant in connection with the performance of the Contract; and

(d) The Consultant shall provide adequate supervision and training to its agents, employees and SubConsultants to ensure compliance with the terms of the Contract. The private or confidential data shall remain the property of the City at all times. Some services performed for the City may require the Consultant to sign a nondisclosure agreement. Consultant understands and agrees that refusal or failure to sign such a nondisclosure agreement, if required, may result in termination of the Contract.

12.2 No Dissemination of Confidential Data. No confidential data collected, maintained, or used in the course of performance of the Contract shall be disseminated except as authorized by law and with the written consent of the City, either during the period of the Contract or thereafter. Any data supplied to or created by the Consultant shall be considered the property of the City. The Consultant must return any and all data collected, maintained, created or used in the course of the performance of the Contract, in whatever form it is maintained, promptly at the request of the City.

12.3 Subpoena. In the event that a subpoena or other legal process is served upon the Consultant for records containing confidential information, the Consultant shall promptly notify the City and cooperate with the City in any lawful effort to protect the confidential information.

12.4 Reporting of Unauthorized Disclosure. The Consultant shall immediately report to the City any unauthorized disclosure of confidential information.

12.5 Survives Termination. The Consultant's confidentiality obligation under the Contract shall survive termination of the Contract.

13.0 Inclusion of Documents

Consultant's response submitted in response thereto, including any best and final offer, are incorporated in this Agreement by reference and form an integral part of this agreement. In the event of a conflict in language between this Agreement and the foregoing documents incorporated herein, the provisions and requirements set forth in this Agreement shall govern. In the event of a conflict between the language of the BID, as amended, and the Consultant's submittal, the language in the former shall govern.

13.1 Counterparts: This Agreement may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one and the same instrument.

14.0 Compliance with All Laws and Licenses

The Consultant must obtain all necessary licenses and comply with local, state and federal requirements. The Consultant shall comply with all laws, rules and regulations of any governmental entity pertaining to its performance under this Agreement.

14.1 Federal Requirements.

(a) Federal Compliance Regulations.

Federal regulations apply to all City of Flowery Branch contracts using Federal funds as a source for the solicitation of goods and services. Successful bidders must comply with the following Federal requirement as they apply to:

(1) Equal Employment Opportunity - The Consultant shall not discriminate against any employee or applicant or employment because of race, color, religion, sex, or national origin. The Consultant shall take affirmative action to ensure that applicants are

employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to: employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The Consultant shall comply with Executive Order 1 1246, as amended, and the rules, regulations, and orders of the Secretary of Labor.

(2) Reports - The submission of reports to the City on behalf of the U.S. Department of Housing and Urban Development as may be determined necessary for the activities covered by this contract, which is federally funded.

(3) Patents - The U.S. Department of Housing and Urban Development reserves a royalty-free, nonexclusive, and irrevocable right to use, and to authorize others to use, for Federal Government purposes:

a. Any patent that shall result under this contract; and

b. Any patent rights to which the Consultant purchases ownership with grant support

(4) Copyrights - The U.S. Department of Housing and Urban Development reserves a royalty- free, nonexclusive and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use, for Federal Government purposes:

a. The copyright in any work developed under this contract; and

b. Any rights of copyright to which the Consultant purchases ownership with grant support.

(5) Access to books, documents, papers and records of the Consultant which are directly pertinent to the specific contract for the purposes of making audit, examination, excerpts and transcriptions by Federal agencies, the Comptroller General of the United States, or any of their duly authorized representatives; and

(6) Retention of all required records for three years after the City makes final payment and all other pending matters are closed.

14.2 Georgia Security and Immigration Compliance Act

(a) The parties certify that Consultant has executed an affidavit verifying that Consultant has registered and participates in the federal work authorization program to verify information of all new employees, per O.C.G.A. 13-10-90, et. seq., and Georgia Department of Labor Regulations Rule 300-10-1-02. The appropriate affidavit is attached hereto as **"Exhibit E" (E-Verify Form)** and incorporated herein by reference and made a part of this contract.

(b) The Consultant further certifies that any SubConsultants employed by Consultant for the performance of this agreement has executed an appropriate SubConsultant affidavit

verifying its registration and participation in the federal work authorization program and compliance with O.C.G.A. 13-10-90, et. seq., and Georgia Department of Labor Regulations Rule 300-10-1-02, and that all such affidavits are incorporated into and made a part of every contract between the Consultant and each SubConsultant.

(c) Consultant's compliance with O.C.G.A. 13-10-90, et. seq., and Georgia Department of Labor Regulations Rule 300-10-1-02 is a material condition of this agreement and Consultant's failure to comply with said provisions shall constitute a material breach of this agreement.

15.0 Assignment

The Consultant shall not assign or subcontract the whole or any part of this Agreement without the City of Flowery Branch's prior written consent.

16.0 Amendments in Writing

No amendments to this Agreement shall be effective unless it is in writing and signed by duly authorized representatives of the parties.

17.0 Drug-Free and Smoke-Free Workplace

17.1 A drug-free and smoke-free workplace will be provided for the Consultant's employees during the performance of this Agreement; and

17.2 The Consultant will secure from any sub-Consultant hired to work in a drug-free and smoke-free work place a written certification so stating and in accordance with Paragraph 7, subsection B of the Official Code of Georgia Annotated Section 50-24-3.

17.3 The Consultant may be suspended, terminated, or debarred if it is determined that:

(a) The Consultant has made false certification herein; or

(b) The Consultant has violated such certification by failure to carry out the requirements of Official Code of Georgia Annotated Section 50-24-3.

18.0 Additional Terms

Neither the City nor any Department shall be bound by any terms and conditions included in any Consultant packaging, Invoice, catalog, brochure, technical data sheet, or other document which attempts to impose any condition in variance with or in addition to the terms and conditions contained herein.

19.0 Antitrust Actions

For good cause and as consideration for executing this Contract or placing this order, Consultant acting herein by and through its duly authorized agent hereby conveys, sells, assigns, and transfers to the City of Flowery Branch all rights, title, and interest to and to all causes of action it may now

or hereafter acquire under the antitrust laws of the United States and the State of Georgia relating to the particular goods or services purchased or acquired by the City of Flowery Branch pursuant hereto.

20.0 Governing Law

This Agreement shall be governed in all respects by the laws of the State of Georgia. The Superior Court of Hall County, Georgia shall have exclusive jurisdiction to try disputes arising under or by virtue of this contract.

21.0 Entire Agreement

This Agreement constitutes the entire Agreement between the parties with respect to the subject matter contained herein; all prior agreements, representations, statement, negotiations, and undertakings are suspended hereby. Neither party has relied on any representation, promise, or inducement not contained herein.

22.0 Special Conditions

22.1 The Consultant shall identify key personnel in writing to be involved with the project at commencement and shall not remove or substitute such personnel without approval in writing from the City.

22.2 Any intellectual property, including but not limited to plans, writings, reports, sketches, and drawings shall be the property of the City of Flowery Branch. Consultant may retain copies of any work done for the City and use same as examples of work.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed by their duly authorized officers as of the day and year set forth next to each signature.

CITY OF FLOWERY BRANCH:	CONSULTANT: INSPIRE PLACEMAKING COLLECTIVE, INC.
By:_____	By: _____
Title:_____	Title: _____
Name:_____	Name: _____
Date:_____	Date: _____

Attest:

_____

Shelia Cooper, City Clerk (Seal)

EXHIBIT A – SCOPE OF WORK

TO CONTRACT
BETWEEN CITY OF FLOWERY BRANCH AND INSPIRE PLACEMAKING COLLECTIVE, INC.
FOR PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

REFERENCE: BID# 26-006

The consultant shall provide all professional services necessary to complete the UDC, including but not limited to:

Core Tasks

- Review existing ordinances, plans, and policies
- Identify inconsistencies and redundancies
- Draft a unified, user-friendly development code
- Ensure compliance with Georgia law (including O.C.G.A. § 36-66-1 etseq.)
- Align with the Comprehensive Plan and regional plans
- Produce graphics, maps, and supporting materials
- Other tasks as recommended by the professional firm

Regulatory Updates

- Modernize subdivision and development regulations
- Update sign regulations (including LED and oversized signage)
- Revise tree preservation and landscaping requirements
- Review stormwater regulations for consistency with Georgia Stormwater Manual
- Update platting and permitting procedures
- Other updates as recommended by the professional firm

Process Development

- Create development review procedures and checklists
- Develop administrative manuals and implementation tools
- Define processes such as:
  - Certificate of Development Conformance
  - House Location Plans (HLP)
  - Residential Drainage Plans (RDP)
- Other processes as recommended by the professional firm

Public Engagement

- Conduct a minimum of two (2) public meetings
- Facilitate consensus-building
- Present draft and final deliverables to City Council

Deliverables

- Draft and final UDC (editable and PDF formats)
- Supporting graphics and maps
- Printed copies of final document
- Staff training materials
- Other deliverables as recommended by the professional firm

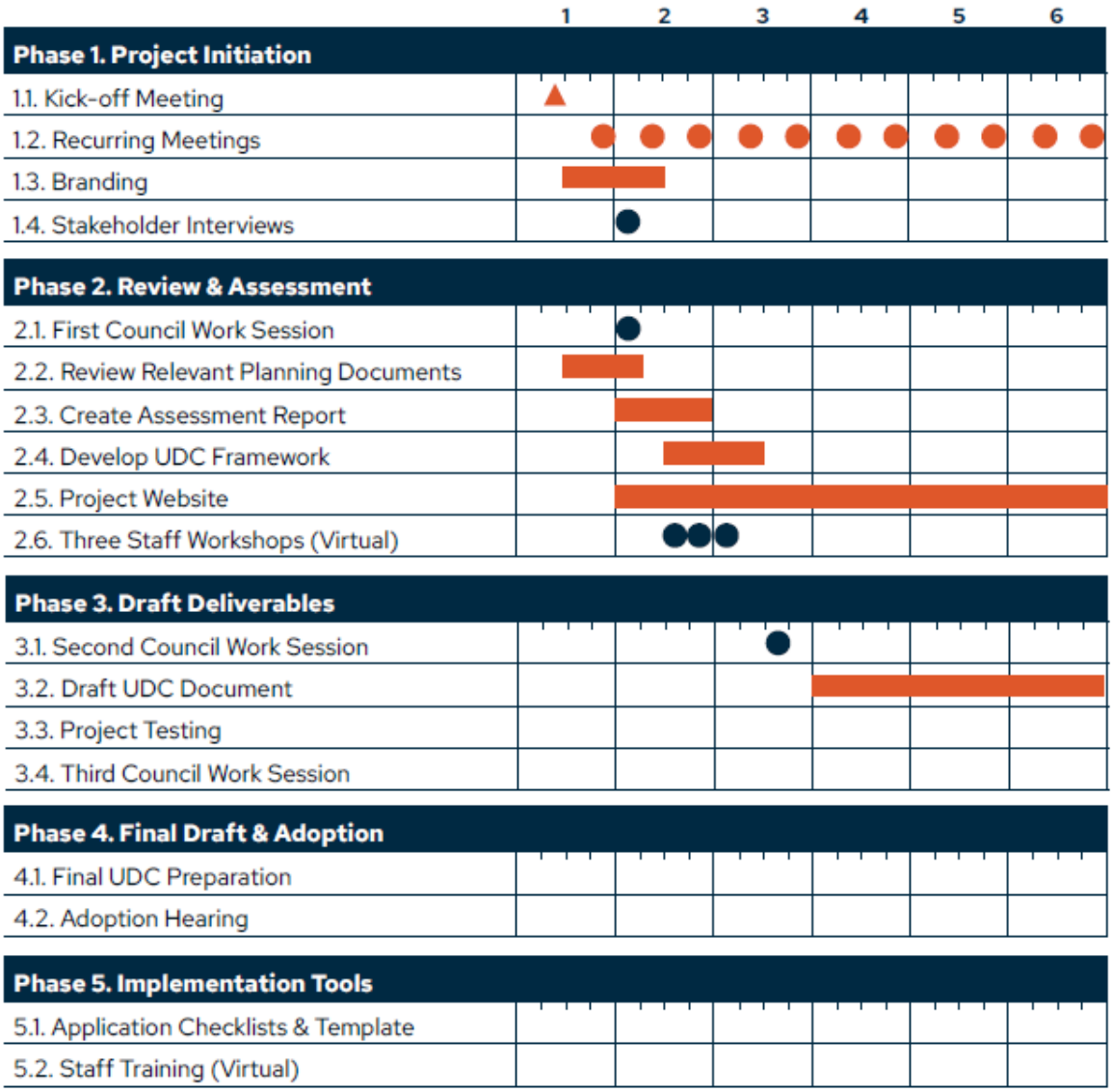
EXHIBIT B – COST PROPOSAL & TIMEFRAME

TO CONTRACT
BETWEEN CITY OF FLOWERY BRANCH AND INSPIRE PLACEMAKING COLLECTIVE, INC.
FOR PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

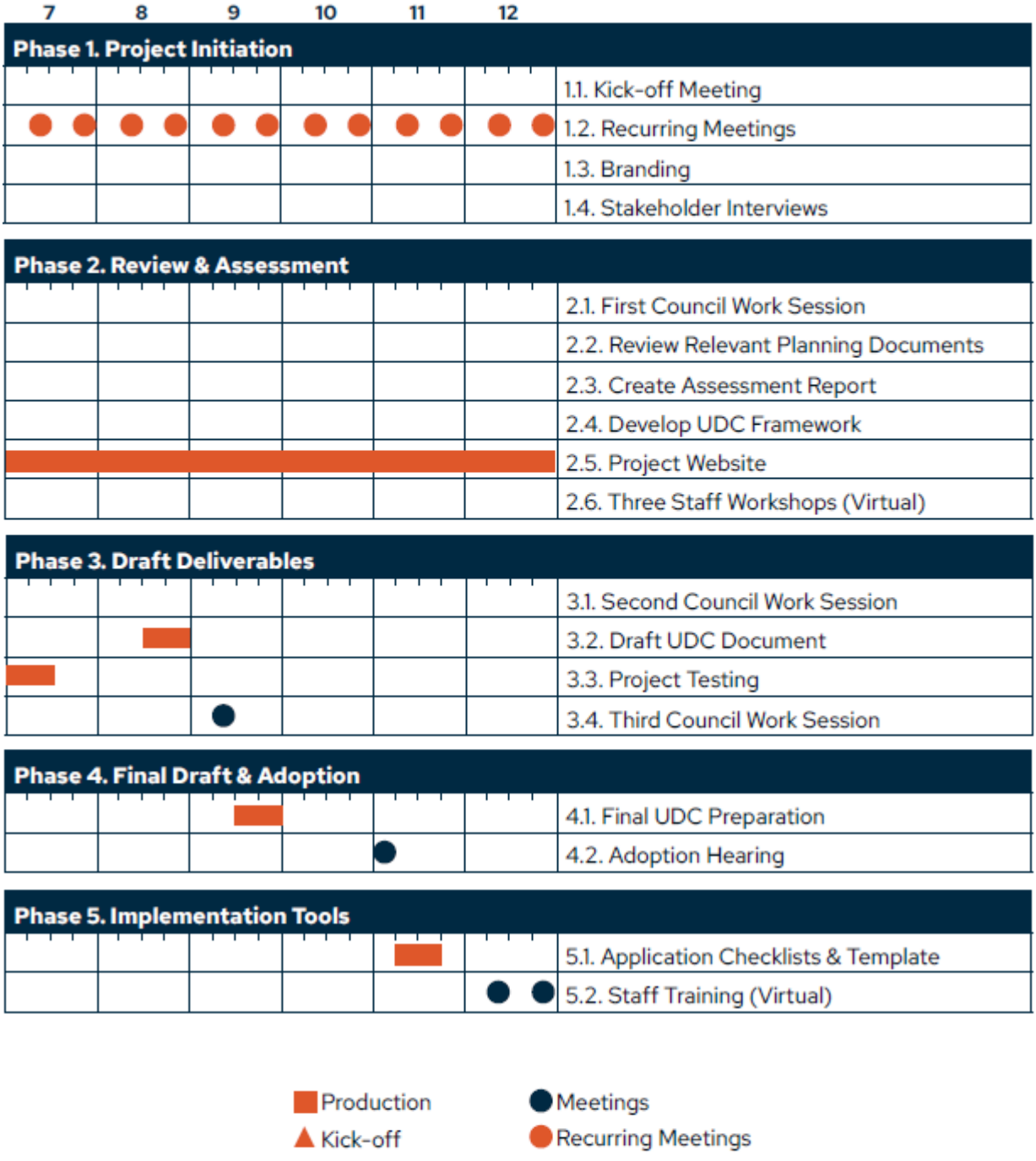
REFERENCE: BID# 26-006

Phases	Fee
Phase 1: Project Initiation	$13,750
Phase 2: Review & Assessment	$40,090
Phase 3: Draft Deliverables	$68,156
Phase 4: Final Draft & Adoption	$18,560
Phase 5: Implementation Tools	$9,332
Total	**$149,888**

Timeframe - Months 1-6:



Timeframe - Months 7-12:



Form **W-9**
(Rev. March 2024)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give form to the requester. Do not send to the IRS.

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See *Specific Instructions* on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

Inspire Placemaking Collective, Inc.

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor ☐ C corporation ☑ S corporation ☐ Partnership ☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . . ☐

5 Address (number, street, and apt. or suite no.). See instructions.

4767 New Broad Street

Requester's name and address (optional)

6 City, state, and ZIP code

Orlando, FL 32814

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

[ ][ ][ ] – [ ][ ] – [ ][ ][ ][ ]

or

Employer identification number

9 2 – 1 4 9 5 7 1 7

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here **Signature of U.S. person** Nancy Pfaff, Controller **Date** 5/6/26

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9*.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 6/5/2026

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	CONTACT NAME:	
JCJ Insurance Agency, LLC 2208 Hillcrest Street Orlando, FL 32803	PHONE (A/C, No, Ext): (321) 445-1117	FAX (A/C, No): (321) 445-1076
	E-MAIL ADDRESS: certs@jcj-insurance.com	

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Hartford Underwriters Ins. Co.	30104
INSURER B : Beazley America Insurance Company, Inc.	16510
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED

Inspire Placemaking Collective, Inc.
4767 New Broad Street
Orlando, FL 32814

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	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 1,000,000
	CLAIMS-MADE X OCCUR	X		21 SBA AV4H7E	1/1/2026	1/1/2027	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	POLICY X PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS	X		21 SBA AV4H7E	1/1/2026	1/1/2027	BODILY INJURY (Per accident)	$
	X HIRED AUTOS ONLY / X NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$ 5,000,000
	EXCESS LIAB CLAIMS-MADE	X		21 SBA AV4H7E	1/1/2026	1/1/2027	AGGREGATE	$
	DED X RETENTION $ 10,000							$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						PER STATUTE / OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N / A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
B	Professional Liab			C38DAA250101	1/1/2026	1/1/2027	Per Claim	2,000,000
B	Professional Liab			C38DAA250101	1/1/2026	1/1/2027	Aggregate	2,000,000

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

Any person or organization where required by written contract is an Additional Insured with respect to all policies (except Workers Compensation and Professional Liability). Coverages are primary & non-contributory. A Waiver of Subrogation for all policies applies when required by written contract. 30 Day Notice of Cancellation, except for 10 days for non-payment.

CERTIFICATE HOLDER

City of Flowery Branch
5410 Pine Street
Flowery Branch, GA 30542

CANCELLATION

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



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Contractor Affidavit under O.C.G.A. § 13-10-91(b)(l)

The undersigned contractor ("Contractor") executes this Affidavit to comply with O.C.G.A § 13-10-91 related to any contract to which Contractor is a party that is subject to O.C.G.A. § 13-10-91 and hereby verifies its compliance with O.C.G.A. § 13-10-91, attesting as follows:

a) The Contractor has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program;

b) The Contractor will continue to use the federal work authorization program throughout the contract period, including any renewal or extension thereof;

c) The Contractor will notify the public employer in the event the Contractor ceases to utilize the federal work authorization program during the contract period, including renewals or extensions thereof;

d) The Contractor understands that ceasing to utilize the federal work authorization program constitutes a material breach of Contract;

e) The Contractor will contract for the performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the Contractor with the information required by O.C.G.A. § 13-10-91(a), (b), and (c);

f) The Contractor acknowledges and agrees that this Affidavit shall be incorporated into any contract(s) subject to the provisions of O.C.G.A. § 13-10- 91 for the project listed below to which Contractor is a party after the date hereof without further action or consent by Contractor; and

g) Contractor acknowledges its responsibility to submit copies of any affidavits, drivers' licenses, and identification cards required pursuant to O.C.G.A. § 13-10-91 to the public employer within five business days of receipt.

2071544
Federal Work Authorization User Identification Number

3/24/23
Date of Authorization

Inspire Placemaking Collective, Inc.
Name of Contractor

Flowery Branch UDO
Name of Project

City of Flowery Branch, GA
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on June, 9, 2026 in Orlando (city), Florida (state).

Signature of Authorized Officer or Agent

George Kramer, President
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 9th DAY OF June, 2026.

Nancy A Pfaff
NOTARY PUBLIC
My Commission Expires: 3/23/27

VENDOR INFORMATION FORM

Company / Individual Name: Inspire Placemaking Collective Inc.

Doing Business As (*if sole proprietor*): _____

Email Address: accounting@inspireplacemaking.com **Phone Number:** (407) 917-0441

Service Provided: City planning ☐ **Products Only** ☒ **Service Only** ☐ **Product & Service**

Type of Business (check one):

☐ Individual/Sole Proprietor ☐ C - Corporation ■ S - Corporation ☐ Partnership ☐ Other: _____

☐ Limited Liability Company (LLC) – (C = C Corporation, S = S Corporation, P = Partnership): _____

Date Registered: 12/27/23 **State of Registration:** FL **Federal Tax ID / SSN:** 92-1495717

# of Employees: 49 **E-Verify #:** 2071544 ***(If no E-Verify number please see vendor letter.)***

Physical Address: 911 Outer Road

City: Orlando **State:** FL **Zip Code:** 32814

Mailing Address *(if different)*: 4767 New Broad Street

City: Orlando **State:** FL **Zip Code:** 32814

Authorized Vendor Contacts:

Name: George Kramer, AICP **Title:** President

Email: gkramer@inspireplacemaking.com **Business Phone:** (407) 202-8387

Name: Sarah Sinatra, AICP, CZO **Title:** Vice President

Email: ssinatra@inspireplacemaking.com **Business Phone:** (954) 205-3272

Name: _____ **Title:** _____

Email: _____ **Business Phone:** _____

Name: _____ **Title:** _____

Email: _____ **Business Phone:** _____

Authorized Signers

Persons authorized to sign bids, contracts, wires, and vendor file changes.

Signature: _____ **Title:** President **Phone:** 407-202-8387

Signature: _____ **Title:** _____ **Phone:** _____

Signature: _____ **Title:** _____ **Phone:** _____

Internal Use Only:

Application Type: ☐ **New Vendor** ☐ **Update / Revision** **Vendor Number:** _____

Processed By: _____ **Date:** _____

EXHIBIT G - ADDENDUMS

CITY OF FLOWERY BRANCH

ADDENDUM ACKNOWLEDGEMENT

RFQ 26-006

PROFESSIONAL SERVICES FOR THE DEVELOPMENT OF A UNIFIED DEVELOPMENT CODE

PLEASE LIST ISSUED ADDENDUM(S)

Addendum Number(s)

1 _____ _____

2 _____ _____

3 _____ _____

☐ **NO ADDENDA WERE RECEIVED**

COMPANY NAME: Inspire Placemaking Collective, Inc.

CONTACT PERSON: George Kramer

ADDRESS: 4767 New Broad Street

CITY: Orlando **STATE:** FL **ZIP:** 32814

PHONE: FAX: N/A

EMAIL ADDRESS: gkramer@inspireplacemaking.com

By signing below, I hereby acknowledge receipt of the supplement pertaining to the above referenced bid.

SIGNATURE: _____ **DATE:** 4/10/26

UPON RECEIPT, PLEASE PRINT AND ADD TO YOUR SOLICITATION.

EXHIBIT H - CONSULTANT'S OATH

COMES NOW, _____ ("Consultant"),
[*name of Consultant*]

appearing by and through _____,
[*name of individual with authority to bind Consultant*]

its _____ ("Individual And Representative Affiant"), and
[*title*]

_____

_____

_____

_____
[*insert the names of all those required to give the oath*]

(collectively, "Individual Affiants"), and each of the Individual And Representative Affiant and Individual Affiants, after first being duly sworn, deposes and says that:

1. Consultant has not directly or indirectly violated subsection (d) of the Official Code of Georgia Annotated Section 36-91-21, which provides as follows:

   > Whenever a public works construction contract for any governmental entity subject to the requirements of this chapter is to be let out by competitive sealed bid or proposal, no person, by himself or herself or otherwise, shall prevent or attempt to prevent competition in such bidding or proposals by any means whatever. No person who desires to procure such work for himself or herself or for another shall prevent or endeavor to prevent anyone from making a bid or proposal therefor by any means whatever, nor shall such person so desiring the work cause or induce another to withdraw a bid or proposal for the work.

   Code Section 36-91-21(d) also applies to municipal street system contracts pursuant to Official Code of Georgia Annotated Section 32-4-122.

2. Individual And Representative Affiant is the officer of Consultant whose duty it is to make the payment.

3. If Consultant is a partnership, then Individual and Representative Affiant and Individual Affiants together constitute all of the partners and any officer, agent or other person who may have represented or acted for Consultant in bidding for or procuring the contract.

4. If Consultant is a corporation, then Individual and Representative Affiant and Individual Affiants together constitute all officers, agents, or other persons who may have acted for or represented Consultant in bidding for or procuring the contract.

Further affiants sayeth not.

This ____ day of _____, 20___.

By: _____, individually and on behalf of Consultant
[*signature of Individual And Representative Affiant*]

Name: _____ Title: _____

Individual Affiants' signatures and names:

_____ _____
Name: Name:

_____ _____
Name: Name:

_____ _____
Name: Name:

Subscribed and Sworn before me on this

_____ day of _____, 20_____.

_____
NOTARY PUBLIC

My Commission Expires:

_____

RESOLUTION NO. 26-011

TO ADOPT THE FISCAL YEAR 2027 ANNUAL BUDGET FOR EACH FUND, FY2027 CAPITAL PLAN, MASTER FEE SCHEDULE FOR FY2027, CLASSIFCATION AND COMPENSATION STUDY AND AUTHORIZED POSITIONS OF THE CITY OF FLOWERY BRANCH, GEORGIA; TO APPROPRIATE THE AMOUNTS SHOWN IN EACH BUDGET AS EXPENDITURES OR EXPENSES; TO ADOPT THE SEVERAL ITEMS OF REVENUE ANTICIPATIONS; TO SET THE LEGAL LEVEL OF BUDGETARY CONTROL; TO PROHIBIT EXPENDITURES OR EXPENSES FROM EXCEEDING THE ACTUAL FUNDING AVAILABLE; TO PROHIBIT EXPENDITURES OR EXPENSES BEYOND THE FISCAL YEAR FOR WHICH THEY WERE APPROPRIATED; TO PROVIDE FOR AN EFFECTIVE DATE.

WHEREAS, sound governmental operations require the adoption of an annual budget to plan for the financing of municipal services for the residents of the City of Flowery Branch; and

WHEREAS, O.C.G.A. § 36-81-3(b)(1) requires the City of Flowery Branch to adopt and operate under an annual balanced budget for the City's fiscal year, which runs from July 1st to June 30th of each year; and

WHEREAS, the Mayor and Council of the City of Flowery Branch have reviewed the proposed Fiscal Year 2027 Annual Budget, Fiscal Year 2027 Capital Plan, the findings and recommendations of the Classification and Compensation study, Authorized Positions for FY2027 and the Master Fee Schedule for FY2027 effective from July 1, 2026 to June 30, 2027; and

WHEREAS, the Mayor and Council of the City of Flowery Branch desire to adopt the Fiscal Year 2027 Annual Budget, Fiscal Year 2027 Capital Plan, Authorized Positions for FY2027, Master Fee Schedule for FY2027, effective from July 1, 2026 to June 30, 2027, and related financial and organizational plans, and to accept and implement the Classification and Compensation Study in a manner consistent with the City's operational needs and financial resources;

NOW THEREFORE BE IT RESOLVED by the Mayor and Council of the City of Flowery Branch, Georgia, as follows:

Section 1. That the proposed Fiscal Year 2027 Annual Budget, Fiscal Year 2027 Capital plan, Authorized Positions for FY2027, Classification and Compensation Study and related implementation actions, and Master Fee Schedule for FY2027, attached hereto and incorporated by reference as if fully set forth herein, is hereby adopted as the Budget, Capital Plan, Authorized Positions for FY2027, Classification and Compensation Study recommendations and Master Fee Schedule for the City of Flowery Branch, Georgia for the Fiscal Year 2027, which begins on July 1, 2026 and ends on June 30, 2027.

Section 2. The revenue estimates, other financial resources, and sources of cash shown in the budget for each fund are hereby adopted, and the amounts shown as expenditures, expenses, and uses of cash are hereby appropriated to the respective departments and funds.

Section 3. The "legal level of budgetary control," as defined by O.C.G.A. § 36-81-2(14), is established at the department level. The City Manager, in her capacity as Budget Officer, is authorized to transfer appropriations between line items within a department, consistent with applicable law and policy.

Section 4. That under no circumstances shall expenditures or expenses exceed the amount appropriated without a further Budget amendment approved by the Mayor and Council.

Section 5. That all appropriations shall lapse at the end of the fiscal year.

Section 6. That this Resolution shall be and remain in full force and effect from and after its date of adoption.

SO RESOLVED this 18th day of June, 2026.

_____
Oliver McClellan, Mayor

ATTEST:

_____
Shelia R. Cooper, City Clerk

APPROVED AS TO FORM:

_____
Ted Baggett, City Attorney

PROJECTED REVENUES AND OTHER SOURCES

GENERAL FUND SUMMARY

REVENUE SOURCE	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Millage Rate	3.264	3.247	3.247	
Current Real & Personal	$ 3,083,762	$ 3,109,327	$ 3,450,000	11.0%
Mobile Home Tax	1,198	250	500	100.0%
Motor Vehicle	7,073	6,000	6,000	0.0%
Total Current Taxes	3,092,032	3,115,577	3,456,500	10.9%
Penalties & Interest	16,032	10,000	5,000	-50.0%
Total Property Taxes	3,108,064	3,125,577	3,461,500	10.7%
Title Ad Valorem Tax	621,743	600,000	650,000	8.3%
Alternative Ad Valorem Tax	7,887	10,000	8,000	-20.0%
Intangible Tax	21,721	15,000	20,000	33.3%
Railroad Equipment Tax	-	500	500	0.0%
Street Light Tax	-	9,110	9,110	0.0%
Real Estate Transfer Tax	10,969	12,000	12,000	0.0%
Franchise Fees	775,924	711,000	810,000	13.9%
Local Option Sales Tax	2,695,686	2,400,000	2,500,000	4.2%
Alcoholic Beverage Taxes	375,350	375,000	380,000	1.3%
Occupational Tax	97,019	90,000	90,000	0.0%
Insurance Premium Tax	896,738	900,000	1,000,000	11.1%
Financial Institution Tax	30,011	23,000	30,000	30.4%
Payment in lieu of City Taxes	603	603	603	0.0%
Total Other Taxes	5,533,650	5,146,213	5,510,213	7.1%
Fines, Fees, and Forfeitures	691,311	617,700	562,700	-8.9%
Permits and Zoning Fees	1,268,417	890,400	1,140,400	28.1%
Alcohol Licenses & Fees	104,711	91,500	91,500	0.0%
Other Fees and Licenses	18,452	19,900	19,500	-2.0%
Interest	467,111	300,000	300,000	0.0%
Intergovernmental Revenue	11,656	-	-	N/A
Rent - Tourism	75,431	70,350	70,350	0.0%
Lease Revenue	31,106	-	-	N/A
Miscellaneous	184,221	45,500	19,855	-56.4%
Charges for Services - Indirect Cost Allocat	812,759	869,975	1,008,164	15.9%
				N/A
Total Other	3,665,176	2,905,325	3,212,469	10.6%
Total Operating Revenues	**12,306,890**	**11,177,115**	**12,184,182**	**9.0%**
Other Financing Sources				
Transfers from Other Funds	97,557	80,000	80,000	0.0%
Sale of General Fixed Assets	5,550	-	2,500	N/A
Budgeted Fund Balance	-	4,104,504	1,168,142	-71.5%
Total Other Financing Sources	**103,107**	**4,184,504**	**1,250,642**	**-70.1%**
Total Revenues & Other Sources	**$ 12,409,997**	**$ 15,361,619**	**$ 13,434,824**	**-12.5%**

SUMMARY OF EXPENDITURES & OTHER USES

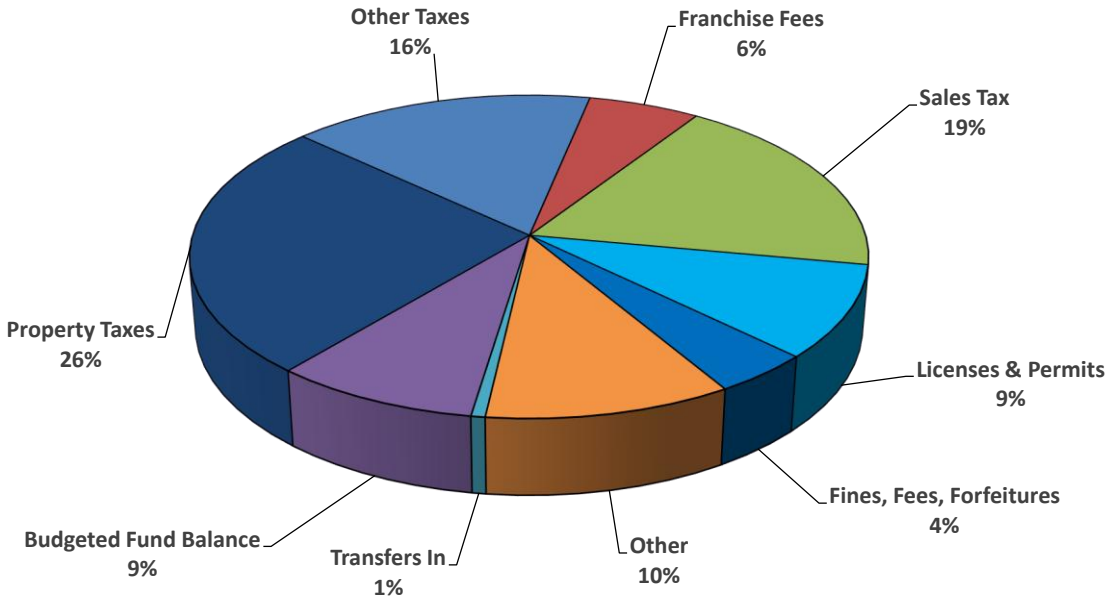
GENERAL FUND SUMMARY

DEPARTMENTAL EXPENDITURES	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Mayor & Council	$ 56,950	$ 108,699	$ 108,699	0.0%
City Clerk	159,500	210,015	260,405	24.0%
City Manager	213,333	273,152	485,921	77.9%
Financial Services	889,123	1,356,865	1,471,155	8.4%
Human Resources	36,249	245,473	258,179	5.2%
Public Lands & Buildings	247,261	356,000	365,500	2.7%
Municipal Court	265,124	292,801	305,838	4.5%
Police	3,024,330	3,263,199	3,584,952	9.9%
Highways & Street Administration	1,243,192	1,394,064	1,475,171	5.8%
Planning & Community Development	1,121,203	1,348,155	1,312,874	-2.6%
Tourism	702,643	680,697	694,452	2.0%
Agency Allocations - Other	44,780	52,607	52,607	0.0%
Risk Management	314,502	380,000	380,000	0.0%
Contingency	-	388,070	430,230	10.9%
Departmental Expenditures	**8,318,191**	**10,349,797**	**11,185,983**	**8.1%**
Other Uses:				
TRANSFERS TO:				
Tax Allocation District	-	-	-	N/A
Hotel/Motel Fund	-	-	-	N/A
Employee Benefits Fund	-	-	-	N/A
Confiscated Assets Fund	32,803	-	-	N/A
Total Other Transfers	**32,803**	**-**	**-**	**N/A**
CAPITAL TRANSFERS TO:				
Capital Project Funds	2,464,528	5,011,823	2,248,841	-55.1%
				N/A
Total Other Uses	**2,497,331**	**5,011,823**	**2,248,841**	**-55.1%**
Total Expenditures & Other Uses	**10,815,522**	**15,361,620**	**13,434,824**	**-12.5%**
Revenues Over / (Under) Expenditures	**$ 1,594,476**	**$ -**	**$ -**	**N/A**

GENERAL FUND REVENUES BY CATEGORY

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% OF TOTAL
Property Taxes	$ 3,108,064	$ 3,125,577	$ 3,461,500	25.8%
Other Taxes	2,062,040	2,035,213	2,200,213	16.4%
Franchise Fees	775,924	711,000	810,000	6.0%
Sales Tax	2,695,686	2,400,000	2,500,000	18.6%
Licenses & Permits	1,391,580	1,001,800	1,251,400	9.3%
Fines, Fees, Forfeitures	691,311	617,700	562,700	4.2%
Other	1,587,835	1,285,825	1,400,869	10.4%
Transfers In	97,557	80,000	80,000	0.6%
Budgeted Fund Balance	-	4,104,504	1,168,142	8.7%
Total General Fund	**$ 12,409,997**	**$ 15,361,619**	**$ 13,434,824**	**100.0%**

