



LOGAN SIMPSON

GUIDING RESPONSIBLE CHANGE



COMPREHENSIVE PLAN

PROJECT NUMBER CPA-001226-2021

TECHNICAL PROPOSAL SUBMITTED TO THE TOWN OF ERIE
BY LOGAN SIMPSON DESIGN INC.

APRIL 22, 2021, 11:00 AM



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01 SIGNATURE PAGE/COVER LETTER



L O G A N S I M P S O N

GUIDING RESPONSIBLE CHANGE

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April 22, 2021

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Town of Erie
645 Holbrook Street
Erie, Colorado 80516

Request for Proposal Response: Town of Erie Comprehensive Plan (CPA-001226-2021)

Ms. Batchelder and Members of the Selection Committee,

Logan Simpson and our team of consultants congratulate the Town of Erie on taking the next steps to ensure that the Town remains one of the best and safest places to live and raise a family in Colorado. Its scenic views of the Front Range, growing list of community amenities, beautiful and thriving downtown, and progressive leadership all contribute to Erie being a welcoming place of potential and security, where people have the space to grow, establish roots, and enjoy the wonderful landscapes, places, and amenities Erie has to offer.

The undisputed appeal of Erie can be seen in the numbers and statistics that have shaped its growth: Erie's population has grown over 66% since the 2010 census, which showed a population of 18,135 people. Logan Simpson and our carefully chosen team of consultants excel at planning for precisely this type of growing community and are committed to identifying and implementing Erie's Vision through a thoughtful and exciting community engagement process, strategic approach to land use planning, and measurable recommendations for actionable change.

Erie residents want to invest in the community to make it an even more vital place that is filled with recreational, retail, entertainment, and other quality of life amenities. Erie is working diligently to fulfill these desires and bridge significant retail, restaurant, and leakages that would increase sales tax revenues. Erie also has experienced the impacts of rapid population growth, where conflicts between new residents and established industries like fracking have raised questions, confusion, and concerns.

As the prime consultant, Logan Simpson will create engaging and compelling events and interactions with an educated and savvy Erie population who cares deeply about their community and its quality of life. We will guide the overall process, focusing on land use, demographics, community engagement, data development and analysis, and implementation/strategies, and will rely on our diverse team of consultants to provide specialized services in transportation, economic analysis, and resiliency.

Transportation is closely tied to land use – each influences the other – so it is critical to consider within the confines of a comprehensive plan. The 2018 update to Erie’s Transportation Master Plan, prepared by **Felsburg Holt & Ullevig** (FHU), thoroughly documented the issues and opportunities related to mobility throughout the Town and identified near- and long-term needs to ensure the continued safety and efficiency of travel in Erie. As part of the Comprehensive Plan update, FHU will use this information to help inform and refine broader land use and quality of life recommendations and integrate innovation and next generation transportation solutions into Erie’s system.

TischlerBise will quantitatively and qualitatively identify market conditions and forces that define the Town’s economic condition. Through detailed reconnaissance, data collection, and market and industry analysis, they will ultimately provide implementation recommendations, a fiscal impact analysis, and help the Town to determine priorities for land use decisions. In addition, TischlerBise is well versed in the Home Rule process; a separate discussion on its potential in Erie is addressed on our Work Plan and Project Approach.

Michael Baker has joined our team to work to identify ways that the Comprehensive Plan can align with the Sustainability Master Plan to mutually support each other and ensure that we do not miss opportunities to integrate sustainability and resiliency throughout. The interconnected nature of planning for resilience and climate change has provided the opportunities to collaborate across disciplines of water planning, infrastructure systems, and natural hazard impacts.

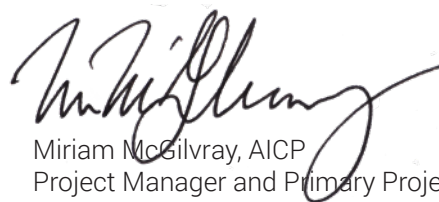
Erie sits at the pivot point between a recent past defined by growth and expansion of both people and places, and a future in which opportunities to shape that growth can realize a community vision that helps address some of the most significant challenges this growth presents. Our process will empower the community to come together to renew their vision for how Erie can grow in ways that are exciting, economically responsive, and clear.

Bruce Meighen, Logan Simpson’s President and CEO, is authorized to bind the firm in a contract and may serve as the agent for service of process. Incorporated in Arizona, Logan Simpson’s corporate headquarters are located at 51 West Third Street, Suite 450, Tempe, Arizona 85281. Bruce is located in our Fort Collins, Colorado location as noted on our letterhead. Logan Simpson acknowledges receipt of Addenda #1, 2, 3, and 4. We look forward to discussing our role in **Guiding Responsible Change** for a thriving future in the Town of Erie!

Respectfully,



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02 WORK PLAN AND PROJECT APPROACH



UNDERSTANDING OF AND APPROACH TO KEY ISSUES

When considering a new comprehensive plan, understanding both the gaps and opportunities of the people, places, and economics that shape Erie will serve as the foundation for thinking about its future growth and development. We have written the following section based on our understanding of the Town, its key issues, and our approach to solving them.



DIVERSIFYING HOUSING AND PROMOTING GREATER AFFORDABILITY

Like many Front Range communities, rents and home prices in Erie are increasing faster than wages, and homeownership is becoming less attainable as a result. A major focus of the plan update will be to assess the housing needs and incorporate a broader mix of housing types. Diversifying housing choices will support the change in the community's population that includes more seniors and younger adults that may have different housing needs and preferences. During the planning process, emphasis will be placed on alternative growth patterns that support those desired housing types that are consistent with the community's character and well-integrated into existing neighborhoods.

FOCUS ON SUSTAINABILITY AND RESILIENCY

Erie's Sustainability Master Plan identifies more sustainable practices by sector. Our team will work closely with the Sustainability Advisory Board to identify ways that the Comprehensive Planning Effort can better align with the Sustainability Master Plan, be mutually supportive, and ensure that we do not miss opportunities to integrate sustainability. Erie prides itself in its strong connection to the community's natural spaces and their contributions to an overall high quality of life for residents and wonderful experience for visitors. The Sustainability Plan and the ongoing water efficiency and drought planning work all open the door to look at how green infrastructure can build on the already strong connection to nature, while also improving water quality, reducing irrigation needs and increasing water efficiency.

CONNECTING HEALTH, EQUITY, AND INCLUSION

The Plan update will build on Erie's recent increased commitment to community equity by utilizing a health, equity, and inclusion lens to develop new policies and implementation that can help ensure that our actions and decisions do not disproportionately burden one group over another. It will be critical to understand the barriers facing certain groups so that all residents have the services, resources, and infrastructure they need.

RESILIENCY AND HAZARD RISK

The greatest hazard risk is flooding, and Erie has put appropriate flooding and drainage ordinances in place to address their vulnerability to this risk. Thanks to recent updates to the Hazard Mitigation Plans (HMPs) for Boulder County and Weld County, our planning team will have new data and information to reference and incorporate. Updating future land use and infrastructure recommendations based on these HMP Update is not only a best practice for keeping people, property, and investments safe, but it also offers an opportunity to unlock additional funding sources to support projects that benefit multiple sectors within the community. Additionally, there is an opportunity to review zoning codes and regulations and identify strategies that protect the community. Michael Baker has helped develop and update a key resource in this field: The Planning for Hazards website and report from the Department of Local Affairs. This resource offers a wealth of information on potential strategies to meet the needs of a community when explain land use solutions to reduce risk exposure.

INNOVATION IN TRANSPORTATION

Innovation in transportation has been occurring at a breakneck pace in recent years, with significant advances in automated vehicle technology, fleet electrification, and intelligent transportation systems (ITS); it is in the best interest of every community to understand these latest developments and identify opportunities for integrating them. FHU's Amy Ford, a nationally recognized leader in the field of advanced mobility, will lead the transportation innovation component of the Comprehensive Plan update. She will use lessons learned by peer regions to build Erie an advanced mobility system.

REGIONAL IMPACTS ON TRANSPORTATION AND LAND USE

Erie's transportation system does not exist in a vacuum—residents and visitors cross jurisdictional boundaries to access jobs, errands, and recreation on a daily basis and expect a smooth, consistent travel experience regardless of how many different cities and counties trips take them through. Thus, it's important to assess transportation to, from, and through Erie in a regional context. We will review the findings and recommendations of recent and relevant regional transportation planning efforts by Boulder County, Colorado Department of Transportation (CDOT), Denver Regional Council of Governments (DRCOG), and Regional Transport District (RTD) and integrate into the Comprehensive Plan update as appropriate, with a particular focus on partnership opportunities and local actions for bringing significant recommendations such as BRT closer to fruition. Transitioning land uses around envisioned BRT corridors such as Highway 287 and Highway 7 to be more transit-friendly is key to making high-frequency transit successful and will be a focus during the planning process. FHU led development of RTD's recent Regional BRT Feasibility Study and is currently leading the Reimagine RTD comprehensive planning process; this experience lends our team a uniquely strong understanding of regional transit considerations and priorities.





TAKING THE 2018 TMP TO THE NEXT LEVEL

Planning for all modes of transportation is essential for maintaining a high quality of life. Active modes such as biking and walking are particularly important to support in a place like Erie that values its small-town feel and sense of community – improving conditions for biking and walking was a common theme heard during public outreach for the 2018 TMP update. That plan includes a robust list of recommended on-street bike facility projects to improve both local and regional bicycle mobility and to better integrate the street network with existing and future trails. Some of those projects have since been implemented, but many have yet to advance from the high-level planning stage. Therefore, as part of the Comprehensive Plan update, we will overlay the proposed bike network with the land use analyses and recommendations to ensure compatibility from a future land-use perspective and refine as appropriate. Best practices for serving active modes have also evolved since the TMP was updated; the Comprehensive Plan update provides an opportunity to incorporate new ideas. An advantage Erie has over many other metro area communities seeking to increase their bikeability and walkability is that much of the Town's transportation system has yet to be fully constructed, allowing for Complete Streets practices to be incorporated from the outset as development occurs rather than relying on challenging and expensive retrofit projects that are the norm in built-out communities; this will be an important to keep in mind as we help plan the Town's growth.

OIL AND GAS

Logan Simpson understands that oil and gas is a top priority in Erie and recognizes the Town's commitment to transparency, which is evident on the Town's well maintained and comprehensive oil and gas webpage. Our team is uniquely qualified to support the Town of Erie in engaging the oil and gas industry in the comprehensive planning process with qualified staff who have experience working in the oil and gas industry along the front range and specifically with Colorado Oil and Gas Conservation Commission, Colorado Department of Public Health and Environment, and Weld County. Oil and gas development in an urban setting such as Erie must consider a balance of mineral rights and land uses and a thorough evaluation in the development of appropriate setbacks. Just as important as the process to explore and develop new oil and gas sites, is recognition and understanding of the lifecycle of an oil and gas well through requirements for evaluation and proper methods for plugged and abandoned wells. We understand the Town's commitment to a balance between development and resource protection. We will engage stakeholders to develop a balanced approach to encouraging the continuation of oil and gas development with careful consideration of viewshed and protection of resources including archaeological and cultural resources. Erie's location along the Front Range provides the community an opportunity to continue to benefit from the oil and gas rich environment and the Town's relationship with industry, while balancing protection of biological, cultural, and visual resources that are important to the community's future as well.



RENEWABLE ENERGY TECHNOLOGIES

Logan Simpson believes in helping our clients guide responsible change in the renewable energy market, which is quickly increasing in scale, consumer demand, and as part of state/federal renewable targets. Colorado released its [Greenhouse Gas Pollution Reduction Roadmap](#) in January 2021 laying out the most ambitious targets in the state's history for climate leadership, pollution reduction and a clean energy transition. The Roadmap anticipates Colorado will need to add 9 GW of renewables between 2021 and 2030 to meet its 80 percent statewide GHG reduction requirement within the electric power sector. This equates to tens of thousands of acres of solar—equivalent to the size of the cities of Fort Collins or Pueblo – and as a result photovoltaic solar has become a driver of land use conversion along the Front Range. Our integrated team's expertise in solar, substation, and transmission siting and permitting has helped both local governments and responsible developers establish solar-ready frameworks for low-impact development.

AIRPORT LAND USE PLANNING

Navigating land uses and development pressures can be particularly challenging and often emotionally-charged when planning around an airport in a growing community. In the case of the Erie Municipal Airport, where a once rural airport is now seeing residential neighborhoods and increased development interest in the vacant land surrounding the airport. Our team looks first to the health and safety of residents and workers in and around the airport area, specifically evaluating land use compatibility, economic importance, and safety zones to protect the community and environment. Our analysis considers such things as noise compatibility and abatement, safety zones and airport overlay standards, and opportunities to strengthen the airport and associated economic industries.

Our methodology for completing the tasks outlined in your scope of work is detailed below in the Proposed Work Plan, and supported by a schedule (Section 4) and cost proposal (Section 7, under separate cover). While specific approach to engagement and process will be refined with the PMT, we consider all tasks recommended in the following Work Plan to be necessary.