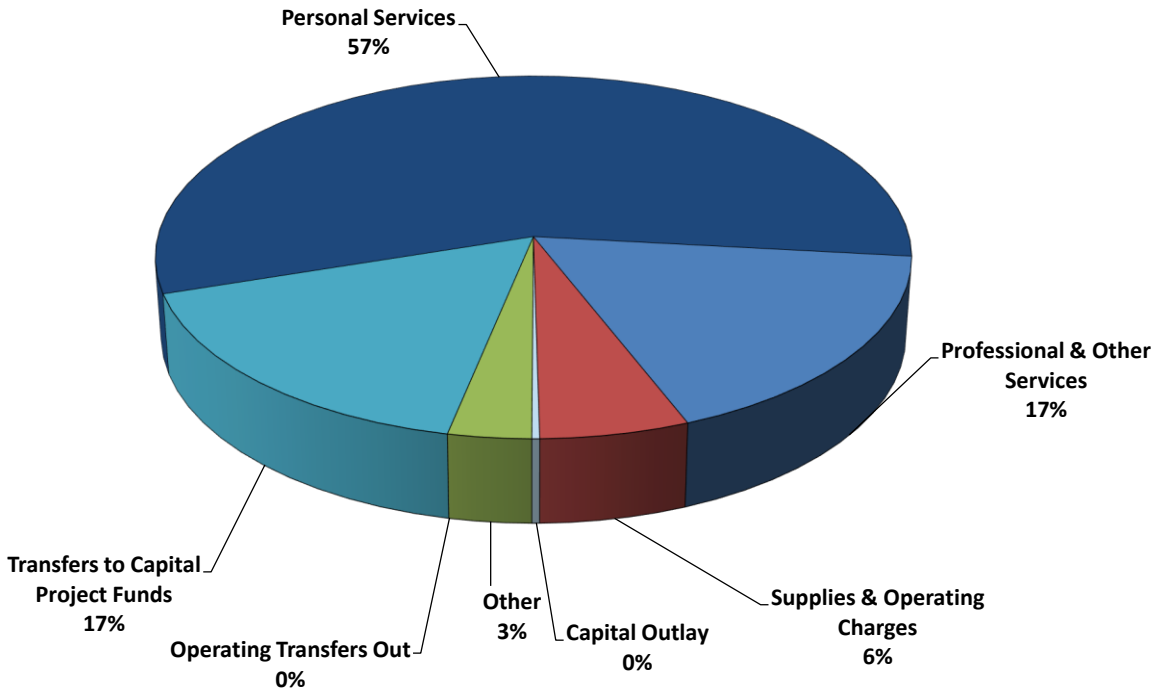
GENERAL FUND REVENUES BY CATEGORY



GENERAL FUND EXPENDITURES BY CATEGORY

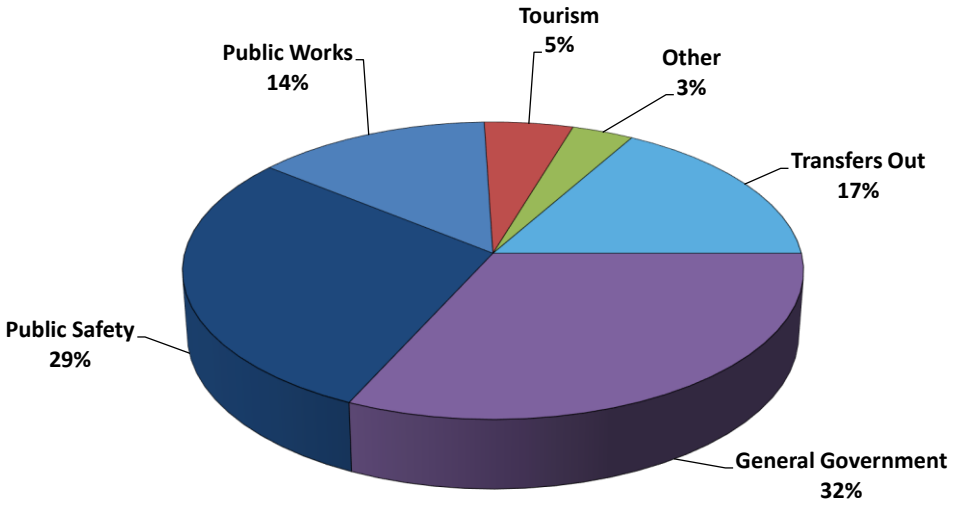
	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% OF TOTAL
Personal Services	$ 5,447,241	$ 6,712,741	$ 7,619,829	56.7%
Professional & Other Services	1,984,530	2,433,629	2,323,949	17.3%
Supplies & Operating Charges	712,621	775,357	771,975	5.7%
Capital Outlay	173,799	40,000	40,000	0.3%
Other	-	388,070	430,230	3.2%
Operating Transfers Out	32,803	-	-	0.0%
Transfers to Capital Project Funds	2,464,528	5,011,823	2,248,841	16.7%
Total General Fund	**$ 10,815,521**	**$ 15,361,620**	**$ 13,434,824**	**100.0%**

GENERAL FUND EXPENDITURES BY CATEGORY



GENERAL FUND EXPENDITURES BY SERVICE GROUP

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% OF TOTAL
General Government	$ 2,754,611	$ 3,676,886	$ 4,277,233	31.8%
Public Safety	3,289,454	3,556,000	3,890,790	29.0%
Public Works	1,490,453	1,750,064	1,840,671	13.7%
Tourism	702,643	680,697	694,452	5.2%
Other	44,780	440,677	482,837	3.6%
Transfers Out	2,497,331	5,011,823	2,248,841	16.7%
Total General Fund	**$ 10,779,272**	**$ 15,116,147**	**$ 13,434,824**	**100.0%**



GENERAL FUND

Mayor and Council

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Operating:				
Personal Services	$ 52,318	$ 80,449	$ 80,449	0.0%
Professional & Other Services	1,418	22,750	22,750	0.0%
Supplies & Operating Charges	3,214	5,500	5,500	0.0%
Total Operating	56,950	108,699	108,699	0.0%
Capital Outlay	-	-	-	N/A
Total Overall Expenditures	$ 56,950	$ 108,699	$ 108,699	0.0%

Capital Outlay Breakdown

-	-
-	-
-	-
-	-
	-
Total Capital Outlay	$ -

CITY CLERK

DEPARTMENT DESCRIPTION:

The City Clerk works with members of the Council and other departments to execute the agenda. The City Clerk's responsibilities include recording minutes of council meetings and maintaining all municipal documents. The City Clerk must also prepare meeting agendas that report on current issues facing our community, record data and ensure that documents are stored, filed and maintained correctly. Prepare and maintain official reports, legal documents, financial records and reference material. A City Clerk works directly with the Mayor, City Council and various Directors of all city administration departments.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	120,449	154,465	210,140
Professional & Other Services	35,495	48,050	42,265
Supplies & Operating Charges	3,556	7,500	8,000
Capital Outlay	-	-	-
	$ 159,500	$ 210,015	$ 260,405

MISSION STATEMENT:

The office of the City Clerk's mission is to bridge the gap between the public and government by providing service that exceeds the public's expectations and is based on a foundation of integrity and excellence.

GOALS & OBJECTIVES:

1. ***Strengthen Accuracy and Preservation of Official Records.***

* Research and implement technology to increase transparency in records management.

* Digitize all records

* Improve accuracy of annual indexing, retention scheduling and archiving

* Review and update Records Retention Policy to be compliant with State Law

R Digitize 20% of Historical Ordinances

R Digitize 100% of all current official records

2. ***Strengthen Transparency and Public Access to Official Records***

* To fulfill Public Request of Open Records Timely

R Public 100% of approved meeting minutes and legislative actions to City website within 48 hours of Council Approval

3. ***Improve Legislative Process Efficiency and Compliance***

* Reduce agenda preparation time by using workflow improvements

R Hold biweekly meeting with City staff to ensure agendas are posted according to City deadlines

R Distribute complete Council meeting packets at least 4 days prior to regular meetings

4. ***Strengthen Elections Readiness, Accuracy, and Legal Compliance***

* Maintain multi-year Elections Calendar and Complete all Required Tasks

* Enhance the Municipal Elections Packet to ensure thoroughness an completeness

R Achieve zero rejected or incomplete Elections packets.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Average days agenda posted prior to meeting	IO	5	6	7	7	7	7
Average # of records scanned monthly	IO	40	73	60	50	50	100
Percentage of Historical Ordinance Digitized	IO	N/A	N/A	N/A	N/A	N/A	20%
Percentage of Current Official Records Digitized	IO	N/A	N/A	N/A	N/A	N/A	100%
Approved minutes and Legislative Action to Website within 48hrs	IO	N/A	N/A	N/A	80%	100%	100%
ORR Response withing 3 days	IO	N/A	N/A	N/A	N/A	N/A	95%
# of incomplete Elections Packets Received	IO	N/A	N/A	N/A	N/A	N/A	0

CITY MANAGER OFFICE

DEPARTMENT DESCRIPTION:

The City Manager's Office is responsible for implementation of the City Council's policy decisions and direction, leadership and direction of department heads and other staff, as well as working with Council and staff to develop action plans and programs to support the City's mission, values and priorities while serving our great community. **FY2024 Salary Increase to salary allocation changes and new position.*

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	199,835	210,728	417,866
Professional & Other Services	12,698	55,924	60,055
Supplies & Operating Charges	800	6,500	8,000
Capital Outlay	-	-	-
	$ 213,333	$ 273,152	$ 485,921

MISSION STATEMENT:

The mission of the City Manager's Office is to provide excellence in assisting the City Council establish community goals and policies and providing leadership and direction in the administration of all City departments and services.

GOALS & OBJECTIVES:

1 ***Deliver a balanced budget and strengthen long-term financial stability***

R Submit a balanced budget to Council on schedule and adopt it without unresolved structural gaps

R Present an updated five-year capital improvement plan annually with identified funding sources and an implementation timeline.

2 ***Improve organizational capacity to meet growth demands through staffing, systems and performance.***

R Deliver a workforce plan that supports Council's staffing initiative by documenting critical positions, service impacts, and implementation timing for adoption during the budget cycle.

R Provice a quarterly Council Initiative Status Task Sheet that tracks all major City initiatives using a clear status framework, ensuring Council has consistent visibility into progress, upcoming decision points, and stalled items.

3 ***Improve execution reliability of roadway, pedestrian, and utility infrastructure investments.***

R Publish and maintain citywide CIP delivery dashboard/update showing schedule, budget status, and risk for major disruptions.

R Conduct for quarterly CIP Update meetings with staff and include action items/next steps for Council awareness.

4 ***Advance business attraction and development priorities with measurable progress.***

R Move Downtown Development Phase II forward by completing defined "start" benchmarks. (e.g., procurement milestone, design milestone, funding plan, public engagement milestone).

R Provide council a quarterly economic development progress snapshot that tracks new business activity consistently.

R Advance Unified Development Code updates by delivering a clear project plan and completing at least on major milestone per quarter.

5 ***Strengthen citywide safety culture and support effective, stable public safety operations.***

R Improve the city-wide safety program by completing annual training participation across all departments

R Provide council a semiannual public safety performance snapshot.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2024	**FY2025**	**FY2026**	**FY2026**	**FY2026**	**FY2027**
Workforce Plan presented during budget cycle	FS/IO	Yes	Yes	Yes	Yes	Yes	Yes
Quarterly CIP status update provided	II	4	4	4	2	4	4
Quarterly economic development progress snapshot sent	ED	N/A	N/A	N/A	N/A	0	4
Semiannual public safety snapshot delivered	PS	N/A	N/A	N/A	N/A	N/A	2

Planning & Community Development

DEPARTMENT DESCRIPTION:

The Planning and Community Development department focuses on shaping how the city grows and evolves. The department develops the comprehensive plan as a guide to development review. Enforces zoning laws, civil engineering standards and building codes to ensure that new projects align with community goals and safety standards. Review and approve applications for construction, renovations, or other developments. Work with residents, businesses, and other stakeholders to gather input and build consensus around neighborhood improvements and long-term city planning. Coordinate on infrastructure projects to support a growing population while preserving quality of life.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	543,802	824,655	930,589
Professional & Other Services	571,794	500,800	366,285
Supplies & Operating Charges	5,607	22,700	16,000
Capital Outlay	-	-	-
	$ 1,121,203	$ 1,348,155	$ 1,312,874

MISSION STATEMENT:

Planning and Community Development is to be a bridge between the city's growth ambitions and the practical, regulatory, and community needs, ensuring that development benefits the entire community.

GOALS & OBJECTIVES:

1. ***Keep up with growth with the same level of service providing now.***

* High level of service with City Engineer and Building inspections operating effectively
* Implement the EPL permit, planning and licensing software for complete digital permitting process
* Provide increased efficiency and streamlined services for both citizens and developers
R Maintain effective coordination with City Engineer and Building Inspections

2. ***Develop a high-quality, vibrant community.***

* Finish Text Amendments
* Downtown Development Phase II: Possible Master Plan
* Implementing processes to confirm architectural standards are presented at permitting, during construction and before C.O.
* Landscape ordinance enhances to provide more required planting and preserve specimen trees.
R Advance the development of Downtown Development Phase II master plan
R Strengthen Landscaping and Tree preservation outcomes

3. ***Obligated DCA Standards***

* Complete Comprehensive Plan update and send to DCA
R Maintain Qualified Local Government Status to ensure eligibility for State funding.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Code Updates	ED	1	1	1	1	1	1
Average Permit Review Turnaround time	ED	N/A	N/A	N/A	21	<22 Days	14 Days
% of In-Field Inspections Completed per month	ED	N/A	N/A	N/A	50%	50%	100%
Master Plan Approved	ED	N/A	No	No	No	Yes	Yes
Engage Consultant (Master Plan of Phase II)	ED	N/A	No	NO	No	Yes	Yes
% of developments complying with new landscaping and tree preservation standards	ED	N/A	N/A	N/A	0%	0%	100%

HUMAN RESOURCES DEPARTMENT

DEPARTMENT DESCRIPTION:

The Human Resources department is responsible for developing, coordinating, and implementing personnel policies ensuring legal compliance and implementation of the City's mission and talent strategy. This department manages personnel records, benefits administration, workers compensation, and recruitment efforts. Human Resources is responsible for payroll, onboarding and offboarding, as well as verifying compliance with state and federal laws such as FMLA, EEOC, ADA, FLSA, etc.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	-	140,373	201,829
Professional & Other Services	20,408	83,800	42,750
Supplies & Operating Charges	15,841	21,300	13,600
Capital Outlay	-	-	-
	$ 36,249	$ 245,473	$ 258,179

MISSION STATEMENT:

To develop, implement, and support programs and processes that add value to the City of Flowery Branch and its employees while supporting our vision to deliver exemplary service and exhibiting our values.

GOALS & OBJECTIVES:

1. ***Increase Human Resources Efficiency***

* Streamline core processes.
* Expand self-service tools.
* Enhance communication to support consistent operations.
R Reduce hiring timeline by 10%
R Implement/Relaunch at least two automated or self-service HR tools by the end of the third quarter.
R Achieve 95% on-time completion of performance evaluations across all departments.

2. ***Strengthen Employee Engagement and Training/Development.***

***** Promote a connected, appreciative, and supportive culture.
* Continuation and enhancement of recognition initiatives.
* Build a capable, well-prepared workforce.
R Hold at least two agency-wide employee appreciation or recognition events by the end of the fiscal year.
R Reduce voluntary turnover rate by 10%.
R Develop at least three on-line training modules through newly implemented software.

3. ***Optimize Personnel Costs without Reducing Service Quality***

* Promote cost-effective wellness offerings.
* Improve workforce health outcomes.
R Increase participation in cost-effective wellness programs by 25% by the end of the fiscal year.

4. ***Strengthen the City's Brand as an Employer of Choice.***

* Enhance the City's brand for recruitment.
R Improve employer branch metrices by 20% through improved job advertisements and update HR webpage.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Reduce hiring timeline by 10%	IO	N/A	51.17	41.89	37.71%	30%	34
Implement/relaunch at least two automated or self-service HR tools	IO	N/A	N/A	N/A	N/A	N/A	2%
Achieve 95% on-time completion of performance evaluations	IO	N/A	93.75%	77.00%	92.00%	N/A	95.00%
Reduce voluntary turnover rate by 10%	IO/FS	6.96%	7.75%	10.37%	5.52%	N/A	4.97%
Develop at least three on-line training modules through newly implemented software	IO	N/A	N/A	N/A	N/A	N/A	3%
Increase participation in cost-effective wellness programs by 25%	IO	1.85%	4.92%	6.25%	25.00%	N/A	31.25%
Improve employer brand metrices by 20%	IO	N/A	N/A	1,011	1,637	N/A	1,964

GENERAL FUND

RISK MANAGEMENT

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Operating:				
Personal Services	$ 114,754	$ 125,000	$ 125,000	0.0%
Professional & Other Services	195,866	250,000	250,000	0.0%
Supplies & Operating Charges	3,882	5,000	5,000	0.0%
Total Operating	314,502	380,000	380,000	0.0%
Capital Outlay	-	-	-	N/A
Total Overall Expenditures	$ 314,502	$ 380,000	$ 380,000	0.0%

Capital Outlay Breakdown

Total Capital Outlay	$ -

PUBLIC WORKS DEPARTMENT

DEPARTMENT DESCRIPTION:

The Public Works Department is comprised of 2 General Fund divisions: Public Lands and Buildings (PL&B) and Highways & Street Administration. PL&B ensures a safe, functional, comfortable, clean, attractive and pleasant environment in the buildings under its management. Highways & Street Administration is responsible for the repair and maintenance of all streets, sidewalks, storm drainage infrastructure, rights-of-way, and other related facilities located within the City of Flowery Branch. **FY2024 Salary Increase to salary allocation changes.*

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	911,778	1,023,036	1,099,143
Professional & Other Services	312,064	424,028	430,528
Supplies & Operating Charges	244,053	263,000	271,000
Capital Outlay	22,558	40,000	40,000
	$ 1,490,453	$ 1,750,064	$ 1,840,671

MISSION STATEMENT:

Public Works is committed to providing high quality and responsive services and pleasant and safe conditions along our roads, sidewalks and other structures for our residents, business owners, and visitors to our City.

GOALS & OBJECTIVES:

1. ***Street and Right-of-way Reliability***

* Ensure completion of submission of all annual paving plan documents to support timely project execution.
* Order and place/replace street signage.
* Repair damage streets to increase useful life.
R Respond to and repair reported street damage within 4 business days for qualifying requests
R Deliver the 2027 annual paving plan on schedule by December 31st.

2. ***Improve stormwater drainage resilience***

* Maintain and replace cross drains
* Clean, mow, and excavate drainage structures and ditches throughout the city
* Improve internal stormwater system visibility and long-term management
***** Establish a standardized stormwater GIS date model and asset attribute framework by fiscal year end.
***** Implement internal GIS workflows for stormwater asset updates and maintenance tracking by fiscal year end.
R Develop and implement a stormwater framework.

3. ***Maintain safe and functional City facilities.***

* Maintain and update City facilities
* Develop and train on work order system
R Implement sidewalk maintenance plan
R Inspect, cut and replace existing sidewalks.
R Complete facility work orders within 10 business days

PERFORMANCE MEASURES

MEASURES	Strategic Priority	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Response and Repair of Damaged Streets	II	N/A	N/A	N/A	N/A	4 days	4days
Delivery of annual paving plan by Dec. 31st	II	No	No	No	No	Yes	Yes
Stormwater framework developed	II	N/A	N/A	N/A	No	Yes	Yes

MUNICIPAL COURT DEPARTMENT

DEPARTMENT DESCRIPTION:

Municipal Court is a misdemeanor court that has jurisdiction over city ordinance violations and state traffic offenses. Specific type cases handled by the court include routine traffic offenses; driving under the influence of alcohol, possession of marijuana less than an ounce, shoplifting less than $500.00 and code enforcement violations. The Court also is responsible for entering case dispositions and forwarding entries to the Department of Drivers Services.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	164,059	179,851	194,188
Professional & Other Services	68,605	76,950	76,650
Supplies & Operating Charges	32,460	36,000	35,000
Capital Outlay	-	-	-
	$ 265,124	$ 292,801	$ 305,838

MISSION STATEMENT:

The mission of the Municipal Court is to assure the administrative efficiency of the court, to protect the court's ethical integrity, and help maintain public confidence in the court's fairness in dispensing justice impartially.

GOALS & OBJECTIVES:

1. ***Enhance communications regarding court proceedings.***

* Explore and implement a process to allow mass communication notifications for defendants to receive court information.

2. ***Improve access to reports, open records, etc.***

* Explore and implement online access to reports, open records, etc.
* Find a software editing company that would allow us to redact videos for open records.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
# of notifications issued	IO	N/A	N/A	N/A	216	430	300
# of in-person open record requests	IO	N/A	N/A	N/A	130	100	100
# of online open record requests	IO	N/A	N/A	N/A	260	400	400

POLICE DEPARTMENT

DEPARTMENT DESCRIPTION:

The Flowery Branch Police Department provide the City of Flowery Branch with emergency and non-emergency service 24 hours a day to more than 10,000 city residents. Our jurisdiction covers the City of Flowery Branch and includes houses, apartment complexes, businesses, industrial parks, recreational facilities, schools, churches and numerous shopping centers. The City of Flowery Branch Police department is made up of Police Administration and the Patrol division.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	2,493,397	2,912,583	3,218,218
Professional & Other Services	191,553	185,159	199,509
Supplies & Operating Charges	188,138	165,457	167,225
Capital Outlay	151,241	-	-
	$ 3,024,330	$ 3,263,199	$ 3,584,952

MISSION STATEMENT:

We vow to protect and serve the City of Flowery Branch through dedication, professionalism, and community-oriented policing by using active cooperation as well as effective, proven standards of excellence with a positive, progressive attitude.

GOALS & OBJECTIVES:

1. ***Ensure that the police response is in an efficient and in an effective manner.***

* Refining S.P.E.A.R. program (Specialized Proactive Enforcement and Response Unit)
* Increase traffic enforcement and monitoring

R Decrease traffic accidents by 20%

2. **Reduce crime and accidents in the City of Flowery Branch**

***** Refining S.P.E.A.R. program

* Enhancing drone program.
* Develop a Safety program for the schools and community

R Decrease crime by 20%

3. ***Attract and retain highly qualified police personnel.***

***** Continue developing a recruitment and retention plan

***** Explore additional pay incentives and benefits

R Increase staff specialized certification

R Maintain turnover ratio less than 5%.

3. ***Attract and retain highly qualified police personnel.***

***** Update policies and procedures as required by State guidelines

***** Enhance staff training on updated policies and procedures

R Ensure 100% of Sworn Officer meet or exceed all State Certification and continuing education requirements

R Achieve 100% compliance with all applicable State standards, policies, and documentation requirements

PERFORMANCE MEASURES:

MEASURES	**Strategic Priority**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
# of Certified Swarn Officers	PS	21	25	27	27	27	27
Response time in minutes	PS	3:32	2:45	1:42	2:20	2:00	2:00
Call Volume	PS	4,762	4,443	4,226	927	4,500	4,500
Staff Training Hours	IO/PS	N/A	N/A	N/A	N/A	N/A	2,240
# of Traffic Accidents per month	PS	34	31	32	36	30	30
Turnover Ration for voluntary separations as stated	IO/PS	N/A	N/A	N/A	3%	<5%	<5%
Percentage of required Certification Standards met	IO/PS	N/A	N/A	N/A	N/A	N/A	100.00%

Planning & Community Development

DEPARTMENT DESCRIPTION:

The Planning and Community Development department focuses on shaping how the city grows and evolves. The department develops the comprehensive plan as a guide to development review. Enforces zoning laws, civil engineering standards and building codes to ensure that new projects align with community goals and safety standards. Review and approve applications for construction, renovations, or other developments. Work with residents, businesses, and other stakeholders to gather input and build consensus around neighborhood improvements and long-term city planning. Coordinate on infrastructure projects to support a growing population while preserving quality of life.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	543,802	824,655	930,589
Professional & Other Services	571,794	500,800	276,285
Supplies & Operating Charges	5,607	22,700	16,000
Capital Outlay	-	-	-
	$ 1,121,203	$ 1,348,155	$ 1,222,874

MISSION STATEMENT:

Planning and Community Development is to be a bridge between the city's growth ambitions and the practical, regulatory, and community needs, ensuring that development benefits the entire community.

GOALS & OBJECTIVES:

1. ***Keep up with growth with the same level of service providing now.***

* High level of service with City Engineer and Building inspections operating effectively
* Implement the EPL permit, planning and licensing software for complete digital permitting process
* Provide increased efficiency and streamlined services for both citizens and developers
R Maintain effective coordination with City Engineer and Building Inspections

2. ***Develop a high-quality, vibrant community.***

* Finish Text Amendments
* Downtown Development Phase II: Possible Master Plan
* Implementing processes to confirm architectural standards are presented at permitting, during construction and before C.O.
* Landscape ordinance enhances to provide more required planting and preserve specimen trees.
R Advance the development of Downtown Development Phase II master plan
R Strengthen Landscaping and Tree preservation outcomes

3. ***Obligated DCA Standards***

* Complete Comprehensive Plan update and send to DCA
R Maintain Qualified Local Government Status to ensure eligibility for State funding.

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
Code Updates	ED	1	1	1	1	1	1
Average Permit Review Turnaround time	ED	N/A	N/A	N/A	21	<22 Days	14 Days
% of In-Field Inspections Completed per month	ED	N/A	N/A	N/A	50%	50%	100%
Master Plan Approved	ED	N/A	No	No	No	Yes	Yes
Engage Consultant (Master Plan of Phase II)	ED	N/A	No	NO	No	Yes	Yes
% of developments complying with new landscaping and tree preservation standards	ED	N/A	N/A	N/A	0%	0%	100%

Department of Fun

DEPARTMENT DESCRIPTION:

The Department of Fun is dedicated to ensure the City of Flowery Branch remains a quaint, vibrant community. We strive to provide the highest quality of service to our businesses, residents and visitors. We are devoted to creating and updating our website, event production and coordination, downtown development, community communication through social media and media relations. Our team partners with multiple departments through out the city.

EXPENDITURE SUMMARY

Funding Source: General Fund	**FY2025 ACTUAL**	**FY2026 BUDGET**	**FY2027 BUDGET**
Personal Services	281,070	314,636	350,902
Professional & Other Services	227,630	145,161	115,150
Supplies & Operating Charges	193,943	220,900	228,400
Capital Outlay	-	-	-
	$ 702,643	$ 680,697	$ 694,452

MISSION STATEMENT:

The Department of Fun maintains relationships between the City of Flowery Branch and its citizens. Providing up to date information through our website, social media and providing events and downtown happenings to give family and friends an opportunity to create lasting memories.

GOALS & OBJECTIVES:

1. ***Deliver high-quality community events that increase downtown engagement.***

R Host 6-8 signature events annually with documented attendance matrices

R Achieve 10% year-over-year growth in total event participation

R Secure at least 5 merchant partnerships across events to support downtown activation

2. ***Improve operational efficiency and cost effectiveness of event planning***

* Develop and maintain event playbooks for all recurring events by year-end

* Implement a tracking system for event expenses and supplies to improve budgeting accuracy.

R Identify and secure 8 new sponsorships for the year.

3. ***Enhance the visibility and identity of Flowery Branch's growing downtown.***

* Launch the semi-annual calendar by March and July

R Increase "What's Blooming" monthly newsletter subscribers by 25%

R Increase social media engagement by 20% over actual

PERFORMANCE MEASURES:

MEASURES	**City Wide Strategic**	**ACTUAL**			**YTD thru 12/31**	**BUDGET**	
		FY2023	**FY2024**	**FY2025**	**FY2026**	**FY2026**	**FY2027**
# of Signature Events	ED	5	6	6	5	6	8
# of Sponsorships	ED	N/A	N/A	4	3	6	8
# of monthly newsletter subscribers	ED	0	27	235	543	800	1,000
# of Merchant Engagement	ED	N/A	N/A	N/A	1	2	5
Signature Event Attendance	ED	N/A	10,115	8,717	7,920	10,500	11,550
# of Social Media Engagement on Market Pages	ED	N/A	6,968	8,295	11,582	10,000	13,898
# of Social Media Engagement on City Pages	ED	N/A	4,741	6,085	11,797	10,000	14,000

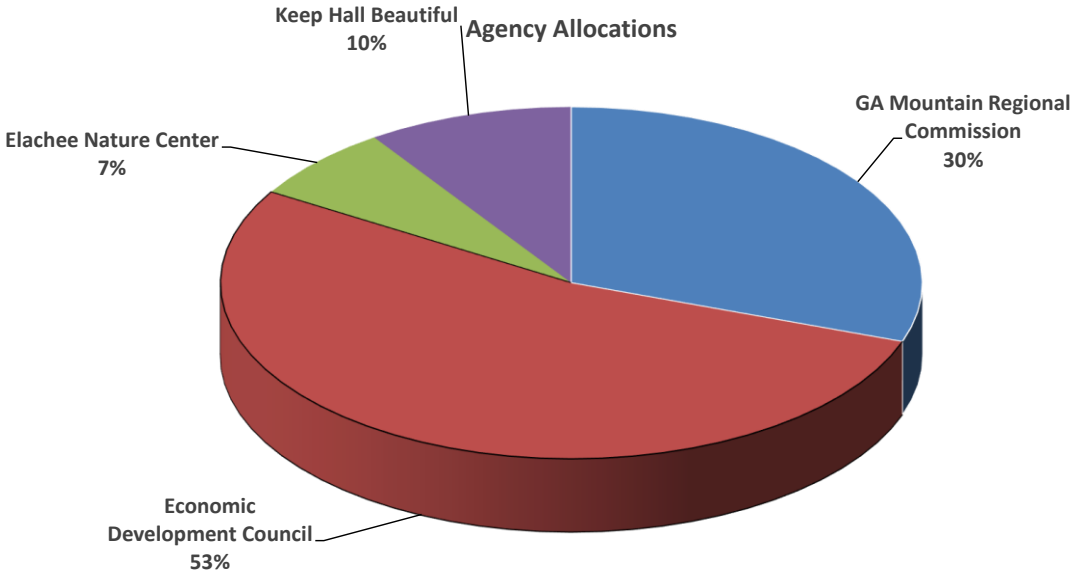
AGENCY ALLOCATIONS

DEPARTMENT DESCRIPTION:

This Department's budget accounts for those funds requested by local Agencies for services they provide to the City.

Agency Allocations

	FY2025 Actual	FY2026 Budget	FY2027 Budget
General Fund:			
GA Mountain Regional Commission	$ 13,673	$ 16,000	$ 16,000
Economic Development Council	27,500	28,000	28,000
Elachee Nature Center	3,607	3,607	3,607
Keep Hall Beautiful	-	5,000	5,000
Total General Fund Allocations	44,779.52	52,607.00	52,607.00
Water & Sewer			
GA Mountain Regional Commission	-	-	-
Economic Development Council	-	-	-
Elachee Nature Center	-	-	-
Keep Hall Beautiful	-	-	-
CASA	-	-	-
Total Water & Sewer Fund Allocations	-	-	-
Total Funding			
GA Mountain Regional Commission	13,672.52	16,000.00	16,000.00
Economic Development Council	27,500.00	28,000.00	28,000.00
Elachee Nature Center	3,607.00	3,607.00	3,607.00
Keep Hall Beautiful	-	5,000.00	5,000.00
Total Agency Allocations	$ 44,779.52	$ 52,607.00	$ 52,607.00



CONFISCATED ASSETS FUND

	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Operating Revenues:				
Confiscations - State	$ 3,304	30,000	-	
Confiscations - Local	-	-	-	
Confiscations - Federal	-	-	-	
Interest Revenue	1,495	-	-	
Transfer in	31,938	-	-	
Budget Fund Balance	-	-	30,000	
Total Operating Revenue	36,737	30,000	30,000	0.0%
Operating Expenditures:				
Personal Services	$ -	$ -	$ -	N/A
Professional & Other Services	-	-	-	N/A
Supplies & Operating Charges	39,059	30,000	30,000	0.0%
Capital Outlay	-	-	-	N/A
Total Operating Expenditures	39,059	30,000	30,000	0.0%
Capital Outlay	-	-	-	N/A
Total Overall Expenditures	$ 39,059	$ 30,000	$ 30,000	0.0%
Total Overall Expenditures	(2,322)	-	-	
Capital Outlay Breakdown				
-			-	
-			-	
-			-	
-			-	
			-	
Total Capital Outlay			$ -	

TAX ALLOCATION DISTRICT FUND

	FY2025 Acutal	FY2026 Budget	FY2027 Budget	% CHANGE
Revenue				
TAD revenue - Hall Co. Portion	$ 652,311	$ 650,000	$ 700,000	7.7%
TAD revenue - City Portion	658,362	650,000	700,000	7.7%
Rental Income	69,445	155,734	155,734	0.0%
Interest revenue	66,353	70,000	70,000	0.0%
Transfers in	-	73,125	-	-100.0%
Budget Fund Balance	-	-	-	N/A
				N/A
Total Operating Revenue	1,446,471	1,598,859	1,625,734	1.7%
Expenditures:				
Professional and Other Services	$ 345,787	$ 230,000	$ 230,000	0.0%
Capital Outlay	127,775	971,415	998,290	2.8%
Debt Service	434,292	397,444	397,444	0.0%
Transfers Out	575,000	-	-	N/A
				N/A
Total Operating Expenditures	1,482,854	1,598,859	1,625,734	1.7%
Total Overall Expenditures	$ (36,383)	$ -	$ -	N/A

Capital Outlay Breakdown

-		-
-		-
-		-
-		-
		-
Total Capital Outlay		$ -

HOTEL/MOTEL FUND

	FY2025 Acutal	FY2026 Budget	FY2027 Budget	% CHANGE
Revenue				
CVB Hotel Tax Revenue - City's portion	$ 89,675	$ 80,000	$ 80,000	0.0%
Tourism Product Development	44,837	45,000	45,000	0.0%
CVB Hotel Tax Revenue - CVB's portion	113,816	95,000	95,000	0.0%
Interest Revenue	-	-	-	N/A
Budget Fund Balance	-	-	-	N/A
				N/A
Total Operating Revenue	248,328	220,000	220,000	0.0%
Expenditures:				
Capital Outlay	$ -	$ 45,000	$ 45,000	0.0%
Convention Visitors Bureau	113,817	95,000	95,000	0.0%
Transfers Out	97,557	80,000	80,000	0.0%
				N/A
				N/A
				N/A
Total Operating Expenditures	211,374	220,000	220,000	0.0%
Excess Revenue Over/(Under) E	$ 36,955	$ -	$ -	N/A

FY2027 Capital Improvements Summary

Project Name	Critical Need Ranking	Priority Ranking	Funding Request	Funding Allowed	Water/Sewer Fund Bal	GEFA (DW)	GEFA (CW)	General Fund/LRF Funds	(320) SPLOST IX (FY2027 Collections) (Roads, Streets, Stormwater, Sidewalk)	(320) SPLOST IX (2027 Collections) (Parks)	(320) SPLOST IX (2027 Collections) (Public Safety)	(320) SPLOST IX (2027 Collections) (Public Works)	(320) SPLOST IX (2027 Collections) (Public Utilities)	Hotel/Motel (TPD)	Remaining TAD Bond Funds	TAD Collected Funds	(320) SPLOST VIII CIP Fund Balance	BOND FUNDS	Intergovt / Contribut./ Grants	Total
City Manager's Office																				
Downtown Development Phase II	A - Essential		500,000																	-
	A - Essential																			-
	A - Essential																			-
Subtotal			**500,000**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
City Clerk																				
	A - Essential																			-
	A - Essential																			-
Subtotal			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance																				
IT Equipment	A - Essential		50,000	**50,000**				50,000												**50,000**
Council Chambers A/V equipment upgrade	A - Essential		150,000	**150,000**				150,000												**150,000**
Debt Payments	A - Essential		348,841	**348,841**				348,841												**348,841**
Subtotal			**548,841**	**548,841**	-	-	-	**548,841**	-	-	-	-	-	-	-	-	-	-	-	**548,841**
Public Works																				
Annual Road Paving	A - Essential		1,865,000	**1,865,000**				750,000	1,000,000										115,000	**1,865,000**
Sidewalk Program	A - Essential		100,000	**100,000**				100,000												**100,000**
Stormwater Program	A - Essential		200,000	**200,000**				200,000												**200,000**
Winter Weather Equipment	A - Essential		250,000	**250,000**													250,000			**250,000**
Public Works Roof Repairs	A - Essential		175,000	**175,000**				175,000												**175,000**
HydroVac trailer and boom	A - Essential		165,000	**165,000**								115,000					50,000			**165,000**
	A - Essential																			-
Subtotal			**2,755,000**	**2,755,000**	-	-	-	**1,225,000**	**1,000,000**	-	-	**115,000**	-	-	-	-	**300,000**	-	**115,000**	**2,755,000**
Municipal court																				
	A - Essential																			-
	A - Essential																			-
Subtotal			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Police																				
Police Vehicles	Priority Ranking		250,000	**250,000**				**250,000**												250,000
TruNarc Delta	A - Essential		33,000																	-
26 Upper Receivers with Suppressor	A - Essential		50,000	**50,000**				**50,000**												50,000
Fleet Maintenance	A - Essential																			-
Public Safety Facility	A - Essential																			-
Subtotal			**333,000**	**300,000**	-	-	-	**300,000**	-	-	-	-	-	-			-	-	-	**300,000**
Planning																				
	A - Essential																			-
Subtotal			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Department of Fun																				
Amphitheater Stage	Priority Ranking		100,000																	-
Depot Repairs	A - Essential		175,000	**175,000**				175,000												**175,000**
	A - Essential																			-
Subtotal			**275,000**	**175,000**	-	-	-	**175,000**	-	-	-	-	-	-	-	-	-	-	-	**175,000**
TOTAL GOVERNMENTAL FUNDS			**4,411,841**	**3,778,841**	-	-	-	**2,248,841**	**1,000,000**	-	-	**115,000**	-	-	-	-	**300,000**	-	**115,000**	**3,778,841**

FY2027 Capital Improvements Summary

Project Name	Critical Need Ranking	Priority Ranking	Funding Request	Funding Allowed	Water/Sewer Fund Bal	GEFA (DW)	GEFA (CW)	General Fund/LRF Funds	(320) SPLOST IX (FY2027 Collections) (Roads, Streets, Stormwater, Sidewalk)	(320) SPLOST IX (2027 Collections) (Parks)	(320) SPLOST IX (2027 Collections) (Public Safety)	(320) SPLOST IX (2027 Collections) (Public Works)	(320) SPLOST IX (2027 Collections) (Public Utilities)	Hotel/Motel (TPD)	Remaining TAD Bond Funds	TAD Collected Funds	(320) SPLOST VIII CIP Fund Balance	BOND FUNDS	Intergovt / Contribut./ Grants	Total
Water and Sewer																				
WWTP Camera Security	A - Essential		30,000	**30,000**	30,000															**30,000**
Backup Pumps	A - Essential		30,000	**30,000**	30,000															**30,000**
Liftstation Pipe Rehab	A - Essential		95,000	**95,000**	95,000															**95,000**
Plant Shop and Storage	A - Essential		255,000																	-
Replacement Water Pumps	A - Essential		63,000	**63,000**	63,000															**63,000**
Spray Field Pump Rehab	A - Essential		340,000	**340,000**	340,000															**340,000**
																				-
Subtotal			**813,000**	**558,000**	**558,000**	-	-	-	-	-	-	-	-	-	-	-	-	-	-	**558,000**
TOTAL PROPRIETARY FUNDS			**813,000**	**558,000**	**558,000**	-	-	-	-	-	-	-	-	-			-	-	-	**558,000**
TOTAL REQUESTED ALL FUNDS			**5,224,841**	**4,336,841**	**558,000**	-	-	**2,248,841**	**1,000,000**	-	-	**115,000**	-	-	-	-	**300,000**	-	**115,000**	**4,336,841**
TOTAL AVAILABLE BUDGET					**3,000,000**			**2,500,000**	**1,240,857**		**575,516**	**242,183**	**242,183**				**300,000**			
REMAINING BUDGET OVERAGE/(SHORTAGE)					**2,442,000**	-	-	**251,159**	**240,857**	-	**575,516**	**127,183**	**242,183**	-	-	-	-	-	**(115,000)**	**3,763,898**

Water & Sewer Fund

DEPARTMENT DESCRIPTION:

The Water & Sewer Fund is used for activities connected with the development, operations and maintenance of water and sewer service in the City of Flowery Branch. This is an enterprise fund, financed and operated in a manner similar to private business enterprises. Such funds are self-supporting in nature where the costs, including depreciation, of providing goods or services on a continuing basis are financed or recovered primarily through user charges.

MISSION STATEMENT:

To protect public health and the environment through the delivery of safe and reliable water and wastewater services with a commitment of excellence to all generations.

GOALS & OBJECTIVES:

1. ***Maintain operational reliability.***

* Complete and Start up the plant expansion using newer technology to increase plant capacity and efficiency
* Begin planning and preliminary evaluation for replacement of the existing wastewater outfall line
* Finish wells #4 and #5 project and place both wells into service
* Rehab spray field pump station and infrastructure to operate correctly
* Prevent lift station infrastructure failure
R Rehabilitate lift station infrastructure in the wastewater collection system
R System failures are increasingly addressed through planned maintenance rather then emergency response
R Strengthen City's pump and relate equipment reserves
R Capital projects are completed and place into service

2. ***Maintain financially healthy water and sewer enterprise fund***

* Maintain a robust multi-year capital improvement plan
* Continue ongoing account review to ensure account collections are received in a timely manner
R Complete a comprehensive water and sewer rate study aligned with capital and operating needs
R Ensure utility rates generate sufficient revenue to support operations, debt service, and capital reinvestment
R Improve predictability and stability of utility revenues.

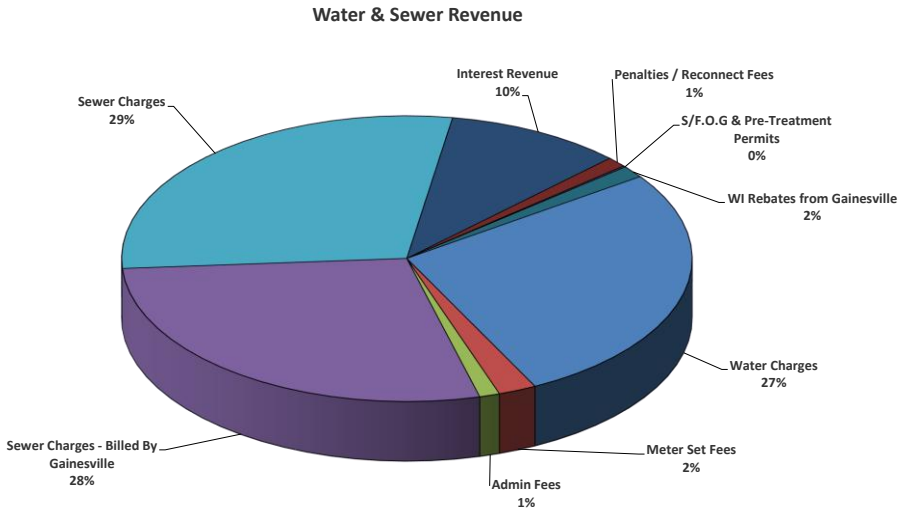
3. ***Ensure regulatory compliance.***

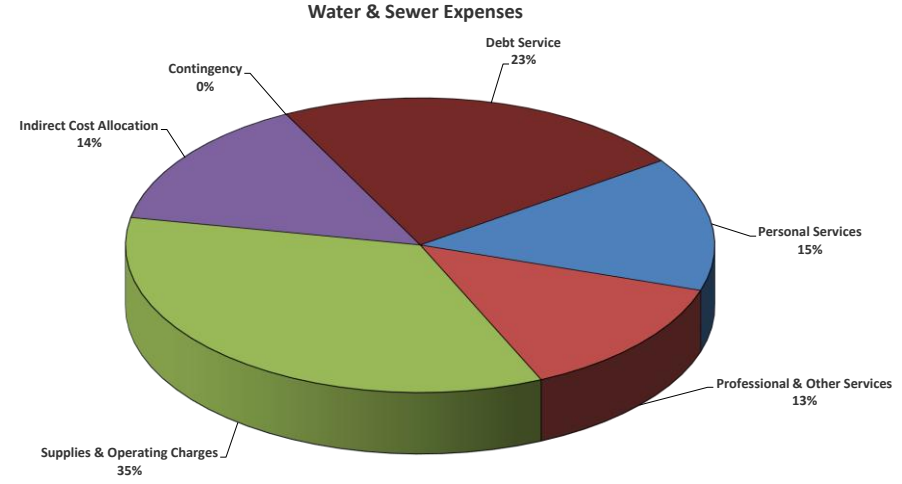
* Submit all required regulatory reports to EPD accurately and on time
* Successfully integrate new or modified permits into compliance programs
R Meet all State wastewater permit requirements

PERFORMANCE MEASURES

MEASURES	ACTUAL			YTD thru 12/31	BUDGET	
	FY2023	FY2024	FY2025	FY2026	FY2026	FY2027
Gallons of Water Capacity increased (daily)	N/A	390000	400,000	400,000	400,000	400,000
% of accounts reviewed	N/A	1	100%	100%	100%	100%
# of months water and wastewater quality exceeds permit	N/A	2	1	1	2	2
Gallons of Wastewater Capacity increased (daily)	N/A	.850MGD	.875MGD	0.91 MGD	0.91 MGD	0.91 MGD
Total Wastewater Capacity	.9 MGD	.91MGD	.91MGD	.91MGD	0.91 MGD	0.91 MGD
# of Wastewater Permit Violations	N/A	N/A	3	0	0	0
Replacement Pumps and Equipment	N/A	N/A	N/A	4	5	10
Spray Field pump station rehabilitation completed	N/A	N/A	N/A	No	No	Yes
% of maintenance work orders planned vs emergency	N/A	N/A	N/A		98%	98%
Plant expansion completed and operational	N/A	N/A	N/A	No	No	Yes
Wells #4 and #5 completed and placed into service	N/A	N/A	N/A	No	No	Yes
# of Lift station infrastructure rehabs	N/A	N/A	N/A	0	0	1

Water & Sewer Fund Summary:			
Revenues	FY2025 Actual	FY2026 Budget	FY2027 Budget
Water Charges	$ 1,487,345	$ 1,502,500	$ 1,902,500
Meter Set Fees	125,318	309,200	150,000
Admin Fees	90,320	75,000	80,000
Sewer Charges - Billed By Gainesville	1,622,806	1,625,000	1,950,000
Sewer Charges	1,516,338	1,500,000	2,000,000
Bank Fees / Bad Check Fees	170	-	-
Interest Revenue	1,447,919	750,000	700,000
Penalties / Reconnect Fees	63,379	60,000	80,000
W&S Misc Revenue	8,263	-	-
S/F.O.G & Pre-Treatment Permits	9,959	8,000	10,000
WI Rebates from Gainesville	88,732	100,000	95,000
Transfers in - Development Charges	250,000	-	-
Budgeted Net Position	-	-	-
Total Revenues	$ 6,710,550	$ 5,929,700	$ 6,967,500
Expenses			
Personal Services	840,183	908,310	$ 1,025,146
Professional & Other Services	792,916	1,018,703	$ 926,336
Supplies & Operating Charges	1,873,461	2,429,498	$ 2,418,231
Indirect Cost Allocation	812,759	869,975	$ 1,008,164
Capital Outlay	-	12,000	$ -
Depreciation	567,726	-	-
Contingency	-	236,097	-
Debt Service	1,440,037	455,117	1,589,623
Total Operating Expenses	$ 6,327,082	$ 5,929,700	$ 6,967,500
Excess Revenues Over/(Under) Expenses	$ 383,467	$ -	$ -





EMPLOYEE BENEFITS FUND

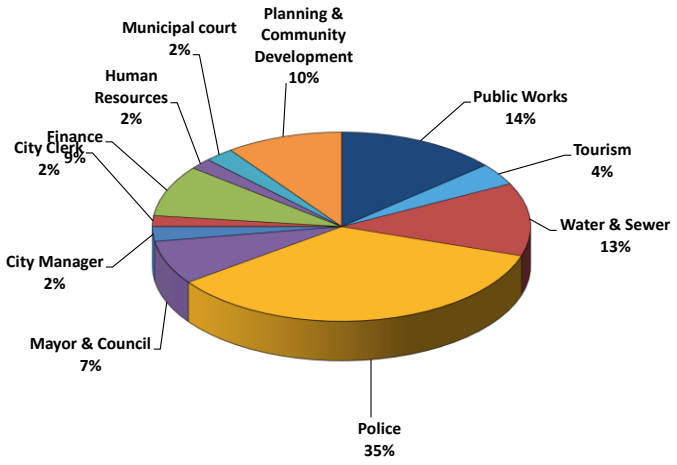
Revenues	FY2025 ACTUAL	FY2026 BUDGET	FY2027 BUDGET	% CHANGE
Premiums	$ 1,452,000	$ 1,800,000	$ 1,924,000	6.89%
Interest	-	-	-	N/A
Transfers in	-	-	-	N/A
Budgeted Net Position	-	21,162	22,664	7.10%
Total Revenue	1,452,000	1,821,162	1,946,664	6.89%
Operating:				
Personal Services	$ 108,340	$ -	$ -	N/A
Health Insurance Premiums/Claims Expe	989,504	1,297,168	1,380,597	6.43%
Life Insurance Premiums	1,097	5,483	5,820	6.15%
Vision Insurance Premiums	4,789	5,419	5,627	3.84%
Dental Insurance Premiums	38,525	33,192	35,120	5.81%
Long-term Disability Insurance	8,788	16,500	16,500	0.00%
Administration/Wellness Program	11,660	23,000	23,000	0.00%
Pension cost	337,084	440,400	480,000	8.99%
Other Costs	1,823	-	-	N/A
Total Expenditures	1,501,610	1,821,162	1,946,664	6.89%
Excess Revenue Over/(Under)	(49,610)	-	-	

FISCAL YEAR 2027 AUTHORIZED POSITIONS

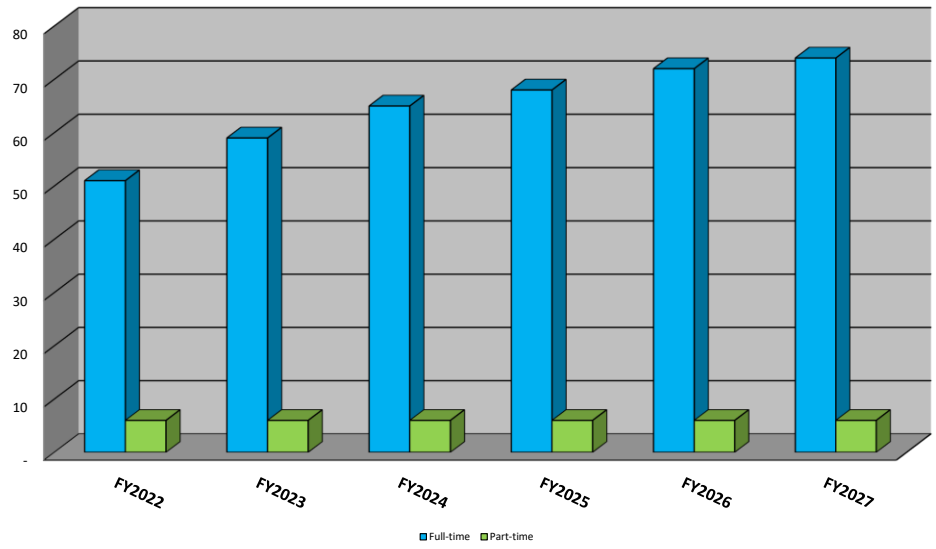
(5-year Summary)

DEPARTMENTS	FY2023		FY2024		FY2025		FY2026		FY2027	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
Mayor & City Council		6		6		6		6		6
City Manager	1		1		1		1		2	
City Clerk	1		1		1		1		1.5	
Financial Services	6		6		6		7		7	
Human Resources	-		-		-		1		1.5	
Municipal Court	2		2		2		2		2	
Planning & Community Development Dept.	5		6		6		8		8	
Police Department	22		26		27		28		28	
Public Works	11		11		11		11		11	
Tourism	2		2		3		3		3	
Employee Benefits	-		1		1		-		-	
Total General Fund	**50**	**6**	**56**	**6**	**58**	**6**	**62**	**6**	**64**	**6**
Water & Sewer	9		9		10		10		10	
TOTAL AUTHORIZED POSITIONS	**59**	**6**	**65**	**6**	**68**	**6**	**72**	**6**	**74**	**6**

Authorized Positions by Fund FY 2027



Five-Year Positional Change Chart



FY2027

City of Flowery Branch Master Fee Schedule

Department	Item	Fee	Comments
Admin (City Clerk)	Open Records Request (Not Police Records)	Varies	>15 mins = Free; <15 mins = prorated hourly salary of lowest paid full-time employee who has necessary skill and training to perform the request; $0.10 per page
Admin (City Clerk)	Solicitor's Permit	$100.00	

Department	Item	Fee	Comments
Municipal Court/Police	Open Records Request	Varies	>15 mins = Free; <15 minutes = $0.10 per page, Plus lowest paid full-time hourly rate
Municipal Court	Certify a Document	$5.00	
Municipal Court	Report Request	$5.00	
Municipal Court	Discovery Reports	$5.00	
Municipal Court	Discovery Videos	$15.00	

Department	Item	Fee	Comments
Police	Background Check	$20.00	
Police	Record Restrictions	$50.00	
Police	Alcohol License permit/serving permit	$25.00	
Police	Fingerprinting	$50.00	
Police	Notary Fee (Out of Jurisdiction)	$2.00	
Police	Package Sales Beer	$750.00	
Police	Package Sales Wine	$750.00	
Police	Package Sales Distilled Spirits	$5,000.00	
Police	Consumption on Premises Beer	$750.00	
Police	Consumption on Premises Wine	$750.00	
Police	Consumption on Premises Distilled Spirits	$4,000.00	
Police	Wholesale Beer	$250.00	
Police	Wholesale Wine	$250.00	
Police	Wholesale Distilled Spirits	$1,000.00	
Police	Caterer Beer	$300.00	Annual Fee for City Events; $50 for one time event
Police	Caterer Wine	$300.00	Annual Fee for City Events; $50 for one time event
Police	Caterer Distilled Spirits	$500.00	
Police	Tasting Permit	$500.00	
Police	Brew Pub License	$1,500.00	in addition to any other applicable license fee
Police	Micro Distillery	$4,000.00	
Police	Wine Corkage	$150.00	
Police	Transfer fee	$200.00	
Police	Amenity Permit	$200.00	

Department	Item	Fee	Comments
Tourism	Depot Rental (1/2 day)	$350.00	$500 refundable deposit
Tourism	Depot Rental (full day)	$600.00	$500 refundable deposit
Tourism	Community Room Rental (1/2 day)	$0.00	No longer doing 1/2 day
Tourism	Community Room Rental (full day)	$1,200.00	$500 refundable deposit
Tourism	Market Pavilion Rentals	$1,500.00	$500 refundable deposit
Tourism	Amphitheater	$800.00	$500 refundable deposit
Tourism	Linen Rental	$15.00	each
Tourism	Off Duty Officer for events	$45.00	per hour
Tourism	Vendor Fee - Farmers Market - Summer	$125.00	
Tourism	Vendor Fee - Farmers Market - Fall/Winter	$100.00	
Tourism	Special Events Permit	$100.00	

Department	Item	Fee	Comments
Utility Billing	Water and Wastewater Deposit	$120.00	Goes towards final bill
Utility Billing	Water OR Wastewater Deposit	$65.00	Goes towards final bill
Utility Billing	Admin Fee (when service starts)	$60.00	
Utility Billing	Late Fee	10%	Applied once a month on 21st
Utility Billing	Connection Fee	$30.00	
Utility Billing	Cut Off Fee (for non payment)	$60.00	1st of the month of disconnection
Utility Billing	Disconnect Fee (at customer request)	$30.00	
Utility Billing	Tampering Fee	$50.00	When meter has been tampered with
Utility Billing	Account Service Fee	$2.79	Added to each month's bill
Utility Billing	FOG Manifest & Discharge	Varies	Based on pounds per day over limits
Utility Billing	FOG (Fats, Oils, Grease) Trap	$15.00	Each month on the 20th
Utility Billing	Returned Check Fee	$30.00	
Utility Billing	Meter Box	$19.76	
Utility Billing	Meter Lid	$27.76	With meter purchase or replacement

City of Flowery Branch Master Fee Schedule

Department	Fee Type	Total Fee	Formula		S&I Inspection Fee	Building Inspection Fee	Review Fee	Hall County Impact Fee
Planning	Accessory Structure	$100.00	Flat			$50.00	$50.00	
Planning	Administrative Fee	$25.00						
Planning	Administrative Variance	$200.00	Flat					
Planning	Annexation	$0.00	Flat					
Planning	Appeal of Decision	$500.00	Flat					
Planning	Business License Fee	Based on Employee						
Planning	Business License Late Fee	1.5 % penalty a month						
Planning	Commercial Building Permit	6,000 + impact fees			$2,500.00	$2,500.00	$1,000.00	Based on use and square footage
Planning	Comprehensive Plan Amendment	$500.00	Flat					
Planning	Conditional Use	$1,000.00	Flat					
Planning	Deferred Occupational Tax	Based on Employee						
Planning	Demolition	$75.00	Flat					
Planning	Design Guideline /Architectural Review	$500.00	Flat				$500.00	
Planning	Electrical Permit	$50.00	Flat				$50.00	
Planning	Fence	$50.00	Flat				$50.00	
Planning	Film Permit	$1,000.00	Flat				$300.00	
Planning	Financial Institution Fee	0.25 percent of gross receipts						
Planning	Food Truck	$50.00	Flat				$50.00	
Planning	Full Development Permit		$300/disturbed acre + Review + S&E		$5,000.00		$200.00	
Planning	Full Development Permit Review	$5,000.00	Flat				$5,000.00	
Planning	Landscape Plan	$200.00	Flat				$200.00	
Planning	Lesser Development Permit		$200/disturbed acre+ Review + S&E		$5,000.00		$200.00	
Planning	Lesser Land Disturbance Review	$2,000.00	Flat				$2,000.00	
Planning	Mechanical Permit	$50.00	Flat				$50.00	
Planning	Monument Sign	$500.00	Flat				$250.00	
Planning	Parking Lot Design	$200.00	Flat				$200.00	
Planning	Plat	$1,000.00	Flat				$1,000.00	
Planning	Plat Re-Review	$500.00	Flat				$500.00	
Planning	Plumbing Permit	$50.00	Flat				$50.00	
Planning	Pool Permit	$100.00	Flat			$50.00	$50.00	
Planning	Postage Fee	$1.25	Flat					
Planning	Professional License Fee	based on emp	or $300.00 per practitioner					
Planning	PTV	$15.00	Flat					
Planning	Residential Addition		1/1000 + Review Fee				$200.00	
Planning	Residential Building Permit	5,000 + impact fees			$2,000.00	$2,000.00	$1,000.00	$1,241.93
Planning	Residential Deck	$100.00	Flat				$100.00	
Planning	Retaining Wall +	$500.00	Flat				$100.00	
Planning	Rezoning	$1,000.00	Flat					
Planning	ROW/Delivery	$50.00	Flat					
Planning	Temporary Sign	$50.00	Flat				$50.00	
Planning	Variance	$500.00	Flat					
Planning	Wall Sign	$200.00	Flat				$100.00	
Planning	Yard Sale	$5.00	Flat				$25.00	
Planning	Zoning Code Amendment	$1,000.00	Flat					
Planning	Zoning Verification Letter	$75.00	Flat + RFP Form					



Evergreen Solutions, LLC

COMPENSATION AND CLASSIFICATION STUDY
FOR THE CITY OF FLOWERY BRANCH, GA

FINAL REPORT

March 19, 2026

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01 INTRODUCTION

The City of Flowery Branch (the "City"), in alignment with its commitment to attracting and retaining a high-quality workforce, identified the need to update its compensation and classification system for all employees. The goal of this initiative was to ensure that the City's systems reflect current best practices, promote equitable pay, and remain competitive within the broader labor market.

In August 2025, the City engaged Evergreen Solutions, LLC ("Evergreen") to conduct a comprehensive compensation and classification study. This engagement aimed to assess the strengths and areas for improvement within the City's existing system, evaluate internal and external equity, and develop recommendations that would better align compensation practices with organizational needs and market conditions.

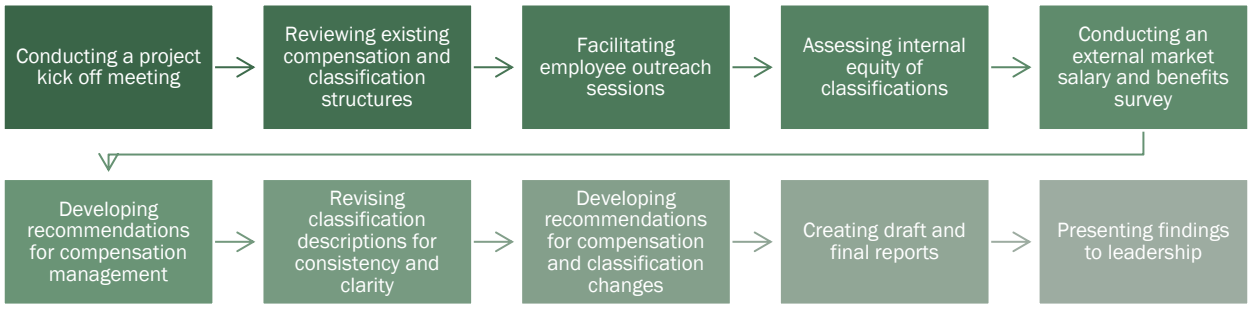
Internal equity refers to the fairness of an organization's compensation practices among its current employees. By reviewing the skills, responsibilities, and duties associated with each position, this study sought to determine whether similar roles are compensated equitably within the City. External equity, in contrast, considers how the City's classifications and compensation compare to those offered by peer organizations in the regional labor market. This component of the study focused on how the City is positioned relative to other local government entities with similar roles, and whether current pay practices support the City's ability to recruit and retain highly qualified staff.

The findings presented in this report aim to support the City's strategic efforts to enhance the effectiveness, fairness, and competitiveness of its compensation and classification systems.

STUDY METHODOLOGY

Evergreen utilized a combination of quantitative and qualitative analyses to develop evidence-based recommendations that promote both fairness and competitiveness in the City's compensation practices. It is important to note that all data collected represents a snapshot in time. Because labor market conditions evolve over time, Evergreen recommends that the City conduct regular market surveys to maintain alignment with external pay practices. A full compensation and classification review is recommended every three to five years.

Key components of the study included:



Kickoff Meeting

A project kickoff meeting was held to discuss the history and goals of the City, confirm the project work plan, and initiate the data collection process. Relevant materials were gathered, including current pay plans, organizational charts, policies and procedures, classification specifications, and other supporting documentation.

Assessment of Current Conditions

An analysis was conducted to evaluate the City's existing pay plan and related data at the time the study commenced. The current pay plans, the progression of employee salaries through pay grades, and employee service years were examined during this process.

Employee Outreach

Evergreen consultants gathered input from employees' varied perspectives as to the strengths and weaknesses of the City's current system. Feedback received from employees in this context was helpful in highlighting aspects of the organization which needed particular attention and consideration. This information provided some basic perceptional background, as well as a starting point for the research process.

Job Assessment Tool© (JAT) Classification Analysis

Employees were asked to complete individual JAT surveys, where they shared information pertaining to their work in their own words. JAT submissions as well as job descriptions were reviewed, and each classification was evaluated based on six compensable factors: Management, Processes, Resources, Technology, Errors and Risk, and Knowledge and Experience. Each factor was assigned a weighted value, and classifications were scored accordingly, resulting in a point-factor score for each. These scores were used to establish a rank order of classifications, which informed the proposed structure of the compensation plan. When combined with market data, this internal ranking served as the foundation for the study's compensation and classification recommendations. The nature of each compensable factor is described below:

Management
Outlines leadership roles from supervized tasks to independent work, team supervision, and overseeing departments or operations across multiple areas.

Processes
Relates to operational actions from performing tasks to managing processes within departments or across the entire organization.

Resources
Defines resource responibilities from using and monitoring resources to managing budgets, compliance, and allocation across the organization

Technology
Describes the application of technology in performing duties from using basic tools and software to managing complex systems, setting guidelines, and overseeing long-term projects.

Errors and Risk
Identifies the type of errors and risks associated with different roles, ranging from minimal impact to those that could result in significant physical, financial, or legal consequences.

Knowledge and Experience
Indicates the knowledge and experience required for various roles, ranging from basic tasks with on-the-job training to advanced education and strategic planning expertise.

Salary and Benefits Survey

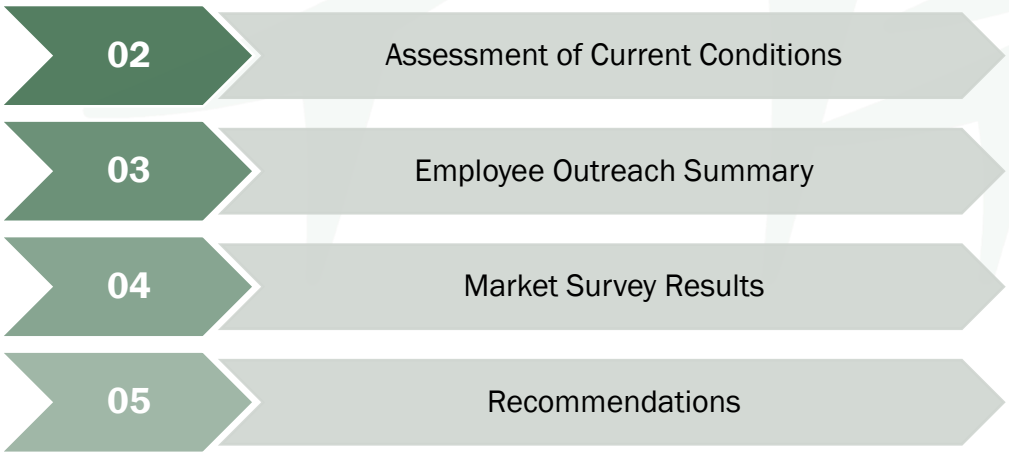
A customized external market analysis was completed, focusing on comparable local government entities with similar positions and organizational characteristics. Benchmark classifications were surveyed and matched, where possible, to peer organizations. In addition to salary data, benefits information was also collected to evaluate the competitiveness of the City's total rewards offerings. The results provided valuable insight into the City's current market positioning.

Recommendations

Based on the assessment and market data, Evergreen developed a range of recommendations for the City's consideration. These options varied in scope—from minor adjustments to existing systems to more comprehensive changes to the overall compensation framework. Each recommendation was designed to address identified challenges while building upon the City's existing strengths.

REPORT ORGANIZATION

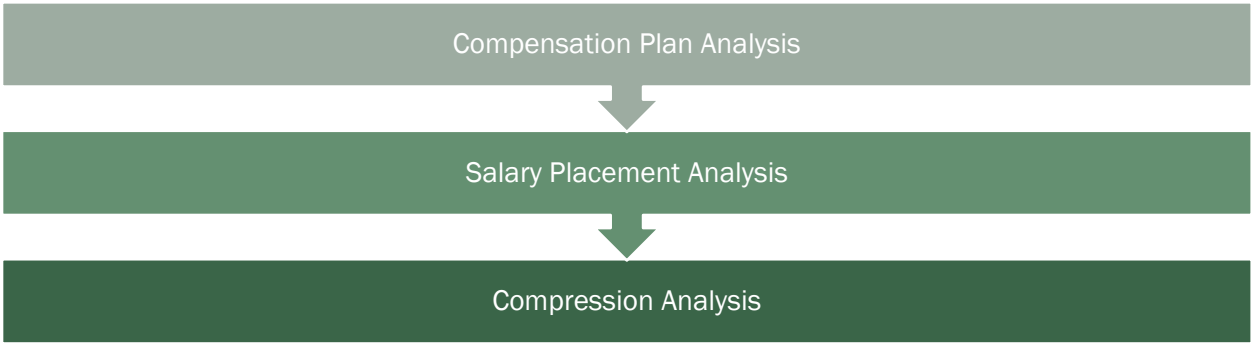
The following chapters present detailed findings, analysis, and recommendations resulting from the study.



02 ASSESSMENT OF CURRENT CONDITIONS

The Assessment of Current Conditions presents a comprehensive review of the City's current compensation and classification framework for employees. The figures and demographic breakdowns reflect conditions at the time the data was collected in September 2025 and should be viewed as a temporal snapshot. Although this information establishes a baseline for Evergreen's analysis, it does not, by itself, dictate any particular recommendation. Through this examination, Evergreen gained insight into the existing pay structure and related practices.

This report is broken down into the following three sections:



COMPENSATION PLAN ANALYSIS

Exhibits 2A through 2C illustrate the City's three pay plans broken out by position type. Each plan features consistent range spreads of 39 percent with varying midpoint progression values. Overall, these plans include 40 pay grades encompassing 64 employees.

Exhibit 2A | Pay Plan Summary – General Employees

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
General	GA9	40,437	47,683	56,228	39%	-	3
	GA10	42,217	49,782	58,703	39%	4.4%	7
	GA11	44,095	51,997	61,315	39%	4.4%	1
	GA12	46,076	54,333	64,070	39%	4.5%	2
	GA13	48,166	56,798	66,976	39%	4.5%	2
	GA14	52,577	61,998	73,109	39%	9.2%	3
	GA15	57,472	67,771	79,916	39%	9.3%	4
	GA16	60,189	70,975	83,694	39%	4.7%	3
	GA17	63,056	74,355	87,679	39%	4.8%	-
	GA18	66,080	77,921	91,884	39%	4.8%	4
	GA19	69,270	81,683	96,321	39%	4.8%	-
	GA20	72,636	85,652	101,001	39%	4.9%	2
	GA21	76,187	89,839	105,939	39%	4.9%	1
	GA22	87,426	103,092	121,566	39%	14.8%	1
	GA23	96,154	113,385	133,704	39%	10.0%	6
Total					**39%**	**6.4%**	**39**

Exhibit 2B | Pay Plan Summary – Public Safety Employees

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
Public Safety	PS9	48,329	56,989	67,201	39%	-	-
	PS10	50,554	59,613	70,296	39%	4.6%	-
	PS11	52,907	62,388	73,568	39%	4.7%	-
	PS12	55,395	65,322	77,028	39%	4.7%	10
	PS13	57,910	68,288	80,525	39%	4.5%	4
	PS14	60,516	71,361	84,149	39%	4.5%	-
	PS15	63,240	74,572	87,936	39%	4.5%	5
	PS16	66,229	78,098	92,093	39%	4.7%	-
	PS17	69,383	81,817	96,478	39%	4.8%	3
	PS18	72,711	85,741	101,105	39%	4.8%	-
	PS19	76,221	89,880	105,987	39%	4.8%	2
	PS20	79,925	94,248	111,137	39%	4.9%	-
	PS21	83,832	98,855	116,570	39%	4.9%	-
	PS22	92,215	108,741	128,227	39%	10.0%	-
	PS23	101,423	119,597	141,029	39%	10.0%	-
Total					**39%**	**5.5%**	**24**

Exhibit 2C | Pay Plan Summary – Executive Employees

Pay Plan	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
Executive	EXEC21	76,187	89,839	105,939	39%	-	-
	EXEC22	87,426	103,092	121,566	39%	14.8%	-
	EXEC23	96,154	113,385	133,704	39%	10.0%	-
	EXEC24	101,924	120,188	141,726	39%	6.0%	-
	EXEC25	108,039	127,400	150,230	39%	6.0%	-
	EXEC26	114,521	135,044	159,243	39%	6.0%	-
	EXEC27	121,393	143,146	168,798	39%	6.0%	1
	EXEC28	128,676	151,735	178,926	39%	6.0%	-
	EXEC29	136,397	160,839	189,661	39%	6.0%	-
	EXEC30	144,581	170,489	201,041	39%	6.0%	-
Total					**39%**	**7.4%**	**1**

Note: The City Manager does not have a pay range and is therefore not included in the majority of the tables in the rest of this chapter.

Of the 40 pay grades included in these three plans, 21 of them are not currently being used by the City, and 16 pay grades have less than five employees. The largest grouping of employees is within the general plan, containing 60.9 percent of the City's current workforce (39 employees total).

Exhibit 2D depicts the number of classifications that are present in each department, along with the number and overall percentage of total employees by department. As illustrated, the largest department (in terms of employees) is Public Safety, with 25 employees representing 38.5 percent of the City's workforce included in the study.

Exhibit 2D | Employees and Classifications by Department

Department	Employees	Classes	% of Total
Administration	11	11	16.9%
City Manager	1	1	1.5%
Municipal Court	2	2	3.1%
Planning & Community Development	7	7	10.8%
Public Safety	25	10	38.5%
Public Works	7	3	10.8%
Public Works - Prison Guards	2	2	3.1%
Public Utilities	10	9	15.4%
Total	**65**	**45**	**100.0%**

All classifications (job titles) provided in the employee database are listed in **Exhibit 2E.** As shown in this exhibit, the City utilizes 45 unique classifications. Some titles are specific to the roles and responsibilities of individual positions, while others are generic and may encompass various duties (such as Public Works). According to the City's employee data, the largest classification (in terms of employees) is Police Patrolman, which includes nine employees or 14.1 percent of the City's workforce.

Exhibit 2E | Classification Titles in Use

Classification Title	Classification Title
Accounting / Grant Manager	Lab Operator Assistant
Accounts Payable Technician	Lieutenant
Administrative Coordinator	Maintenance Lead
Assistant Municipal Court Clerk	Maintenance Operator I
Budget & Purchasing Manager	Maintenance Operator II
Building & Development Official	Maintenance Trainee
Building Inspector II	Operations Division Captain
City Clerk	Operator II
City Manager	Operator in Training
Civil Engineer	Permit Clerk/Occupational Tax
Code Enforcement Officer	Planner I
Corrections Officer	Planning & Community Development Director
Corrections Officer Supervisor	Police Chief
Court / Police Administrator	Police Investigator
Department of Fun Assistant	Police Patrolman
Department of Fun Coordinator	Police Sergeant
Director of Fun	Property & Evidence Custodian / Crime Scene Technician
Director of Public Utilities	Public Works
Director of Public Works	Public Works Foreman / Inspector
Finance Director	Purchasing Coordinator
Human Resources Director	Support Services Captain
Investigator - Property & Evidence	Utility Billing Clerk

SALARY PLACEMENT ANALYSIS

When evaluating the effectiveness of a compensation plan and its associated policies, it is essential to examine the distribution of employee salaries relative to their designated pay grades. A key component of this analysis involves identifying salary clustering or instances where multiple employees are concentrated at specific points within a pay range, which can signal potential issues with pay progression or internal equity.

It is important to consider that employee salary placement and progression are inherently tied to the organization's overarching compensation philosophy. This includes the approach to salary advancement (e.g., tenure-based, performance-based, or market-driven) and the fiscal capacity to support such progression. As such, any analysis of employee salaries should be interpreted within the context of these guiding principles.

Below and Above Midpoint

A midpoint analysis was performed to determine how employee salaries align with the midpoint of their assigned pay ranges. In compensation management, the pay range midpoint often represents the market rate for a given position and is typically associated with full job proficiency. Employees compensated at or near this point are generally expected to perform their responsibilities independently and meet performance expectations consistently.

By evaluating the proportion of employees with salaries below and above the midpoint, organizations can gain valuable insight into workforce experience levels, pay progression trends, and potential equity concerns. A higher-than-expected number of employees below the midpoint may indicate limited salary growth opportunities, while a concentration above the midpoint could reflect a mature, tenured workforce. This midpoint distribution analysis serves as a foundational tool for ensuring compensation practices remain aligned with organizational goals, market competitiveness, and employee retention strategies.