PROPOSED WORK PLAN

PHASE 1 – MANAGEMENT AND VISIONING

TASK 1. PROJECT INITIATION (JULY 2021)

A kickoff meeting with the Project Management Team (PMT) will be held to finalize the project schedule, solidify the approach and outcomes, discuss data needs, and identify key inclusions in the Engagement Strategy (Task 2). In this task, we will outline a hands-on project management structure which will include bi-weekly conference calls and milestone in-person discussions, ensuring that the scope, schedule, quality, and budget are effectively managed and meet expectations.

Meetings and Deliverables:

- PMT Kickoff Meeting agenda, materials, facilitation, and summary
- Bi-weekly project status conference calls (every other week)
- Monthly progress reports with invoices, clearly outlining completed tasks

TASK 2: FINALIZE ENGAGEMENT STRATEGY (JULY 2021)

This task will solidify the project's community engagement approach. Based on collaboration with the PMT and Town Communication & Marketing staff, Logan Simpson will formalize an outline of the touchpoints and activities with Community Engagement Partners, stakeholders, and the general public. This will be referred to as the Engagement Strategy (ES) and will serve as an updateable, living document throughout the process. It will be designed to:

- Encourage participation by broad community representation, including residents, business owners, employees, elected and appointed officials, and other invested partners.
- Outline the public outreach goals, activities, venues, and team responsibilities to keep community members informed throughout the planning process, gather feedback at critical points, and create local champions
- Describe the roles and expectations for each of the Community Engagement Partners, including the Project Management Team (PMT), Technical Advisory Committee (TAC), and the Project Advisory Committee (PAC)

Our in-house graphic specialists will work with the Town's Communications & Marketing Department to match the look and feel of the project's logo, plan name, and tagline with the Town's style guide and messaging. This project branding will be used for all communication material throughout the process with the objective to have an attractive and recognizable look in consistent messaging and format. See Section 3. Community Engagement of this proposal for more details on our public engagement approach.

Meetings and Deliverables:

- Engagement Strategy (ES)
- Project Logo, Name, and Tagline
- Establishment of the TAC and PAC
- Website and/or social media content, as needed



A small sample of plan brands developed by Logan Simpson



TASK 3. PROJECT KICKOFF AND STAKEHOLDER INTERVIEWS (AUGUST-SEPTEMBER 2021)

Our team will kickoff the public planning process by holding a TEDTalk-style speaker event to get the community excited and thinking about planning issues in Erie. This event will be followed by a week of brief one-on-one interviews (in-person or by phone) with stakeholders, community partners, business owners, and residents to establish a foundation of understanding for the planning process. These interviews and meetings will be accompanied by a short online community questionnaire on the Engage Erie website to notify the public of the planning process, ask about preferred engagement activities, and identify key issues to address during the process. We will hold two group worksessions with the Community Engagement Partners (TAC and PAC) to kickoff the committee process and identify and discuss key issues and review project expectations. This task will culminate in a socially distanced community tour, including walking or meeting on-sites through each of the planning areas, to visit those key opportunity areas identified through previous studies and by staff and stakeholders. Members of the TAC and PAC will be invited to participate in the tour.

Meetings and Deliverables:

- Engagement Series #1
 - 'Digital' TED Talk-style kickoff event
 - Stakeholder Interviews and summary
 - Online Questionnaire #1 and summary
- Socially-distanced Community Tour with Town Staff
- Planning Commission and/or Board of Trustee Study Session #1
- TAC Meeting #1
- PAC Meeting #1

TASK 4. RECONFIRMING OUR VISION CHARRETTE (SEPTEMBER – OCTOBER 2021)

Visioning outreach activities will feature an interactive charrette workshop (virtually, in-person or hybrid, depending on COVID protocols) on shared values and big ideas facing Erie. This will be a four day-long event to generate interest and buy-in from community members and increase awareness of why this process is so important to shaping the Town's future. The charrette will include electronic polling, hands-on technology, interactive discussions, and the generation of images that capture the community's values and vision that will drive the direction of the Comprehensive Plan.

The Logan Simpson team will pair the charrette with online activities through Engage Erie, such as surveys, visual preference activities, or community mapping to engage stakeholders unable to attend the meetings. After the charrette and online activities conclude, we will generate a summary of common community values, and a series of graphics that depict possible visions for community growth.

Meetings and Deliverables:

- Engagement Series #2
 - Visioning Charrette (4 days), materials, facilitation, and summary
 - Questionnaires #2 (Visioning), content and summary
- TAC Meeting #2 (to review and comment on Vision Charrette), materials, facilitation, and summary
- PAC Meeting #2 (to review and comment on Vision Charrette) materials, facilitation, and summary

PHASE 2 – PLAN AUDIT AND ANALYSIS

TASK 5. COMPREHENSIVE PLAN AUDIT (OCTOBER – NOVEMBER 2021)

An electronic plan audit will be conducted of the Town's current Comprehensive Plan's vision, policies, and implementation strategies to identify the timeless elements which should be carried forward in the new Comprehensive Plan. The plan audit will be designed for input from the PMT, TAC, PAC, and the consultant team. As part of the audit exercise, Logan Simpson will identify opportunities to align the Comprehensive Plan Update with other Town master plans and planning efforts such as the Sustainability Master Plan, Transportation Master Plan, current development of Erie's Water Plans, PROST Master Plan, Open Space Management Plan, Airport Master Plan, Downtown Redevelopment Framework, and Town Center Master Plan, among others.

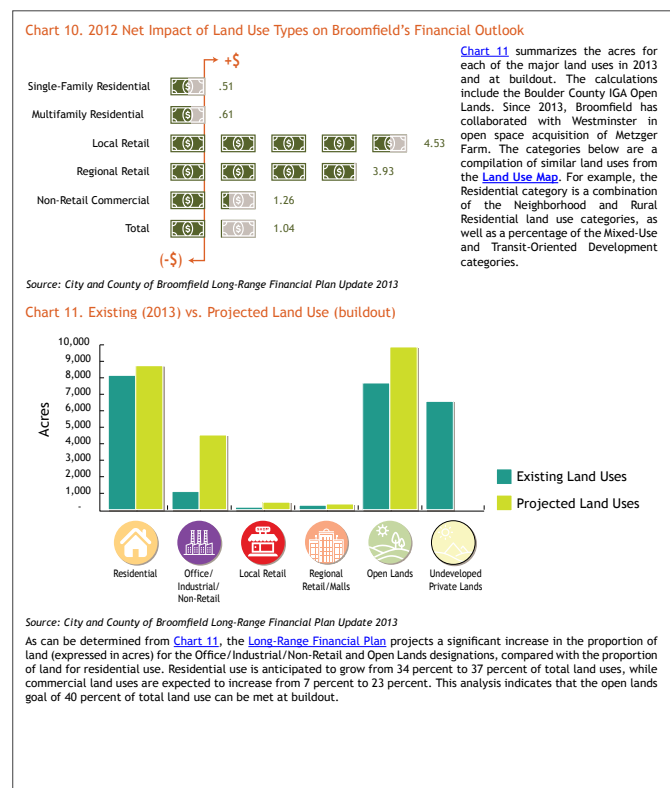
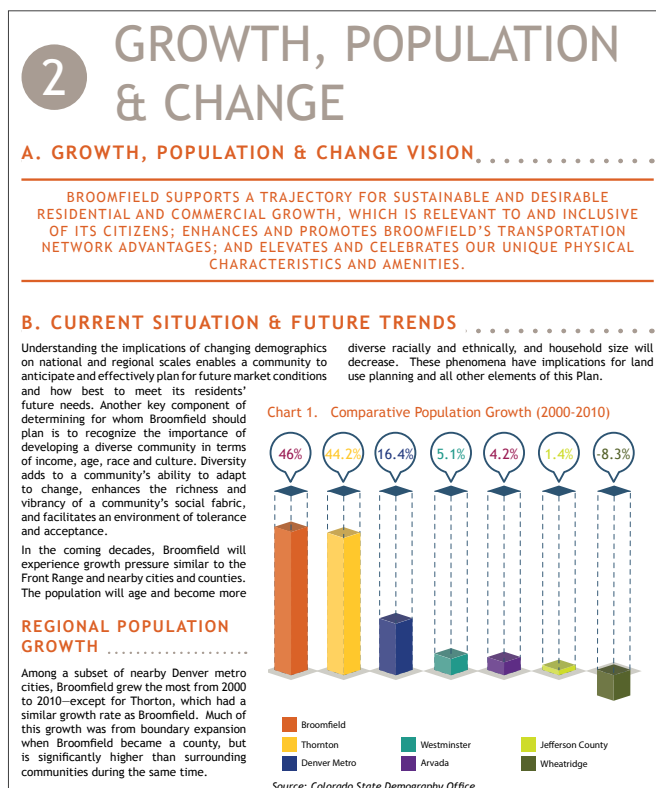
Meetings and Deliverables:

- Online Plan Audit Survey
- Plan Audit Report, identifying approaches to carry forward and topics that need further study and discussion.

TASK 6. EXISTING CONDITIONS AND TRENDS ANALYSIS (OCTOBER – DECEMBER 2021)

This task will perform targeted analysis and research of background information, spatial data, and socioeconomic, demographic, and development trends. We will evaluate the existing conditions in the Town of Erie and within three miles of the municipal boundary. We will synthesize the information collected into easy to digest "snapshots" on plan topics that provide an overview and analysis of baseline conditions for all anticipated plan elements utilizing infographics and establishing baseline indicators.

The report will provide not only an overview of baseline conditions, but also define how those conditions influence the development of Erie. The data will be contextualized in a way that relates directly to what people need to know when they think of Erie's long-term future. Moreover, we will articulate what all this means for the community. The consultant team will compare the results from the 2021 Community Survey with past community priorities and integrate those findings into the appropriate snapshots. Through a lens of sustainability, the snapshots will highlight topics in the following sub-tasks:



Existing Conditions and Trends Analysis excerpts from the Broomfield Comprehensive Plan

ADVANCED MOBILITY

FUTURE READY TRANSPORTATION

Technology solutions and new private mobility partners are transforming how we deliver safe and accessible transportation. FHU is focused on helping communities and agencies understand and harness advanced mobility solutions that can elevate how to move people, data and goods by:

EVALUATING & INTEGRATING emerging mobility strategies and policies;

BUILDING relationships with peer organizations, government agencies and private sector mobility partners to identify best practices and funding opportunities; and

DESIGNING & DEPLOYING advanced mobility solutions, technologies and tools to solve mobility needs and build community.

6.1 Growth, Population, and Regional Coordination: Led by Logan Simpson, this will include historic population and demographic trends, current estimates, and projections for the next five-, ten-, and twenty-year planning horizons. We will also evaluate current IGAs, special districts, and adjacent municipal and county planning.

6.2 Community Character and Design: Led by Logan Simpson and supported by Michael Baker, this snapshot will evaluate Erie's historic roots and preservation efforts, growth patterns, design standards, redevelopment opportunities, and unique aspects of Erie's local heritage and character.

6.3 Land Use and Growth Management: Led by Logan Simpson, this will prepare a study of current and planned land uses to identify areas of stability and change, evaluate the fiscal impacts of growth, and address compatibility around special areas such as the Airport, landfills, and I-25 corridor.

6.4 Housing and Neighborhoods: Led by TischlerBise, this will review existing housing policies, practices, and regulations and evaluate housing supply and cost factors comparing the Town to the larger region. A proposed approach includes an existing housing inventory (type, vacancy, age, and size), affordability and cost analysis (housing values, monthly housing costs, and ownership status), and unmet housing needs by income segments.

6.5 Market Analysis and Economic Development: Led by TischlerBise, this subtask will analyze the nonresidential market, identify viable industries to target, explore the concepts and strategies for site development, as well

as identify potential future scenarios. This will include a gap assessment/target industry identification and demand forecast for goods and services.

6.6 Transportation and Mobility: Led by FHU, this will include a targeted review of nationwide and international transportation and mobility innovations and best practices for integrating next generation transportation solutions into Erie's system.

6.7 Parks, Recreation, Trails, and Open Space: Led by Logan Simpson, this subtask will provide an inventory of the parks, recreational facilities, trails, and open space and build off the 2016 PROST Master Plan to identify projects and strategies that have yet to be completed.

6.7 Public Facilities and Services: Led by Michael Baker, this will evaluate the needs for infrastructure, facilities, utilities, public services, and water resources.

6.8 Natural Resources and Environment: Led by Michael Baker and supported by Logan Simpson, this will evaluate and map natural hazard risks, issues around oil and gas facilities, and resource management. We will incorporate the new data and information provided by the recently updated Hazard Mitigation Plans by both Boulder and Weld Counties.

Meetings and Deliverables:

- Existing Conditions Snapshot Report (draft and final versions)
- TAC Meeting #3 (to review and comment on Existing Conditions Snapshots), materials, facilitation, and summary

PHASE 3 – DEFINING THE DIRECTION

TASK 7. OPPORTUNITIES ANALYSIS (JANUARY – FEBRUARY 2022)

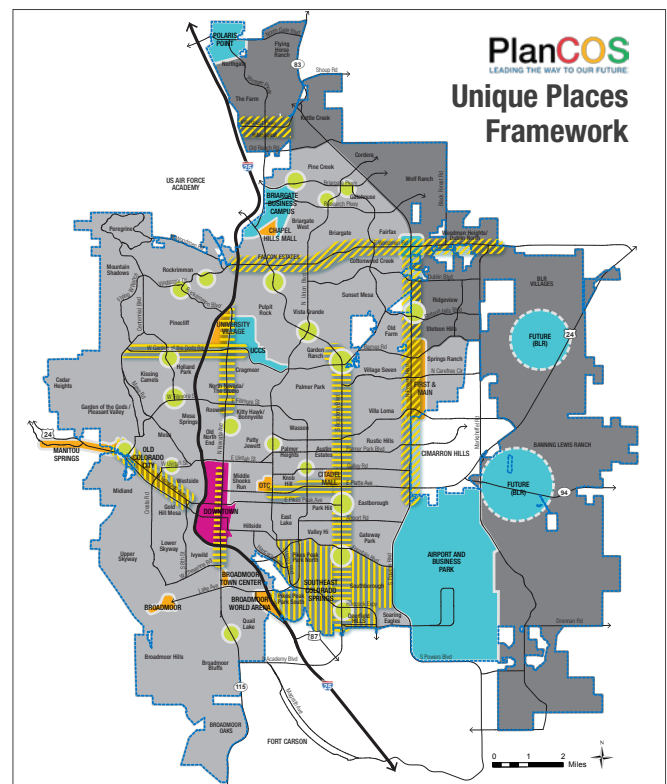
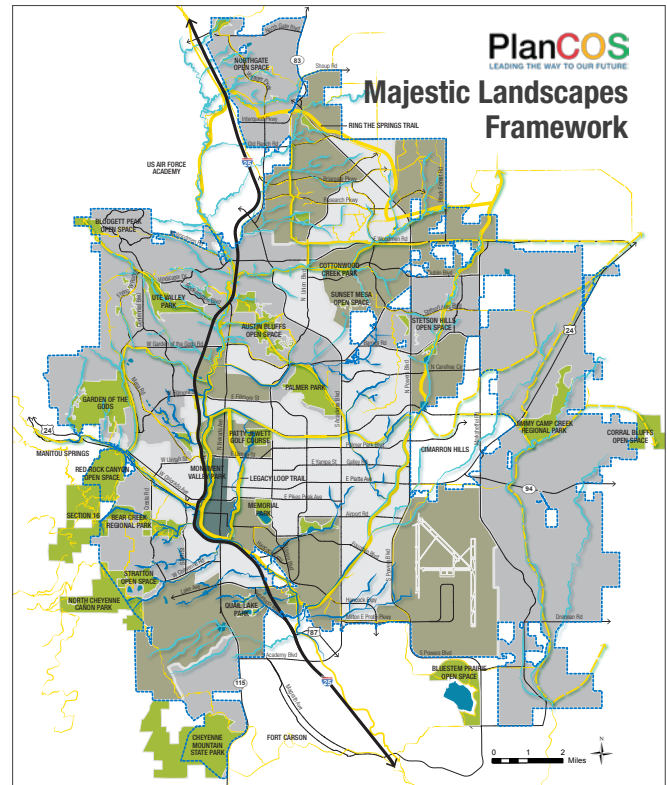
Building on the analysis and public engagement from Phase 1 and 2, our team will identify and analyze high-level policy and implementation opportunities that reflect the Town's vision for the future. The consultant team will identify geographic, process, and policy opportunities that contribute to and reflect Erie's vision for the future. Opportunities will be grounded in character preservation, placemaking, and mobility focusing on Erie's unique qualities and aspirations. This task will look at opportunities and choices around specific land uses and zoning; housing; transportation; services; community form and historic preservation; and open space, parks, recreation.

Specific to transportation, this could include developing a framework for tracking and evaluating key trends and technologies and a process for the Town to integrated advanced mobility strategies and technologies along a continuum of innovation. This could include opportunities to apply cutting edge technology, test applications selectively through pilot or demonstration projects, or to integrate advanced mobility solutions as part of everyday business through process, risk assessment, agile procurement, standards, partnerships, and policy changes. This task will consider opportunities to integrate next generation transportation solutions into Erie's system through:

- **Infrastructure Services** such as shared and Complete Streets design, mobility hubs, electrification design, ITS and fiber, connected and automated infrastructure standards or vulnerable road user detection.
- **Mobility Services** such as on demand microtransit, micromobility and rideshare policies, partnerships and planning, mobility as a service platforms, cargo delivery and automated delivery
- **Operations Services** such as mobility data specification and operations management, curb management and fleet management
- **Pricing and Payments Services** such as mobility services fees and mobility wallets

Meetings and Deliverables:

- Opportunities Analysis and Identification
- TAC Meeting #4 (to workshop preliminary opportunities), materials, facilitation, and summary
- PAC Meeting #3 (to workshop preliminary opportunities), materials, facilitation, and summary





TASK 8. COMMUNITY CHOICES AND PRIORITIES CHARRETTE (MARCH - APRIL 2022)

A four-day charrette (virtually, in-person or a hybrid) will consider the options for future community growth based upon the specific opportunities identified during the Visioning phase. Such topics could include housing, transportation, land use, parks, health, infrastructure, economic development, resilience, or hazard mitigation. Educational information about each choice would be presented, allowing participants to learn about the tradeoffs and potential benefits that could result from each choice, and for them to provide their perspective on a preferred direction.

The charrette will be paired with an online activity on the BTT project website. We will host an internal brainstorming workshop with staff and the PAC ahead of the workshops and online activities.

The outcome of the choices analysis, workshops, and online activities will identify community-supported strategies and direction that we can then translate into a Future Land Use Plan, and goals, policies, and implementation actions necessary to achieve the plan.

Meetings and Deliverables:

- Engagement Series #3:
 - Community Choices Charrette, materials, facilitation, and summary
 - Questionnaires #3 (Choices and Priorities), content and summary
 - Focus Group Meetings, materials, facilitation, and summary
- TAC Meeting #5 (to review results of Charrette), materials, facilitation, and summary
- PAC Meeting #4 (to review results of Charrette), materials, facilitation, and summary
- Planning Commission and/or Board of Trustee Study Session #2

TASK 9. FISCAL IMPACT ANALYSIS (MAY 2022)

TischlerBise will analyze the fiscal impacts of land use to compare the fiscal sustainability of proposed changes to the existing Comprehensive Plan. We will develop a fiscal impact model for this effort to analyze the Town's budget, levels of service, demand bases, public facilities, development characteristics, and infrastructure footprint. This will include any changes to levels of service, revenue projection assumptions, capital infrastructure assumptions, capital improvement projections, subareas, and projection methodologies. The results will be used to inform discussions with stakeholders on land use choices and policies and economic development and intervention strategies. The fiscal impact analysis findings may include projections of revenues, operating expenditures, capital expenditures, and net fiscal impacts. As part of this task, TischlerBise will also provide recommendations for implementation and fiscal sustainability, which will cover policies, funding opportunities, and implementation strategies to support economic development, growth paying for growth, and ongoing fiscal and economic sustainability.

Meetings and Deliverables:

- Summary of assumptions and projection methodologies
- Fiscal Impact Model
- Summary of Fiscal Impact Analysis Results and Findings
- Implementation and Fiscal Sustainability Recommendations

TASK 10. POLICY FRAMEWORK DEVELOPMENT (MAY – JULY 2022)

This task bridges the broader vision with an implementation strategy over the next five to 20 years. Based on the direction and input received in Phases 1 and 2, our team will assemble a policy framework describing draft goals and policies for each Comprehensive Plan element to guide decision-making on future development. To accompany the goals and policies, we will also prepare associated maps, illustrations, simulations, 3-D imagery, and/or photos to help visually support the policy framework. The TAC and the PAC will review and workshop the draft goals and policies ahead of the Draft Comprehensive Plan Public Comment Period (Task 10), which will likely require at least two meetings.

Meetings and Deliverables:

- Preliminary Goals and Policies
- TAC Meetings #6 and #7 (to review draft policy framework and future land use plan), materials, facilitation, and summary
- PAC Meetings #5 and #6 (to review draft policy framework and future land use plan), materials, facilitation, and summary
- Planning Commission and/or Board of Trustee Study Session #3

FINANCIAL IMPACTS OF HOME RULE PROCESS

A transition to Home Rule has the potential to affect the Town's finances by allowing greater autonomy for sales and use tax collection, expanding the types of taxes and fees collected, revising debt authority, and expanding the use and purposes of special improvement districts. As the Town explores the possibility of becoming a Home Rule community, the Comprehensive Plan effort, coupled with a Fiscal Impact Analysis, will help to identify where Home Rule may affect current and future fiscal and economic sustainability.

In states like Colorado where localities are limited by TABOR (and would continue to be under Home Rule) and are heavily dependent on sales tax revenues, the ability for a local government to expand its autonomy over locally-generated revenues is appealing. This has become increasingly important with the acceleration of online shopping, particularly in sales-tax dependent states like Colorado.

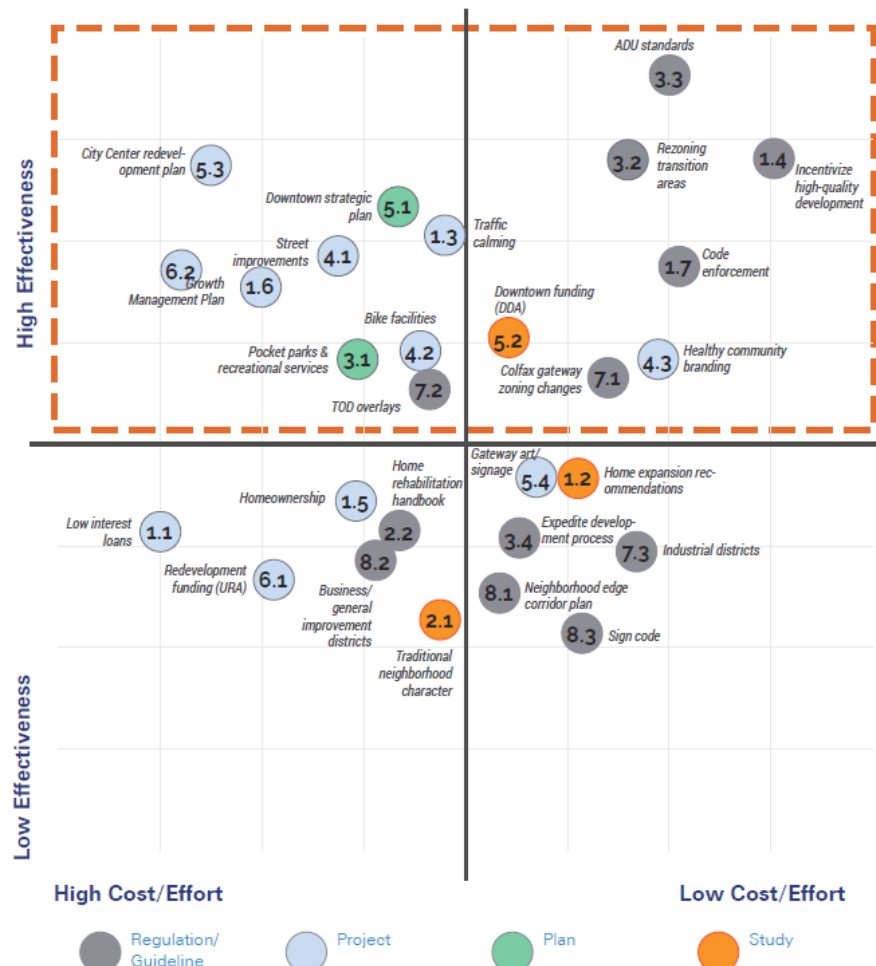
Local governments that can collect online sales tax will be better able to maintain levels of service—especially during periods of limited customer mobility (e.g., during events such as a pandemic or natural disaster where bricks and mortar retail establishments are essentially shut down for an extended period of time).

TASK 11. MANAGEMENT AND IMPLEMENTATION PLAN (JUNE – JULY 2022)

Logan Simpson will identify practical and clear implementation projects (actions) to support the desired Town goals and policies. This will inform an adaptive management component to implement the Comprehensive Plan. We will explore options regarding the role of—and partnerships between—the Town, County, other agencies, adjacent jurisdictions, local landowners, residents, and businesses. Our team will also identify and prioritize administrative actions for achieving implementation, including broad recommendations for regulatory reform. We will set up clear recommendations to align the Town of Erie Unified Development Code and Zoning Map with the direction and intent of the new Comprehensive Plan. This task will also outline recommended additional system plans, corridor plans, or other sub-area plans, as needed.

Meetings and Deliverables:

- Preliminary draft of Management and Implementation Plan
- TAC Meeting #8 (to review implementation strategies), materials, facilitation, and summary
- PAC Meeting #7 (to review implementation strategies), materials, facilitation, and summary



Action items are plotted according to their relative effectiveness versus cost and level of effort to implement.