As shown in **Exhibit 2F**, the midpoint analysis of employee salaries across all grades reveals that most employees (72.1 percent) are compensated below the midpoint of their respective pay ranges, while 27.9 percent are above. This distribution suggests that a significant portion of the City's workforce is still progressing through the lower portion of their salary ranges, which may indicate an opportunity to assess progression policies, pay structure alignment, and market competitiveness. Pay grades with large below-midpoint concentrations may benefit from targeted review to ensure alignment with the City's pay philosophy objectives.

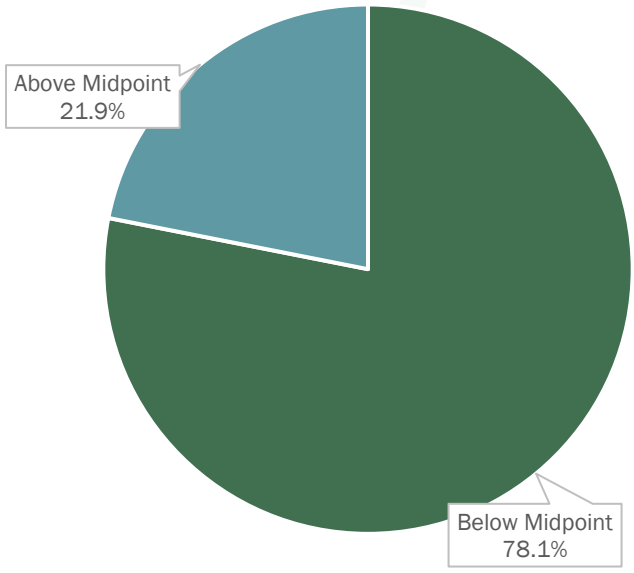
Exhibit 2F | Below and Above Midpoint

Pay Plan	Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
Executive	EXEC27	1	0	0.0%	1	100.0%
General	GA9	3	3	100.0%	0	0.0%
	GA10	7	7	100.0%	0	0.0%
	GA11	1	0	0.0%	1	100.0%
	GA12	2	1	50.0%	1	50.0%
	GA13	2	2	100.0%	0	0.0%
	GA14	3	2	66.7%	1	33.3%
	GA15	4	3	75.0%	1	25.0%
	GA16	3	2	66.7%	1	33.3%
	GA18	4	3	75.0%	1	25.0%
	GA20	2	2	100.0%	0	0.0%

Exhibit 2F | Below and Above Midpoint, Continued

Pay Plan	Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
General	GA21	1	0	0.0%	1	100.0%
	GA22	1	0	0.0%	1	100.0%
	GA23	6	4	66.7%	2	33.3%
Public Safety	PS12	10	10	100.0%	0	0.0%
	PS13	4	3	75.0%	1	25.0%
	PS15	5	3	60.0%	2	40.0%
	PS17	3	3	100.0%	0	0.0%
	PS19	2	2	100.0%	0	0.0%
Total	-	**64**	**50**	**78.1%**	**14**	**21.9%**

Exhibit 2F | Below and Above Midpoint, Continued



At Minimum and At Maximum

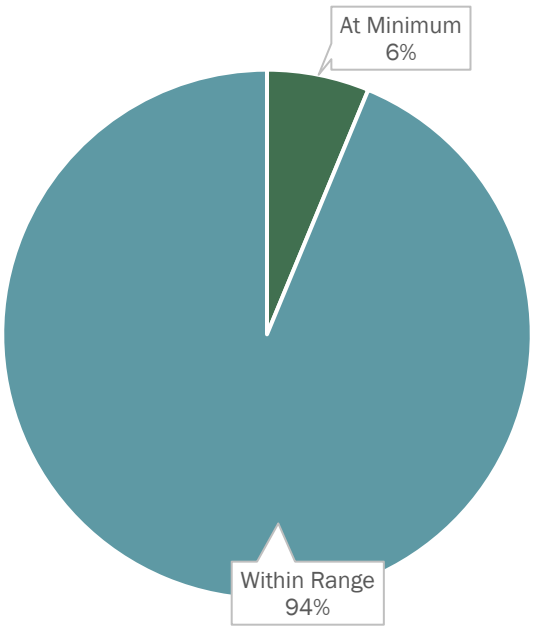
By reviewing the number and percentage of employees at the minimum (entry point) and maximum (ceiling) of their assigned salary ranges across all grades, an organization can evaluate how effectively the salary structure is functioning over time. A high concentration of employees at the minimum may signal recent hiring activity, higher turnover, or grade reassignments, while a large number at the maximum may reflect a seasoned workforce, but also raises the potential for pay compression, where opportunities for further salary growth are constrained despite continued service.

The analysis in **Exhibit 2G** shows that four employees (6.3 percent) are positioned at the minimum of their salary range, while no individuals have reached the maximum. Additionally, no employees fall below the minimum or above the maximum for his or her pay range. This distribution suggests that the vast majority of employees (93.7 percent) are positioned within the active range of their grades, with relatively few constrained at the endpoints. It may indicate that the pay structure generally supports movement and progression within ranges, while highlighting a small number of cases that may warrant review to ensure appropriate placement and continued opportunities for adjustment.

Exhibit 2G | At Minimum and At Maximum

Pay Plan	Grade	Employees	Below Min	% Below Min	# at Min	% at Min	# at Max	% at Max	Above Max	% Above Max
Executive	EXEC27	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
General	GA9	3	0	0.0%	1	33.3%	0	0.0%	0	0.0%
	GA10	7	0	0.0%	1	14.3%	0	0.0%	0	0.0%
	GA11	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA12	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA13	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA14	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA15	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA16	3	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA18	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA20	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA21	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA22	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	GA23	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Public Safety	PS12	10	0	0.0%	1	10.0%	0	0.0%	0	0.0%
	PS13	4	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	PS15	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	PS17	3	0	0.0%	1	33.3%	0	0.0%	0	0.0%
	PS19	2	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	-	**64**	**0**	**0.0%**	**4**	**6.3%**	**0**	**0.0%**	**0**	**0.0%**

Exhibit 2G | At Minimum and At Maximum, Continued



Salary Quartiles

In a salary quartile analysis, the pay range for each position or grade is segmented into four equal parts, referred to as quartiles, and employees are assigned to a quartile based on where their current salary falls within the range. While there is no universally established benchmark for what an employee's tenure should be within each quartile, various organizational factors such as hiring practices, promotional policies, and market conditions can significantly influence salary placement. Nonetheless, when interpreted in conjunction with tenure data, this type of analysis offers valuable insights into pay progression and internal equity.

Specifically, salary quartile analysis can help identify potential pay compression, a condition in which employees with shorter tenure earn salaries similar to or higher than those with significantly more experience. Ideally, the analysis would reveal a logical, positive correlation between tenure and salary quartile, whereby employees with longer tenure are more frequently found in higher quartiles. Any deviations from this pattern may suggest misalignments in compensation practices and warrant further investigation to ensure the system supports the organization's goals related to career progression, market competitiveness, and employee retention.

An analysis of employee tenure across salary quartiles, shown in **Exhibit 2H**, shows an overall pattern of increasing tenure from lower to higher quartiles, consistent with typical pay progression models. Across all pay grades combined, average tenure rises from 2.5 years in the 1st quartile, 7.4 in the 2nd quartile, 7.3 years in the 3rd quartiles, and 9.2 in the 4th quartile. This suggests that, at a broad level, longer-tenured employees generally occupy higher salary quartiles in the City's pay system. However, there is a small dip in average tenure between the second and third quartiles. While there are many factors that could influence this decrease in average tenure, more analysis is needed to determine the cause. The data suggests that tenure has less influence on pay progression in the middle of the range than at the end of pay ranges.

Across pay plans, the pattern is mixed but generally consistent with both a tenure-based and a market-based approach to salary placement. Pay grades generally show traditional progression where higher quartiles reflect longer average tenure, though some grades (such as GA18, GA23, PS15, or PS17) show shorter-tenured employees in upper quartiles which suggests either experience-based placement or hiring in response to external market competitiveness.

Overall, this dataset suggests that the City's pay structure allows for progression over time while maintaining some flexibility to attract and retain experienced talent from the external market. However, the decreasing tenure in the middle quartiles and the presence of some shorter tenured employees in upper quartiles suggests that there may be compression occurring between newer hires and longer-tenured City staff.

Exhibit 2H | Quartile Analysis with Organizational Tenure

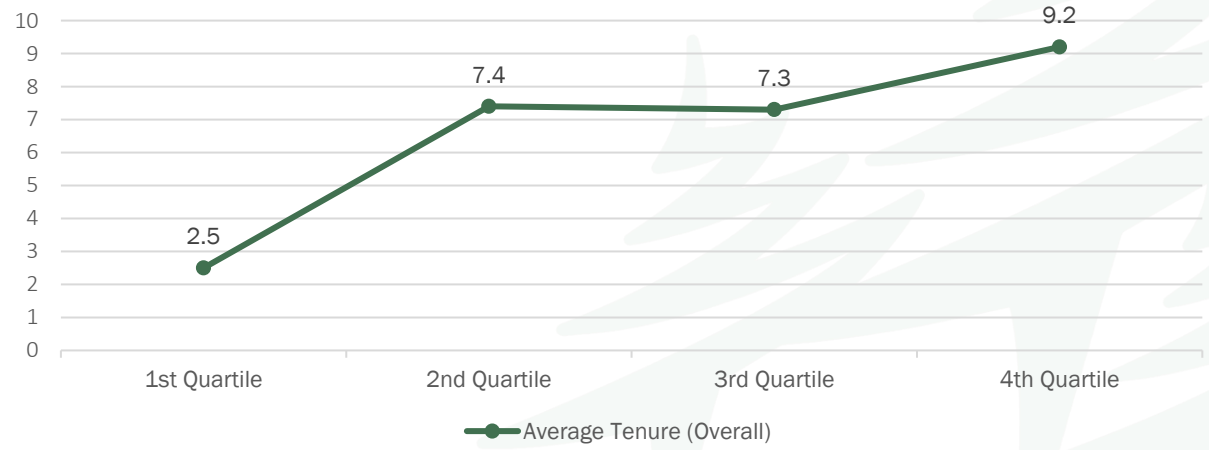


Exhibit 2H | Quartile Analysis with Organizational Tenure, Continued

Pay Plan	GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
				# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
Executive	EXEC27	1	0.9	0	-	0	-	0	-	1	0.9
General	GA9	3	0.7	3	0.7	0	-	0	-	0	-
	GA10	7	2.4	4	1.9	3	3.1	0	-	0	-
	GA11	1	21.1	0	-	0	-	0	-	1	21.1
	GA12	2	9.0	1	3.3	1	14.8	0	-	0	-
	GA13	2	0.0	2	0.0	0	-	0	-	0	-
	GA14	3	6.2	1	2.7	1	3.6	1	12.2	0	-
	GA15	4	9.3	1	0.0	2	11.1	0	-	1	14.9
	GA16	3	7.8	1	3.6	1	8.1	1	11.6	0	-
	GA18	4	3.0	3	3.7	0	-	1	0.9	0	-
	GA20	2	4.1	2	4.1	0	-	0	-	0	-
	GA21	1	6.2	0	-	0	-	1	6.2	0	-
	GA22	1	0.0	0	-	0	-	0	-	1	0.0
	GA23	6	6.2	3	3.4	2	11.0	1	4.9	0	-
Public Safety	PS12	10	2.1	9	1.8	1	5.4	0	-	0	-
	PS13	4	4.6	3	3.0	0	-	1	9.3	0	-
	PS15	5	4.8	3	3.5	1	7.1	1	6.0	0	-
	PS17	3	4.0	2	4.3	1	3.5	0	-	0	-
	PS19	2	3.4	2	3.4	0	-	0	-	0	-
Overall	-	**64**	**4.4**	**40**	**2.5**	**13**	**7.4**	**7**	**7.3**	**4**	**9.2**
Percentages	-	**100.0%**	-	**62.5%**	-	**20.3%**	-	**10.9%**	-	**6.3%**	-

COMPRESSION ANALYSIS

Pay compression refers to a situation where there is an insufficient difference in compensation between employees despite significant differences in their experience, tenure, qualifications, or level of responsibility. This phenomenon can undermine internal equity and negatively impact employee morale, particularly when long-serving employees or those in supervisory roles earn salaries that are comparable to, or even less than, those of newer or subordinate staff.

A common example of pay compression occurs when newly hired employees receive starting salaries close to those of highly tenured incumbents in the same role. Similarly, compression may arise when the salary gap between supervisors and their direct reports is minimal, which can weaken the perceived value of career advancement.

According to the Society for Human Resource Management (SHRM), several organizational practices may unintentionally contribute to pay compression:

- Organizational Reorganizations: Structural changes can alter reporting relationships and job hierarchies. If compensation structures are not simultaneously reevaluated, compression may occur among roles that were previously differentiated by level.
- Inconsistent Compensation Practices Across Departments: Some departments may apply salary increases, market adjustments, or promotional raises more liberally than others, creating pay disparities that lead to compression when employees in similar roles across the organization are compared.
- Override of Compensation Policies for Recruitment: Employers may circumvent internal pay guidelines by offering higher salaries to attract top talent, often justifying these decisions with the rationale of "paying what it takes." This can result in new hires being paid more than established employees in equivalent positions.
- Focus on Immediate Productivity Over Developmental Potential: Organizations that prioritize hiring individuals with prior experience over those with long-term potential may offer premium pay to external candidates who can "hit the ground running." This practice, while potentially beneficial in the short term, may erode the compensation structure and contribute to internal equity issues.

Left unaddressed, pay compression can erode trust in leadership, decrease engagement, and increase turnover, particularly among high-performing or long-tenured employees. To mitigate these risks, organizations should regularly review compensation structures, ensure pay practices are consistently applied across units, and reinforce a compensation philosophy that balances market competitiveness with internal equity and fairness.

Actual Versus Projected Salary

The actual versus projected salary analysis provides insight into how current pay levels align with established compensation guidelines and expectations, highlighting potential areas of variance that may warrant further review or adjustment. The projected salary is based on a 30-year linear progression model, assuming that an employee would reach the midpoint of their pay range after 15 years in a position and the maximum after 30 or more years. A key distinction between this compression analysis and the previously discussed quartile analysis is the measurement of service time: this exhibit uses class years, whereas the quartile analysis uses overall tenure.

Class years are defined as the length of time an employee has served in their current job classification, as opposed to tenure, which reflects the total time employed with the City. For example, an employee who worked as an Accountant for 15 years before being promoted to Accounting Manager one year

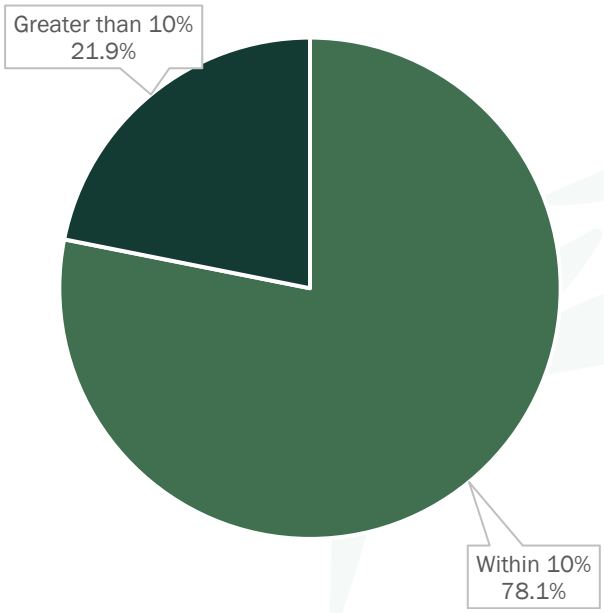
ago would have 15 years of tenure, but only one (1) class year in their current role. This distinction is critical, as salary progression expectations are tied more directly to experience within the specific classification being analyzed.

Exhibit 2I reveals that 21.9 percent of employees are earning more than 10 percent above their projected salaries based on class years and a 30-year linear progression model, while 78.1 percent fall within 10 percent of their projected salary and no employee falls more than 10 percent below expected. This suggests that employees are generally compensated at levels that meet or exceed expectations for their time in classification, potentially due to factors such as accelerated salary growth, market adjustments, or performance-based increases. All employees that are compensated more than 10 percent above the projected salaries are concentrated within class tenure years zero to five, providing further support for placement based on external factors.

Exhibit 2I | Actual Versus Projected Salaries

Class Tenure	< -10%	-10% to -5%	-5% to 5%	5% to 10%	>10%
0	0	0	8	2	3
1	0	0	13	5	4
2	0	0	10	0	4
3	0	0	5	1	2
4	0	0	1	0	1
5	0	0	2	0	0
6	0	0	0	1	0
7	0	0	0	0	0
8	0	0	1	0	0
9	0	0	0	0	0
10	0	0	0	0	0
11	0	0	0	0	0
12	0	0	0	0	0
13	0	0	0	0	0
14	0	0	0	0	0
15	0	1	0	0	0
16	0	0	0	0	0
17	0	0	0	0	0
18	0	0	0	0	0
19	0	0	0	0	0
20	0	0	0	0	0
21	0	0	0	0	0
22	0	0	0	0	0
23	0	0	0	0	0
24	0	0	0	0	0
25	0	0	0	0	0
26	0	0	0	0	0
27	0	0	0	0	0
28	0	0	0	0	0
29	0	0	0	0	0
30+	0	0	0	0	0
Totals	0	1	40	9	14

Exhibit 2I | Actual Versus Projected Salaries, Continued



Employee Versus Supervisor Salary

The employee versus supervisor salary analysis examines the relationship between employee and supervisor salaries to assess whether pay differentials appropriately reflect differences in responsibility, experience requirements, and organizational hierarchy. It is intended to identify any compression issues or inconsistencies that may affect career progression incentives and the overall effectiveness of the compensation structure. In this analysis, employees are grouped based on the ratio of their actual salary compared to their supervisor's salary. Four categories are used to reflect these ratios:

- Less than 80% (ratio < 0.80)
- 80% to 95% (ratio between 0.80 and 0.949)
- 95% to 100% (ratio between 0.95 and 0.999)
- Greater than 100% (ratio ≥ 1.00)

These categories help identify potential pay compression issues, where the salaries of subordinates approach or even exceed those of their supervisors. For instance, an employee earning $79,000 whose supervisor earns $100,000 would have a salary ratio of 0.79 and therefore fall into the "Less than 80%" category.

Exhibit 2J highlights the distribution of employee base hourly rates in relation to their direct supervisors, segmented into the four ratio categories. The analysis reveals that a majority of employees earn less than 80 percent of their supervisor's hourly rate (66.1 percent). However, 18 employees (30.5 percent) fall between 80 to 100 percent, and 2 employees (3.4 percent) earn more than their supervisor based on the employee dataset. This distribution indicates that this type of pay compression is minimal across the City, and that the current compensation structure generally differentiates between supervisory and non-supervisory roles appropriately. However, there is some evidence that compression may be starting to occur in some instances, which warrant further review to determine whether they reflect legitimate market-based or experience-based differentials and not structural compression.

Exhibit 2J | Employee to Supervisor Salary Ratio

Pay Plan	Grade	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
Executive	EXEC27	0	0	1	0
General	GA9	3	0	0	0
	GA10	7	0	0	0
	GA11	0	0	0	1
	GA12	2	0	0	0
	GA13	2	0	0	0
	GA14	3	0	0	0
	GA15	3	1	0	0
	GA16	3	0	0	0
	GA18	3	1	0	0
	GA20	2	0	0	0
	GA21	1	0	0	0
	GA22	1	0	0	0
	GA23	6	0	0	0
Public Safety	PS12	1	7	0	0
	PS13	0	0	0	1
	PS15	0	3	2	0
	PS17	0	2	1	0
	PS19	2	0	0	0
Total	-	**39**	**14**	**4**	**2**
Percentages	-	**66.1%**	**23.7%**	**6.8%**	**3.4%**

Note: Not all employees had supervisor information listed and therefore were not included in this analysis.

SUMMARY

The information presented in this chapter highlights both the structural design of the City's compensation system and how it is administered at the individual employee level. Notable findings include the following:

- Pay Plan – The City's pay plans display variation across midpoint progressions, indicating inconsistencies in the alignment of grades. This inconsistency may lead to misalignment in how jobs are valued relative to one another, making it harder to ensure internal equity and maintain a coherent compensation strategy.

- Salary Progression -- Salary data show that most employees are moving through their pay ranges, but progression tends to remain in the lower half of the ranges. Roughly 78 percent of employees are paid below the midpoint, suggesting slower movement toward full market rates. Only a small number of employees are at the minimum, and none are at the maximum, indicating that pay ranges are not limiting growth. While pay generally increases with tenure, uneven movement in the middle of ranges and higher pay for some newer employees point to early signs of compression and inconsistent progression. Overall, the system supports advancement but would benefit from clearer and more consistent guidelines tied to experience, time in class, and internal equity.

- **Compression** – While the data suggests that compression within the City's pay plans are not widespread, shorter-tenured employees earning above projected levels and a small number of cases where employee pay approaches or exceeds that of supervisors suggests that compression may be narrowing pay gaps within pay grades and between hierarchical levels.

This analysis provides a foundational understanding that informed the development of the recommendations presented in this report. The observations outlined herein were examined in greater depth over the course of the study. When combined with market data, these findings enabled Evergreen to develop recommendations aimed at ensuring the City's compensation and classification systems remain structurally sound, market-competitive, and internally equitable.

03 SUMMARY OF EMPLOYEE OUTREACH

As part of the compensation, classification, and benefits study, Evergreen conducted a comprehensive employee outreach effort consisting of an anonymous survey and a series of focus groups to obtain input from City staff. The survey was designed to provide employees with a confidential platform to identify what they value about working for the City and to highlight opportunities for improvement within the classification structure, compensation plan, and benefits. It also served to objectively understand employee perceptions and experiences under the current system. The survey was distributed to all employees, with more than 87 percent participating.

Focus groups were conducted both in person and virtually over a three-day period, allowing for deeper discussion and clarification of survey themes. Participants represented a cross-section of departments, job families, and classification levels, providing broad organizational perspective.

The purpose of this outreach was to assess employee experiences with the City's existing compensation and classification framework, identify organizational strengths, and areas for improvement. This chapter presents a summary of the survey results, supplemented by recurring themes from focus group discussions and open-response survey comments. It is important to note that the perspectives summarized in this chapter reflect employee perceptions and help to inform and guide the analytical components of the study.

GENERAL FEEDBACK

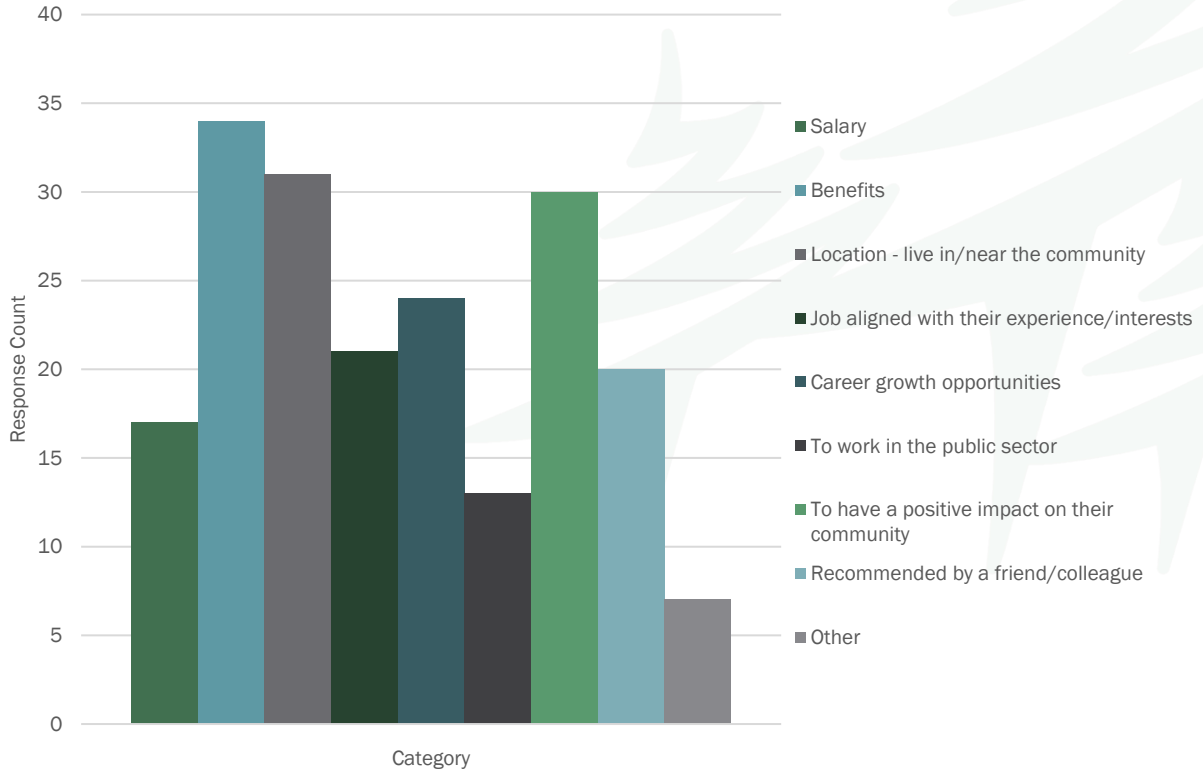
To begin the survey, employees were asked broad questions about their reasons for choosing to work at the City, why they remain, and what improvements would help the City attract and retain staff. These questions provide important context for understanding employee motivations and perceptions before examining compensation, classification, and benefits in greater detail.

Reasons for Choosing the City of Flowery Branch

As shown in **Exhibit 3A**, employees most frequently reported that the City provided benefits (34 participants) was their primary reason for joining the City. Other commonly cited motivations included the opportunity to make an impact in their community (30 participants) and the location (31 participants). In contrast, competitive salary (17 participants) and the opportunity to work in the public sector (13 participants) ranked lower, suggesting that employees were initially attracted to the City more by benefits and practical factors than by pay.

Focus group feedback reinforced the survey findings that employees are strongly connected to the City's culture, mission, and work environment. Participants consistently cited the "family atmosphere," collaborative relationships, and supportive, accessible leadership as key reasons they joined and remain with the organization. Many value the opportunity to serve the community and take pride in contributing to a growing municipality. Employees also highlighted retirement benefits, certification incentives in certain departments, equipment allowances, and sick leave accrual as meaningful components of the total rewards package. Schedule stability, a predictable work environment, and alignment between individual skills and job responsibilities further contribute to overall job satisfaction and retention.

Exhibit 3A | Reasons for Choosing THE CITY

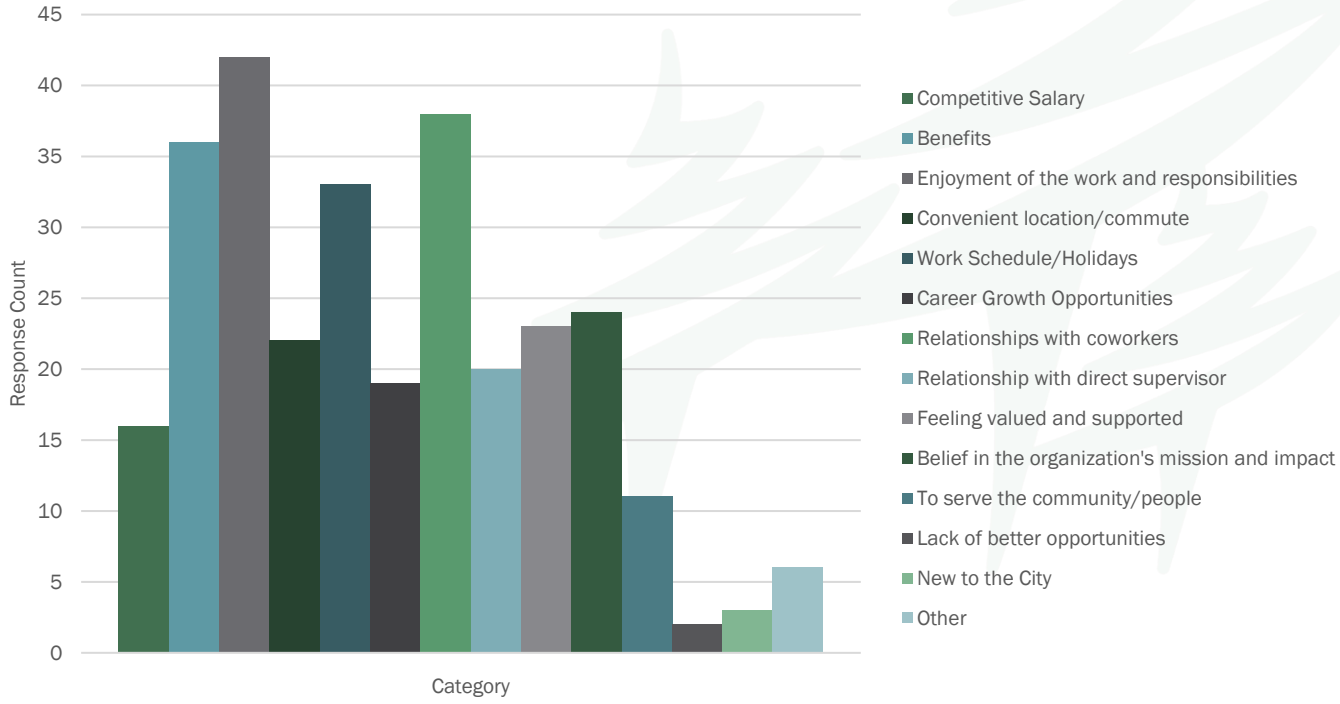


Reasons for Continued Employment at THE CITY

As stated above, the reasons that brought the employees to the City are some of the same reasons that they have stayed. Once at the City, the added benefits of the collaborative work environment and family atmosphere are two of the primary reasons why they've continued to build their career with the City.

In the survey, when asked about reasons for continued employment, employees highlighted the enjoyment of daily responsibilities (42 participants), relationships with coworkers (38 participants), and benefits (36 participants), as shown in **Exhibit 3B**. The City's work hours and schedule also played a key role in retention, with 33 participants selecting this ability to have a good work-life balance as a reason for staying. Only 16 participants identified competitive salary as a retention factor.

Exhibit 3B | Reasons for Continued Employment at the City of Flowery Branch

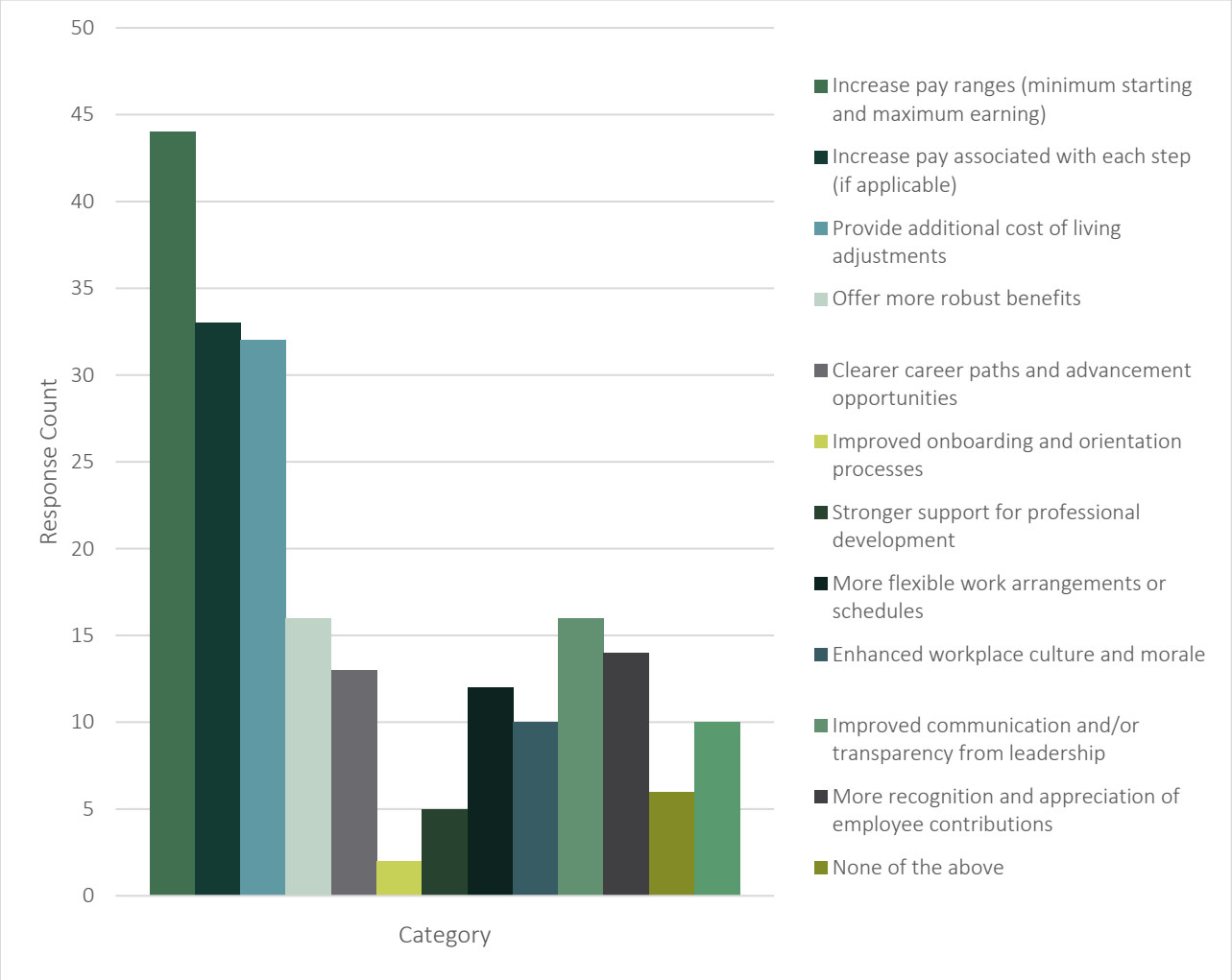


Improvements to Attract and Retain Employees

Employees were also asked to identify improvements that would make the City more effective in recruiting and retaining staff. As reflected in **Exhibit 3C**, the top responses were to increase base compensation (44 participants), increase pay adjustments annually (33 participants), and provide additional cost of living increases to keep up with inflation (32 participants). Offering more robust benefits (16 participants), improve internal communications and transparency (16 participants), and more recognition of employee contributions (14 participants) were also noted.

Focus group discussions on the primary barriers to recruiting and retaining quality employees touched on many of the responses provided in the survey and expanded into other areas. Employees most frequently cited concerns regarding overall compensation levels and pay compression, particularly between newer hires and tenured staff. Limited advancement pathways within certain departments were also identified as a constraint to long-term retention. Operational challenges, including long hours, burnout, and on-call demands, were noted as ongoing pressures in several divisions. Additionally, geographic response requirements and limited staffing in specific functional areas were also described as factors that impact workload, morale, and recruitment efforts.

Exhibit 3C | Improvements to Attract and Retain Employees



COMPENSATION SYSTEM

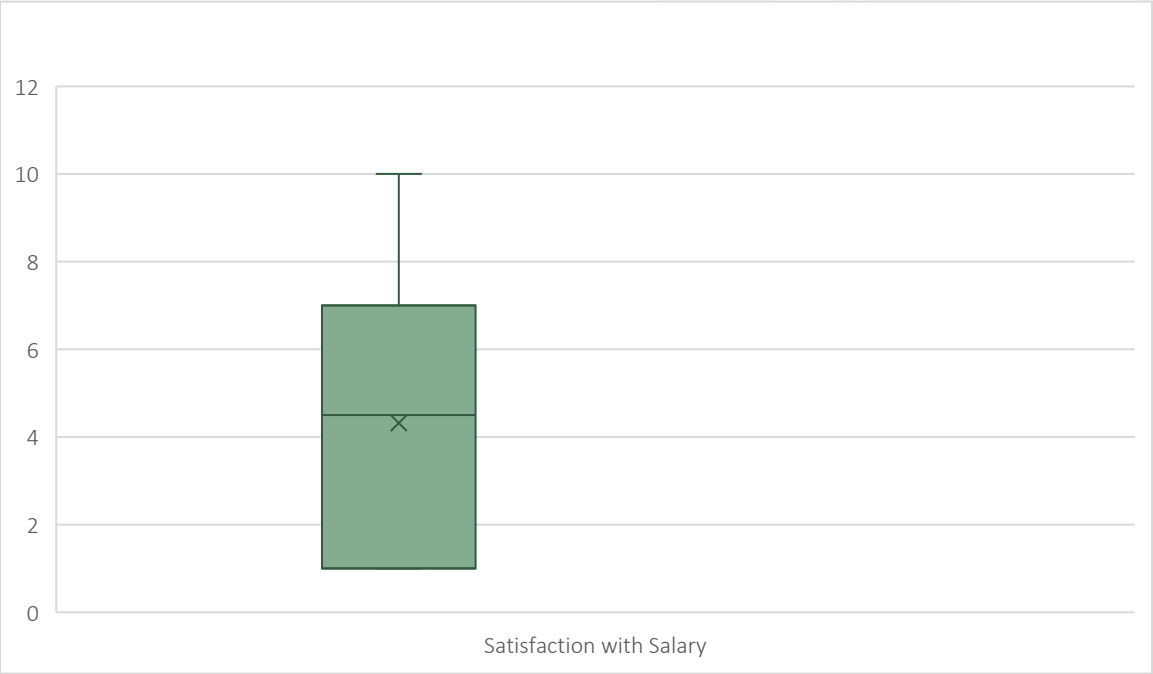
Compensation was a consistent area of concern raised by employees during both the survey and focus groups. Questions in this section asked employees to evaluate their satisfaction with base pay, salary alignment, pay progression, competitiveness with the external market, and equity across employee groups. Together, these results provide a clear picture of how employees view the City's current compensation practices.

Satisfaction with Base Compensation

As shown in **Exhibit 3D**, employees were asked to rate their satisfaction with their pay on a scale of one to ten, with one representing "very dissatisfied" and ten representing "very satisfied." Responses spanned the full range of the scale, with an average score of 5.2 and a median of 5.0. These results indicate that employees are generally neutral to moderately dissatisfied with their current level of pay, suggesting mixed perceptions and opportunities for improvement in overall compensation competitiveness.