PHASE 4 – REALIZING THE COMPREHENSIVE PLAN

TASK 12. DRAFT PLAN AND PUBLIC REVIEW (AUGUST-OCTOBER 2022)

The team will refine and format the preliminary Comprehensive Plan to ensure it reflects the Town's character. The public will have the opportunity to review and provide feedback on the Draft Plan during a public review period. The Draft Plan will be available through Engage Erie and on the Town's website, coupled with engagement activities to provide comments and suggestions. Public meetings will be held to showcase the Plan, describe highlights and overall intent of the plan, and encourage public discussion and Q&A. These meetings can be in-person, if appropriate. The PAC will meet a final time to review the Draft Plan and make a recommendation to Planning Commission.

Meetings and Deliverables:

- Preliminary Draft of the Comprehensive Plan for TAC and PAC review
- Public Draft of Comprehensive Plan
- Engagement Series #4:
 - Public Review Events; materials, facilitation, and summary
 - Public Review Online Activities; content and summary
- Planning Commission and/or Board of Trustee Check-in #4
- PAC Meeting #8 (to review draft plan and provide recommendation to PC); materials, facilitation, and summary

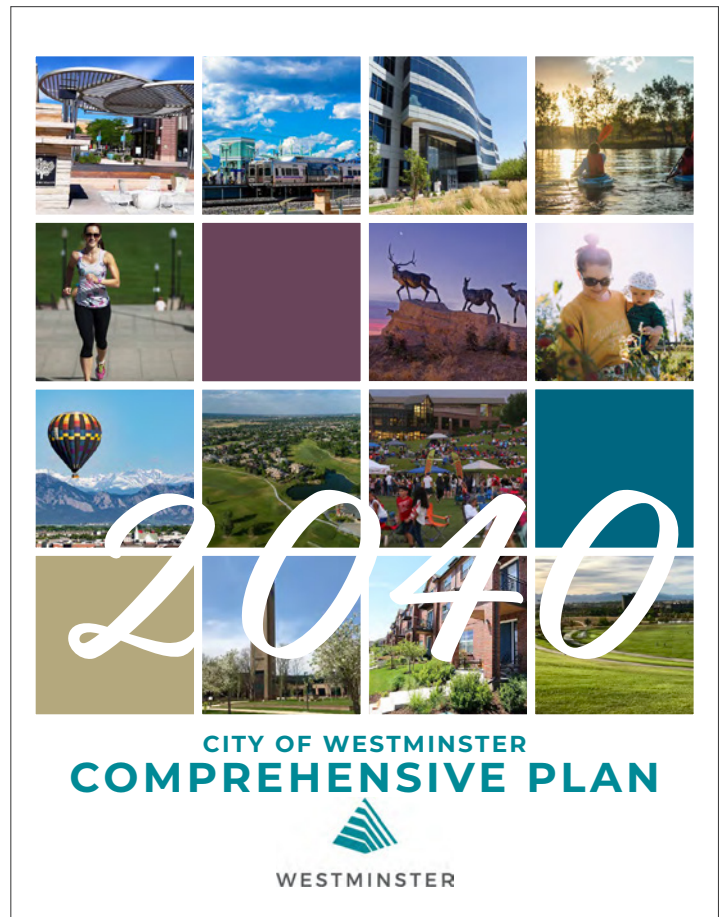
TASK 13. ADOPTION HEARINGS AND FINAL PLAN (NOVEMBER-DECEMBER 2022)

Following public review, we anticipate two rounds of minor revisions to the Comprehensive Plan, each used to update the document after the public hearings. Logan Simpson can assist in the presentations before the Planning Commission and Board of Trustees.

Following formal adoption, Logan Simpson will provide final packaged Microsoft Word and PDF electronic files along with all supporting mapping, graphics, and analyses files.

Meetings and Deliverables:

- Engagement Series #5
 - Planning Commission Public Hearing
 - Board of Trustees Public Hearing
- Final Comprehensive Plan documents and supporting files
- Final maps and GIS map packages



Westminster's draft Comprehensive Plan is currently out for public review.

RACI CHART

R | Responsible: Person who performs an activity or does the work.

A | Accountable: Person who is ultimately accountable and has Yes/No/Veto.

C | Consulted: Person that needs to feedback and contribute to the activity.

I | Informed: Person that needs to know of the decision or action.

<div>RACI CHART</div> <div><div>R Responsible: Person who performs an activity or does the work.</div><div>A Accountable: Person who is ultimately accountable and has Yes/No/Veto.</div><div>C Consulted: Person that needs to feedback and contribute to the activity.</div><div>I Informed: Person that needs to know of the decision or action.</div></div>	LOGAN SIMPSON: (LAND USE)				FHU (TRANSPORTATION)				MICHAEL BAKER (RESILIENCY)				TISCHLERBISE (FISCAL ANALYSIS)				PROJECT MANAGEMENT TEAM	TECHNICAL ADVISORY COMMITTEE	PROJECT ADVISORY COMMITTEE	BOARD OF TRUSTEES AND PLANNING COMMISSION	BOARDS AND COMMISSIONS	BUSINESS INTERESTS	AGENCIES + LAND MANAGERS	NON-PROFITS + COMMUNITY ORGS	GENERAL PUBLIC
	Project Deliverables & Tasks				Consultant Team				Community Engagement Partners				Stakeholders, Interest Groups, and General Public												
	Phase 1 – Management and Visioning																								
	Task 1: Project Initiation	R	C	C	C	A	I	I	I																
	Task 2: Finalize Engagement Strategy	R	I	I	I	A	I	I	I	I	I	I	I	I											
Task 3. Project Kickoff and Stakeholder Interviews	R	R	R	R	A	C	C	C	C	C	C	C	C												
Task 4. Reconfirming Our Vision Charrette	R	C	C	C	A	C	C	C	C	C	C	C	C												
Phase 2 – Qualitative Analysis																									
Task 5. Comprehensive Plan Audit	R	C	C	C	C	C	C	C	C	I	I	I	I	I											
Task 6. Existing Conditions and Trends Analysis	R	R	R	R	A	C	C	I	I	I	I	I	I	I											
6.1 Growth, Population, and Regional Coordination	R	C	I	C	A	C	I																		
6.2 Community Character and Design	R	I	C	I	A	C	I																		
6.3 Land Use and Growth Management	R	C	C	C	A	C	I																		
6.4 Housing and Neighborhoods	R	I	I	R	A	C	I																		
6.5 Market Analysis and Economic Development	R	I	I	R	A	C	I																		
6.6 Transportation and Mobility	R	R	C	I	A	C	I																		
6.7 Parks, Recreation, Trails, and Open Space	R	C	C	I	A	C	I																		
6.8 Public Facilities and Services	R	C	R	C	A	C	I																		
6.9 Natural Resources and Environment	R	I	R	I	A	C	I																		
Phase 3 – Defining the Direction																									
Task 7. Opportunities Analysis	R	R	R	R	A	C	C	I	I	I	I	I	I	I											
Task 8. Community Choices and Priorities Charrette	R	R	R	R	A	C	C	C	C	C	C	C	C	C											
Task 9. Fiscal Impact Analysis	R	I	I	R	A	C	I	I	I	I	I	I	I	I											
Task 10. Policy Framework Development	R	R	R	R	A	C	C	C	I	I	I	I	I	I											
Task 11. Management and Implementation Plan	R	R	R	R	A	C	C	C	I	I	I	I	I	I											
Phase 4 – Realizing the Comprehensive Plan																									
Task 12. Draft Plan and Public Review	R	I	I	I	A	C	C	C	C	C	C	C	C	C											
Task 13. Adoption Hearinqs and Final Plan	R	I	I	I	A	I	I	A	I	I	I	I	I	I											

QUALITY CONTROL

We generally propose biweekly meetings with the County project manager and internal team, with stakeholder, public, and department engagement at key milestones throughout the project as noted in our proposed schedule. Accurate, timely communication is essential to successful completion of any project. Logan Simpson will maintain frequent, regular communication with Town staff and project manager Deb Batchelder through a variety of mechanisms, including phone calls/virtual meetings, email, and face-to-face meetings, with updates routinely scheduled throughout the course of the project. Communication will include project progress over the previous period and planned activities for the coming period. Internally, project manager Miriam McGilvray will meet at least weekly with the project principal and technical leads to ensure that we meet the overall needs of the project. When procedural, policy, or consistency issues that could affect other tasks and resources are identified, Miriam will facilitate the resolution in a collaborative manner.

In addition to the discussion regarding the detailed work plan, schedule, and engagement strategy, a project kick-off meeting will be used to confirm a clear approach to communication throughout the project. Communication will include minimum bi-weekly updates to the project manager about project progress over the previous period, as well as planned activities for the coming period. Maintaining a high level of communication will assure smoother project progress and allow for greater flexibility in responding to potential disruptions to activities.

Logan Simpson has the corporate resources necessary to ensure effective cost and schedule control on all projects. Our Accounting Team utilizes the Deltek Vision Financial Management System to track all project and corporate overhead costs in compliance with generally accepted accounting principles and government cost accounting standards. For each project, we establish a budget and communicate it to project staff. We assign an accounting staff member who is responsible for tracking costs by project and activity from start to finish, and we generate and regularly review reports at the project, contract, and corporate levels.



Throughout the Comprehensive Plan process, we strive to listen; create exciting, engaging exercises; and involve a diverse group of stakeholders. We routinely implement a wide range of tools, including charrettes, online questionnaires, text polling, one-on-one interviews, focus groups, coffee talks, biking and walking tours, and mobile meetings to gather input. We go directly to the community to elicit their perspectives and tie into existing town events and active social media platforms (non-traditional techniques). Given today's context, the specific timing and format of events may be modified due to COVID-19 restrictions.

Over the last year, we have honed our already robust online and remote engagement techniques to effectively transition the best parts of in-person meetings to an online format. We have found that a range of online events and activities allows the community to participate on their schedule and at the desired level of effort—whether that's a single working mom who just wants to be informed of the process or a long-time business owner providing in-depth recommendations.

Our approach is carefully crafted to engage and empower citizens, advisory boards, Town staff, development community, business community, and service providers to be stakeholders in the update process. We have the ability to move from high-tech (digital) methods to more in-person activities as public health and safety allow, especially in our ever-changing environment. Irrespective of the method, we gauge community engagement levels after every activity and event and make the necessary adjustments to ensure the greatest amount of citizen involvement.

As noted in our Work Plan and Project Approach, we will develop a targeted Engagement Strategy (ES) early in the process that will detail how and when to reach out the public, community partners, leaders, and representatives. This will also outline how we can leverage Erie's Bang the Table website and other platforms to be effective tools not only for online engagement, but also to help notify and push awareness of events and engagement activities. The ES will be a living document that can adapt to unforeseen issues during the process and allow for the transition out of the pandemic to in person engagement as permitted.

OVERALL ENGAGEMENT STRATEGY



We envision four categories of outreach for the Comprehensive Plan process: charrettes, high-tech, focus groups, and committees:

Charrettes: A charrette process will be employed to engage the community in a dialogue about options for future community growth. Although they share underlying values with conventional engagement processes, including their participatory nature, charrettes have a short, intensive timeframe and an abundant use of hand-drawn and digital illustrations and maps, as opposed to policy documents typically found during the creation of Comprehensive Plans. Charrettes will provide the primary means for the community to weigh the pros and cons of alternative growth strategies. Charrettes will be held virtually, in-person or in a hybrid format depending on COVID protocols.

High-tech: At each phase, the BTT project website will release a call-to-action with targeted interactive questionnaires, mapping activities, or virtual meetings. Associated Facebook pages, Twitter accounts, and Instagram postings will be used to continuously drive people to the central BTT project website to achieve consistent messaging, advertise the charrette and other engagement opportunities, and build momentum for the project.



Focus Groups: If and when in-person meetings are appropriate, other small topic-specific or stakeholder-specific focus group meetings will be held to complement both the charrettes and online engagement activities. The Town will be in charge of meeting logistics, food and beverages, and notifications based on source content provided by Logan Simpson.

Committees: The ES will outline the role and expectation for the Comprehensive Plan Advisory Committee (PAC) and Technical Advisory Committee (TAC) that will be regularly engage throughout the planning process. The ES will also outline anticipated engagement of the Planning Commission and Town Board of Trustees, as well as major service providers, and special districts. The Town will be responsible for identification and notification of committee members as well as all meeting logistics.



ONLINE TOOLS FOR ENGAGEMENT

We have a long-time partnership with Bang the Table (BTT).

According to BTT, Logan Simpson uses their platform more than any other consultant firm in the US. We have been using the platform since 2018 and have continued to adapt to their front- and back-end updates to ensure high quality, inviting project websites. We have collaborated closely with BTT on a number of recent projects, including [ImagineCache.com](https://www.imaginecache.com/), [EnvisionThreeForks.com](https://www.envisionthreeforks.com/), [PlanManhattan.com](https://www.planmanhattan.com/) and others. Logan Simpson and Bang the Table also collaborated on a Colorado APA presentation on community engagement in October 2020 that garnered nearly 400 participants.

In our experience before and during the pandemic, online engagement has allowed our projects to reach a broader cross-section of the population than would normally attend public meetings. Because of the flexibility to integrate other engagement tools, we have found that Bang the Table can easily supplement other public engagement activities. For our Imagine Cache project, we worked closely with Bang the Table to integrate the ability to submit to the 'Idea Wall' directly from your phone by sending a text message. This capability was very popular and more than tripled our participation with that tool.

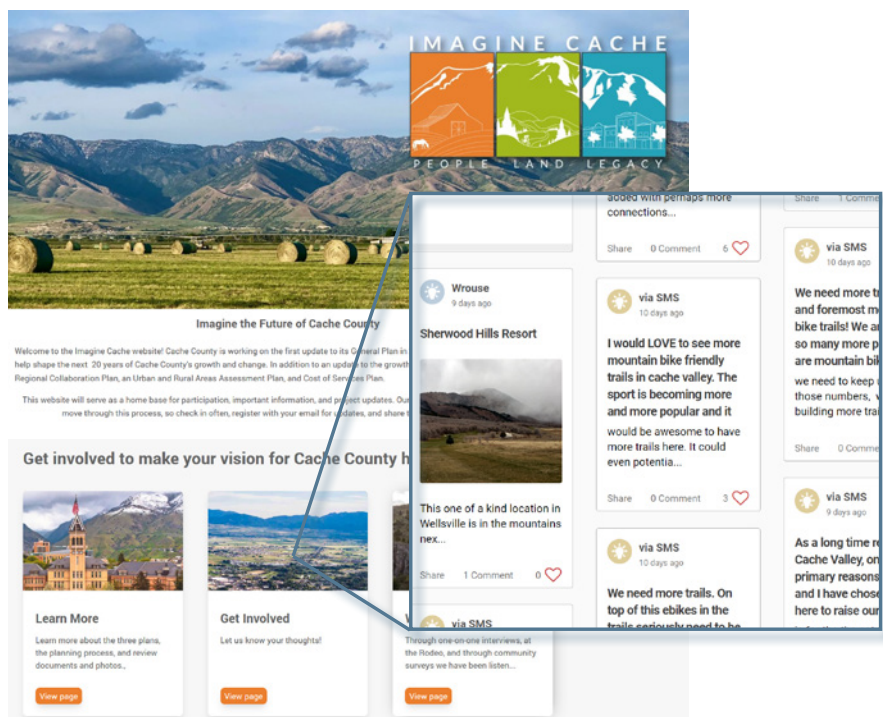
We have also used BTT to help manage project committee engagement and document distribution through password-protected pages. This can be a useful capability with the PMT, TAC, or PAC to establish a database of agendas, presentations, and other internal documents.

The BTT website can include a Google Translation plug-in that can automatically translate the website content. If customized surveys or meeting materials are needed in Spanish, they can be provided.

Konveio is another service that we often use for collaborative document review. This tool has been extremely beneficial to our projects, especially to gather feedback on the draft plan, solicit input on design concepts, or even offer a self-paced virtual "open house" where participants can comment on the presented materials.

Online platforms can be a springboard for other engagement activities. Upon the return of in-person public meetings, the project website will be used to help notify upcoming meetings or as a post-meeting follow up to garner additional feedback or provide clarity on controversial community discussions. Notification emails can be sent directly from the website to participants that have registered, to update them on upcoming meetings or engagement activities.





Envision Gallatin embedded the Konveio tool on the project's Bang the Table website for the Public Review of the Draft Plan. Imagine Cache used SMS text capabilities on the project's Bang the Table website to collect visioning ideas. We also used the website to host a video competition, showcasing the submissions and using the website's voting/polling capabilities.

A clear call to action will keep the community engaged at each plan milestone. Logan Simpson will prepare questionnaires either on the Engage Erie website or through survey platforms like Polco or Alchemer. These online questionnaires will be paired with outreach events, whether in-person or virtual meetings. Links to access the questionnaire can be housed directly on the Town's website and social media platforms to mimic and add to the charrettes or other outreach events with a two-fold purpose:

- to direct visitors to the website for further engagement opportunities, and
- to allow for individuals unable to engage specific events (with a unique timeframe or location/platform) to provide input online.

The questionnaires will be launched a week prior to the events and extend for approximately one month. Efforts should be made to find champions (amongst the TAC and PAC, print/social media, and engaged residents) who could help spread the word and encourage as many people as possible to do the questionnaires online.

THE BEST PARTS OF IN-PERSON MEETINGS...ONLINE

We excel at facilitating public meetings, whether in-person or virtually. With our strong foundation in online engagement techniques, we can effectively host remote meetings that are captivating, interactive, and productive. In the process of developing the Engagement Strategy (Task 2), we will identify the best platform to use depending on the target audience. We can use Zoom, Microsoft Teams, Google Meet, GoToMeeting, or others.

To capture meaningful feedback through any of these meeting platforms, we can integrate different tools such as Menti or Zoom polls, Mural interactive workshops, breakout meeting rooms, or texting questions/responses to the website.

TRACKING AND BOOSTING ENGAGEMENT

Using BTT will allow us to identify who has been involved, where they are from, and by what method they prefer to be engaged. We will use this system, as well as track participation at in-person events, to identify stakeholder groups that may be underrepresented in the process, and to outreach to those groups for additional participation.

PROJECT NOTIFICATION AND AWARENESS

Logan Simpson will create content to increase awareness of the project and encourage engagement. This may include developing postcards, flyers, utility bill newsletters, videos, radio spots, press releases, Erie Government Television, etc., to inform people about upcoming in-person and online public involvement opportunities. The Town's Engagement Staff will help distribute the information across the local media outlets and platforms.

Notification will be fully integrated across the project website and the Town's social media platforms. Logan Simpson will provide source content for these platforms to both share information (events, documents, updates, context, social media links, email sign-up, and FAQs) and collect feedback (interactive mapping, questionnaires, polls, or open discussion questions). Content production and digital engagement guidance will focus on mobile-friendly applications and one- to two-step user feedback, allowing respondents to plug into the planning process at any time, and through minimal scrolling, key clicks, etc.

LA CIUDAD DE WESTMINSTER TE INVITA A PARTICIPAR EN

PERSONAS, LUGARES Y PLANES

COMMUNITY OPEN HOUSE

26 DE SEPTIEMBRE DE 4PM-7PM
CITY PARK REC CENTER

16 DE OCTUBRE DE 4PM-7PM
THE MAC (72ND AND IRVING)

Acompáñanos en cualquiera de los dos eventos y aprende sobre el futuro de la ciudad, participa en las encuestas y danos tu punto de vista.

- Plan Integral (uso de terrenos)
- Plan de Parques, Recreación y Bibliotecas
- Plan de Sostenibilidad
- Plan de Transportes y Movilidad
- Código de Desarrollo Unificado
- Plan de Abastecimiento de Agua

WESTMINSTER FORWARD
one community. one vision. one future. **WESTMINSTER**

www.cityofwestminster.us/forward

Si no puedes asistir, toma la encuesta en línea.

All project messaging and notification of engagement opportunities can be provided in both English and Spanish.

PROJECT MANAGEMENT AND A STRONG COMMITTEE STRUCTURE

Project Management Team (PMT): As part of the PMT, Logan Simpson will work closely with the Town's project manager and planning team to oversee the plan update process. Our approach includes a hands-on project management structure with bi-weekly conference calls and milestone in-person discussions with the PMT, ensuring that scope, schedule, quality, and budget are effectively managed and meet expectations.

Technical Advisory Committee (TAC): TAC participation will focus on facilitated discussion about how the plan update would impact everyday professional practice, including implementation through the Unified Development Code and other Town processes and programs, and also provide a high degree of alignment with ongoing initiatives across Town Departments. Our approach anticipates convening this committee every other month.

Project Advisory Committee (PAC): The PAC will provide direction and guidance to the PMT throughout the planning process, comprised of Board of Trustee members, Planning Commission, Advisory Committees, as well as business and development representatives.

Planning Commission and Board of Trustees: Planning Commission and/or the Board of Trustees will be involved at an anticipated four study sessions at key milestones in the planning process. They will input into interim drafts of the Comprehensive Plan and be kept updated of the planning process. The consultant team will present the final draft of the Comprehensive Plan at Plan adoption hearings and provide updates if required in the hearing.

BROAD COMMUNITY PARTICIPATION AND OUTREACH

Our approach to the public process will reach out to stakeholder groups. It is anticipated that the Town will be responsible for mailing project updates as part of utility billings, hardcopy newsletters, weekly newspaper highlights, press releases, modifications to existing informational kiosks, as well as the maintenance of social media accounts based on materials provided by the consultant.

ANTICIPATED STAKEHOLDER GROUPS

Boards and Commissions

- Board of Trustees
- Planning Commission
- Open Space & Trails Advisory Board
- Historic Preservation Advisory Board
- Sustainability Advisory Board
- Diversity, Equity and Inclusion Advisory Board
- Airport Advisory Board
- Tree Board

Business Interests

- Area Businesses
- Erie Chamber of Commerce
- Land Developers, Builders and Real Estate Interests
- Downtown Erie Business Association
- Oil and Gas Industry
- Renewable Energy Industry
- Erie Rotary Club

Agencies + Land Managers

- Colorado Department of Transportation
- RTD
- Denver Regional Council of Governments
- Boulder County
- Weld County
- Colorado Oil and Gas Conservation Commission
- Colorado Dept. of Public Health & Environment
- Front Range Landfill
- United Power, Source Gas, and Xcel Energy
- Phone, Cable and Internet providers
- Town of Erie Departments

Non-Profits + Community Organizations

- Boulder Valley School District
- Vista Ridge Academy
- Erie Community Public Library
- Erie Community Food Bank
- Erie UpLink
- Erie Historical Society
- Homeowners Associations
- Metropolitan Districts

General Public

- Town Residents
- Hispanic / Latinx Community
- Property Owners
- Visitors
- Students

OUTREACH EVENTS



Logan Simpson will work closely with the PMT to plan the charrettes and other engagement activities that will involve the public in interactive activities, both in person and online. In an effort to remain informal and encourage substantial feedback, we suggest holding the public events outside of Town offices, at venues such as unused downtown storefronts, the community center, the library, or at local events/festivals.

Efforts should be made to have a presence at community events to maximize on collecting feedback from residents. While the event series may primarily be staffed by PMT and the consultant; community events that fall outside of the timeframe of anticipated charrettes and events should be staffed by the Town, TAC, PAC, and/or volunteers.

Consultant: will design all communication materials, plan the event format, present, facilitate, and summarize feedback.

Town Staff: will manage invitations, notifications, scheduling, and logistics, including but not limited to, venues reservation, support staff, audiovisual equipment, printing, food and beverage, etc.

ENGAGEMENT SERIES #1 – PROJECT KICK-OFF AND STAKEHOLDER INTERVIEWS

Work Plan Task 3: Project Kickoff and Community Tour

Timeframe: August-September 2021

This first of the series in the community outreach process will introduce the project, highlight different forms of outreach and feedback options, and pose initial questions regarding values, challenges, and opportunities. The public kick-off event will feature a TEDTalks-style event from an expert speaker that will inspire residents to engage in the planning process. A series of stakeholder interviews (online and over the phone), along with quick polls across all social media platforms, will define key community challenges and opportunities, and will help set subsequent stages in the update process.

ENGAGEMENT SERIES #2 - RECONFIRMING OUR VISION CHARRETTE

Work Plan Task 4: Visioning Outreach

Timeframe: September-October 2021

The first charrette provides an opportunity to incorporate what was heard in series #1 to draft clear community development options that illustrate what has been expressed by a diverse range of stakeholders. The charrette process will generate a summary of common community values displayed through a series of graphics that depict possible visions for future community growth. The charrette will be accompanied by quick polls and an online questionnaire #1. The charrette will last 4 days and include bicycle and walking tours, and a community art in the park day—inviting area youth and families to come out and draw their future vision for Erie.

ENGAGEMENT SERIES #3 – CHOICES & PRIORITIES CHARRETTE

Work Plan Task 8: Community Choices and Priorities Charrette

Timeframe: March-April 2022

This third engagement series is intended to evaluate the Community Growth options developed during the first charrette and to provide direction toward a preferred direction that balances community choices and priorities. This four-day charrette could also include a transportation improvements demonstration project and focus group workshops with sub-groups that have not engaged yet in the process. This could include middle or high school students, the Hispanic/Latinx community, service providers, Town Boards and Commissions, oil/gas representatives, regional partners and neighboring municipalities, or the business community.

ENGAGEMENT SERIES #4 – COMPREHENSIVE PLAN REVIEW

Work Plan Task 12: Draft Plan and Public Review

Timeframe: August-October 2022

This fourth series of events will provide an opportunity for the community to review and provide feedback on the draft Comprehensive Plan. During this time, every effort will be made to track and incorporate all comments received as appropriate. These outreach events will be done in the form of an open house, along with quick polls across all social media platforms. Additionally, this series will culminate in a Board and Commission joint work session and casual Meet and Greet event to discuss any questions about the draft Plan.