During focus groups, employees often stated that their wages do not match their workload or type of work. The questions and responses below provide additional insight into employees' perceptions and concerns regarding compensation.

Exhibit 3D | Satisfaction with Base Compensation

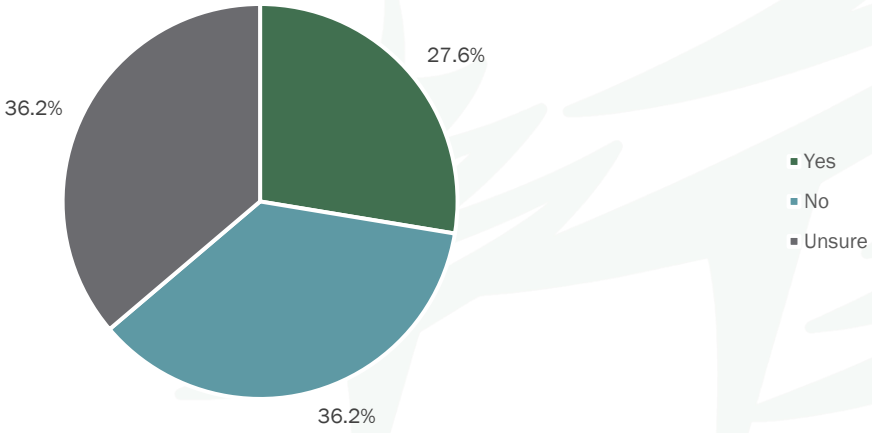


Salary Equity – External Comparison

Survey responses reflect mixed perceptions regarding external competitiveness. An equal proportion of employees (36.2 percent each) indicated that their salaries are not competitive with peer organizations or reported that they were unsure because they had not recently compared pay levels. A smaller group, 16 respondents, believed the City's salaries are competitive with comparable municipalities (**Exhibit 3E**). These results suggest uncertainty and skepticism among a substantial portion of the workforce regarding market alignment.

Focus group participants generally felt that City compensation was below market, with several estimating it trails comparable employers by approximately seven percent. Public Works roles were most frequently identified as less competitive relative to surrounding jurisdictions. Employees expressed interest in benchmarking against nearby cities, counties, and relevant private-sector employers to ensure external competitiveness.

Exhibit 3E | External Salary Competitiveness



Competitive Labor Market

Employees consistently identified surrounding counties and nearby municipalities as the City's primary competitors for quality staff. Hall County was referenced most frequently, followed by Forsyth County, Gwinnett County, and the Hall County Sheriff's Office. Nearby cities such as Gainesville, Oakwood, Buford, Cumming, Suwanee, Braselton, Johns Creek, Brookhaven, Duluth, Lawrenceville, Alpharetta, and Winder were also cited. Several respondents referenced "larger cities" or "surrounding counties" more broadly, particularly those perceived as offering higher pay levels.

For public safety roles, respondents specifically identified other law enforcement agencies, county sheriff's offices, and university police departments (e.g., UGA Police) as direct competitors.

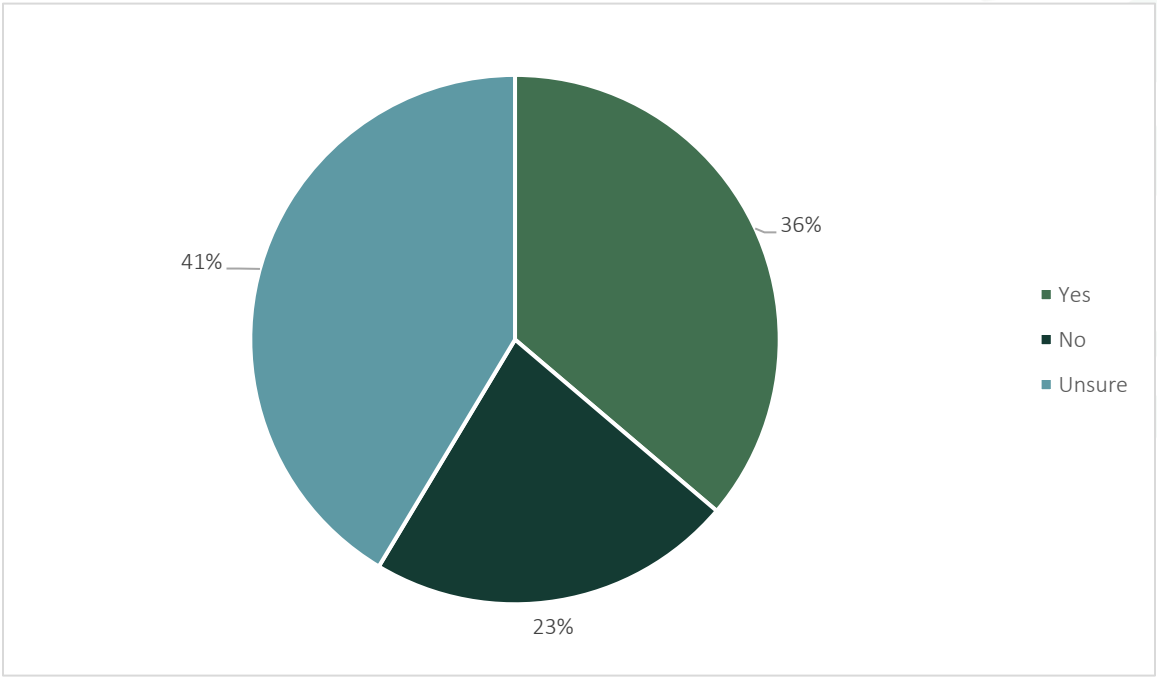
For professional, technical, and inspection-related positions, employees noted significant competition from the private sector, including engineering firms, land development companies, inspection and regulatory firms, private utility companies, corporate entities, and third-party consulting organizations.

Overall, the feedback offered by employees indicates the City competes within a regional labor market that includes neighboring counties, comparable municipalities, and private industry employers, particularly those perceived to offer higher pay, stronger benefit packages, or more advancement opportunities.

Salary Equity - Internal Practices

When asked about equity related to internal compensation practices, a greater percentage of employees were either unsure (41.4 percent) or felt like practices were consistently applied (36.2 percent). A summary of these responses is provided in **Exhibit 3F**. The input provided during the focus groups provided additional detail from employees on specific areas of concern.

Exhibit 3F | Equity of Compensation Practices



Focus group feedback indicated a need for greater clarity and structure within the City's pay administration practices. Employees noted the transition from a step-based system to an open-range merit structure and expressed confusion regarding how COLA and merit increases are applied, how pay progression occurs, and what happens at the top of the range. Concerns regarding compression between new hires and long-tenured employees were common, as was limited flexibility to negotiate starting salaries, particularly in Police, affecting recruitment of experienced candidates.

Participants also raised concerns about the consistency and objectivity of the performance evaluation process, including perceptions of inflated ratings, scoring subjectivity, and limited impact of self-evaluations. Employees expressed interest in clearer policies for those at maximum pay, milestone-based longevity incentives, and potentially more frequent evaluation cycles to improve fairness and transparency.

Participants also identified several concerns related to certification and specialty pay practices. Public Works employees reported prior commitments for certification pay that were not implemented, while Police personnel expressed interest in expanding certification and specialty incentives, as well as exploring housing stipends similar to those offered by nearby jurisdictions. Employees also noted discrepancies in scheduled hours and overtime treatment across ranks and departments, along with inconsistencies in on-call compensation practices, contributing to perceptions of inequity in pay administration.

The final internal compensation question was related to the type of system that employees would like the City to utilize either an open range or a step system. Survey results are provided in **Exhibit 3G** and indicate a relatively divided preference between compensation structures. A slight majority of respondents (55.36 percent) selected the open range compensation system, while 44.64 percent preferred a step plan compensation system.

The near-even distribution also suggests employees may value different aspects of each system: flexibility and performance recognition under open range structures versus clarity and progression certainty under step plans. Several employees also provided additional input through a free response opportunity related to this question. A summary of their input is provided below.

- Interest in a Hybrid Model:

  The most consistent theme was support for a blended or hybrid approach that incorporates elements of both systems, such as structured base tiers tied to tenure or achievement combined with flexibility to reward high performance.

- Desire for Performance-Based Pay:

  Several respondents emphasized that compensation progression should be tied to performance, achievements, and work ethic.

- Concerns About Negotiation-Based Outcomes:

  Some employees expressed discomfort with open-range systems, perceiving that they disproportionately benefit individuals who are more comfortable negotiating with supervisors.

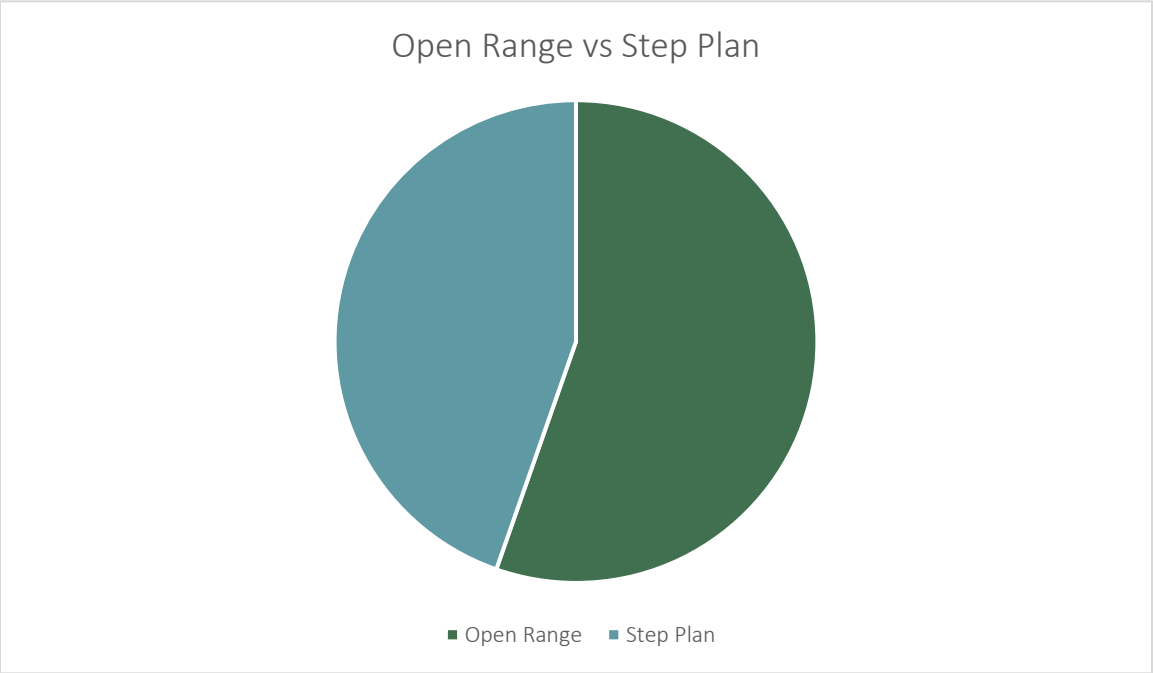
- Recognition of Tradeoffs:

  Multiple comments acknowledged that both systems have advantages and disadvantages.

- Need for Education and Transparency:

  At least one respondent noted uncertainty due to limited understanding of the compensation models, indicating that additional communication and education would be necessary regardless of structure.

Exhibit 3G | Type of Pay System – Open Range vs Step Plan



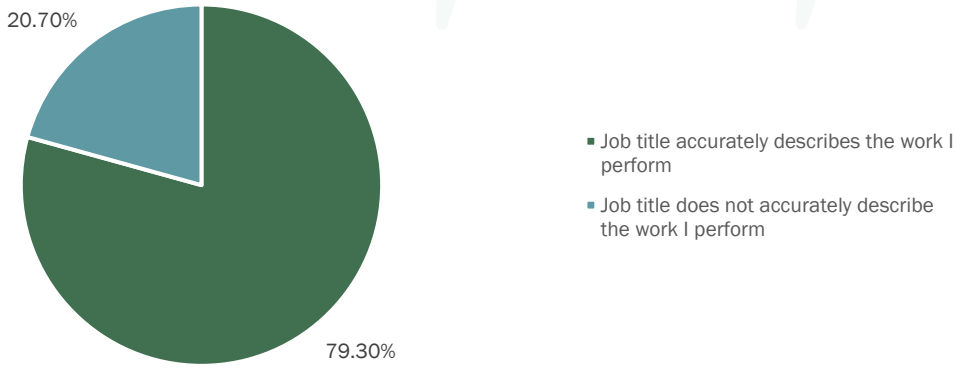
CLASSIFICATION SYSTEM

Classification issues were also central to employee feedback. The survey explored whether employees believe their job titles and descriptions accurately reflect the work they perform and whether clear opportunities for advancement exist. Focus groups further highlighted any areas of perceived inconsistencies or concerns about titles or overly broad job descriptions. This section summarizes these findings.

Accuracy of Job Titles

As shown in **Exhibit 3H**, 79.3 percent of employees reported that their job title accurately describes their work. In focus groups, employees described titles as generally aligning with their role and responsibilities. There was also a request to update titles or levels within a job family once certifications or licenses are earned.

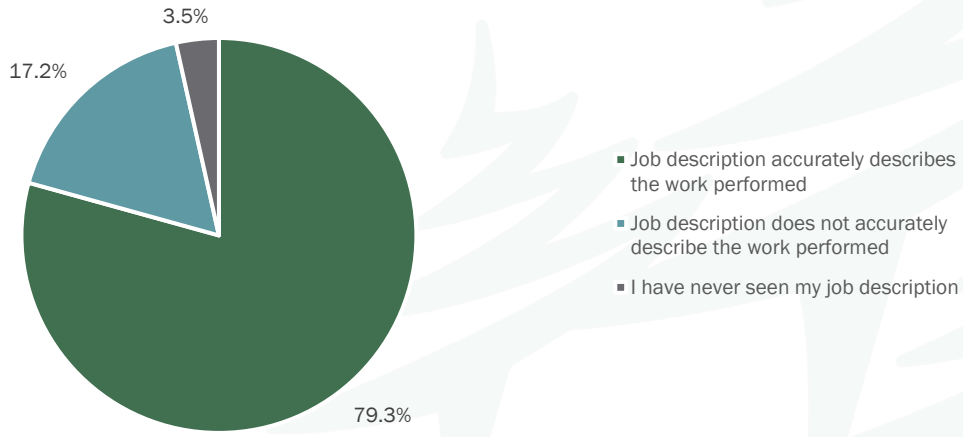
Exhibit 3H | Accuracy of Job Titles



Accuracy of Job Descriptions

Similarly, 79.3 percent indicated their job description reflects their duties, with only 3.5 percent stating that they have never seen their job description (**Exhibit 3I**). While there were some employees in the focus groups that said their descriptions did not reflect everything that they did, the general consensus was that they captured their roles and responsibilities at the appropriate level; many offered that it's hard to capture everything each employee does on a given day. The primary concern related to the job descriptions appeared to be related to alignment in the pay plans based on their roles and responsibilities rather than the descriptions themselves.

Exhibit 3I | Accuracy of Job Descriptions

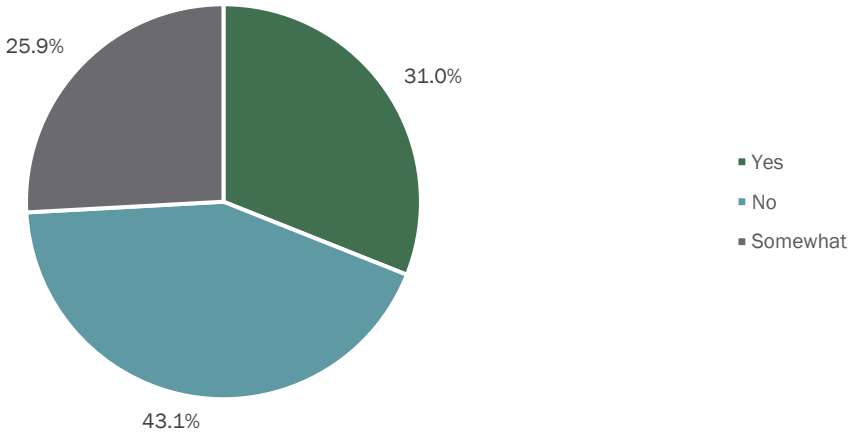


Career Advancement Opportunities

As shown in **Exhibit 3J**, 31.03 percent reported clear advancement opportunities, while 43.10 percent said that they were "somewhat" sure of how they could advance with the City. Almost 26 percent of employees do not feel that there is a clear career path for them to grow in their chosen career.

Focus group feedback highlighted a consistent need for clearer and more structured career progression pathways across multiple departments. Public Works employees expressed strong interest in formalized levels (e.g., Maintenance I–III), with similar requests raised for Utilities Operators, Building Inspectors, Planners, and Accounts Payable positions. Police personnel noted interest in additional rank distinctions to create advancement opportunities. Administrative roles were also identified as lacking defined supervisory tracks, limiting upward mobility. Overall, employees emphasized the importance of visible career ladders to support retention, motivation, and long-term workforce development.

Exhibit 3J | Career Advancement Opportunities



In addition to career ladder concerns, employees identified several structural considerations affecting classification alignment and operational efficiency. Feedback suggests that certain responsibilities, particularly within Utilities Billing, Alcohol/Excise Tax, and related administrative functions, may be

misaligned organizationally. As the City continues to grow, participants also noted the potential need for additional leadership capacity within the Finance Department. Concerns were raised regarding segregation of duties and workload distribution in billing and front-counter operations, as well as limited availability of part-time positions. Collectively, this input points to opportunities to refine the City's classification plan to better support accountability, scalability, and service delivery.

BENEFITS

Benefits represent one of the City's strongest retention tools, but employees also expressed concerns about specific aspects of the current package. The employee feedback in this section is primarily from the outreach sessions along with free response entries from the survey.

Overall, employees generally described the City's benefits package as strong and competitive. Employees value the retirement plan and view sick leave accrual as generous compared to peers. Many expressed a clear preference for maintaining separate vacation and sick leave banks rather than consolidating them into a single PTO structure. Overall, benefits were considered an important component of the City's total compensation offering.

Health Insurance

While employees appreciate having comprehensive health coverage, concerns were raised regarding high copays, deductibles, and the cost of family coverage. Participants expressed interest in expanded retirement and savings vehicles (e.g., 457 plans or enhanced 401(k) matching), as well as incentives for selecting HSA-compatible plans. Employees also indicated a desire for more convenient access to healthcare services, such as a closer health center option. Clarification is needed regarding short-term disability requirements, and several participants expressed interest in paid maternity leave beyond the current structure.

Retirement Benefits

Retirement remains a valued benefit; however, employees expressed interest in enhanced employer contributions or additional retirement plan options. Police personnel in particular raised concerns about vesting requirements and retirement age thresholds that may not align with the realities of public safety careers. Participants also inquired about potential Social Security participation or City-covered contributions and sought clarification regarding retiree benefit offerings.

Leave and Time-Off Policies

Employees identified several opportunities to refine leave administration. Starting vacation accrual, limited to one week in the first year, was viewed as low by most participants. Most groups also noted the absence of a leave cash-out option at the end of the year and requested clarification regarding holiday pay treatment, overtime eligibility, sick leave usage near holidays, and workers' compensation coordination. There is also interest in more flexible scheduling arrangements, including four 10-hour shifts or 12-hour rotations, as well as work-from-home options where operationally feasible.

On-Call and Specialty Pay Practices

Concerns were raised regarding consistency and equity in on-call compensation practices across departments. Some employees requested the ability to take City vehicles home while on call to improve response efficiency. Investigators noted the absence of standby compensation, and Police personnel expressed interest in compensation for physical fitness requirements. Collectively, these concerns reflect a broader desire for standardized and transparent specialty pay policies.

ADDITIONAL FEEDBACK

The survey and focus groups are designed to provide structured data related to employee perceptions related to compensation, classification, and benefits. However, the open discussion and free response survey questions also provide an opportunity for employees to provide additional feedback and input in their own words. The input summarized below reflects questions not explicitly asked but are deemed relevant to the study. The comments reflect a workforce that is generally committed to the organization but highlights area where employees are seeking refinements to compensation structure, advancement opportunity, and benefit design.

- Pay Transparency and Advancement
  Several respondents emphasized the need for clearer pay scales and step structures, along with transparent progression criteria. Long-tenured employees noted limited advancement opportunities over extended careers. There is interest in merit-based base pay increases and stronger differentiation between senior and newly hired employees to address perceived compression.

- Compensation Competitiveness and Cost of Living
  Many comments focused on base pay competitiveness relative to surrounding agencies and private-sector employers, particularly in light of rising cost of living. Employees in smaller departments noted that wearing multiple "hats" and assuming broader responsibilities should be reflected in compensation levels. Recruitment of high-quality officers was specifically linked to increasing starting pay and enhancing retirement flexibility.

- Benefits and Retirement Enhancements
  Some respondents compared the City's benefits unfavorably to nearby jurisdictions offering richer health coverage (e.g., full family premium coverage). Suggestions included expanded wellness benefits, retirement options allowing earlier access without penalty, reconsideration of Social Security participation, and alternative compensation for employees who waive City health coverage.

- Pay Structure Mechanics and Take-Home Pay
  At least one comment highlighted concerns about promotional increases being offset by salary classification changes that reduce overtime eligibility, resulting in minimal net pay increases.

- Professional Development and Growth
  Employees expressed interest in clearer pathways for continuing education, training opportunities, and incentives tied to certifications or educational attainment.

- Overall Sentiment
  Despite areas for improvement, several respondents expressed strong job satisfaction and appreciation for coworkers and leadership. The overarching theme suggests employees believe the City is well-positioned but would benefit from targeted adjustments to pay transparency, competitiveness, advancement structures, and benefit flexibility to strengthen retention and morale.

CONCLUSION

Survey responses and focus group discussions collectively provided a comprehensive view of how employees perceive the City's current systems. Across these sources, clear and consistent themes emerged regarding compensation, classification, and benefits. Taken together, this feedback highlights the factors that employees value, the challenges they face, and the opportunities the City has to strengthen equity, competitiveness, and retention for its workforce.

When asked what they would change if given a "magic wand," employees consistently focused on structural and compensation-related improvements rather than cultural concerns. The most frequently cited priorities included ensuring market-competitive pay that keeps pace with inflation, establishing formalized career ladders with clearly defined classification levels, and increasing staffing in high-demand service areas. Employees also emphasized the importance of flexible scheduling options, greater transparency in pay and promotion practices, consistent policies governing overtime and on-call compensation, enhanced retirement and longevity incentives, and improved communication and recognition from leadership.

Key themes by topic include:

Compensation and Market Competitiveness	• Employees expressed ongoing concern regarding pay competitiveness, compression, and the City's ability to keep pace with surrounding jurisdictions and private-sector employers. Base pay levels, starting salaries for recruitment, and longevity recognition were recurring topics.
Classification and Career Pathways	• A clear and consistent theme was the need for defined career ladders and leveled classifications across departments. Employees want visible advancement pathways tied to tenure, performance, and credentials.
Benefits	• While benefits are valued, employees raised concerns about healthcare costs, retirement structure, and long-term financial security. There is interest in expanded retirement vehicles, improved matching contributions, and clearer communication regarding benefit options.
Policy and Transparency	• Employees consistently requested clearer, more consistent policies related to pay administration, overtime, on-call practices, leave usage, and promotional processes. Transparency in how compensation decisions are made remains a priority.
Organizational Culture	Employees reported strong satisfaction with the City's culture, leadership accessibility, and sense of teamwork. Concerns are largely structural and financial rather than relational or cultural.

The concerns expressed and reported above are not unique to the City; similar issues are commonly found in many organizations. What sets the City apart, however, is its commitment to actively seeking employee input and feedback regarding its compensation and classification system. This commitment reflects a meaningful step toward ensuring that the City's practices are equitable, competitive, and responsive to employee needs.

The feedback gathered through this employee outreach process provided valuable insight into the current environment and employee perceptions. These perspectives were carefully considered in the subsequent phases of the study and informed the detailed analyses presented in the following chapters. Ultimately, this information provided context and informed the foundation for the recommendations outlined in the final chapter of this report.

04 MARKET SURVEY RESULTS

The purpose of the salary survey is to benchmark the City's compensation and benefits practices against those of its peer organizations in order to assess the City's overall competitiveness in the labor market. To conduct this analysis, Evergreen compared the pay ranges for selected benchmark positions within the City to those of comparable positions at peer organizations. In addition, Evergreen evaluated the benefits offered by peer organizations relative to those provided by the City of Flowery Branch to assess the City's overall total compensation competitiveness.

By aggregating pay range differences across all positions studied, Evergreen determined the City's relative market position. Individual employee salaries were not analyzed as part of this study, as compensation levels can vary significantly due to factors such as tenure, qualifications, and job performance. Therefore, to ensure consistency and comparability, Evergreen evaluated average pay ranges for each classification rather than individual earnings.

The findings presented in this chapter reflect market conditions at the time the study was conducted. As market dynamics can shift quickly, it is recommended that the City perform regular compensation and benefits surveys to maintain an up-to-date understanding of its competitive standing. While market rates are a critical element of compensation analysis, they are not the sole determinant for assigning classifications to salary ranges. The proposed placement of classifications in salary ranges, which is discussed in **Chapter 5**, incorporates additional considerations beyond market rates.

The market salary survey utilized data from 18 similar peer organizations and included data collection for 45 benchmark positions, along with a review of core benefit offerings. Peer agencies were selected based on several criteria including geographic proximity, services provided, and organizational size. Additionally, organizations were identified for their relevance in competing with the City for employee recruitment and retention. Data was also supplemented with a secondary data source (ERI) to gain a broader overview of the City's current market position. A list of participating peer organizations is provided in **Exhibit 4A**.

Exhibit 4A | Respondent Market Peers

Market Peers	
Brookhaven, GA	Hall County Sheriff's Office
Buford, GA	Johns Creek, GA
Cobb County Sheriff's Office	Lawrenceville, GA
Cumming, GA	Milton, GA
Duluth, GA	Murrayville, GA
Forsyth County, GA	Oakwood, GA
Forsyth County Sheriff's Office	Peachtree Corners, GA
Gainesville, GA	Suwannee, GA
Gwinnett County, GA	
Hall County, GA	

Because the data collected for the market summary was from various regions, it was necessary to adjust peer responses relative to the City of Flowery Branch for cost-of-living. For all organizations that fell outside of the City's immediate region, a cost-of-living adjustment was applied to the reported pay ranges to ensure a market average was attained in terms of the spending power an employee would have in the City's local area. Evergreen utilizes cost-of-living index information from the Council for

Community and Economic Research, which measures the relative cost of maintaining a standard of living in specific locations by considering the price of goods and services including housing, groceries, transportation, healthcare, and utilities. The overall national average for the cost-of-living index is set at 1.00; an area with an index higher than 1.00 indicates that the area has a higher cost of living than the national average, while an area with an index lower than 1.00 indicates that the cost of living is less than the national average. The cost-of-living index figures for the City and each of the respondent market peers are located in **Exhibit 4B**.

Exhibit 4B | Respondents with Cost of Living Indexes

Market Peers	Cost of Living Index
City of Flowery Branch, GA	1.000
Brookhaven, GA	0.934
Buford, GA	0.979
Cobb County Sheriff's Office	0.919
Cumming, GA	0.919
Duluth, GA	0.979
Forsyth County, GA	0.919
Forsyth County Sheriff's Office	0.919
Gainesville, GA	1.000
Gwinnett County, GA	0.979
Hall County, GA	1.000
Hall County Sheriff's Office	1.000
Johns Creek, GA	0.857
Lawrenceville, GA	0.979
Milton, GA	0.857
Murrayville, GA	1.000
Oakwood, GA	1.000
Peachtree Corners, GA	0.979
Suwannee, GA	0.979

SALARY DATA & ANALYSIS

The results in **Exhibit 4C** provide a summary of data analyzed and **4D** show the average market rates at the 60th percentile, which represent the point at which 60 percent of peer organizations pay at or below that level, when adjusted for cost of living and distribution along a bell curve. Several key elements that provide insight into how the City's current salary ranges compared to the external market can also be found in the exhibit, including:

Market Salary Range (Minimum, Midpoint, and Maximum)

The exhibit displays the average salary range minimum, midpoint, and maximum for each classification based on responses from peer organizations. These benchmarks help assess where the City's current ranges fall relative to market norms.

Percent Differentials

The percent differentials show the variance between the City's salary ranges and the market data. These comparisons provide insight into how the City's pay levels align with average market pay when adjusted for cost of living.

A positive differential indicates the City's range is above the market comparison point, suggesting a potential competitive advantage for attracking and retaining talent.

A negative differential indiciates the City's range is below the market comparison point, highlighting potential challenges in recruitment or retention for those positions.

To provide a clear summary, the final row of the exhibit includes the average percent differentials across all classifications at each range point (minimum, midpoint, and maximum).

Survey Average Range Spread

The range spread represents the percentage difference between the average minimum and maximum salaries for each classification, calculated relative to the minimum. This spread reflects the overall width of salary ranges offered by peers. The final row of the exhibit includes the average range spread across all classifications.

Survey Response Count

Each classification includes a count of survey responses received from peer organizations. At the bottom of the exhibit, the average number of responses per classification is provided to give context on the robustness of the dataset.

Job Comparability

To ensure valid comparisons, descriptions of job duties, responsibilities, and required qualifications (e.g., education, experience, certifications) were reviewed. Evergreen used a 70 percent match threshold to determine if a peer's position was comparable, meaning that at least 70 percent of the duties and qualification criteria needed to align with the City's classification. In cases of uncertainty, follow-up with peer agencies was conducted to confirm the appropriateness of the match.

Outliers

While all benchmarks are surveyed by each peer, not every peer organization possesses an appropriate match. Consequently, the benchmarks receive varying levels of response. For the purpose of this study, all positions that received less than five matches or that have more than a 40 percent differential from market peers were not considered in establishing the City's competitive position. The rationale behind these positions being excluded is that insufficient response can lead to unreliable averages that may skew the aggregated data, blurring the reality of the City's actual position in the market.

Overall, Evergreen collected more than 300 validated market data points, resulting in an average match count of 7.02 comparable organizations per classification. Of the 45 classifications surveyed, over 73 percent had sufficient peer data to be included in the final analysis. Additionally, 14 of the 17 identified peer organizations provided usable compensation data that informed the market comparison and positioning analysis. Exhibit 4C is provided below.

Exhibit 4C | Salary Survey Data Summary

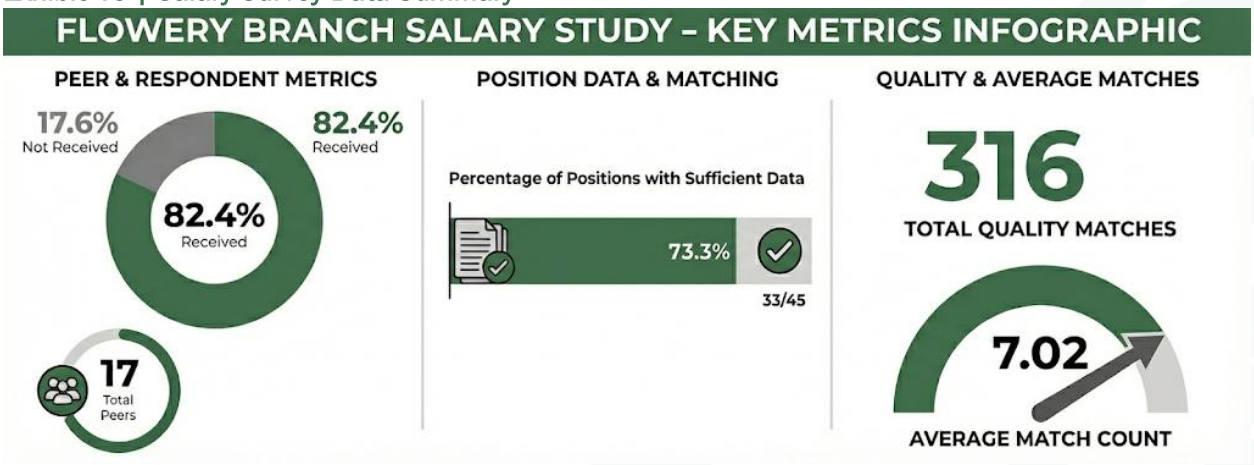


Exhibit 4D | Salary Survey Results – 60th Percentile

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff		
Accounting / Grant Manager	$70,610.98	2.8%	$90,652.61	-4.3%	$110,449.81	-8.9%	58.2%	9
Accounts Payable Technician	$46,409.25	3.7%	$59,198.71	-2.8%	$71,949.52	-7.2%	55.9%	10
Administrative Coordinator	$45,644.40	5.4%	$58,029.15	-0.8%	$70,904.94	-5.7%	54.4%	10
Assistant Municipal Court Clerk	$46,155.94	-0.2%	$59,141.17	-7.1%	$71,975.52	-11.6%	56.4%	8
Budget & Purchasing Manager	$77,191.11	-6.1%	$99,094.12	-13.2%	$120,997.13	-18.0%	57.7%	10
Building & Development Official	$75,806.78	-13.7%	$96,769.86	-20.2%	$117,732.93	-24.7%	57.7%	10
Building Inspector I	$54,037.54	6.2%	$68,971.11	-0.4%	$83,904.67	-4.9%	55.4%	9
City Clerk	$90,061.69	-16.7%	$118,614.64	-26.3%	$147,167.58	-32.6%	60.8%	9
Civil Engineer	$85,090.83	2.7%	$109,232.03	-4.4%	$132,997.64	-9.0%	58.6%	9
Code Enforcement Officer	$56,979.57	19.6%	$74,392.71	10.9%	$92,501.18	4.2%	57.5%	10
Corrections Officer	$45,726.24	22.8%	$58,445.30	16.1%	$71,052.23	11.7%	56.8%	4
Court / Police Administrator	$51,577.49	1.9%	$67,994.66	-7.9%	$84,672.54	-14.7%	61.2%	6
Department of Fun Assistant	$48,671.02	-14.2%	$62,028.61	-20.6%	$75,386.20	-24.9%	56.3%	6
Department of Fun Coordinator	$57,396.07	4.8%	$75,239.61	-4.5%	$92,602.31	-10.1%	60.0%	6
Director of Fun	$101,224.69	-5.1%	$133,603.58	-15.0%	$165,319.19	-21.1%	59.9%	7
Director of Public Works	$107,258.94	-10.9%	$140,183.10	-19.8%	$176,106.57	-27.4%	61.9%	8
Finance Director	$113,094.39	-16.2%	$146,456.85	-24.1%	$179,819.32	-29.4%	59.4%	9
Human Resources Director	$99,970.03	-3.9%	$131,191.01	-13.2%	$162,993.56	-19.7%	59.8%	9
Investigator - Property & Evidence	$48,531.58	17.6%	$61,579.05	11.7%	$74,317.20	8.0%	57.3%	6
Lieutenant	$77,514.30	-11.1%	$97,012.95	-15.7%	$118,955.26	-20.9%	55.8%	11
Operations Division Captain	$85,565.30	-11.6%	$111,474.62	-20.1%	$135,738.29	-24.6%	58.1%	8
Permit Clerk/Occupational Tax	$46,047.61	26.6%	$59,465.73	19.0%	$72,840.33	13.9%	57.3%	8
Planner I	$56,449.81	15.7%	$71,952.54	9.3%	$87,694.79	4.7%	56.6%	10
Planning & Community Development Director	$111,158.14	8.8%	$145,524.18	-0.3%	$179,890.23	-6.4%	61.9%	9
Police Chief	$120,978.44	-22.9%	$157,777.37	-31.4%	$194,598.68	-37.1%	61.5%	9
Police Investigator	$53,371.76	8.2%	$67,654.35	2.3%	$83,071.81	-3.1%	55.7%	8

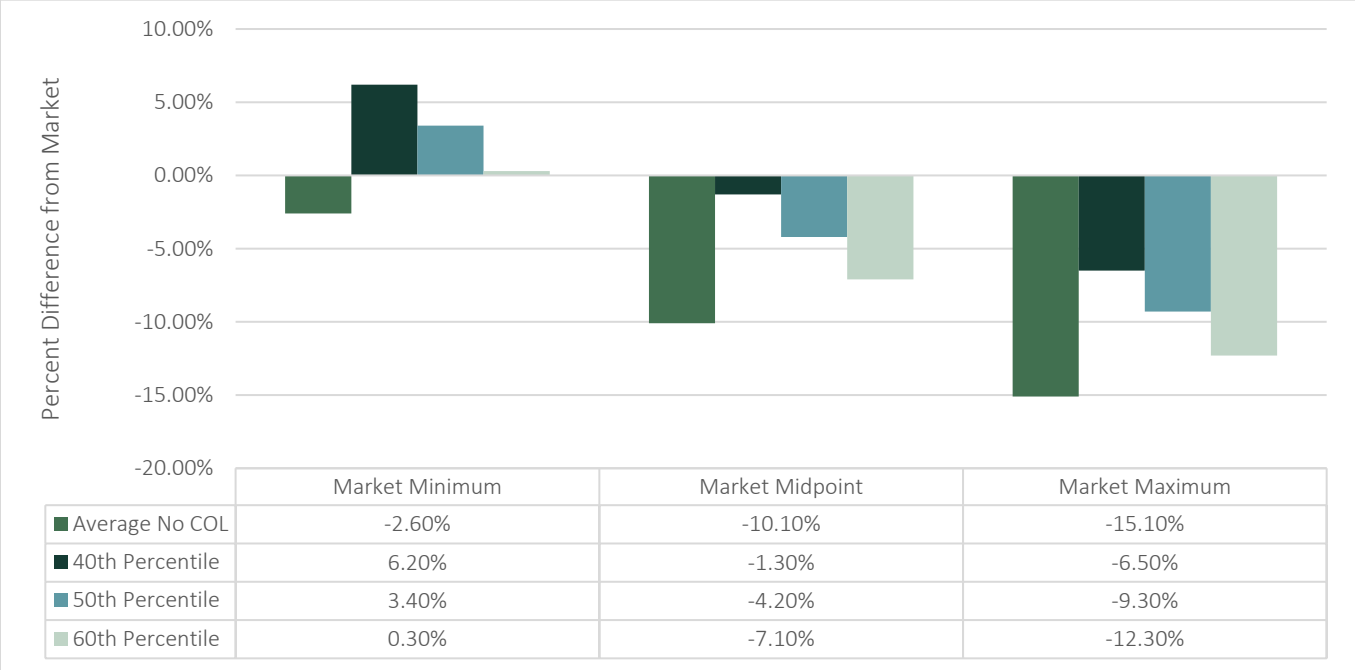
Exhibit 4D | Salary Survey Results – 60th Percentile, Continued

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	Number of Responses
	Average	% Diff	Average	% Diff	Average	% Diff		
Police Patrolman	$53,236.89	4.0%	$66,344.03	-0.2%	$81,167.53	-5.2%	51.8%	11
Police Sergeant	$65,911.19	-4.1%	$85,718.80	-12.6%	$105,526.41	-18.2%	55.9%	11
Property & Evidence Custodian / Crime Scene Technician	$46,437.82	17.6%	$60,850.73	8.4%	$75,263.63	2.3%	57.0%	9
Public Works	$41,891.34	0.8%	$52,728.51	-4.4%	$63,565.67	-8.0%	55.0%	9
Public Works Foreman / Inspector	$56,322.70	2.0%	$71,810.14	-4.4%	$87,297.58	-8.8%	56.1%	11
Purchasing Coordinator	$74,351.99	-11.8%	$97,384.38	-20.9%	$118,139.96	-25.0%	58.6%	7
Support Services Captain	$80,031.50	-4.9%	$100,904.44	-10.2%	$121,777.39	-13.9%	57.8%	6
Utility Billing Clerk	$44,625.84	16.4%	$58,013.59	8.0%	$71,401.34	2.4%	58.6%	6
Overall Average		**0.3%**		**-7.1%**		**-12.3%**	**57.8%**	**7.02**

In addition to evaluating the City's compensation structure against the 60th percentile market position, as shown in **Exhibit 4D**, Evergreen also analyzed market alignment using the simple average (not adjusted for cost of living), as well as the 40th and 50th percentiles both adjusted for the cost of living. Reviewing multiple reference points provides a broader perspective on competitiveness, allows leadership to understand positioning under varying compensation philosophies, and supports informed decision-making regarding market strategy and fiscal impact. **Exhibit 4E** provides a summary of findings at each position.