ENGAGEMENT SERIES #5 – COMPREHENSIVE PLAN PUBLIC HEARINGS

Work Plan Task 13: Adoption Hearings and Final Plan

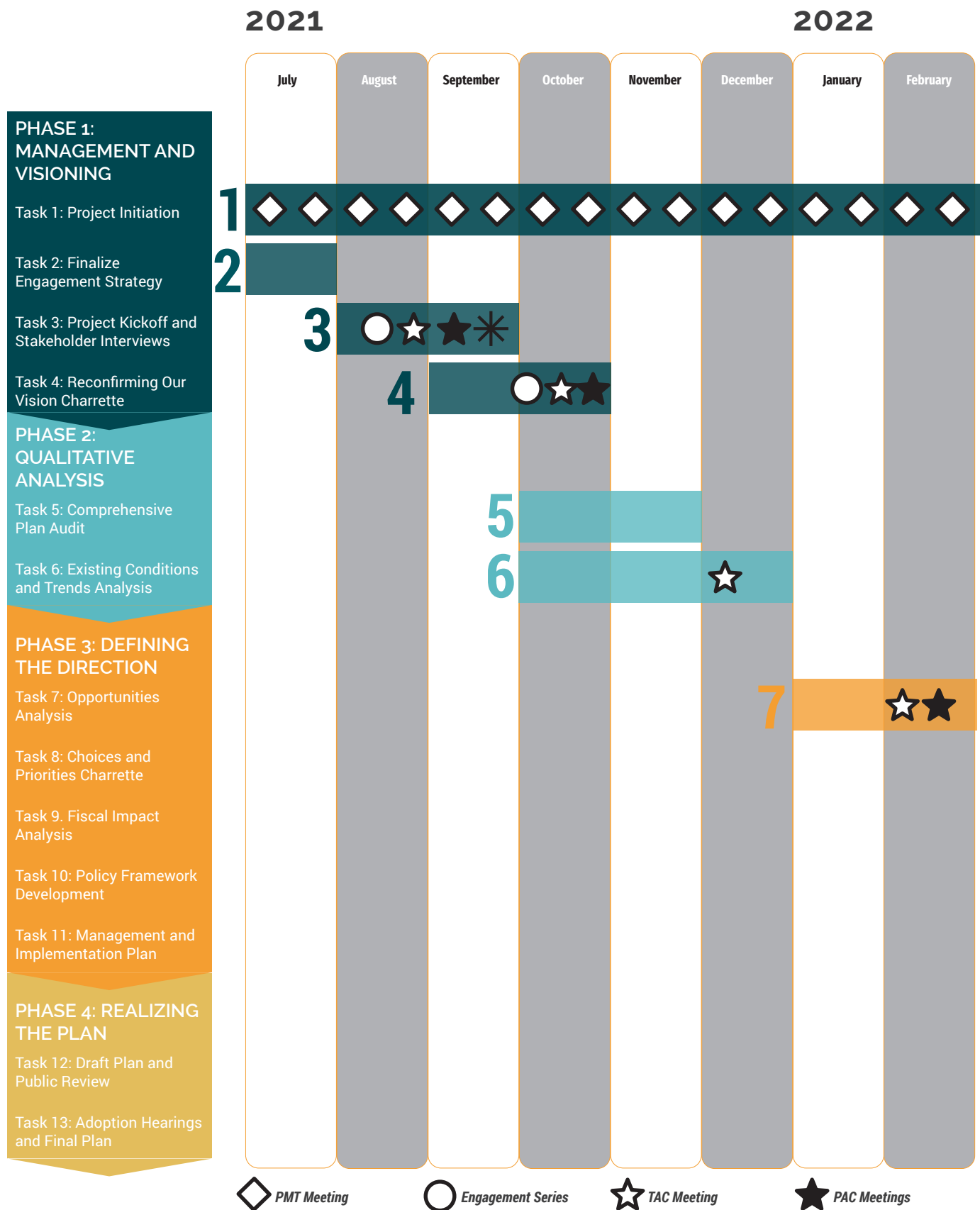
Timeframe: November - December 2022

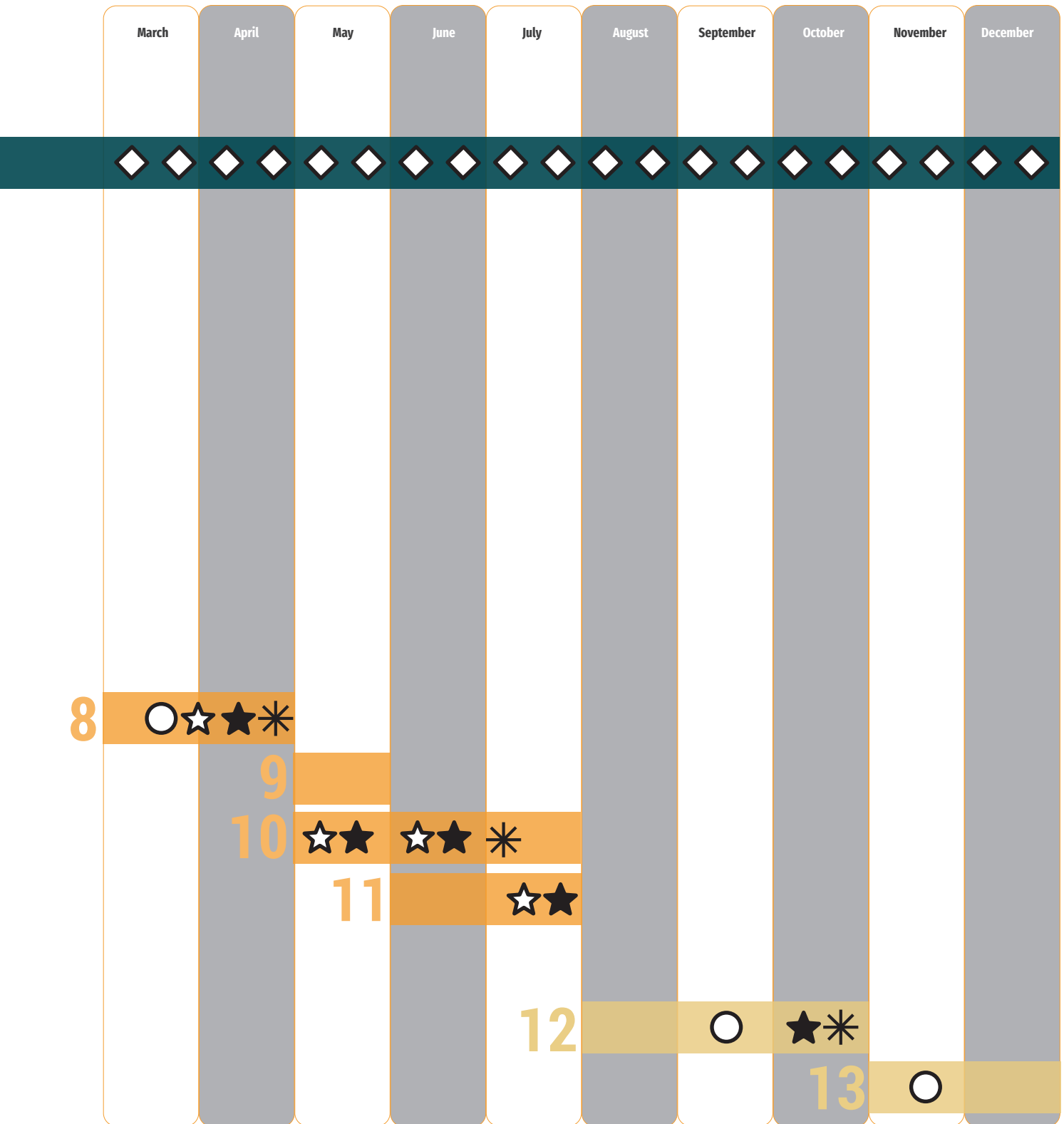
The community engagement process will culminate in adoption public hearings before the Planning Commission and Board of Trustees. These hearings will be the last opportunities for citizen participation prior to the plan's adoption. Logan Simpson will present the final draft of the Comprehensive Plan and provide updates if required in the hearing.





The following schedule identifies the project start dates and duration by Phase and Task. All actionable milestone meetings are reflected on the schedule below, and associated deliverables are detailed in bulleted format in Section 2, Work Plan.





✱ Planning Commission or Board of Trustee Work Session

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RELEVANT EXPERIENCE



Of the hundreds of comprehensive plans in our portfolio, Logan Simpson has chosen the following five client projects best represent the goals, values, and focused community engagement programs that we believe the Town of Erie is seeking. Each description below also includes a reference contact, confirmation of timely completion, and the team members (Logan Simpson and our consultants) who bring direct experience on the project. Additional relevant experience, roles, and time estimates are found on the individual team member resumes in Section 6, Qualifications.

WESTMINSTER FORWARD COMPREHENSIVE PLAN UPDATE, COLORADO

Logan Simpson is nearing completion of Westminster's new Comprehensive Plan, which focuses on re-establishing the City's growth strategy from greenfield development to infill, redevelopment, and densification. Westminster is challenged with continuing to provide high-quality amenities such as parks and trails, while anticipating transit extensions and providing affordable housing—and celebrating historic character and social diversity. The updated plan incorporates themes that expand on and support the City's overall Vision and City Council's Strategic Plan. These themes focus on increased housing variety and densities, additional economic and financial resilience, targeted redevelopment, and sustainable land use practices that mitigate impact on the City's limited water supply and infrastructure capacities. As the transportation lead, FHU developed transportation and mobility related strategies and actions, and are leading the overall Transportation and Mobility Plan in a parallel process. As the City considers future growth and annexation potential, TischlerBise worked with Logan Simpson to develop land use scenarios to model, identify related policy issues, and conduct a full fiscal impact analysis of the proposed Land Use Plan.

In addition to leading the Comprehensive Plan effort, Logan Simpson is coordinating all six projects encompassed by **Westminster Forward** to create a consolidated and consistent public outreach effort. We developed the brand and logo that has been used throughout the public process, and has served as the main coordination and facilitation component for outreach events and organization for the Comprehensive Plan; Development and Sign Code Rewrites; Parks, Recreation, and Libraries Plan; Transportation and Mobility Plan; Sustainability Plan; and Water Supply Plan.

Schedule: This project is ongoing.

Client Contact Name: Andrew Spurgin, AICP, Principal Planner | City of Westminster Community Development | P: 303.658.2127 | E: aspurgin@cityofwestminster.us

Experience of Team Members: Bruce Meighen, Miriam McGilvray, Megan Moore (Logan Simpson; Jenny Young, Matthew Downey (FHU); Julie Herlands, Colin McAweeney (TischlerBise)



Strong public engagement has ensured a draft plan that captures the community's values and vision. Our extensive public outreach process has resulted in hundreds of online survey responses, nearly 2,100 poll responses at the City's Harvest Festival, and attendance and visibility at a range of City events and festivals, including Movies in the Park, and the Latino Festival. More than 50 individual stakeholder interviews, including City department heads, Planning Commissioners, and Mayor and City Councillors were also completed, along with a consistent presence and updated within City Edition.

CITY AND COUNTY OF BROOMFIELD COMPREHENSIVE AND TRANSPORTATION PLAN UPDATE, COLORADO

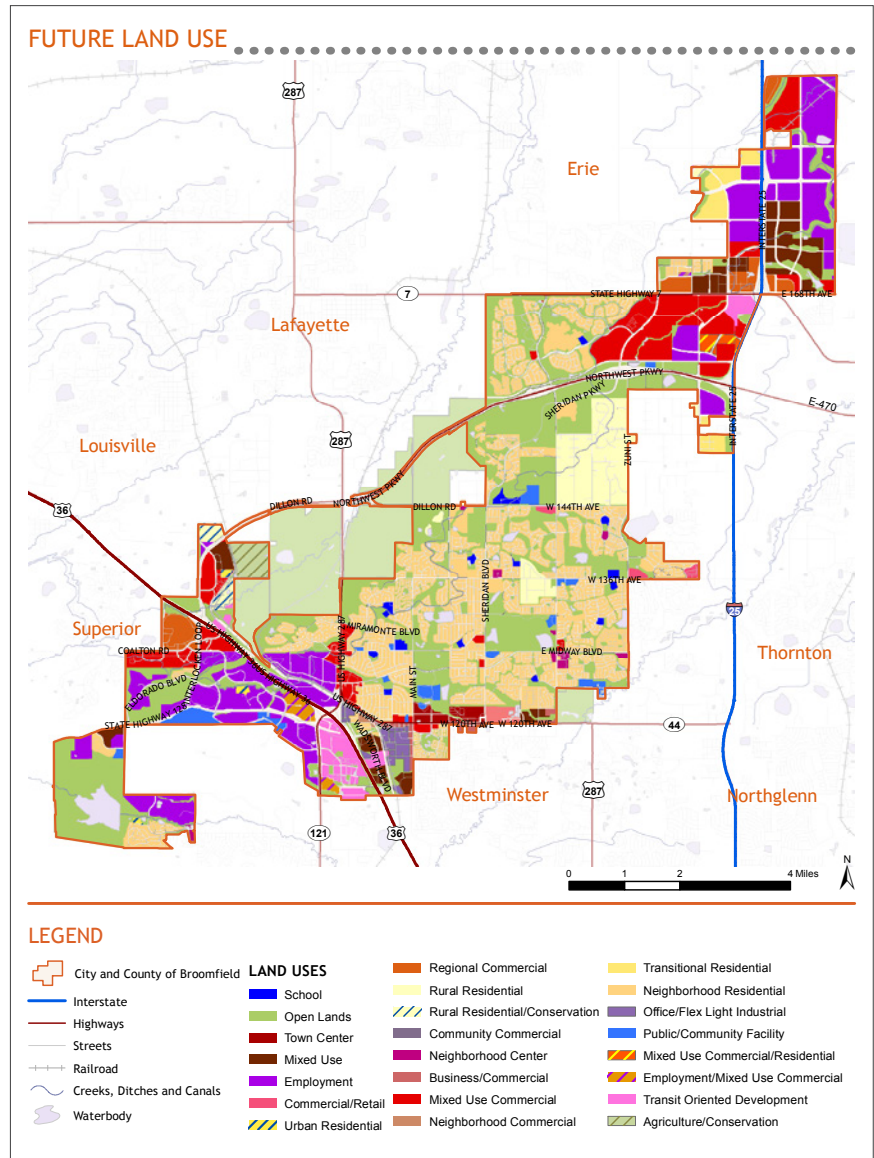
Through a process based on a Citizen Task Force, Logan Simpson managed the update process for the City and County of Broomfield's integrated Comprehensive and Transportation Plan. Broomfield has all the challenges and benefits of an edge, or standalone, city; sometimes serving as a bedroom community to larger neighbors, and feeling direct competition between adjacent cities for the same job base. However, Broomfield also offers all the benefits of an urban environment while still providing a highly-amenitized, family oriented community. This update took a hard look at how to support Broomfield's changing demographics, maintain older neighborhoods, enhance multimodal transportation options, and embrace technology in how we live, work, and move throughout the community. Through a truly community-based process, this update relied on the guidance from the Citizen Task Force as well as input from the wider community through stakeholder interviews, public events, and online participation. This plan update leveraged Broomfield's already strong and recognizable branding and style guide to ensure that the materials, messaging, and final plan had the same look and feel of the city's other documents.