Exhibit 4E | Salary Survey Results – Market Summary

Market Position	Survey Minimum % Difference	Survey Midpoint % Difference	Survey Maximum % Difference	Survey Average Range	Flowery Branch Average Range Spread
Average (Not Adjusted for COL)	-2.6%	-10.1%	-15.1%	57.8%	39.1%
40th Percentile	6.2%	-1.3%	-6.5%		
50th Percentile	3.4%	-4.2%	-9.3%		
60th Percentile	0.3%	-7.1%	-12.3%		



The market position analysis indicates that the City is generally competitive at the minimum of its pay ranges but falls progressively behind the market at the midpoint and maximum. When compared to the simple average (not adjusted for cost of living), the City trails the market by 2.6 percent at the minimum, 10.1 percent at the midpoint, and 15.1 percent at the maximum. At the 40th percentile, the City exceeds the market minimum by 6.2 percent and is near market at the midpoint (-1.3 percent) but remains below market at the maximum (-6.5 percent).

At the 50th percentile, the City is 3.4 percent above market at the minimum but lags 4.2 percent at the midpoint and 9.3 percent at the maximum. At the 60th percentile target, alignment is aligned at

the minimum (0.3 percent above), but the gap widens to 7.1 percent below market at the midpoint and 12.3 percent below at the maximum.

Additionally, the City's average range spread (39.1 percent) is substantially narrower than the peer average (57.8 percent), limiting salary growth capacity within classifications and contributing to midpoint and maximum competitiveness challenges.

Further review of the 60th percentile, midpoint analysis, which represents the market rate for a fully proficient employee, identified a limited number of classifications positioned more than 10 percent above market. These include Permit Clerk/Occupational Tax, Corrections Officer, Investigator – Property & Evidence, and Code Enforcement Officer. This suggests these positions are currently competitively priced, and in some cases, may exceed the targeted market level.

Conversely, a larger number of classifications were found to be more than 10 percent below the 60th percentile midpoint. These include several leadership, supervisory, and professional roles such as Police Chief, Police Sergeant, Support Services Captain, Lieutenant, Operations Division Captain, Finance Director, Human Resources Director, Director of Public Works, Director of Public Utilities, Building & Development Official, Budget & Purchasing Manager, and others, as well as select technical and administrative positions. The concentration of roles below market at the midpoint, particularly within command staff and department leadership, indicates structural compression at higher levels and supports the recommendation to realign ranges to improve competitiveness for fully proficient and experienced employees.

BENEFITS DATA AND ANALYSIS

In addition to salary, employee benefits are a critical component of total compensation and play a significant role in the City's ability to recruit, retain, and support a stable workforce. Benefits can offset differences in direct pay, enhance overall compensation competitiveness, and influence employee satisfaction and long-term retention.

As part of this study, Evergreen conducted a comparative review of the City's benefits offerings relative to those provided by the peer organizations in Exhibit 4A. This analysis focuses on key elements of total rewards, including health insurance plans, retirement benefits, leave provisions, and supplemental and fringe benefits. The purpose of this review is to assess how the City's benefits package compares to the market, identify areas of competitive strength, and highlight potential gaps that may affect the City's overall compensation strategy.

The findings presented in this section reflect benefits data in effect at the time of the study and should be considered in conjunction with the salary analysis to provide a comprehensive view of the City's total compensation competitiveness.

Based on the data provided by the peer organizations, a review of organizational demographics indicates that Flowery Branch operates with a significantly higher proportion of full-time employees compared to its peer group. While peer organizations average 75.7 percent full-time and 24.3 percent part-time staffing, Flowery Branch's workforce is composed of approximately 98.5 percent full-time employees and only 1.5 percent part-time staff. This suggests that Flowery Branch utilizes proportionally more full-time employees than many peer organizations, which may have implications for benefit costs and overall personnel expenditures when compared to similarly sized municipalities.

Percentage of Total Compensation

Benefits as a percentage of total compensation represents the portion of an employee's overall compensation that is attributable to employer-provided benefits rather than direct wages or salary. Total compensation includes both direct pay (such as base salary or hourly wages) and the employer's cost of benefits, including health insurance, retirement contributions, paid leave, and other supplemental or fringe benefits.

As shown in **Exhibit 4F**, peer organizations report benefits as an average of 44.5 percent of total compensation, while Flowery Branch reports a flat dollar value of approximately $25,294 per employee. Although a direct comparison between a percentage-based measure and a per-employee dollar amount is inherently limited, the City's reported contribution reflects a substantial investment in employee benefits. This suggests that benefits represent a meaningful component of the City's total compensation package and should be considered holistically when assessing overall market competitiveness.

Exhibit 4F | Benefits as a Percentage of Total Compensation

City of Flowery Branch	Peers
$25,294	44.5%

It is important to note that this measure reflects the employer's cost of providing benefits, not the perceived value of those benefits to employees. Differences in plan design, cost-sharing, and utilization can affect how employees experience the benefits package even when the overall cost as a percentage of compensation is similar. As such, this metric provides a high-level view of total compensation strategy, while the detailed benefits analysis that follows examines the competitiveness and design of individual benefit components.

Health Insurance

Health insurance is typically the most significant and visible component of an employee benefits package. The City offers a single medical plan, while peer organizations offer a mix of plan options, including HMO, PPO, HSA, and other plan options; on average peers offered 2.3 plans.

Exhibit 4G | Health Insurance Comparisons

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average	Flowery Branch, GA
Percentage of peers offering each plan	40.0%	60.0%	20.0%	60.0%	Open Access POS
DOLLAR AMOUNT (monthly) of employee premium paid by employer	$823.67	$1,106.01	$815.26	$809.07	$1,069.02
PERCENTAGE (monthly) of employee premium paid by employer	76.4%	93.7%	100.0%	86.0%	100.0%
DOLLAR AMOUNT (monthly) of employee premium paid by employee	$170.24	$72.61	$0.00	$110.28	$0.00
PERCENTAGE (monthly) of employee premium paid by employee	23.6%	6.3%	0.0%	14.0%	0.0%
Individual Maximum Deductible In Network	$750.00	$1,180.00	$1,600.00	$2,710.00	$2,000.00
Individual Maximum Deductible Out of Network	$5,000.00	$4,325.00	$3,100.00	$5,320.00	$6,000.00

Exhibit 4G | Health Insurance Comparisons, Continued

Health Plan Premiums & Deductibles	Peer HMO Average	Peer PPO Average	Peer HSA Average	Other Plans Average	Flowery Branch, GA
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employer	$1,573.92	$1,809.68	$1,592.25	$1,423.84	$1,734.59
PERCENTAGE (monthly) of employee plus child premium paid by employer	76.4%	91.7%	100.0%	82.9%	83.2%
DOLLAR AMOUNT (monthly) of employee plus child premium paid by employee	$329.77	$149.50	$0.00	$257.48	$350.00
PERCENTAGE (monthly) of employee plus child premium paid by employee	23.6%	8.3%	0.0%	17.1%	16.8%
Employee Plus Child Maximum Deductible In Network	$1,750.00	$2,525.00	$3,200.00	$4,920.00	-
Employee Plus Child Maximum Deductible Out of Network	$10,000.00	$8,531.25	$6,200.00	$11,120.00	-
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employer	$1,663.21	$2,389.15	$1,714.90	$1,570.73	$1,794.94
PERCENTAGE (monthly) of employee plus spouse premium paid by employer	76.4%	91.2%	100.0%	83.5%	80.0%
DOLLAR AMOUNT (monthly) of employee plus spouse premium paid by employee	$353.20	$226.34	$0.00	$268.83	$450.00
PERCENTAGE (monthly) of employee plus spouse premium paid by employee	23.6%	8.8%	0.0%	16.5%	20.0%
Employee Plus Spouse Maximum Deductible In Network	$1,750.00	$2,325.00	$3,200.00	$4,920.00	-
Employee Plus Spouse Maximum Deductible Out of Network	$10,000.00	$8,531.25	$6,200.00	$11,120.00	-
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employer	$2,486.32	$3,025.74	$2,491.80	$2,299.78	$2,760.51
PERCENTAGE (monthly) of employee plus family premium paid by employer	76.4%	89.1%	100.0%	81.6%	84.7%
DOLLAR AMOUNT (monthly) of employee plus family premium paid by employee	$542.95	$337.75	$0.00	$462.06	$500.00
PERCENTAGE (monthly) of employee plus family premium paid by employee	23.6%	10.9%	0.0%	18.4%	15.3%
Employee Plus Family Maximum Deductible In Network	$1,750.00	$3,050.00	$3,200.00	$5,400.00	$6,000.00
Employee Plus Family Maximum Deductible Out of Network	$10,000.00	$10,000.00	$6,200.00	$12,320.00	$18,000.00

Flowery Branch offers fewer health plan options than its peers, providing one plan compared to a peer average of approximately 2.3 plans. The City's plan is structured as an Open Access POS and reflects

a strong employer contribution toward employee-only coverage, with the City paying 100 percent of the employee premium, placing it at or above peer contribution levels for single coverage.

For dependent coverage (employee plus child, spouse, or family), the City continues to provide a substantial employer contribution, though employees assume a greater share of premium costs compared to employee-only coverage. Deductible levels appear generally within market norms for in-network coverage but trend higher on certain out-of-network and family maximum deductibles relative to peer averages.

It is important to note that this comparison reflects price points and cost-sharing structures relative to market peers; it does not assess differences in plan design quality, provider networks, claims experience, or employee satisfaction. Overall, while Flowery Branch offers fewer plan choices than peer jurisdictions, the City demonstrates a meaningful financial commitment to health benefits, particularly for employee-only coverage, positioning benefits as a strong component of its total compensation package.

Dental & Vision Insurance

Dental and vision benefits provide important supplemental coverage and contribute to the overall competitiveness of the City's total compensation package. While these benefits typically represent a smaller portion of total compensation than health insurance, they are highly visible to employees and can influence benefit satisfaction and perceived value. A summary of the dental and vision offerings at the City and peers can be found in **Exhibit 4H**.

Flowery Branch's dental and vision offerings reflect a competitive employer contribution structure relative to peers, though plan choice remains limited. For dental coverage, most peer jurisdictions require employee-paid premiums, with only 22.2 percent offering fully employer-paid plans. The City provides two dental plan options (Low and High) and covers the full premium for employee-only coverage under the Low plan, which compares favorably to the peer average employer contribution. For dependent coverage, employees contribute toward premiums, though the City maintains a consistent employer contribution across both plan levels.

For vision coverage, a majority of peers require employees to pay premiums, while the City covers 100 percent of the employee-only premium and contributes toward dependent coverage. Overall, the City demonstrates a meaningful financial commitment to ancillary benefits, particularly for employee-only coverage. As with the health plan analysis, this comparison reflects cost-sharing and premium structures relative to peers and does not assess differences in plan quality, provider networks, or employee satisfaction.

Disability and Life Insurance

Disability insurance provides income protection for employees in the event of illness or injury that limits their ability to work. Short-term and long-term disability coverage can be an important component of a comprehensive benefits package, particularly for supporting financial stability during extended absences from work.

The City's disability insurance offerings reflect a mixed approach compared to peers. For short-term disability (STD), peer jurisdictions commonly provide employer-paid coverage, whereas Flowery Branch offers STD on an employee-paid basis, with employees bearing the full premium cost. The income replacement level (60 percent of salary) is generally consistent with market norms.

Exhibit 4H | Dental & Vision Insurance

Dental and Vision Offerings		Peer Percentage Offered	Avg Number of Plans Offered	Avg maximum monthly amount that the employee pays for employee only coverage	Avg maximum monthly amount that the employee pays for employee plus dependent coverage	Avg maximum monthly amount the employer pays for employee only coverage	Avg maximum monthly amount the employer pays for employee plus dependent coverage
Dental Insurance	Employer Paid	22.2%	1.5	-	-	$35.01	$100.09
	Flowery Branch, GA	Dental Low	1.0	$0.00	$88.75	$34.80	$34.80
	Employee Paid	88.9%	0.0	$17.57	$59.10	-	-
	Flowery Branch, GA	Dental High	1.0	$8.70	$117.07	$34.80	$34.80
Vision Plan	Employer Paid	22.2%	1	-	-	$7.73	$17.34
	Flowery Branch, GA	Vision	1.0	$0.00	$14.84	$5.85	$5.85
	Employee Paid	77.8%	1.0	$7.09	$16.79	-	-
	Flowery Branch, GA	N/A	-	-	-	-	-

For long-term disability (LTD), the City compares favorably to peers. While a majority of peer organizations provide employer-paid LTD coverage, Flowery Branch also fully funds LTD premiums for employees and provides a 60 percent income replacement level, aligning closely with market standards.

As summarized in **Exhibit 4I**, the City is competitive in long-term disability coverage but is less generous than most peers in its short-term disability funding approach. As with other benefit comparisons, this analysis reflects premium structure and income replacement levels and does not evaluate policy provisions, waiting periods, or claims experience.

Exhibit 4I | Disability Insurance

Disability Insurance	Short-Term		Long-Term	
	COFB	Peers	COFB	Peers
Employer Paid	-	100%	Yes	77.8%
Employee Paid	Yes	11.1%	-	33.3%

For life insurance, the City's offerings are aligned with common market practice. All peer organizations offer employer-paid life insurance, and the City likewise provides this benefit. The City's monthly employer cost for individual coverage is lower than the peer average, while providing a $25,000 base death benefit.

In addition, the City offers optional dependent coverage, allows employees to purchase supplemental life insurance, and provides accidental death and dismemberment (AD&D) coverage, each consistent with the majority of peer practices. Overall, the City's life insurance program reflects a standard, competitive offering within the market.

Employee Assistance Program

Employee Assistance Programs (EAPs) are a valuable component of a comprehensive benefits package, providing confidential counseling and support services to employees and their families. EAPs promote mental health, work-life balance, and overall well-being by offering short-term assistance for personal, financial, legal, or workplace-related concerns. In the public sector, where employees often face high-stress environments, EAPs serve as an important tool to support productivity, reduce absenteeism, and enhance organizational resilience.

As summarized in **Exhibit 4J**, the City offers an Employee Assistance Program (EAP), consistent with the majority of peer organizations, 87.5 percent of which provide this benefit. The City also extends EAP services to family members, aligning with common peer practice. However, the City provides three annual visits, which is below the peer average of approximately 5.3 visits. Overall, the City's EAP structure is consistent with market norms, though the number of covered visits is somewhat lower than average.

Exhibit 4J | Employee Assistance Program

EAP	Peer Percentage	Flowery Branch, GA
Is an EAP offered?	87.5%	Yes
Are benefits available to family members as well as the employee?	85.7%	Yes
Number of Annual EAP Visits Provided	5.3	3

Retirement

Flowery Branch offers two retirement plans, aligning closely with the peer average of 2.1 plans. The City's vesting schedule (five years) is slightly more favorable than the peer average of 5.6 years. While the City does not offer a COLA for retiree pensions, consistent with most peers, it does provide a disability provision within its retirement plan, which is not universally offered among comparable organizations.

The City contributes 6.0 percent of salary toward retirement, which is below the peer average employer contribution of 10.5 percent; however, employees are not required to contribute, whereas peers report an average employee contribution of 3.8 percent. Flowery Branch reported that the City participates in a State Retirement System and also offers an additional defined contribution plan (e.g., 401(a), 403(b), or 457), consistent with market practice. However, the City does not contribute to non-state supplemental retirement options, while a majority of peers do.

Regarding retiree insurance benefits, Flowery Branch does not offer health, dental, or life insurance to retirees. While only a minority of peers provide these benefits, the absence of retiree insurance coverage may influence long-term retention considerations. Overall, the City's retirement structure is competitive in certain structural areas (vesting and disability provisions), but employer contribution levels and retiree benefit offerings are comparatively more conservative than peer norms.

Leave Accrual

Similar to most municipalities, the City offers traditional sick leave and annual/vacation leave as opposed to personal leave or a consolidated paid-time-off (PTO) plan. However, sick leave accrues at a lower monthly rate than the peer average and allows for a smaller annual rollover. Similarly, annual/vacation leave accrual begins immediately but at a lower starting rate than peers, with a slightly lower maximum accrual rate and rollover cap.

As summarized in **Exhibit 4K**, While the City's leave structure is straightforward and consistent with traditional public-sector models, overall accrual rates and carryover limits are generally more conservative than peer averages. The absence of personal leave or a PTO option aligns with many smaller municipalities but offers less flexibility compared to organizations that provide consolidated leave banks. Review of peer data indicates that the few organizations offering a consolidated PTO model generally provided a lower total monthly accrual rate than the City's combined annual and sick leave accrual. The City's separate leave structure results in a higher overall leave benefit when compared to peers utilizing a single PTO bank.

Exhibit 4K | Leave Accrual

Leave Accrual	Organization	Minimum Accrual Rate (Monthly)	Years to Begin Accrual	Maximum Accrual Rate (Monthly)	Years to Achieve Maximum Accrual Rate	Maximum Allowed to Roll Over to Following Year
Sick Leave	Peer Percentage Yes/Average	6.5	0.0	6.5	0.0	78.4
	Flowery Branch, GA	4.3	0	4.3	0.0	52
Annual/Vacation Leave	Peer Percentage Yes/Average	7.4	0.0	14.3	14.2	171.736
	Flowery Branch, GA	3.1	0.0	12.3	10.0	147.6

A comparison of sick leave policies indicates that the City's sick leave payout policy aligns with the majority of peers in that unused sick leave is not paid out upon either voluntary or involuntary separation. Additionally, unlike approximately 28.6 percent of peer organizations, the City does not allow unused sick leave to count toward retirement service credit. Overall, the City's sick leave separation provisions are conservative but consistent with common market practice.

With respect to annual/vacation leave, the City provides payout upon voluntary separation, consistent with 85.7 percent of peers. Notably, Flowery Branch reported a maximum payout of 450 hours, which exceeds the average maximum of 240 hours, reflecting a more generous payout cap. However, unlike most peers, the City does not provide payout upon involuntary separation. Overall, the City's vacation payout structure is competitive in voluntary separation scenarios but more restrictive in involuntary separation situations.

Holidays

Flowery Branch's holiday schedule generally aligns with common public-sector practice, observing all major federal holidays that are offered by 100 percent of peers, including New Year's Day, Martin Luther King Jr. Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. The City also observes Veterans Day, the day after Thanksgiving, and Christmas Eve, consistent with the majority of peer organizations.

In addition, Flowery Branch provides certain holidays that are less commonly observed among peers, such as Good Friday, a personal holiday, and an employee birthday holiday (earned after 90 days of employment). Conversely, the City does not observe Juneteenth, Presidents Day, Washington's Birthday, Columbus Day, or Inauguration Day, which are offered by a minority of peers. Overall, the City's holiday package is competitive and includes several enhanced or flexible elements beyond the most commonly observed federal holidays.

Other Benefits

Additional data was collected on areas of longevity pay and tuition assistance. The City offers merit-based salary increases, aligning with the majority of peer organizations (71.4 percent) that utilize merit raises as part of their compensation strategy. The City does not provide longevity pay, which is offered by approximately half of peer jurisdictions, nor does it offer additional merit-based bonuses, which are relatively uncommon among peers.

Approximately 67 percent of peer organizations offer tuition reimbursement, with an average annual reimbursement limit of $3,583. Flowery Branch does not currently offer a tuition reimbursement program. While not universally provided, tuition assistance is a common workforce development tool among peer municipalities and may influence recruitment, retention, and professional advancement opportunities.

Summary of City Manager Contractual Benefits

City Manager salaries among the surveyed peers range from approximately $138,000 to $341,250, with most municipalities clustering between $230,000 and $300,000. Compensation is typically fully negotiated or established by contract, with only limited instances of placement within a structured salary range. Vehicle benefits are standard practice and are commonly provided through either a city-owned/assigned vehicle or a monthly allowance generally ranging from $650 to $923 per month, with some jurisdictions structuring the benefit annually or per pay period.

Additional executive benefits frequently include employer-paid health and disability coverage, retirement contributions (including enhanced 457 or 457(f) plans in some cities), cell phone allowances, and in limited cases, supplemental vacation or civic membership allowances.

Compensatory time practices vary considerably; several jurisdictions do not provide comp time for executive-level employees, while others allow limited accrual in lieu of overtime, often subject to caps. Overall, the data reflects that City Manager compensation packages are largely individualized, negotiated arrangements that combine base salary with vehicle support and select executive-level benefit enhancements. The provided data is summarized in **Exhibit 4L**.

Exhibit 4L | City Manager Comparisons

Executive Compensation Summary: Flowery Branch & Peer Organizations

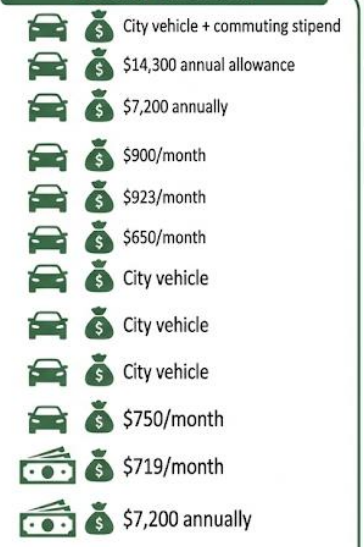
City Manager (CM) Salary



Salary Structure

Buford	Set by Commission
Duluth	Contract
Forsyth County	Negotiated
Gainesville	Negotiated
Hall County	Fully negotiated
Johns Creek	Within salary range
Lawrenceville	Fully negotiated
Milton	Not graded
Oakwood	Fully negotiated
Peachtree Corners	Fully negotiated
Suwanee	Negotiated

Vehicle / Allowance



Additional Executive Benefits & Comp Time

	Additional Executive Benefits	Comp Time Offered?
Buford, GA	100% employer-funded pension	No
Duluth, GA	160 hrs vacation	Yes (80 hr cap)
Forsyth County	Standard benefits	Yes
Gainesville, GA	Cell phone; 6% 457b contribution	Limited
Hall County	Family medical/dental covered	No
Johns Creek, GA	Standard benefits	No
Lawrenceville, GA	Standard benefits	Yes (40 hr cap)
Milton, GA	Standard benefits	No
Oakwood, GA	Company phone	Yes (480 hr cap)
Peachtree Corners, GA	Cell phone; 457f contribution	No
Suwanee, GA	Cell phone allowance	Yes (varies by employee type)

The City's overall benefits package is competitive in several key areas but more conservative in others when compared to peer municipalities. The City demonstrates a strong employer contribution toward health insurance, particularly for employee-only coverage, and provides standard dental, vision, life insurance, long-term disability, and retirement benefits consistent with common public-sector practice. The City also maintains a traditional leave structure with separate sick and vacation accruals, which in aggregate compares favorably to the minority of peers that offer consolidated PTO models.

However, the City offers fewer health plan options than peers, does not provide tuition reimbursement, does not offer longevity pay, and does not provide retiree insurance benefits. Employer retirement contributions are lower than the peer average, though employees are not required to contribute. Leave accrual rates and rollover caps are generally more conservative than peer averages, and short-term disability coverage is employee-paid rather than employer-funded, which differs from common market practice.

MARKET AND BENEFITS SUMMARY

The relative position of a classification's pay range compared to the market should not be interpreted as a direct reflection of actual employee salaries; however, these differences may help explain challenges related to employee recruitment and retention.

The main findings of the market analysis can be summarized as follows:

Comparison with Market Peers	• The pay range comparison to the City's market peers yielded mixed results. Some positions showed positive differentials, while others reflected negative differentials. Approximately half of the positions surveyed were within 10 percent of the market at the midpoint, either above or below. Overall, the City's midpoint is about 7.1 percent below its peers at the 60th percentile.
Range Spreads	• The overall average range spread across market peers surveyed was approximately 57.8 percent, while the average range spread for City positions was 39.1 percent. While the City is roughly aligned with peers at the minimums on average, the City loses that edge in maintaining competitive salaries at the midpoint and maximum points of salary ranges due to narrower range spreads than market peers.
Benefits	• Overall, the City's benefits program reflects a stable and solid core package with strong employer support in health coverage, but with opportunities to enhance competitiveness in areas such as retirement contributions, professional development benefits, and select leave and disability provisions.

The findings presented in the market and benefits chapter play a critical role in shaping the recommendations developed by Evergreen. By clearly establishing the City's compensation position relative to its peer organizations, these results provide the necessary context to inform strategic recommendations that support the City in achieving its desired level of market competitiveness.

05 RECOMMENDATIONS

Following a comprehensive review of the data and information gathered throughout this study, Evergreen developed a series of recommendations designed to strengthen the City's classification and compensation systems. The recommendations are intended to ensure internal equity, reinforce external competitiveness, and support the organization's ability to attract, retain, and reward qualified employees in an increasingly competitive labor market.

This chapter presents findings and recommendations in three major areas: Classification Plan, Compensation Plan, and Plan Administration. Together, they provide a framework for establishing and maintaining a fair, transparent, and sustainable system for managing employee pay and position structure.

CLASSIFICATION RECOMMENDATIONS

A well-designed classification system serves as the foundation of every effective compensation and human resources framework. It defines how work is organized, clarifies reporting relationships, and ensures that similar work is recognized and compensated consistently. A current and accurate classification structure also supports workforce planning, career development, and pay equity across the organization.

Evergreen's classification review focused on determining whether the City's existing titles and job descriptions accurately reflected the work being performed and whether the system provided sufficient consistency and alignment across departments. The analysis relied heavily on data collected through the Job Assessment Tool (JAT), which provided employees with the opportunity to describe their primary duties, decision-making authority, supervisory responsibility, resources managed, technology use, risks, and required knowledge and experience. Supervisors were asked to review and validate these submissions for accuracy and completeness. When JAT data were not available, existing job descriptions were used as reference documents.

The review process allowed Evergreen to evaluate how each position functions in practice and to identify any inconsistencies or outdated information that may affect role alignment, pay decisions, or compliance with the Fair Labor Standards Act (FLSA). There was a high level of participation in the JAT process.

- 90.6 percent of employees completed the JAT
- 91.3 percent of supervisors completed the supervisory review
- 97.7 percent of the classifications received organizational input and review

Finding

The City's internal alignment of positions was found to be generally appropriate in terms of the relative level and nature of work performed. However, there were a limited number of position titles that did not consistently reflect the actual level or scope of work assigned. This misalignment appears to stem, in part, from growth or priority changes over time, and the need to allow for succession planning where appropriate.

The City's recent efforts to review and update job descriptions were noted and are viewed as a positive administrative process; however, further refinement may be needed to define job families and opportunities for employees to grow in their chosen career.

Recommendation 1: Implement a structured classification system and reclassify positions appropriately; provide guidance to department leaders regarding the new classification structure while maintaining central authority within Human Resources.

The City should implement a structured classification system for all employees to clearly define and differentiate position levels for both current and future roles. This system should establish consistent criteria for classification placement and support internal equity, transparency, and long-term sustainability.

Specifically, the City should:

- Adopt a formal classification framework (**Exhibit 5A**) that clearly defines broad classifications based on factors such as scope of responsibility, decision-making authority, complexity, and impact.
- Ensure all positions are aligned with the appropriate classifications and levels based on role and responsibilities, not incumbent service years or compensation history.
- Develop a framework to describe the intent and meaning of each classification and level, noting that this guidance defines classification parameters rather than individual position duties.
- Maintain classification authority within Human Resources and City Manager's offices to ensure consistent application of classification standards.

Exhibit 5A | Proposed Classification Framework

Department	Classification Level	Titles	General Scope of Responsibility
Citywide	Executive Leadership	City Manager	Provides overall executive leadership, strategic direction, policy implementation, and organizational oversight for the City.
	Executive Leadership	Assistant City Manager	Supports executive leadership; oversees departments, major initiatives, and cross-functional operations.
Administration	Department Director	Finance Director; Human Resources Director; Director of Fun; City Clerk	Leads major administrative functions including finance, HR, recreation/programming, and statutory records management. Responsible for policy compliance, operational management, and strategic planning within assigned functional area.
	Managerial	Budget & Purchasing Manager; Accounting / Grant Manager	Manages core financial operations including budgeting, procurement, accounting, and grant administration.

Exhibit 5A | Proposed Classification Framework, Continued

Department	Classification Level	Titles	General Scope of Responsibility
Administration	Coordinator	Tax Coordinator; Purchasing Coordinator; Department of Fun Coordinator	Coordinates specialized programs or operational areas; ensures compliance, workflow oversight, and service delivery.
	Technical / Administrative	Utility Billing Technician I–II; Accounts Payable Technician; Accounts Receivable Technician	Performs transactional financial operations, account management, billing, receivables, and customer service functions.
	Administrative Support	Department of Fun Assistant	Provides clerical, logistical, and program support services.
Municipal Court	Managerial	Court / Police Administrator	Oversees court operations, records management, and coordination between court and law enforcement functions.
	Technical / Administrative	Assistant Municipal Court Clerk	Processes citations, maintains court records, and supports court proceedings and public inquiries.
Planning & Community Development	Department Director	Planning & Community Development Director	Leads planning, zoning, inspections, engineering, and development services operations.
	Professional	Building Official; Civil Engineer; Planner I	Performs professional-level planning, engineering, and code administration responsibilities requiring technical expertise.
	Technical / Inspection	Building Inspector I–II; Permit Clerk / Occupational Tax	Conducts inspections, enforces codes, processes permits, and provides regulatory customer service.
	Administrative Support	Administrative Coordinator	Provides operational and administrative support to department leadership and staff.
Public Safety	Executive Command	Police Chief; Deputy Chief	Provides strategic and operational leadership for the Police Department; oversees departmental policy, compliance, and public safety strategy.
	Command Staff	Operations Division Captain; Support Services Captain; Lieutenant	Manages divisions, operational units, and major program areas; responsible for tactical and administrative oversight.
	First-Line Supervision	Police Sergeant	Directly supervises patrol or investigative personnel; responsible for daily operational oversight.

Exhibit 5A | Proposed Classification Framework, Continued

Department	Classification Level	Titles	General Scope of Responsibility
Public Safety	Sworn Officer	Police Patrolman; Police Investigator	Performs law enforcement, investigative and patrol duties.
	Technical / Specialized	State Certifications Manager; Property & Evidence Custodian / Crime Scene Technician; Code Enforcement Officer	Manages training compliance, evidence handling, forensic processing, and specialized administrative functions, and code enforcement duties.
	Non-Sworn Officer	Uncertified Police	Attends basic law enforcement academy.
Public Works	Department Director	Director of Public Works	Leads infrastructure maintenance, capital improvements, fleet, and public facilities operations.
	Supervisor	Public Works Foreman / Inspector	Supervises field crews; oversees inspection and quality control functions.
	Skilled / Field Operations	Maintenance Worker	Performs roadway, facilities, and infrastructure maintenance activities.
	Supervisor	Senior PW Corrections Supervisor; PW Corrections Supervisor	Oversees inmate labor crews; responsible for safety, compliance, and work program management.
Public Utilities	Department Director	Director of Public Utilities	Leads water and wastewater treatment operations, regulatory compliance, and capital planning.
	Lead / Supervisory	Lead Operator; Maintenance Lead	Oversees daily plant operations or maintenance crews; ensures compliance and operational efficiency.
	Licensed Operator	Operator I–IV; Lab Operator Assistant	Performs water and wastewater treatment operations, or laboratory support duties at progressively higher levels of certification and responsibility.
	Skilled Maintenance	Maintenance Operator I–II	Performs mechanical and infrastructure maintenance of utility systems.
	Entry / Trainee	Operator in Training; Maintenance Trainee	Performs supervised operational, maintenance duties while gaining certification or experience.

Recommendation 2: Update classification titles to reflect appropriate title and level of work.

Establishing consistent, leveled titles that allow for succession planning and align with the role and type of work will improve transparency and support structured advancement pathways. Updated titles should be standardized across departments where appropriate, reflect market norms, and clearly communicate both functional area and organizational level. **Exhibit 5B** includes a listing of the recommended title changes.

Exhibit 5B | Proposed Classification Title Changes

Classification	Recommended Title
Utility Billing Clerk	Utility Billing Technician I
NEW CLASSIFICATION	Utility Billing Technician II
Building & Development Official	Building Official
NEW CLASSIFICATION	Uncertified Police
Investigator - Property & Evidence	Police Investigator
NEW CLASSIFICATION - Police Dept.	Police Deputy Chief
Public Works	Maintenance Worker
Corrections Officer	PW Corrections Supervisor
Corrections Officer Supervisor	Senior PW Corrections Supervisor

Recommendation 3: Conduct annual reviews and updates of job descriptions and Fair Labor Standards Act (FLSA) exemption statuses to ensure continued alignment with duties and responsibilities.

To maintain the accuracy, compliance, and usefulness of its classification system, the City should continue its efforts to review and update job descriptions and formalize this practice through an annual review cycle.

This process should:

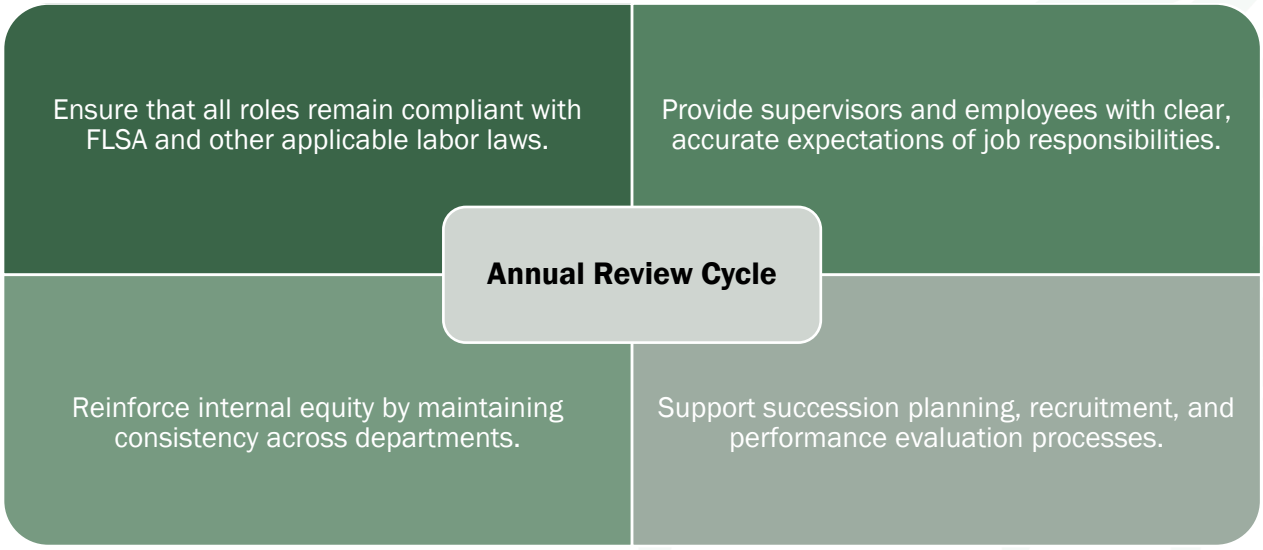
- Confirm that essential duties accurately reflect the work currently performed.
- Reassess FLSA exemption status to account for changes in job duties, regulatory guidance, or organizational structure.
- Incorporate supervisor and Human Resources review to ensure accuracy, consistency, and compliance.

Job duties evolve over time due to organizational changes, technology, and regulatory requirements. Regular job description review supports compliance with the Fair Labor Standards Act, strengthens classification and compensation decisions, and reduces organizational risk. Formalizing this process will help ensure the City's classification system remains current, defensible, and aligned with operational needs.