FHU led the development of Broomfield's Transportation Plan through an integrated process with the Comprehensive Plan. The Transportation Plan establishes a vision for the community as well as policies and priority projects for implementation.

Schedule: Completed on time.

Client Contact Name: Dave Shinneman, Community Development Director | City and County of Broomfield | P: 303.438.6245 | F: 303.438.6297 | E: dshinneman@broomfield.org

Experience of Team Members: Bruce Meighen, Miriam McGilvray, Megan Moore (Logan Simpson); Jenny Young (FHU)



US 287 STRATEGIC PLAN + CREATE LOVELAND COMPREHENSIVE PLAN UPDATE, AND HAZARD MITIGATION PLAN, COLORADO

Loveland is a community seeking to leverage their artistic identity, address growing challenges with changing demographics, and proactively manage growth and regional coordination. Beginning in 2013, Logan Simpson's team worked with the City to develop the **US 287 Strategic Plan** for this regional highway in a sustainable manner, also the predominant north/south route through the City. The plan provides both policy and physical improvement recommendations, with a focus on the revitalization and improved economic vitality of the corridor over the next 20 years. Key objectives of the plan included creation of a positive, welcoming image along the corridor and at gateways; generation of private investment; redevelopment of deteriorated areas; generation of jobs and new tax revenue; and improvement of public infrastructure. Partway through the US287 strategic planning process, Logan Simpson began working with the City on the comprehensive plan update. Logan Simpson's approach to **Create Loveland** included a focus on the redevelopment of downtown and key commercial corridors; resiliency in all its economic, fiscal, neighborhood and environmental dimensions; and greater integration of land use, transportation, and healthy lifestyles. The plan used broad community input to articulate the shared values and vision of Loveland's citizens. **Create Loveland** was awarded a 2017 Merit Award from APA Colorado — more than just aggressive monitoring, this plan lays the foundation for the immediate update of the municipal code as well as prepositioning to apply for HUD resiliency funding.

FHU served as the transportation lead for Create Loveland; mobility sections of the plan included transportation policies and strategies to support the community's overall vision and key transportation indicators. FHU identified modal priority within each of Loveland's land use categories, along with associated typical facility types for bicycle, pedestrian, transit, and motor vehicles. Following the success of these plans, Michael Baker led Loveland's Mitigation Master Plan, with Logan Simpson staff assisting with public engagement and coordination.

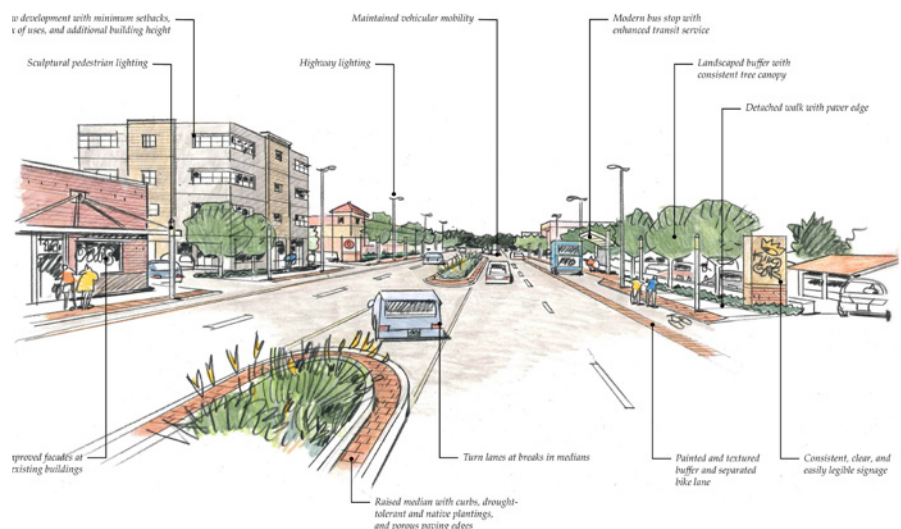
Schedule: Completed on time.

Client Contact Name: Alan Krcmarik, Executive Economic Advisor | City of Loveland | P: 970.962.2625 |

E: alan.krcmarik@cityofloveland.org

Experience of Team Members: Bruce Meighen, Megan Moore, Miriam McGilvray, Kristy Bruce (Logan Simpson); Jenny Young (FHU); Michael Baker (Hazard Mitigation Plan only)

PLANCOS (COLORADO SPRINGS)



COMPREHENSIVE PLAN), COLORADO SPRINGS, COLORADO

Colorado Springs is becoming a city of contradictions as the population diversifies and the economy expands. The development of the city's new comprehensive plan is a timely reminder that a city's identity is fluid and is a reflection of its community members and their preferences. Even with the city's strong history of conservative politics and policies, PlanCOS takes a fresh look at mobility preferences, access to amenities, and housing options. With enough annexed greenfield land to accommodate growth past the PlanCOS planning horizon, the plan take a hard look at the city's historic growth mentality and starts to look inward with strengthened infill and redevelopment policies.

During the two-year process, PlanCOS engaged a wide range of community members, business owners, and regional partners at every chance they got. Through a number of techniques the plan saw over 9,000 participants; from one-on-one conversations, attendance at presentations and open houses, engagement at festivals and community events, and remotely through SpeakUp surveys, social media platforms, and text response systems, the Colorado Springs community was regularly engaged. In collaboration with Pikes Peak Community College, PlanCOS hosted COSTALKS, a premier educational and engaging event with guest presentations about some of trends that the city is seeing and will see in the next 20 year planning horizon. By tracking engagement by zip codes, the planning team observed that responses from Southeast Colorado Springs were limited. To address this gap, PlanCOS hosted a special event in the Southeast community, Heading Southeast. Through partnerships with El Pomar Foundation and the Southeast Armed Services YMCA, the successful event featured a panel that interacted with audience members. In addition to public participation, the PlanCOS boasts a robust committee review process overseen by an Executive Steering Committee, a vast network of partner agencies and organizations, and strong political engagement.

FHU led the transportation element of PlanCOS and TischlerBise assisted with fiscal and infrastructure funding elements and fiscal sustainability analysis.

Schedule: Completed on time.

Client Contact Name: Peter Wysocki, AICP, Director of Planning and Development | P: 719.385.5347 | E: pwysocki@springsgov.com or Carl Schueler, AICP, Comprehensive Planning Manager | P: 719.385.5391 | E: cschueler@springsgov.com

Experience of Team Members: Bruce Meighen, Miriam McGilvray, Megan Moore (Logan Simpson); FHU; Julie Herlands, Colin McAweeney (TischlerBise)



LARIMER COUNTY COMPREHENSIVE PLAN FOR COMMUNITY DEVELOPMENT, COLORADO

What bring people to Larimer County are the open spaces, accessibility, rural character, and high quality of life; assets that many feel are threatened by urban-level growth. The rural character and agricultural history of Front Range communities is inextricably linked to the County's identity, and the Comprehensive Plan changes tactics from the historically "hands-off" approach to preserving these rural areas. As cities grow into the unincorporated county, facilitation and collaboration become ever more critical to paving a proactive path forward to resolve those issues that extend beyond political boundaries. Logan Simpson recently worked with Larimer County to create a new comprehensive plan that addressed the area's demographically, economically and geographically diverse municipalities and unincorporated communities through a two phase process. More than half of the County's 2,634 square miles is sparsely populated mountainous terrain, while the Front Range area encompasses one of the fastest growing urban areas in Colorado. This disparity led the 1997 Master Plan to focus almost exclusively on the eastern plains, and residents in the mountains were quick to point out that life further west comes with its own set of challenges. In updating and re-envisioning the County's policies through the Comprehensive Plan, Larimer County addressed the mountain and Front Range areas in two separate phases which not only enabled a more accessible public engagement strategy, but also resulted in targeted policies and strategies.

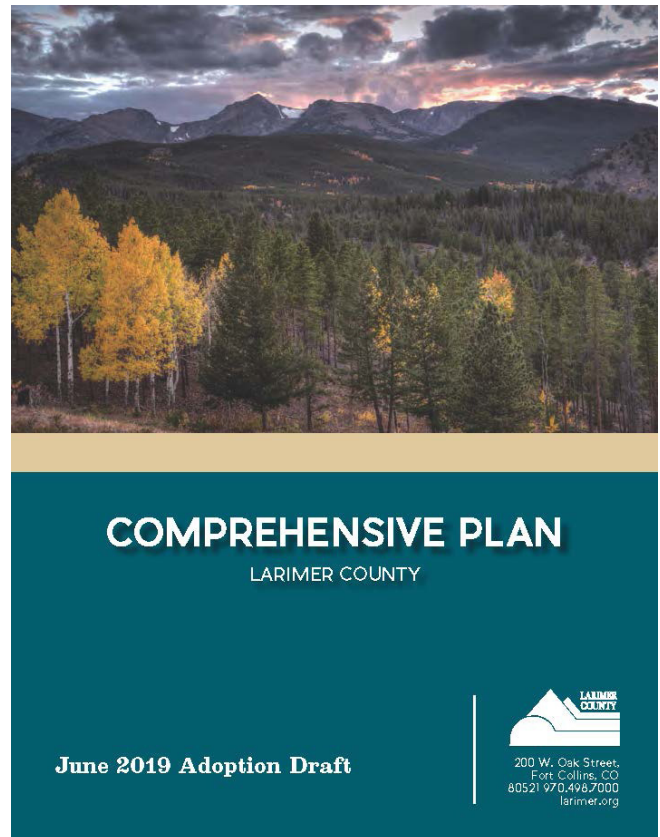
Phase 1 creates the opportunity for unincorporated communities to establish a vision and capability to prepare subarea plans in the future. It emphasizes resiliency policies and best practices, resulting in an evolving document that provides initiatives and planning tools to support communities throughout the County. In Phase 2 Larimer County mirrored the Mountain Resilience planning process for the eastern plains of Larimer County to create a county-wide Comprehensive Plan. Through a set of guiding principles and implementation strategies unique areas and communities, the comprehensive plan provides policy guidance for future development, public services, and environmental protection.

Michael Baker assisted with resilience-based public engagement and outreach components throughout Phase I including evaluating hazard risk, infrastructure resiliency, community design for wildfire and flooding and associated recommendations and strategies. The plan covered a large and diverse geography, and tailoring strategies to specific communities priorities and capacities, geographic features and hazard risks were a key component to crafting responsive and effective strategies and recommendations.

Schedule: Completed on time.

Client Contact Name: Matthew Lafferty, Principal Planner | Larimer County Community Development | P: 970.498.7721 | C: 970.443.1121 | E: laffermn@co.larimer.co.us

Experience of Team Members: Bruce Meighen, Megan Moore, Miriam McGilvray, Kristy Bruce, Erin Bibeau (Logan Simpson); Anne Kuechenmeister (Michael Baker)



06

QUALIFICATIONS



This team has been carefully selected based on our ability to not only provide technical expertise in engagement and planning for the Comprehensive Plan; we also have strong working relationships with each consultant firm and as cross collaborators on multiple community, parks and recreation, economic, resiliency, and transportation projects. We see ourselves as an extension of the staff for the municipalities and communities in which we work, providing the knowledge and expertise in our respective fields to our clients and allowing them to frame the conversation with public and elected officials in a manner consistent with their values and goals. As demonstrated below, Logan Simpson will serve as the prime consultant, and planning principal Bruce Meighen will guide the overall planning contract. He will work with overall project manager Miriam McGilvray to negotiate the contract, refine the scope and schedule with Town staff, and present options for an inclusive, far-reaching, and meaningful community engagement plan (CEP). Bruce and Megan will work to ensure that engagement is thoughtfully designed to incorporate technology as an accessible and inviting tool. Our history of engagement focuses on just this, and is even more important in today's constantly evolving environment.