A simple, structured review process, ideally tied to annual performance cycles, will help sustain the accuracy and defensibility of the City's classification framework over time.

Exhibit 5C identifies tasks that are often supported by implementing an annual review cycle.

Exhibit 5C | Job Description Review Process



COMPENSATION RECOMMENDATIONS

A well-structured compensation system complements a sound classification plan by ensuring that pay levels are equitable, competitive, and aligned with organizational values and objectives. A thoughtfully designed pay structure supports employee motivation, reduces turnover, and reinforces fairness across the workforce.

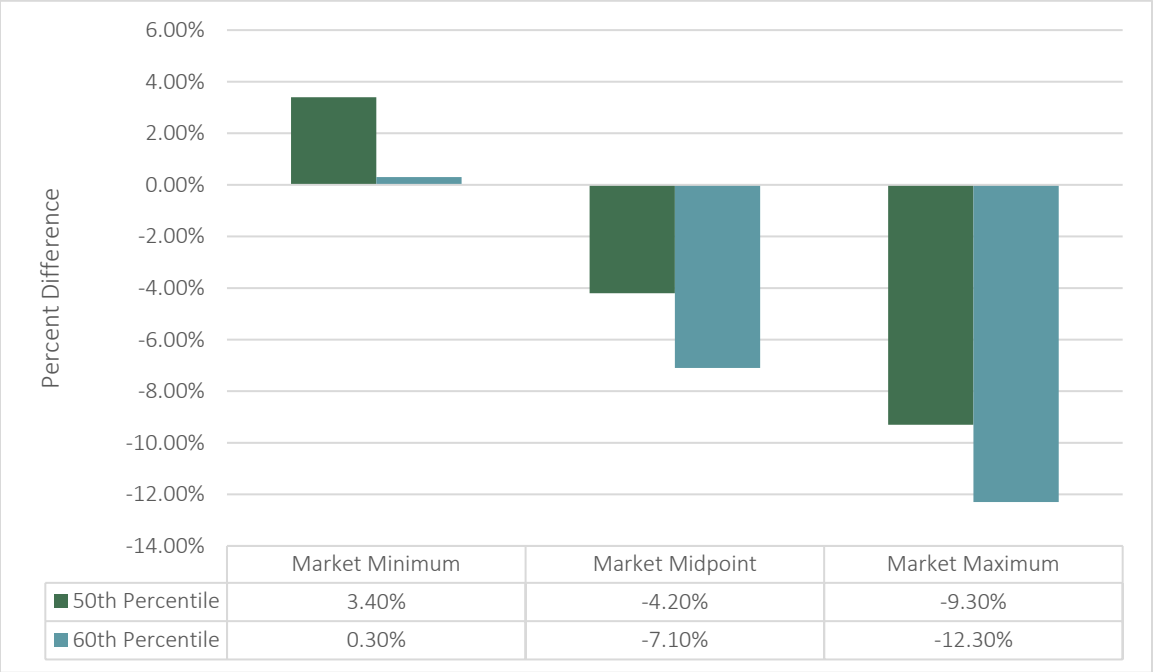
When developing a pay plan, Evergreen evaluates three primary factors, the Assessment of Current Conditions (AOCC) findings, market data, and the organization's compensation philosophy. Findings from the AOCC are first reviewed to assess whether range spreads align with best practices and to identify issues such as pay compression; market data is then analyzed to determine appropriate minimums, maximums, and overall range adjustments needed to stay competitive; and finally, the proposed structure is refined to reflect the organization's compensation philosophy, ensuring alignment with leadership priorities, fiscal responsibility, and long-term talent goals.

Finding

Evergreen evaluated the City's external market position, adjusted for regional cost-of-living differences, at both the 50th percentile (market median) and the 60th percentile of public sector market peers. This analysis provides leadership with a clear understanding of how the City's compensation structure aligns with its competitive labor market and the potential implications of positioning at different target percentiles. Examining multiple market targets allows for informed decision-making regarding recruitment, retention, and overall compensation strategy.

Market analysis, as shown in **Exhibit 5D**, indicated that while the City's salary structure is competitive at the entry level, it falls progressively behind the market at higher points within the ranges. At the 50th percentile, the City is approximately 3.4 percent above market at the minimum, but 4.2 percent below market at the midpoint and 9.3 percent below market at the maximum. When evaluated against the more competitive 60th percentile, the City aligns closely with the market minimum (0.3 percent above), but lags at the midpoint (-7.1 percent) and maximum (-12.3 percent).

Exhibit 5D | City's Market Position at the 50th and 60th Percentile



	Market Minimum	Market Midpoint	Market Maximum
50th Percentile	3.40%	-4.20%	-9.30%
60th Percentile	0.30%	-7.10%	-12.30%

Additionally, the City's average range spread of 39 percent is considerably narrower than the peer average of 57.8 percent, limiting salary growth potential within classifications. This compression within ranges reduces long-term earning opportunity and contributes to competitiveness challenges at the midpoint and maximum. These findings support the recommendation to update the salary pay plans to better align with a 60th percentile market position and to broaden range spreads to improve internal progression and external competitiveness.

The types of work that were generally found to be behind market by more than 10 percent at both the 50th and 60th percentile were maintenance operators, senior level professional, and leadership roles.

Recommendation 4: Maintain the current three plan compensation structure, aligned at the 60th percentile, with a wider range spread to allow for internal growth and to be competitive throughout the pay range.

The updated pay plans are intended to address the City's current organizational and market needs while providing a scalable framework that can adapt to future growth, new classifications, and evolving market conditions.

The proposed structure for all employees is shown in **Exhibit 5E**.

Exhibit 5E | Proposed Pay Plans

GENERAL PAY PLAN

	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
General Pay Plan	101	$41,650.00	$51,021.25	$60,392.50	45.0%	-
	102	$43,732.50	$53,572.31	$63,412.13	45.0%	5.0%
	103	$45,919.13	$56,250.93	$66,582.74	45.0%	5.0%
	104	$48,215.08	$59,063.47	$69,911.87	45.0%	5.0%
	105	$50,625.84	$62,016.65	$73,407.47	45.0%	5.0%
	106	$53,157.13	$65,117.48	$77,077.84	45.0%	5.0%
	107	$55,814.98	$68,373.35	$80,931.72	45.0%	5.0%
	108	$58,605.73	$71,792.02	$84,978.31	45.0%	5.0%
	109	$61,536.02	$75,381.62	$89,227.23	45.0%	5.0%
	110	$64,612.82	$79,150.70	$93,688.59	45.0%	5.0%
	111	$67,843.46	$83,108.24	$98,373.02	45.0%	5.0%
	112	$71,235.63	$87,263.65	$103,291.66	45.0%	5.0%
	113	$74,797.42	$91,626.83	$108,456.26	45.0%	5.0%
	114	$82,277.16	$100,789.52	$119,301.88	45.0%	10.0%
	115	$90,504.87	$110,868.47	$131,232.06	45.0%	10.0%

PUBLIC SAFETY PAY PLAN

	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Public Safety Pay Plan	201	$48,500.00	$59,412.50	$70,325.00	45.0%	-
	202	$55,500.00	$67,987.50	$80,475.00	45.0%	14.4%
	203	$58,275.00	$71,386.88	$84,498.75	45.0%	5.0%
	204	$61,188.75	$74,956.22	$88,723.69	45.0%	5.0%
	205	$64,248.19	$78,704.03	$93,159.88	45.0%	5.0%
	206	$67,460.60	$82,639.23	$97,817.87	45.0%	5.0%
	207	$70,833.63	$86,771.19	$102,708.76	45.0%	5.0%
	208	$74,375.31	$91,109.75	$107,844.20	45.0%	5.0%
	209	$78,094.07	$95,665.24	$113,236.40	45.0%	5.0%
	210	$81,998.78	$100,448.50	$118,898.23	45.0%	5.0%
	211	$86,098.72	$105,470.93	$124,843.14	45.0%	5.0%
	212	$90,403.65	$110,744.47	$131,085.29	45.0%	5.0%

Exhibit 5E | Proposed Pay Plans, Continued

EXECUTIVE PAY PLAN

	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
Executive Pay Plan	301	$75,000.00	$91,875.00	$108,750.00	45.0%	-
	302	$82,500.00	$101,062.50	$119,625.00	45.0%	10.0%
	303	$86,625.00	$106,115.63	$125,606.25	45.0%	5.0%
	304	$90,956.25	$111,421.41	$131,886.56	45.0%	5.0%
	305	$95,504.06	$116,992.48	$138,480.89	45.0%	5.0%
	306	$100,279.27	$122,842.10	$145,404.94	45.0%	5.0%
	307	$110,307.19	$135,126.31	$159,945.43	45.0%	10.0%
	308	$121,337.91	$148,638.94	$175,939.97	45.0%	10.0%
	309	$133,471.70	$163,502.84	$193,533.97	45.0%	10.0%
	310	$146,818.87	$179,853.12	$212,887.36	45.0%	10.0%

As shown, the proposed pay plans introduce expanded range spreads from 39 percent to 45 percent, increasing the long-term earning potential within each grade. The midpoint progression is primarily set at five percent between grades and 10 percent at the upper levels of the general pay plan to allow for proper alignment of classifications. In the public safety plan, the initial pay grade of 201 is intended for non-sworn recruit positions with a 19.4 percent midpoint progression to properly align the sworn
patrol officer assigned at pay grade 203. The executive pay plan's midpoint progression varies between five and 10 percent to appropriately align the leadership classifications without creating multiple unassigned grades. A 45 percent range spread allows for more differentiation between developing and proficient employees and improves retention of both experienced and high performing employees.

At this time, Evergreen does not recommend expanding the pay range spread beyond 45 percent. Instead, a two-phased implementation approach is recommended. After the new structure has been in place for two to three years, the City should evaluate the fiscal impact and operational effectiveness of the revised plan and assess the feasibility of expanding range spreads to 50 percent to better align with market practice, without artificially inflating salary bands.

A 50 percent range spread would more appropriately support the size, service complexity, and career progression needs of a municipality of Flowery Branch's size. However, expanding immediately to a 57–60 percent spread, which is more common in larger or more complex organizations, may not be operationally necessary or fiscally sustainable at this time.

Given that the structural changes may affect the perception of fairness and given the employees' request of improved communication and transparency, the City should plan to develop a communication plan that does the following:

- Provides side-by-side examples of old vs. new pay plans
- Explains expanded range spread benefits
- Clarifies how placement decisions were made
- Reinforces long-term growth opportunity within grades

Transparent communication is critical to employee confidence in the new system.

Recommendation 5: Slot all classifications into the appropriate pay grade based on internal equity, hierarchy, and market findings.

All classifications should be slotted into the appropriate pay grades based on the results of the internal classification analysis and the market study.

This process should:

- Reflect the relative level, scope, and complexity of work performed.
- Align positions to pay ranges that are consistent with market value at the 60th percentile.
- Ensure internal equity across similarly situated roles while maintaining appropriate differentiation between levels.

In making these determinations, Evergreen considered both internal equity and external market alignment, applying a linear regression model to identify how internal job value corresponds with market pay levels. This analysis ensured that each position was placed within the structure based on objective, data-driven criteria. In addition to quantitative analysis, qualitative factors such as career progression, organizational hierarchy, and future needs were also considered. **Exhibit 5F** presents the recommended pay grade assignments for all classifications.

Exhibit 5F | Proposed Pay Grade Assignment by Recommended Title

Recommended Title	Proposed Grade
Maintenance Trainee	101
Operator in Training	101
Department of Fun Assistant	102
Maintenance Worker	102
Maintenance Operator I	102
Operator I	102
Maintenance Operator II	103
Operator II	103
Tax Coordinator	104
Utility Billing Technician I	104
Assistant Municipal Court Clerk	104
Operator III	104
Accounts Payable Technician	105
Accounts Receivable Technician	105
Utility Billing Technician II	105
Administrative Coordinator	105
Operator IV	105
Lab Operator Assistant	106
Court / Police Administrator	106
PW Corrections Supervisor	107
Public Works Foreman / Inspector	108
Building Inspector I	108

Exhibit 5F | Proposed Pay Grade Assignment by Recommended Title, Continued

Recommended Title	Proposed Grade
Senior PW Corrections Supervisor	108
Maintenance Lead	108
Department of Fun Coordinator	109
Building Inspector II	109
Permit Clerk/Occupational Tax	109
Purchasing Coordinator	111
Planner I	111
Lead Operator	111
Accounting / Grant Manager	113
Budget & Purchasing Manager	113
Building Official	113
Civil Engineer	115
Uncertified Police	201
Property & Evidence Custodian / Crime Scene Technician	202
State Certification Manager	202
Code Enforcement Officer	202
Police Patrolman	203
Police Investigator	204
Police Sergeant	206
Police Lieutenant	208
Operations Division Captain	210
Support Services Captain	210
Police Deputy Chief	212
City Clerk	302
Director of Fun	307
Human Resources Director	307
Finance Director	308
Planning & Community Development Director	308
Police Chief	308
Director of Public Works	308
Director of Public Utilities	308
Assistant City Manager	309
City Manager	UNG

Implementation Strategy

In collaboration with City leadership, Evergreen evaluated multiple implementation strategies to identify an approach that aligns with the City's compensation philosophy while remaining fiscally sustainable. The selected strategy is designed to be structured, equitable, and transparent, ensuring

consistent application across departments and preserving appropriate internal alignment throughout the transition process.

The City has valued relevant prior experience when determining starting salaries, allowing flexibility to recruit qualified candidates in competitive labor markets. This practice supports talent acquisition and reflects the City's compensation philosophy.

The implementation strategy should preserve this approach by allowing placement within the salary range based on directly related experience, certifications, and qualifications rather than defaulting to minimum placement. Placement should also avoid relying solely on a time-parity approach, ensuring compensation decisions reflect experience, competency, and market value.

Based on discussions with City leadership, Evergreen recommends that individual employee salaries be transitioned according to the following methodology:

- Employees below the new minimum will be adjusted upward to at least the new minimum of the assigned grade.
- Employees currently within the new range will be placed at the closest comparable compa-ratio position to maintain internal equity and preserve their relative position within the structure.
- Employees above the new maximum, if any, will be red-circled and held at their current rate until range movement or future adjustments bring them back within the band.

This cross-walk approach ensures no employee experiences a reduction in pay, maintains equitable salary relationships across the workforce, and supports a defined transition to the updated compensation framework.

The City Manager's position is often a contracted position with a negotiated salary. Considerations for this position's salary should be a balanced evaluation of external market competitiveness, the individual's demonstrated executive experience, and internal alignment within the City's compensation structure. As the chief administrative officer, the position must be appropriately differentiated from all other classifications to reflect its scope of authority, organizational accountability, and strategic responsibility. In addition to benchmarking against comparable municipalities, the City should ensure the City Manager's salary maintains clear separation from the highest-paid professional or department director role to avoid compression and preserve organizational hierarchy.

Recommended Considerations:

- Market Alignment: Position the City Manager's salary at or above the targeted market percentile (e.g., 60th percentile) of comparable municipalities adjusted for size, complexity, and service scope.
- Internal Equity: Maintain a minimum differential of 10–15 percent above the highest-paid non-elected professional position (e.g., Assistant City Manager, Director or Police Chief) to preserve appropriate executive distinction and reduce compression risk.
- Formula-Based Safeguard: Establish a policy that the City Manager's base salary shall not fall below a defined percentage (e.g., 10–15 percent) above the highest paid department director or executive-level classification, with automatic review if subordinate salaries are adjusted.
- Cost of Living Adjustments: Ensure the City Manager receives cost-of-living adjustments consistent with those provided to other executive leadership positions to maintain structural alignment over time.

This structured, formula-driven approach promotes transparency, preserves organizational hierarchy, and supports long-term market competitiveness.

For purposes of this study and the development of budget projections, the City Manager's salary has been adjusted using a formula-based approach to ensure it is maintained at a minimum of 10 percent above the highest paid executive leadership position. This methodology preserves appropriate hierarchical separation, minimizes compression risk, and supports internal structural integrity within the pay plan.

Recommendation 6: Utilize a compa-ratio based implementation approach to adjust employee salaries within the existing pay structure to maintain employees' relative placement, reinforce internal equity, and maintain alignment with the the City's compensation philosophy and fiscal capacity.

Based on the internal discussions with City leadership, the compa-ratio method with an implementation cap to adjust for the expanded pay range, is recommended and described in **Exhibit 5G**.

Exhibit 5G | Compa-Ratio Implementation Strategy

Compa-Ratio
Estimated Cost: $368,000

- Maintains employees' relative position to midpoint in their current pay grade. Allows for salary placement with considerations for both experience and performance to be maintained in the new system. Given the widened ranges, an adjustment cap is recommended to prevent unintended inflation of salaries.

COMPENSATION AND CLASSIFICATION ADMINISTRATION

Any organization's compensation and classification system requires periodic maintenance to remain effective. The recommendations in this chapter were developed based on the conditions present at the time of the study. Without regular updates, the system may become outdated and less competitive, increasing the risk of recruitment and retention challenges over time.

Recommendation 7: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and adjust pay grade assignments if necessary.

While the overall pay plan is unlikely to require adjustment for several years, certain classifications may need more frequent review. If the City experiences high turnover or recruitment challenges for specific roles, it should proactively collect salary range data from peer organizations to assess whether a pay grade adjustment is warranted for those classifications. This targeted approach ensures the City can remain responsive to labor market changes without overhauling the entire pay structure.

Recommendation 8: Conduct a comprehensive classification and compensation study every three to five years.

While small-scale salary surveys can help improve the market position of specific classifications, it is recommended that the The City conduct a comprehensive classification and compensation study every three to five years. This periodic review is essential to maintaining both internal and external equity, as even small changes in job duties, market conditions, or compensation practices can compound over time. Failing to respond to these changes in a timely manner may negatively impact the City's ability to recruit and retain high-quality employees.

Recommendation 9: Review and revise the City's policies and practices for determining salaries of newly hired employees, managing salary progression within the pay plan, and setting the salaries for current employees who are promoted, demoted, or transferred to a different classification.

While the previous two recommendations focus on preserving the overall competitiveness of the classification and compensation structure, it is equally important to establish clear procedures for evaluating and ensuring equitable pay practices for individual employees. This ensures consistency, transparency, and fairness in compensation decisions at the individual level.

An organization's approach to progressing employee salaries within a pay plan as well as to setting salaries for new hires, promotions, demotions, and transfers should be guided by a clearly defined compensation philosophy that is reflective of the organization's values and operational priorities. This philosophy serves as the foundation for consistent pay decisions and ensures that salary actions are both equitable and strategically aligned with organizational goals.

It is essential for the City to establish clear, consistent guidelines for each pay action scenario to promote fairness, transparency, and accountability across the workforce. These guidelines should outline how employee movement within ranges is determined, how new hire offers are set, and how pay is adjusted when employees assume new or different roles. Consistent application of these standards will support internal equity, minimize pay disparities, and reinforce employee trust in the compensation system.

Common and recommended practices for establishing and progressing employee salaries are outlined below.

New Hires

A new employee's starting salary should primarily reflect the extent of education and experience the individual possesses beyond the minimum requirements for the position. Typically, candidates who meet only the minimum qualifications are hired at or near the pay grade minimum. To ensure consistency and fiscal accountability, the City should establish a threshold that sets the maximum percentage above the minimum salary that can be offered to such candidates without additional approval.

Similarly, a separate threshold should be defined as the maximum starting salary that can be offered to candidates with significantly more education and/or experience than required, commonly capped at the midpoint of the pay range. Any offer exceeding this threshold should require formal approval.

Once the City has completed the initial implementation adjustment for current employees, internal equity should be a guiding factor when setting new hire salaries. Starting pay for new employees should be comparable to that of existing employees in the same classification who possess similar qualifications and experience, ensuring fairness and maintaining equity across the workforce.

Salary Progression

The City should continue to adjust salaries annually when financially feasible. Evergreen recommends that the basis of salary adjustment in the future be done at three distinct levels: Structural, Classification, and Individual. These levels are discussed below in **Exhibit 5H**.

Exhibit 5H | Levels of Compensation Adjustments



Structural
Pay ranges should be adjusted annually to account for changes in the cost of living. Evergreen recommends that the City tie annual range adjustments to the local change in the Consumer Price Index (CPI). This practice will help prevent the City's pay structure from falling behind market trends. When conducting the small-scale peer surveys referenced above, the City should also gather information on pay plan adjustments and anticipated movements from its peers to ensure that market trends remain consistent with CPI changes.



Classification
As a result of the market surveys, the City may identify classifications or job families that are experiencing considerable market movement and as a result, reassignment of the pay grades should be considered when this occurs. Alternatively, if the City identifies classifications that have become hard to recruit and retain, pay grade reassignment should also be considered to ensure the City is competitive for both recruiting new talent and retaining existing employees.



Individual
To tie into the adjustment of the structure, Evergreen recommends the City adjust employee salaries annually for cost-of-living. This adjustment would be made for all employees and should be greater than the structural adjustment to allow for meaningful progression through the pay range. For example, if the salary range is adjusted upward by two percent to account for market movement, employees should receive an increase slightly above that threshold to avoid remaining static within the range.

Promotions

When an employee is promoted to a new classification, it is important to have clear guidelines for calculating the new salary in a way that recognizes the employee's increased responsibilities, places the salary appropriately within the new pay grade, and maintains internal equity among peers in the new classification. Many organizations establish a minimum percentage increase tied to the number of pay grades advanced through the promotion. Depending on the increase in levels or movement to a managerial/leadership position the percent of increase is commonly between five and ten percent. Regardless of the specific increase, the employee's new salary should always fall within the range of the new pay grade, and salary placement should reflect both the employee's qualifications and the compensation of others in the same classification to ensure fairness and consistency.

Demotions

When an employee is demoted to a position assigned to a lower pay grade, the salary should be adjusted to reflect the reduced level of responsibility while maintaining fairness and internal consistency. In most cases, the employee's pay should decrease appropriately within the range of the lower classification. The specific adjustment may vary depending on whether the demotion is voluntary

or involuntary, as well as the employee's experience and performance history. However, the resulting salary should not exceed the maximum of the new pay range. Clear, consistent guidelines for handling demotions help preserve equity across the organization and ensure that pay decisions remain objective and transparent.

Transfers

A transfer occurs when an employee is reassigned to a different classification within the same pay grade or when their classification remains the same but their department changes. In most cases, a transfer does not require a salary adjustment, as the employee's role and pay grade remain unchanged. However, a salary adjustment may be warranted if the employee's current salary is not aligned with the salaries of others in the new classification or department. In such cases, the City should consider adjusting either the transferring employee's salary or the salaries of incumbents in the classification to maintain internal equity within the new team or organizational structure.

Existing Incentive Policy Review

The City currently maintains two department-specific incentive policies, one within the Finance Department and one within the Public Utilities Department, designed to encourage professional development, licensure attainment, and process improvement. Evergreen reviewed both policies to evaluate alignment with public-sector best practices, internal equity considerations, and long-term fiscal sustainability within the City's broader compensation framework.

Finance Department Incentive Policy:

The Finance Department Training Incentive Program is well-intentioned and aligned with best practices encouraging professional development, process improvement, and employee engagement. Offering structured certification-based pay incentives is particularly consistent with practices in Georgia local governments that recognize UGA Carl Vinson Institute programs and related municipal finance certifications. However, the current policy would benefit from formalization, clarification, and alignment with broader City compensation and HR policy to ensure sustainability, equity, and administrative consistency.

1. Formalize the Policy at the City Level (Not Department-Only)

The program appears to be department-specific and administratively informal. Certification pay policies should be standardized and approved through formal HR and budget processes to ensure consistency and avoid internal equity issues.

The City should consider the following:

- Incorporate this incentive structure into a formal City-wide training and certification pay policy, even if initially limited to Finance.
- Define whether certification increases are permanent base salary adjustments or one-time incentives.
- Clarify whether similar programs exist or may be developed in other departments (e.g., Public Works, Utilities, Police certifications).

2. Clarify Whether Increases Are Additive and Capped

The policy provides 2 percent for Level 1 and 3 percent for Level 2. However, it does not clarify whether increases are cumulative, apply to base salary permanently, or if there is a cap on certification-based

increases. Most municipalities cap certification incentive pay to prevent long-term structural compression.

The City should consider:

- Stating that increases are cumulative and permanently added to base pay (if intended), OR
- That certification pay is capped at a maximum percentage (e.g., 5–7% total certification pay).

3. Address Range Placement and Compression Risk

A percentage-based increase could push employees near or above range maximums or create compression with supervisors. To align with compensation best practices and prevent compression, the City should consider adding language that states:

- Certification increases cannot exceed the pay range maximum.
- If an employee is at maximum, a one-time bonus or lump-sum incentive may be paid instead.

4. Consider Service Commitment Requirement
Many municipalities require a 12 to 24-month service commitment after certification or repayment if employee leaves shortly after City-funded training. The City should consider adding a reimbursement or retention clause for City-paid training expenses.

5. Align With Broader Professional Development Strategy
This policy could be strengthened by integrating it into a broader professional development framework:

- Define eligible certifications.
- Clarify tuition reimbursement parameters.
- Identify budget funding source.
- Ensure alignment with performance evaluation process.

The Finance Incentive Policy also includes an informal offering for employees that identify and implement a process improvement that results in department efficiencies. The intent behind this incentive appears to be to encourage teamwork and process improvement. Recognizing employees who collaborate to enhance efficiency or customer service reinforces innovation and engagement. However, the current approach is informal and subjective, which could lead to inconsistent application or perceptions of favoritism if the City intends to continue offering this type of reward.

If the City wishes to maintain this incentive, it is recommended that it adopt a simple, clearly defined framework. This does not need to be overly formal, but it should outline: (1) eligibility criteria (e.g., idea must be documented, cost-neutral or cost-saving, and approved by department leadership), (2) a basic evaluation process (e.g., brief written submission reviewed by the Department Director and HR or City Manager), and (3) a standardized reward structure (e.g., modest one-time recognition award, team lunch within a defined dollar limit, or documented recognition). Establishing minimal parameters will preserve flexibility while ensuring fairness, budget control, and consistency with public-sector accountability standards.

Public Utilities Training Incentive

The intent of this policy is sound and consistent with public sector best practices in utilities operations. Incentivizing licensure advancement strengthens regulatory compliance, supports operational redundancy, and improves long-term succession planning, particularly important in water and wastewater systems where certified operators are required for plant operations and future upgrades.

Providing financial incentives for license attainment is common among Georgia municipalities and is generally viewed as a strong recruitment and retention tool. However, aspects of the policy would benefit from clarification and structural refinement to ensure consistency, equity, fiscal sustainability, and defensibility.

1. Clarify whether the $1.00 per hour increase is capped
The policy states that each qualified license earns a $1.00 per hour increase but does not clarify:

- Whether there is a cap on total certification pay
- Whether increases are permanent base pay adjustments
- Whether increases are subject to pay range maximums

The City should consider adding language to the policy that addresses the following:

- Clearly state that certification increases are cumulative up to a defined cap (e.g., $3–$5 per hour total certification premium).
- Specify that certification pay cannot exceed the pay range maximum; if at maximum, consider lump-sum alternatives.
- Confirm that increases are permanently incorporated into base pay (if intended).

2. Reduce Subjectivity in “Selected Individuals” Language
Several licenses are described as being for “only selected individuals and based on annual performance evaluations.” While operational discretion is appropriate, this language is vague and potentially subjective.

The City should consider replacing vague language with clearer criteria such as:

- Licenses tied to operational need or staffing plan
- Eligibility based on satisfactory performance rating
- Approval by Director of Public Utilities
- Budget availability

This would establish objective eligibility standards and ensure fairness and defensibility.

3. Separate Employment Requirements from Incentives
The requirement that new hires obtain a Class 3 Wastewater license within two years is appropriate. However, linking reclassification or termination to annual performance evaluations introduces ambiguity. The City may wish to consider the following:

- Clarify that licensure within two years is a condition of employment.
- Specify the consequence clearly (e.g., reassignment if available, or separation if minimum qualifications are not met).
- Separate licensure compliance from performance review scoring.

4. Standardize Test Payment Provisions
The policy outlines payment for first three attempts for Class 3 and two attempts for other licenses. This requirement is reasonable but should be:

- Applied consistently
- Clarified whether it includes study materials, prep courses, or travel
- Paired with a service commitment clause (e.g., repayment if employee leaves within 12 months of City-funded testing)

5. Align with Pay Plan Structure

To align with the broader compensation framework:

- Certification pay should be reflected either as a structured certification premium (e.g., added to base pay) or as a defined specialty pay component.
- Consider integrating license attainment into the classification structure (e.g., Operator I, II, III tied to required licenses) to reduce reliance on flat-dollar incentives alone. When pay plans or pay grade adjustments are made, determine if incentives are still appropriate or should be adjusted so that compensation is not inflated or undervalued compared to market.

The City's policy aligns with many municipalities in Georgia that often combine:

- Leveled classifications tied to license level
- Certification premiums
- Promotional opportunities tied to advanced licensure

6. Define Maintenance Certifications More Clearly

Maintenance licenses are listed but lack detail regarding:

- Required vs. optional credentials
- Associated pay impact
- Operational need criteria

The City should review and develop a short appendix listing recognized certifications and associated incentive amounts.

Both incentive programs reflect a positive commitment to employee development and operational excellence. With modest refinements to improve clarity, consistency, and alignment with the City's compensation philosophy, these policies can continue to serve as effective tools for recruitment, retention, and workforce development while maintaining appropriate governance and fiscal oversight.

SUMMARY

The City should be commended for its commitment to providing competitive and equitable compensation for its employees. The recommendations outlined in this report establish an updated, market-responsive pay plan, along with internally and externally equitable pay grade assignments and sound system administration practices. Together, these elements will equip the City with a sustainable and adaptable compensation and classification system for the future. While maintaining this system will require ongoing effort and attention, the long-term benefits, including enhanced recruitment, improved retention, and greater organizational consistency, will make this investment both strategic and worthwhile.

ORDINANCE NO. 764

AN ORDINANCE TO FIX THE AD VALOREM TAX RATE FOR THE CITY OF FLOWERY BRANCH, GEORGIA FOR THE TAX YEAR 2025 AND THE FISCAL YEAR OF 2026; TO LEVY SAID TAX UPON ALL PROPERTY SUBJECT TO TAXATION BY THE CITY OF FLOWERY BRANCH, GEORGIA; TO PROVIDE FOR THE TIME OF PAYMENT OF SAID TAXES; TO PROVIDE FOR INTEREST AND PENALTIES FOR THE FAILURE TO PAY TAXES; TO PROVIDE FOR AN ADMINISTRATIVE PROCEDURE FOR THE COLLECTION OF DELINQUENT AD VALOREM TAXES; TO PROVIDE AN ADMINISTRATIVE PROCEDURE FOR THE COLLECTION OF DELINQUENT AD VALOREM TAXES FOR YEARS PRIOR TO 2025; TO REPEAL CONFLICTING ORDINANCES TO THE EXTENT OF ANY CONFLICT; FOR SEVERABILITY; AND, FOR ALL OTHER LAWFUL PURPOSES.

WHEREAS the City of Flowery Branch, Georgia is authorized to assess, levy and collect an ad valorem tax for the purpose of raising revenue to defray the costs of operating the city government, providing governmental services, for the repayment of principal and interest on general obligations, and for all other lawful public purposes; and,

WHEREAS the City of Flowery Branch, Georgia is authorized to establish for said tax a millage rate, a due date and in what length of time said tax must be paid; and,

WHEREAS; the City of Flowery Branch, Georgia is authorized to provide for interest and penalties for unpaid taxes and the collection of delinquent taxes.

WHEREAS, the City of Flowery Branch caused the Public Notice required by O.C.G.A. Sec. 48-5-32.1(c)(2) to be advertised in a newspaper of general circulation and on the city's website at least one week prior to each hearing; and

NOW THEREFORE the Council of the City of Flowery Branch hereby ordains as follows:

SECTION 1. GROSS MILLAGE RATE.

The ad valorem tax rate for the City of Flowery Branch, Georgia for the tax year 2025 and for the 2026 fiscal year for the City of Flowery Branch, Georgia based upon an estimated total valuation by the tax assessors of Hall County of property subject to ad valorem taxation by the City of Flowery Branch, Georgia is hereby set at a gross millage of 5.425 mills.

SECTION 2. CALCULATION AND PURPOSE OF NET MILLAGE RATE.

Upon dividing the net property value of $1,235,792,789 into the total receipts of the local option sales tax for the 2025 tax year, which is $2,692,087 provides a total roll back of 2.178 mills. Subtracting the total roll back of 2.178 mills from the gross millage rate of 5.425 mills

provides for a net millage rate of 3.247 mills to be levied on each $1,000 of taxable property within the corporate limits for the purpose of raising revenue:

a) to defray the cost of operating the city government;

b) to provide governmental services;

c) for the repayment of principal and interest on general obligations; and/or,

d) any other public purpose.

SECTION 3. 2024 AD VALOREM TAX LEVY.

There is hereby levied upon all property subject to ad valorem taxation by the City of Flowery Branch, Georgia, an ad valorem tax for the year 2025 of 3.247 mills on each $1,000 of value of taxable property.

SECTION 4. DUE DATE OF TAX.

The said tax imposed is due and payable upon receipt of a tax notice mailed to each owner of the property subject to taxation. In any event, all taxes due under this Ordinance shall be paid no later than the one hundred twentieth (120th) day after the postmark of said tax bills, without penalty.

SECTION 5. INTEREST AND PENALTIES ASSESSED.

(A) In any instance in which any person willfully fails to pay within 120 days of the date when due, any ad valorem tax owed, such person shall pay, in absence of a specific statutory civil penalty for failure, a penalty of five percent (5%) of the amount of tax due and not paid at the time such penalty is assessed with interest as specified in this section. After 120 days from the imposition of the initial penalty, an additional penalty of five percent (5%) of any tax amount remaining due shall be imposed, together with interest as specified in this section. Should any tax amount remain due 120 days after such date, a penalty of five percent (5%) shall be imposed, together with interest as specified in this section. The aggregate amount of penalties shall not exceed an amount equal to twenty (20%) of the principal amount of the tax originally due. These penalties shall not, however, apply in the case of:

(1) Ad valorem taxes of $500.00 or less on homestead property as defined in Part 1 of Article 2 of Chapter 5 of Title 48 of the Official Code of Georgia Annotated; or

(2) With respect to tax year 1986 and future tax years, ad valorem taxes of any amount on homestead property as defined in Part 1 of Article 2 of Chapter 5 of Title 48 of the Official Code of Georgia Annotated, if the homestead property was during the tax year acquired by a new owner who did not receive a tax bill for the tax year and who immediately before acquiring the homestead property

resided outside the State of Georgia and if the taxes are paid within one year following the due date.

(B) Taxes owed the city shall bear interest at an annual rate equal to the bank prime loan rate as posted by the Board of Governors of the Federal Reserve System in statistical release H. 15 or any publication that may supersede it, plus three percent (3%), to accrue monthly. Such annual interest rate shall be determined for each calendar year based on the first weekly posting of statistical release H. 15 on or after January 1 of each calendar year. Interest shall begin to accrue from the date the tax is due until the date the tax is paid. For the purpose of this section, any period of less than one month shall be considered one month.

SECTION 6. NOTICE, ISSUANCE OF FI. FA. AND LEVY AND SALE TO COLLECT PAST DUE AND DELINQUENT AD VALOREM TAXES.

A past due and delinquent tax notice shall be mailed by the Mayor, City Manager, or other duly authorized agent of the City of Flowery Branch, Georgia to all owners of property subject to taxation who have not paid the tax due on or before the sixty first (61st) day after the postmark on said tax bills. The past due and delinquent tax notice shall be sent by certified or registered mail, return receipt requested. Upon failure to pay the tax due within thirty days of the return receipt of the past due and delinquent tax notice sent by certified or registered mail, the Mayor, the City Manager, or other property duly authorized agent of the City of Flowery Branch, Georgia shall cause a writ of fieri facias to be issued and recorded on the appropriate tax digest of the City of Flowery Branch, Georgia or on the general execution docket of Hall County. **The City of Flowery Branch shall be entitled to assess the expenses of issuing and recording a writ of fieri facias, not to exceed $30.00, incurred due to the failure of the owner (taxpayer) to pay the ad valorem taxes owed.** All property of a taxpayer subject to said writ shall be subject to levy and sale in accordance with the provisions for sheriff's sales to secure payment of the past due and the delinquent ad valorem taxes, or through any other foreclosure procedure allowed under Georgia Law including, but not limited to the procedure set out by O.C.G.A. Section 48-4-75, et seq. The City of Flowery Branch, Georgia shall also be entitled to assess the expenses of any tax foreclosure sale, including attorney's fees, which the City of Flowery Branch, Georgia incurred due to the failure of the owner (taxpayer) to pay the ad valorem taxes owed.

SECTION 7. PROCEDURE FOR COLLECTION OF PAST DUE AND DELINQUENT AD VALOREM TAXES FOR THE YEARS PRIOR TO 2025.

For all past due and delinquent ad valorem taxes for the years prior to the calendar year 2025, which are due and owing to the City of Flowery Branch, Georgia by delinquent taxpayers, the City of Flowery Branch, Georgia, through a duly authorized agent which may be, but does not have to be, the Mayor, the City Manager, or other authorized agent, shall send a past due and delinquent tax notice by mail to all owners of property subject to taxation for the calendar years. This past due and delinquent tax notice shall be sent to aid delinquent by certified or registered mail, return receipt requested. Upon failure to pay the tax due within sixty (60) days of the return receipt of the past due and delinquent tax notice sent by certified or registered mail, the Mayor, the

City Manager, or other properly duly authorized agent of the City of Flowery Branch, Georgia shall cause a writ of fieri facias to be issued and recorded on the appropriate tax digest of the City of Flowery Branch, Georgia or on the general execution docket of Hall County. All property of a taxpayer subject to said writ shall be subject to levy and sale in accordance with the provisions for sheriff's sales to secure payment of the past due and the delinquent ad valorem taxes, or through any other foreclosure procedure allowed under Georgia Law including, but not limited to the procedure set out by O.C.G.A. Section 48-4-75, et seq. The City of Flowery Branch, Georgia shall also be entitled to assess the expenses of any tax foreclosure sale, including attorney's fees, which the City of Flowery Branch, Georgia incurred due to the failure of the owner (taxpayer) to pay the ad valorem taxes owed."

SECTION 8. REPEAL OF CONFLICTING ORDINANCES TO THE EXTENT OF THE CONFLICT.

Any part of any prior ordinances, in conflict with the terms of this Ordinance, are hereby repealed to the extent of the conflict; but it is hereby provided, that any ordinance or law which may be applicable hereto and aid in carrying out and making effective the intent, purpose and provisions hereof, is hereby adopted as a part hereof and shall be legally construed to be in favor of upholding this Ordinance on behalf of the City of Flowery Branch, Georgia.

SECTION 9. SEVERABILITY.

If any paragraph, subparagraph, sentence, clause, phrase or any portion of this Ordinance shall be declared invalid or unconstitutional by any court of competent jurisdiction or if the provisions of any part of this Ordinance as applied to any particular situation or set of circumstances shall be declared invalid or unconstitutional, such invalidity shall not be construed to affect the portions of this Ordinance not so held to be invalid, or the application of the Ordinance to other circumstances not so held to be invalid. It is hereby declared to be the intent of the City Council of the City of Flowery Branch to provide for separate and divisible parts, and it does hereby adopt any and all parts hereof as may not be held invalid for any reason.

SO ORDAINED this 18th day of September, 2025.

_____
Edward R. Asbridge, Mayor

ATTEST:

_____
Shelia R. Cooper, City Clerk

APPROVED AS TO FORM:

_____
Ted Baggett, City Attorney

October 1- Mail real and personal property tax statements

December 31 – Property taxes are due

January 1- Interest is added on unpaid bills (interest is based on prime banking rate as of January 1 plus 3% and is added on the first of each month)

First week of January – Mail first delinquent letter notice, due by January 30

First week of February – Mail letter with intent to FiFa, due by February 28

April 30- 5% Penalty is applied to unpaid tax accounts (a penalty of 5% of base tax will add again every 120 days from due date, until a maximum of 20% is reached. Interest will also be adding on the first of each month).

May 1- Fifa is filed in the Hall County Clerk's Office on each delinquent account.

May 30 – Turn over unpaid account to tax service to start levy process so we can take property to tax sale.

First Tuesday in August- Would be our sale date. The tax service will have to follow certain laws and perform a title search to make sure everyone that has interest in the property is notified. Their time frame should be complete around August first. The sale has to take place on the first Tuesday of the month. The tax service fee will also be added to the taxpayer's account, so the city would not be out any money.

A FiFa is only good for seven years, unless it is renewed before the seven years ends.

As of today, the City has not filed any FiFas on unpaid accounts, but now that the City is growing it is getting to the point where we need to be filing FiFas. Filing a Fifa also assist closing attorneys with finding unpaid taxes owed on property. With this info, they can collect the unpaid taxes at the time of closing on the sale of property.

Note

In Georgia, the issuance of a tax fieri facias (fi. fa.) or tax execution is primarily governed by **O.C.G.A. § 48-3-3**. This code section establishes that the local tax commissioner can issue an execution against a delinquent taxpayer **30 days** after giving written notice of the unpaid taxes. [1]

Key Timing and Code Details

- **Issuance Timeframe:** For real property, a tax fi. fa. cannot be issued until at least 30 days have elapsed since the taxpayer was notified. For personal property, notice may not be required, allowing the execution to be issued on the day immediately following the due date. [1, 2, 3]
- **Duration & Expiration:** Once recorded, tax fi. fa. liens have a standard life of **7 years** in Georgia, though state tax executions filed by the Department of Revenue are valid for **10 years**. [1, 2, 3, 4, 5]
- **Redemption Period:** If the fi. fa. escalates to a tax sale of your property, you generally have a **12-month** statutory period from the date of the sale to redeem the land. [1]

Collection On Personal Property Taxes

As of today, a listing of all personal property taxes is sent to the Business License office. The taxpayer's business license is not issued until all unpaid taxes are paid current.

TITLE 48 - REVENUE AND TAXATION
CHAPTER 3 - TAX EXECUTIONS
§ 48-3-21 - Statute of limitations for tax executions

O.C.G.A. 48-3-21 (2010)
48-3-21. Statute of limitations for tax executions

All state, county, municipal, or other tax executions, before or after legal transfer and record, shall be enforced within seven years from:

(1) The date of issue; or

(2) The time of the last entry upon the tax execution by the officer authorized to execute and return the execution if the execution and entry are properly entered or reentered upon the execution docket or books in which executions issued on judgments and entries on executions issued on judgments are required to be entered or reentered.

RESOLUTION NO. 26-012

TO WRITE-OFF DELINQUENT PROPERTY TAXES.

WHEREAS, the City of Flowery Branch Tax Office actively and extensively pursues the collection of delinquent property tax; and

WHEREAS, the attached list of accounts due from tax year 2018 and before have been deemed uncollectible by further efforts of the Tax Office; and

WHEREAS, Generally Accepted Accounting Principles require receivables to be written off when they are deemed uncollectible, and the City of Flowery Branch's auditors, Rushton and Company, has recommended that uncollectible receivables be written off; and

WHEREAS, the governing body for the City of Flowery Branch herby authorizes the Tax office to write-off the attached list of delinquent property tax accounts.

NOW THEREFORE BE IT RESOLVED by the Mayor and Council of the City of Flowery Branch, Georgia, authorizes the Tax Office to write-off the attached list of delinquent property tax account.

SO RESOLVED this 18th day of June, 2026.

_____

Oliver McClellan, Mayor

ATTEST:

_____

Shelia R. Cooper, City Clerk

APPROVED AS TO FORM:

_____

Ted Baggett, City Attorney

PARCEL	NAME	TAX YEAR	TAX	INTEREST	PENALTY	TOTAL
08096 000012	MERLOT ASSOCIATES LLC	2015	492.81	446.26	49.28	988.35
		2016	482.03	396.11	72.30	950.44
	Merlot Associates LLC Total		**974.84**	**842.37**	**121.58**	**1,938.79**
P304179	A THREE F LLC	2011	127.07	176.06	12.71	315.84
		2012	106.59	134.89	10.66	252.14
		2013	46.73	53.73	4.67	104.93
		2014	49.47	50.73	4.95	105.15
	A Three F LLC Total		**329.86**	**415.41**	**32.99**	**778.06**
P186689	ADS HOME TECHNOLOGIES	2014	14.61	14.98	1.46	31.05
P319269	AFFORDABLE LIQUIDATION	2018	26.11	17.28	3.92	47.31
P316285	ALLSTATE INSURANCE	2016	13.71	11.27	2.06	27.04
P300917	ALTER EGO	2009	23.96	38.95	2.40	65.31
P193926	AUTO BODY CUSTOMS USA	2008	53.40	93.21	5.34	151.95
P2070524	AUTOMOTIVE SPECIALIST INC	2009	30.79	50.05	3.08	83.92
P164920	BLOCKBUSTERS VIDEO	2011	218.69	303.00	21.87	543.56
P315894	BMB MARINE LLC	2018	13.71	9.07	2.06	24.84
P325292	BMW MANUFACTURING CO LLC	2017	38.47	28.73	5.77	72.97
P170413	BORING GROUP	2016	14.62	12.01	2.19	28.82
		2017	14.62	10.92	2.19	27.73
	Boring Group Total		**29.24**	**22.93**	**4.38**	**56.55**
P300921	BROOKFIELD LANDSCAPE GROUP	2009	38.28	62.23	3.83	104.34
		2010	27.36	41.19	2.74	71.29
	Boring Group Total		**65.64**	**103.42**	**6.57**	**175.63**
P305303	CASEY OWEN A	2011	27.09	37.53	2.71	67.33
		2012	21.74	27.51	2.17	51.42
	Casey Owen A Total		**48.83**	**65.04**	**4.88**	**118.75**
P326743	CCC AUTOMOTIVE DRIVEN	2018	14.36	9.50	2.15	26.01
P311355	CELL PHONE MC	2015	21.68	19.63	2.17	43.48
		2016	21.20	17.42	3.18	41.80
	Cell Phone MC Total		**42.88**	**37.05**	**5.35**	**85.28**
P319923	CHOICE OUTDOORS LLC	2017	114.42	85.44	17.16	217.02
P315896	CLASSIC VAPES	2016	13.71	11.27	2.06	27.04
P325863	CM HOUSEBOAT RENOVATIONS LLC	2018	14.36	9.50	2.15	26.01
P2031104	CORNER MAKER CASSIS INC	2008	38.29	66.84	3.83	108.96
P301436	ELEMENTS DIVE CO	2010	106.24	159.95	10.62	276.81
P196875	FAUX MAISON	2011	42.48	58.86	4.25	105.59

P310508	FILMLOC INC	2014	243.95	250.18	24.40	518.53
P316350	FLOWERY BRANCH AUCTION & ANTIQUE	2017	25.77	19.24	3.87	48.88
		2018	25.77	17.05	3.87	46.69
	Flowey Branch Auction Total		**51.54**	**36.29**	**7.74**	**95.57**
P312598	FLOWERY BRANCH VAPOR CO	2016	25.50	20.95	3.83	50.28
		2018	19.33	12.79	2.90	35.02
	Flowery Branch Vapor Co Total		**44.83**	**33.74**	**6.73**	**85.30**
P300926	FROYEN CONSTRUCTION	2009	23.96	38.95	2.40	65.31
		2010	19.94	30.02	1.99	51.95
	Froyen Construction Total		**43.90**	**68.97**	**4.39**	**117.26**
P318485	FULL CIRCLE REFLEXOLOGY	2017	13.71	10.24	2.06	26.01
P2081059	GABRIELLES HAIR & TANNING	2009	70.88	115.22	7.09	193.19
P304112	GE CAPITAL INFO TECH SOLS	2010	64.07	96.46	6.41	166.94
P318475	GEORGIA PRO INSPECTION CO LLC	2017	13.71	10.24	2.06	26.01
P173751	GRAPES & HOPS BAR & BISTRO	2011	148.66	205.97	14.87	369.50
P307502	GREENS TAVERN	2017	43.72	32.65	6.56	82.93
P304766	HILL TOP ART & DESIGN	2013	9.08	10.40	0.91	20.39
		2014	10.68	10.95	1.07	22.70
		2015	10.68	9.67	1.07	21.42
	Hill Top Art & Design Total		**30.44**	**31.02**	**3.05**	**64.51**
P311169	INTEGRITY SERVICES	2014	28.03	28.75	2.80	59.58
P312601	J M C SHOP	2015	14.02	12.70	1.40	28.12
		2016	13.71	11.27	2.06	27.04
		2017	13.71	10.24	2.06	26.01
	J M C Shop Total		**41.44**	**34.21**	**5.52**	**81.17**
P318490	JAGS LLC	2017	14.36	10.72	2.15	27.23
P303047	JBS FINANCE INC	2018	13.78	9.12	2.07	24.97
P319273	JETEK INC	2018	14.36	9.50	2.15	26.01
P304420	JURIN AUTOMOTIVE	2011	20.33	28.17	2.03	50.53
		2012	18.55	23.48	1.86	43.89
	Jurin Automotive Total		**38.88**	**51.65**	**3.89**	**94.42**
P311201	KELLY GOOCH PHOTOGRAPHY	2014	28.03	28.75	2.80	59.58
P307525	KLEINHEKSEL-SCHOUT LLC	2013	11.62	13.31	1.16	26.09
		2015	11.49	10.40	1.15	23.04
		2016	11.24	9.24	1.69	22.17
		2017	11.24	8.39	1.69	21.32
	Kleinheksel-Schout LLC Total		**45.59**	**41.34**	**5.69**	**92.62**

P318499	LANIER AUTO DETAIL	2017	13.71	10.24	2.06	26.01
		2018	13.71	9.07	2.06	24.84
	LANIER AUTO DETAIL Total		**27.42**	**19.31**	**4.12**	**50.85**
P327418	MATT GRIFFIN AGENCY INC	2018	14.36	9.50	2.15	26.01
P146512	MECHANICAL EQUIPMENT & SUP INC	2016	506.53	416.25	75.98	998.76
		2017	506.53	378.26	75.98	960.77
MECHANICAL EQUIPMENT & SUP INCL Total			**1,013.06**	**794.51**	**151.96**	**1,959.53**
P307822	MEDCARE STAFFING INC	2018	15.63	10.34	2.34	28.31
P318683	MUSCLE WHISPERPER MASSAGE	2017	13.71	10.24	2.06	26.01
P303798	POTZNER BRYAN	2010	108.08	162.72	10.81	281.61
P300953	PERFORMANCE TRANSMISSION SERV	2011	19.08	26.44	1.91	47.43
		2012	17.43	22.06	1.74	41.23
PERFORMANCE TRANSMISSION SERV Total			**36.51**	**48.50**	**3.65**	**88.66**
P302985	PERIMETER PAVING	2011	254.09	352.05	25.41	631.55
P314959	ROHANS DISPATCH	2015	14.02	12.70	1.40	28.12
		2016	13.71	11.27	2.06	27.04
	ROHANS DISPATCH Total		**27.73**	**23.97**	**3.46**	**55.16**
P176920	S M SUCCESS	2011	24.90	34.50	2.49	61.89
P319925	SINGLETON CONSTRUCTION	2018	33.95	22.46	5.09	61.50
P 196752	SKIN CENTER FRO AESTHETICS	2011	20.59	28.53	2.06	51.18
		2012	17.08	21.62	1.71	40.41
	SKIN CENTER FRO AESTHETICS Total		**37.67**	**50.15**	**3.77**	**91.59**
P318496	SMART GROUP CONSULTING	2017	14.36	10.72	2.15	27.23
		2018	14.36	9.50	2.15	26.01
	SMART GROUP CONSULTING Total		**28.72**	**20.22**	**4.30**	**53.24**
P307889	SORA LLC	2012	23.26	29.44	2.33	55.03
P325864	SOUTHERN AUTOMOTIVE GROUP LLC	2018	14.36	9.50	2.15	26.01
P300967	SPICE IT UP ACCESSORIES	2009	23.96	38.95	2.40	65.31
P304762	SPURGEON TILE CO	2012	18.55	23.48	1.86	43.89
P309516	STAGE ENVIROMENTAL SOLUTIONS	2017	14.69	10.97	2.20	27.86
		2018	11.99	7.93	1.80	21.72
STAGE ENVIROMENTAL SOLUTIONS Total			**26.68**	**18.90**	**4.00**	**49.58**
P303969	SUBS OF CORNELIA	2018	16.81	11.12	2.52	30.45
P189749	SURIG & SON SPEC MASONRY LLC	2012	68.14	86.23	6.81	161.18
P307528	SWIRLIN TWIRLIN	2016	94.05	77.29	14.11	185.45
P316282	T J WILLIAMS LLC	2016	13.71	11.27	2.06	27.04

P318497	TEN-ZERO APPARELS	2017	13.71	10.24	2.06	26.01
P305300	TROPICAL BREEZE RESTAURANT	2011	68.25	94.56	6.83	169.64
P300915	TWENTY FOUR SEVER COIN LAUNDRY	2013	79.04	90.54	7.90	177.48
P307521	UNNE GROUP INC	2012	52.86	66.90	5.29	125.05
P315897	UP COLLISION REPAIR LLC	2016	13.06	10.73	1.96	25.75
		2017	13.06	9.75	1.96	24.77
	UP COLLISION REPAIR LLC Total		**26.12**	**20.48**	**3.92**	**50.52**
P316646	US ELITE TAEKWONDO ACADEMY LLC	2016	13.71	11.27	2.06	27.04
P2090519	WAITHE J B	2009	23.96	38.95	2.40	65.31
P315877	WATERLOO BURGERS	2016	32.31	26.55	4.85	63.71
P318498	WAX THE CAT LLC	2017	13.71	10.24	2.06	26.01
P309525	WIRELESS ONE MANAGEMENT LLC	2016	90.58	74.44	13.59	178.61
P315879	YES WE'VE GOT YOU COVERED	2017	13.71	10.24	2.06	26.01
P316648	YOLANDAS FASHIONS	2016	13.71	11.27	2.06	27.04
		2017	13.71	10.24	2.06	26.01
	YOLANDAS FASHIONS Total		**27.42**	**21.51**	**4.12**	**53.05**
	Totals		**5,653.21**	**5,899.71**	**695.35**	**12,248.07**

Write off to Council As of 6/2/26

Delinquent Tax List

City of Flowery Branch

6/2/2026

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
RE - Real Estate									
08096 000012	MERLOT ASSOCIATES LLC - Become Common Area in 2017 - with value of $1.00								
	1446	2015	Tax	492.81	446.26	0.00	49.28	0.00	988.35
	1490	2016	Tax	482.03	396.11	0.00	72.30	0.00	950.44
	Total for 08096 000012			**974.84**	**842.37**	**0.00**	**121.58**	**0.00**	**1,938.79**
	Total for RE - Real Estate			**974.84**	**842.37**	**0.00**	**121.58**	**0.00**	**1,938.79**
PP - Personal Property	- over seven years old - Business closed								
P304179	A THREE F LLC								
	2677	2011	Tax	127.07	176.06	0.00	12.71	0.00	315.84
	2712	2012	Tax	106.59	134.89	0.00	10.66	0.00	252.14
	2579	2013	Tax	46.73	53.53	0.00	4.67	0.00	104.93
	2634	2014	Tax	49.47	50.73	0.00	4.95	0.00	105.15
	Total for P304179			**329.86**	**415.21**	**0.00**	**32.99**	**0.00**	**778.06**
P186689	ADS HOME TECHNOLOGIES								
	2633	2014	Tax	14.61	14.98	0.00	1.46	0.00	31.05
P319269	AFFORDABLE LIQUIDATION								
	3162	2018	Tax	26.11	17.28	0.00	3.92	0.00	47.31
P316285	ALLSTATE INSURANCE								
	2722	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
P300917	ALTER EGO								
	2766	2009	Tax	23.96	38.95	0.00	2.40	0.00	65.31
P193926	AUTO BODY CUSTOMS USA								
	2585	2008	Tax	53.40	93.21	0.00	5.34	0.00	151.95
P2070524	AUTOMOTIVE SPECIALIST INC								
	2770	2009	Tax	30.79	50.05	0.00	3.08	0.00	83.92
P164920	BLOCKBUSTER VIDEO - Closed B/R								
	2693	2011	Tax	218.69	303.00	0.00	21.87	0.00	543.56
P315894	BMB MARINE LLC								
	3191	2018	Tax	13.71	9.07	0.00	2.06	0.00	24.84
P325292	BMW MANUFACTURING CO LLC								
	2956	2017	Tax	38.47	28.73	0.00	5.77	0.00	72.97
P170413	BORING GROUP								
	2749	2016	Tax	14.62	12.01	0.00	2.19	0.00	28.82
	2958	2017	Tax	14.62	10.92	0.00	2.19	0.00	27.73
	Total for P170413			**29.24**	**22.93**	**0.00**	**4.38**	**0.00**	**56.55**
P300921	BROOKFIELD LANDSCAPE GROUP								

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
	2780	2009	Tax	38.28	62.23	0.00	3.83	0.00	104.34
	2688	2010	Tax	27.36	41.19	0.00	2.74	0.00	71.29
	Total for P300921			**65.64**	**103.42**	**0.00**	**6.57**	**0.00**	**175.63**
P305303	CASEY OWEN A								
	2700	2011	Tax	27.09	37.53	0.00	2.71	0.00	67.33
	2739	2012	Tax	21.74	27.51	0.00	2.17	0.00	51.42
	Total for P305303			**48.83**	**65.04**	**0.00**	**4.88**	**0.00**	**118.75**
P326743	CCC AUTOMOTIVE DRIVEN								
	3199	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P311355	CELL PHONE MC								
	2708	2015	Tax	21.68	19.63	0.00	2.17	0.00	43.48
	2761	2016	Tax	21.20	17.42	0.00	3.18	0.00	41.80
	Total for P311355			**42.88**	**37.05**	**0.00**	**5.35**	**0.00**	**85.28**
P319923	CHOICE OUTDOORS LLC								
	2977	2017	Tax	114.42	85.44	0.00	17.16	0.00	217.02
P315896	CLASSIC VAPES								
	2771	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
P325863	CM HOUSEBOAT RENOVATIONS LLC								
	3208	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P2031104	CORNER MAKER CASSIS INC								
	2604	2008	Tax	38.29	66.84	0.00	3.83	0.00	108.96
P301436	ELEMENTS DIVE COMPANY								
	2714	2010	Tax	106.24	159.95	0.00	10.62	0.00	276.81
P196875	FAUX MAISON								
	2723	2011	Tax	42.48	58.86	0.00	4.25	0.00	105.59
P310508	FILMLOC INC -Coded County in County system								
	2705	2014	Tax	243.95	250.18	0.00	24.40	0.00	518.53
P316350	FLOWERY BRANCH AUCTION & ANTIQUE								
	3018	2017	Tax	25.77	19.24	0.00	3.87	0.00	48.88
	3246	2018	Tax	25.77	17.05	0.00	3.87	0.00	46.69
	Total for P316350			**51.54**	**36.29**	**0.00**	**7.74**	**0.00**	**95.57**
P312598	FLOWERY BRANCH VAPOR CO								
	2816	2016	Tax	25.50	20.95	0.00	3.83	0.00	50.28
	3249	2018	Tax	19.33	12.79	0.00	2.90	0.00	35.02
	Total for P312598			**44.83**	**33.74**	**0.00**	**6.73**	**0.00**	**85.30**
P300926	FROYEN CONSTRUCTION								

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
	2815	2009	Tax	23.96	38.95	0.00	2.40	0.00	65.31
	2732	2010	Tax	19.94	30.02	0.00	1.99	0.00	51.95
	Total for P300926			**43.90**	**68.97**	**0.00**	**4.39**	**0.00**	**117.26**
P318485	FULL CIRCLE REFLEXOLOGY								
	3023	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P2081059	GABRIELLES HAIR & TANNING								
	2817	2009	Tax	70.88	115.22	0.00	7.09	0.00	193.19
P304112	GE CAPITAL INFO TECH SOLS								
	2734	2010	Tax	64.07	96.46	0.00	6.41	0.00	166.94
P318475	GEORGIA PRO INSPECTION CO LLC								
	3033	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P173751	GRAPES & HOPS BAR & BISTRO — Closed								
	2739	2011	Tax	148.66	205.97	0.00	14.87	0.00	369.50
P307502	GREENS TAVERN								
	3039	2017	Tax	43.72	32.65	0.00	6.56	0.00	82.93
P304766	HILL TOP ART & DESIGN								
	2658	2013	Tax	9.08	10.40	0.00	0.91	0.00	20.39
	2737	2014	Tax	10.68	10.95	0.00	1.07	0.00	22.70
	2779	2015	Tax	10.68	9.67	0.00	1.07	0.00	21.42
	Total for P304766			**30.44**	**31.02**	**0.00**	**3.05**	**0.00**	**64.51**
P311169	INTEGRITY SERVICES								
	2745	2014	Tax	28.03	28.75	0.00	2.80	0.00	59.58
P312601	J M C SHOP								
	2794	2015	Tax	14.02	12.70	0.00	1.40	0.00	28.12
	2857	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
	3068	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
	Total for P312601			**41.44**	**34.21**	**0.00**	**5.52**	**0.00**	**81.17**
P318490	JAGS LLC								
	3069	2017	Tax	14.36	10.72	0.00	2.15	0.00	27.23
P303047	JBS FINANCE INC								
	3289	2018	Tax	13.78	9.12	0.00	2.07	0.00	24.97
P319273	JETEK INC								
	3292	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P304420	JURIN AUTOMOTIVE								
	2760	2011	Tax	20.33	28.17	0.00	2.03	0.00	50.53
	2808	2012	Tax	18.55	23.48	0.00	1.86	0.00	43.89

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
	Total for P304420			**38.88**	**51.65**	**0.00**	**3.89**	**0.00**	**94.42**
P311201	KELLY GOOCH PHOTOGRAPHY								
	2761	2014	Tax	28.03	28.75	0.00	2.80	0.00	59.58
P307525	KLEINHEKSEL-SCHOUT LLC								
	2680	2013	Tax	11.62	13.31	0.00	1.16	0.00	26.09
	2804	2015	Tax	11.49	10.40	0.00	1.15	0.00	23.04
	2866	2016	Tax	11.24	9.24	0.00	1.69	0.00	22.17
	3081	2017	Tax	11.24	8.39	0.00	1.69	0.00	21.32
	Total for P307525			**45.59**	**41.34**	**0.00**	**5.69**	**0.00**	**92.62**
P318499	LANIER AUTO DETAIL								
	3086	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
	3308	2018	Tax	13.71	9.07	0.00	2.06	0.00	24.84
	Total for P318499			**27.42**	**19.31**	**0.00**	**4.12**	**0.00**	**50.85**
P327418	MATT GRIFFIN AGENCY INC								
	3322	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P146512	MECHANICAL EQUIPMENT & SUP INC								
	2886	2016	Tax	506.53	416.25	0.00	75.98	0.00	998.76
	3101	2017	Tax	506.53	378.26	0.00	75.98	0.00	960.77
	Total for P146512			**1,013.06**	**794.51**	**0.00**	**151.96**	**0.00**	**1,959.53**
P307822	MEDCARE STAFFING INC								
	3325	2018	Tax	15.63	10.34	0.00	2.34	0.00	28.31
P318683	MUSCLE WHISPERPER MASSAGE								
	3117	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P303798	P0TZNER BRYAN								
	2790	2010	Tax	108.08	162.72	0.00	10.81	0.00	281.61
P300953	PERFORMANCE TRANSMISSION SERV								
	2787	2011	Tax	19.08	26.44	0.00	1.91	0.00	47.43
	2845	2012	Tax	17.43	22.06	0.00	1.74	0.00	41.23
	Total for P300953			**36.51**	**48.50**	**0.00**	**3.65**	**0.00**	**88.66**
P302985	PERIMETER PAVING								
	2788	2011	Tax	254.09	352.05	0.00	25.41	0.00	631.55
P314959	ROHANS DISPATCH								
	2894	2015	Tax	14.02	12.70	0.00	1.40	0.00	28.12
	2955	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
	Total for P314959			**27.73**	**23.97**	**0.00**	**3.46**	**0.00**	**55.16**
P176920	S M SUCCESS								
	2808	2011	Tax	24.90	34.50	0.00	2.49	0.00	61.89

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
P319925	SINGLETON CONSTRUCTION								
	3412	2018	Tax	33.95	22.46	0.00	5.09	0.00	61.50
P196752	SKIN CENTER FRO AESTHETICS								
	2816	2011	Tax	20.59	28.53	0.00	2.06	0.00	51.18
	2882	2012	Tax	17.08	21.62	0.00	1.71	0.00	40.41
	Total for P196752			**37.67**	**50.15**	**0.00**	**3.77**	**0.00**	**91.59**
P318496	SMART GROUP CONSULTING								
	3201	2017	Tax	14.36	10.72	0.00	2.15	0.00	27.23
	3414	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
	Total for P318496			**28.72**	**20.22**	**0.00**	**4.30**	**0.00**	**53.24**
P307889	SORA LLC								
	2884	2012	Tax	23.26	29.44	0.00	2.33	0.00	55.03
P325864	SOUTHERN AUTOMOTIVE GROUP LLC								
	3421	2018	Tax	14.36	9.50	0.00	2.15	0.00	26.01
P300967	SPICE IT UP ACCESSORIES								
	2883	2009	Tax	23.96	38.95	0.00	2.40	0.00	65.31
P304762	SPURGEON TILE CO								
	2888	2012	Tax	18.55	23.48	0.00	1.86	0.00	43.89
P309516	STAGE ENVIRONMENTAL SOLUTIONS								
	3212	2017	Tax	14.69	10.97	0.00	2.20	0.00	27.86
	3431	2018	Tax	11.99	7.93	0.00	1.80	0.00	21.72
	Total for P309516			**26.68**	**18.90**	**0.00**	**4.00**	**0.00**	**49.58**
P303969	SUBS OF CORNELIA – Subway Closed								
	3437	2018	Tax	16.81	11.12	0.00	2.52	0.00	30.45
P189749	SURIG & SON SPEC MASONRY LLC								
	2898	2012	Tax	68.14	86.23	0.00	6.81	0.00	161.18
P307528	SWIRLIN TWIRLIN – closed								
	3001	2016	Tax	94.05	77.29	0.00	14.11	0.00	185.45
P316282	T J WILLIAMS LLC								
	3003	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
P318497	TEN-ZERO APPARELS								
	3230	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P305300	TROPICAL BREEZE RESTAURANT – closed								
	2835	2011	Tax	68.25	94.56	0.00	6.83	0.00	169.64
P300915	TWENTY FOUR SEVER COIN LAUNDRY								

Tax District / Parcel Type / Parcel Number	Name / Situs Address / Legal Description / Bill Number	Year	Tax Type	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
03 - Flowery Branch									
	2781	2013	Tax	79.04	90.54	0.00	7.90	0.00	177.48
P307521	UMME GROUP INC								
	2906	2012	Tax	52.86	66.90	0.00	5.29	0.00	125.05
P315897	UP COLLISION REPAIR LLC								
	3022	2016	Tax	13.06	10.73	0.00	1.96	0.00	25.75
	3248	2017	Tax	13.06	9.75	0.00	1.96	0.00	24.77
	Total for P315897			**26.12**	**20.48**	**0.00**	**3.92**	**0.00**	**50.52**
P316646	US ELITE TAEKWONDO ACADEMY LLC								
	3023	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
P2090519	WAITHE J B								
	2899	2009	Tax	23.96	38.95	0.00	2.40	0.00	65.31
P315877	WATERLOO BURGERS – Closed								
	3029	2016	Tax	32.31	26.55	0.00	4.85	0.00	63.71
P318498	WAX THE CAT LLC								
	3256	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P309525	WIRELESS ONE MANAGEMENT LLC								
	3034	2016	Tax	90.58	74.44	0.00	13.59	0.00	178.61
P315879	YES WE'VE GOT YOU COVERED								
	3268	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
P316648	YOLANDAS FASHIONS								
	3038	2016	Tax	13.71	11.27	0.00	2.06	0.00	27.04
	3269	2017	Tax	13.71	10.24	0.00	2.06	0.00	26.01
	Total for P316648			**27.42**	**21.51**	**0.00**	**4.12**	**0.00**	**53.05**
	Total for PP - Personal Property			**4,678.37**	**5,057.14**	**0.00**	**573.77**	**0.00**	**10,309.28**

Totals for Delinquent Tax List

Tax Type Parcel Type	Year	Tax	Interest	Amortized Interest	Penalty	Additional Costs	Total
Tax							
RE - Real Estate	2015	492.81	446.26	0.00	49.28	0.00	988.35
RE - Real Estate	2016	482.03	396.11	0.00	72.30	0.00	950.44
Real Estate Tax Total		**974.84**	**842.37**	**0.00**	**121.58**	**0.00**	**1,938.79**
PP - Personal Property	2008	91.69	160.05	0.00	9.17	0.00	260.91
PP - Personal Property	2009	235.79	383.30	0.00	23.60	0.00	642.69
PP - Personal Property	2010	325.69	490.34	0.00	32.57	0.00	848.60
PP - Personal Property	2011	971.23	1,345.67	0.00	97.14	0.00	2,414.04
PP - Personal Property	2012	344.20	435.61	0.00	34.43	0.00	814.24
PP - Personal Property	2013	146.47	167.78	0.00	14.64	0.00	328.89
PP - Personal Property	2014	374.77	384.34	0.00	37.48	0.00	796.59
PP - Personal Property	2015	71.89	65.10	0.00	7.19	0.00	144.18
PP - Personal Property	2016	905.06	743.77	0.00	135.80	0.00	1,784.63
PP - Personal Property	2017	934.63	697.95	0.00	140.22	0.00	1,772.80
PP - Personal Property	2018	276.95	183.23	0.00	41.53	0.00	501.71
Personal Property Tax Total		**4,678.37**	**5,057.14**	**0.00**	**573.77**	**0.00**	**10,309.28**
Tax Total		**5,653.21**	**5,899.51**	**0.00**	**695.35**	**0.00**	**12,248.07**
Grand Totals		**5,653.21**	**5,899.51**	**0.00**	**695.35**	**0.00**	**12,248.07**

Parcel Count: 75

CITY OF FLOWERY BRANCH CITY COUNCIL

EXECUTIVE SUMMARY

SUBJECT: **Approval of Resolution 26-013 establishes the City's intent to reimburse itself for eligible land acquisition costs for parcels located at 5611, 5615, and 5621 Church Street using remaining 2020 TAD Bond proceeds.**

DATE: **June 18, 2026**

COUNCIL ACTION REQUESTED ON: **June 18, 2026**

BUDGET INFORMATION:
There is $589,861 remaining in the 2020 TAD Bond Project Fund. Approval of this resolution will authorize the City to draw down these remaining funds to reimburse the General Fund for eligible acquisition costs associated with the Old Town Project.

PURPOSE: To declare the City's official intent to reimburse the General Fund for costs associated with the acquisition of parcels supporting the Old Town Project using proceeds from the 2020 TAD Bonds.

HISTORY: In 2020, bonds were issued through the Gainesville and Hall County Development Authority to support the City's Old Town Project and related redevelopment efforts. The acquisition of additional parcels represents a continuation and expansion of that redevelopment initiative.

FACTS & ISSUES: The City is actively acquiring strategically located parcels to support and expand the Old Town redevelopment area, a priority economic development initiative. These acquisitions are being funded initially with General Fund dollars due to timing of transactions and closing requirements. The 2020 TAD Bonds were issued specifically to support redevelopment activities, including land acquisition, within the Old Town Project area. The 2020 TAD Project Fund has a remaining balance of approximately $589,861, plus any interest earnings to date, all of which are eligible for reimbursement of qualified redevelopment expenditures and should be fully utilized for intended project purposes. Federal tax regulations require the City to formally declare its intent to reimburse itself within a specific timeframe (generally within 18 months of the expenditure) in order to legally use bond proceeds for reimbursement. Adoption of this resolution ensures compliance with IRS requirements and preserves the City's ability to recover General Fund expenditures. Failure to adopt this

resolution could result in the City being unable to reimburse itself, thereby requiring these land acquisition costs to remain in the General Fund rather than being appropriately allocated to the TAD Project. Bond counsel, Tread Syfan, has prepared the reimbursement resolution and confirmed it is appropriate for a governmental purpose. He has advised that the City will need to amend the existing installment sale agreement associated with the 2020 bonds to formally address the governmental use of the property. Disbursement from the Project Fund cannot occur until this amendment is approved and executed by both the City and the Development Authority. Bond counsel is in the process of preparing the necessary amendment documents in coordination with the City Attorney.

OPTIONS: 1) Approve Resolution 26-013 as presented
2) Deny Resolution 26-013
3) Approve Resolution 26-013 with modifications

RECOMMENDED SAMPLE MOTION: I move to approve Resolution 26-013 declaring the City's intent to reimburse the General Fund for eligible capital expenditures associated with the acquisition of parcels for the Old Town Project using remaining 2020 TAD bond proceeds.

DEPARTMENT: Administration
PREPARED BY: Tonya Parrish, City Manager

RESOLUTION 26-013

RESOLUTION OF THE CITY OF FLOWERY BRANCH STATING THE REASONABLE EXPECTATION OF THE CITY TO REIMBURSE ITSELF FOR CAPITAL EXPENDITURES IN CONNECTION WITH THE ACQUISITION OF A CERTAIN PROJECT ADDITION; AND CERTAIN RELATED MATTERS.

WHEREAS, the City Council of the City of Flowery Branch (the "Council") has determined that it is necessary and in the best interest of the City of Flowery Branch (the "City") to acquire the parcels of land known as 5611 Church Street, 5615 Church Street and 5621 Church Street, Flowery Branch, Georgia (hereinafter referred to as the "Project Addition") as additional land for the Old Town Project; and

WHEREAS, in order to pay a portion of the costs of the Project Addition, the City intends to expend monies from the Project Fund funded from bond proceeds under the Trust Indenture, dated as of March 1, 2020, between Regions Bank, as trustee, and Gainesville and Hall County Development Authority, relating to the issuance of Gainesville and Hall County Development Authority Revenue Bonds (City of Flowery Branch Old Town Project), Series 2020 (the "Bonds") for the benefit of the City of Flowery Branch; and

WHEREAS, the City expects to make certain capital expenditures in connection with the Project Addition (i.e., the payment of a portion of the costs of the Project Addition), which capital expenditures will be paid by the City from its funds; and

WHEREAS, the City reasonably expects to reimburse itself from the Project Fund monies for such capital expenditures, which are estimated not to exceed Six Hundred Thousand and No/100 Dollars ($600,000);

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FLOWERY BRANCH AS FOLLOWS:

Section 1. That the City reasonably expects to reimburse itself from the Project Fund monies for capital expenditures made for the acquisition of the Project Addition, which may be undertaken prior to the payment of the reimbursement from the Project Fund. The City reasonably expects to reimburse itself not later than eighteen (18) months after the date the original expenditure is paid or, if later, eighteen (18) months after the date on which the property resulting from the expenditure was placed in service, but in no event more than three (3) years after the original expenditure is paid.

Section 2. That this Resolution is intended to comply with the "declaration of official intent" provisions of Income Tax Regulation Section 1.150-2.

Section 3. The City Manager is hereby authorized, directed and designated to act on behalf of the City for the purpose of determining and itemizing all such capital expenditures which the City reasonably expects to reimburse itself for in connection with the acquisition of the Project Addition.

Section 4. That this Resolution shall become effective on the date of its adoption.

PASSED, ADOPTED AND APPROVED this 18th day of June, 2026.

CITY OF FLOWERY BRANCH

By:_____
Mayor

Attest:_____
City Clerk

(SEAL)

APPROVED AS TO FORM:

_____
Ted C. Baggett, City Attorney

4896-9586-3731, v. 1