Technical leads have been assigned to each plan update, and they will have the autonomy necessary to work directly with Town staff while remaining under the guidance of both the Town's and Logan Simpson's project manager. Town departments, such as Planning and Development, Economic Development, Public Works, Parks and Recreation, and Public Health and Environment will be involved throughout the process as detailed in Work Plan and Project Approach, and we envision each department to be engaged as the ultimate stakeholders.

Brief overviews of our firms' expertise are followed by a detailed organization chart and key personnel resumes, which include an estimate of the time each staff member will devote to the project.



LOGAN SIMPSON

Logan Simpson was founded in 1990, and has since grown to over 120 professionals led by six principals. The Fort Collins office has a staff of 26 professionals, including community, subarea, and corridor planners; public involvement specialists; GIS and 3D visualization specialists; graphic designers; landscape architects and designers; biologists; and environmental and cultural resource experts. Our planning projects focus largely on comprehensive, general, and subarea plans for all sizes of communities, with emphasis on robust public engagement, integration and design of public facilities and recreational and natural resource-related assets, and measurable implementation actions. We also are involved in infill and redevelopment projects, and understand the relationships between development, conservation, natural hazards, recreation, water quality, tourism, economic development, transportation, the natural environment, and a high quality of life for local residents.

Senior staff has long been working along Colorado's Front Range and similarly sized communities similar agencies to address the land use planning, demographic analysis, economic and environmental sustainability, and infrastructure planning required in comprehensive planning. In addition to the five projects detailed Section 5, we have recently developed or are currently completing planning and code projects for the Colorado communities of Johnstown, Wellington, Mead, Timnath, Milliken, Castle Pines, and Englewood.



FELSBURG HOLT & ULLEVIG

Felsburg Holt & Ullevig (FHU) is a transportation consultancy specializing in transportation planning, traffic engineering, civil engineering, and environmental services. Transportation planning has been a core service since our founding in 1984. FHU's complement of 160+ professionals includes multimodal transportation planners, traffic engineers, civil engineers, and data scientists. They have worked with Northern Colorado municipalities for roughly 30 years, as well as with the Denver Regional Council of Governments (DRCOG) and the Colorado Department of Transportation (CDOT) Region 4, investing considerable focus on developing transportation solutions for balanced transportation systems in Northern Colorado. FHU was the lead consultant for Erie's most recent Transportation Master Plan update in 2018 and the Erie Parkway Corridor Study, and they have had a transportation on-call contract with the Town for over 20 years. FHU's sustained engagement in Erie, as well as their experience with CDOT Region 4, planning organizations, transit agencies, surrounding counties and municipalities is the basis of their understanding of the challenges and aspirations for the community's transportation system and its integration within the regional network. FHU has the skills and resources to lead the transportation component of this Comprehensive Plan update, including graphic design and production capabilities. FHU and Logan Simpson have long collaborated on Colorado comprehensive and transportation plans for Colorado Springs, Broomfield, Arvada, and Englewood.



MICHAEL BAKER INTERNATIONAL

Michael Baker is an urban planning and engineer firm that prides itself in delivering excellence. Their Lakewood, Colorado office has a wealth of experience in hazard mitigation planning, hazard mitigation plan reviews for FEMA Region 8. As leaders in resilience, sustainability, and climate change planning, Michael Baker understands that our future depends on planning for climate, and other, uncertainties. Their planning and engineering subject matter experts have developed new and innovative strategies for planning for climate change, providing guidance and training to communities on connecting systems and land use back to resilience and sustainability and in the field of reducing vulnerability to hazards. The interconnected nature of planning for resilience and climate change has provided the opportunities for the Michael Baker team to work on water master planning, infrastructure systems and natural hazard impacts. From a systems level, they see how the shocks that impact our communities and the stresses that our communities cope with intersect to determine our associated level of resilience. Michael Baker and Logan Simpson have recently worked together to provide hazard mitigation and resiliency plan elements in Loveland and Larimer County.



TISCHLERBISE

TischlerBise is a fiscal, economic, and planning consulting firm specializing in fiscal/economic impact analysis, impact fees/development charges, infrastructure financing studies, and related revenue strategies. Their firm has been providing consulting services to public agencies for over 35 years, preparing over 900 fiscal/economic impact evaluations and over 1,000 impact fee/infrastructure financing studies. Through a detailed approach, proven methodology, and comprehensive product, TischlerBise has been established as the leading expert on fiscal and economic analysis, revenue enhancement, and cost of growth strategies. Core services provided by TischlerBise include determining existing and projected residential and nonresidential growth for 10-, 20-, and 30-year periods; examining local government budgets to determine fixed and variable costs and revenues as well as the true costs of service; and evaluating departmental operating structures and determining existing levels of service as well as the most appropriate method of projecting future costs (including staff) and revenues. Their staff develop meaningful, realistic capital improvement plans and are adept at determining the fiscal impacts of different land uses and physical forms. Furthermore, they evaluate alternative revenue sources and financing mechanisms for achieving fiscal sustainability and zoning and land use policies from a market perspective for consistency with stated fiscal and economic goals.

An important factor to consider related to this work effort is their previous experience in the State of Colorado, which has made TischlerBise quite familiar with the local government revenue structure, as well as the planning issues facing Colorado jurisdictions. A few engagements of note are recent fiscal impact analyses for PlanCOS (City of Colorado Springs) and City of Westminster, both with Logan Simpson.

ORGANIZATIONAL CHART

PROJECT MANAGEMENT, PLANNING + COMMUNITY ENGAGEMENT

LOGAN SIMPSON

213 Linden Street, Suite 300 • Fort Collins, Colorado 80524 • P: 970.449.4100

 <p>Bruce Meighen, AICP, MPM Principal Director/Principal Engagement Facilitator</p> <p>P: 970.214.9349 E: bmeighen@logansimpson.com Time Devoted to Project: 10%-15%</p>	 <p>Miriam McGilvray, AICP Project Manager Engagement Program Manager</p> <p>P: 720.224.6762 E: mmcgilvray@logansimpson.com Time Devoted to Project: 35%-65%</p>
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MARKET/FISCAL ANALYSIS

TISCHLERBISE

4701 Sangamore Road, Suite 240
Bethesda, Maryland 20816
P: 301.320.6900

SUSTAINABILITY, RESILIENCY, NATURAL HAZARDS

MICHAEL BAKER

165 South Union Blvd. Suite 1000
Lakewood, Colorado 80228
P: 720.514.1100



Carson Bise, AICP
Fiscal Impact Analysis,
Infrastructure Financing

E: carson@tischlerbise.com
Time Devoted to Project:
5%-15%



Julie Herlands, AICP
Housing, Revenue
Strategies

E: julie@tischlerbise.com
Time Devoted to Project:
10%-20%



Colin McAweeney
Fiscal Impact and
Economic Analysis,
GIS/Demographics

E: colin@tischlerbise.com
Time Devoted to Project:
15%-35%



Anne Kuechenmeister
Hazards and Resiliency,
Charrette Facilitator

E: anne.kuechenmeister@mbakerintl.com
Time Devoted to Project:
10%-20%



Laura Weinstein
Hazard Mitigation and
Risk Planning

E: laura.weinstein@mbakerintl.com
Time Devoted to Project:
15%-30%

WORKLOAD AND CAPACITY

Our team members have been chosen for their expertise and ability to complete this effort on time. Our schedule, fee, and man-hour allocations reflect this availability, and each firm has sufficient current and future availability to complete the tasks as outlined in Section 2, Work Plan and Project Approach.



Megan Moore, ASLA, Assoc. AIA
Co-Project Manager,
Public Engagement Specialist

E: mmoore@logansimpson.com
Time Devoted to Project: 25%-40%



Cameron Gloss, AICP
Strategic Advisor (Land Use,
Housing), Charrette Facilitator
E: cgloss@logansimpson.com

Time Devoted to Project: 10%-25%



Kristy Bruce, MLA, GISP
GIS, Modeling,
Demographics

E: kbruce@logansimpson.com
Time Devoted to Project: 5%-15%



Erin Bibeau, MPM
Mineral Rights,
Environmental Planning

E: ebibeau@logansimpson.com
Time Devoted to Project: 5%-15%

TRANSPORTATION AND MOBILITY

FELSBURG HOLT & ULLEVIG

6400 South Fiddlers Green Circle, Suite 1500
Greenwood Village, Colorado 80111
P: 303.721.1440



Kristin Cypher
Community Form,
Engagement

E: kristin.cypher@mbakerintl.com
Time Devoted to Project:
10%-20%



Jenny Young, PE, AICP
Transportation
Planning

E: jenny.young@fhueng.com
Time Devoted to Project:
10%-15%



Amy Ford
Mobility Innovation
Planning

E: amy.ford@fhueng.com
Time Devoted to Project:
10%-15%



Matthew Downey, PE
Transportation
Planning

E: matthew.downey@fhueng.com
Time Devoted to Project:
15%-30%

ADDITIONAL AVAILABLE RESOURCES

Logan Simpson and our consultant team have a variety of experts and the bench strength to complete the following services:

- Bang the Table coordination and website content development/updates
- Water Planning
- Airport Land Use Planning
- Parks, Recreation, and Open Space Planning
- GIS Analysts/Modelers
- Demographics Specialists
- Future Land Use and Zoning Specialists
- Urban and Landscape Designers
- Graphics Specialists



BRUCE MEIGHEN, AICP, MPM

PRINCIPAL DIRECTOR/PRINCIPAL ENGAGEMENT FACILITATOR

Bruce is a certified planner with over 25 years of experience and 58 awards in general planning and public involvement. He manages Logan Simpson's community planning team in Fort Collins and has completed over 200 general and subarea plans and works in all western states. His projects directly address mountain communities' unique factors, including public involvement, tourism, economics, workforce housing, open space, trails, transit, walkability, resiliency, and sustainability. Bruce has redefined plans to focus on highly graphic or digital plans that include character-based planning, adaptive management, and new types of tools, all with a focus on implementation, including funding, incentives, codes, guidelines, and strategic initiatives. He excels at redevelopment, infill, and catalyst projects for downtowns, town centers, subareas, and corridor plans. He can create innovative public involvement programs that prioritize issues crucial to outcome-oriented plans. Bruce specializes in managing defensible planning processes that create sustainable and resilient communities with common, enduring visions.

Education

Master of City and Regional Planning, Georgia Institute of Technology, 1994

B.A., Geography Urban Systems, McGill University, Montreal, Quebec, 1992

Professional Registrations

American Institute of Certified Planners (AICP)

Master Project Manager (MPM)

Selected Relevant Experience

- *Westminster Forward* Comprehensive Plan Update, Colorado
- City and County of Broomfield Comprehensive and Transportation Plan Update, Colorado
- US 287 Strategic Plan + Create Loveland Comprehensive Plan Update, and Hazard Mitigation Plan, Colorado
- PlanCOS (Colorado Springs Comprehensive Plan), Colorado Springs, Colorado
- Larimer County Comprehensive Plan for Community Development, Colorado
- Johnstown Comprehensive Plan Update (2020), Colorado
- Englewood Forward Comprehensive Plan, Englewood, Colorado
- Arvada Comprehensive and Transportation Plan, Colorado
- Castle Pines Comprehensive Plan (2015 and 2021) and Design Guidelines, Colorado
- Town of Mead Comprehensive Plan and Transportation Plan, Colorado
- PlanWellington Comprehensive Plan and Land Use Code Update, Colorado
- Timnath Comprehensive Plan and Parks, Recreation, Open Space, and Trails Plan Update, Colorado
- Fort Collins City Plan (2019 and 2008), Colorado
- Fort Collins Redevelopment Phase 1 (REFILL), Colorado
- Fort Collins Redevelopment Project Analysis (REFILL II), Colorado
- Fruita Community Plan Update 2008, Colorado
- Plan GMF (Green Mountain Falls Comprehensive Plan), Colorado
- Mountain Village Comprehensive Plan and Town Hall Subarea Plan, Colorado
- Imagine Winter Park Town Master Plan, Colorado
- Pagosa Springs Land Development Code Update, Colorado
- Manitou Springs Land Development Code Update, Colorado
- Weld County Hazard Mitigation Plan, Colorado
- State Highway 7 BRT Feasibility Study and TOD Recommendations, Boulder, Broomfield, and Adams counties, Colorado
- Mountain Vista Subarea Plan Alternative Scenario, Fort Collins, Colorado
- North Front Range Land Use Allocation Model, North Front Range Metropolitan Planning Organization
- Denver Regional Council of Governments (DRCOG) On-Call Planning Services, Colorado
- I-25 Managed Lanes Demographic Forecasting, Denver, Colorado
- I-25 US-34 Demographic Analysis, Colorado
- Jackson/Teton Comprehensive Plan (2020 and 2012), Character Districts, Workforce Housing Action Plan, Integrated Transportation Plan, and Land Development Regulations, Town of Jackson/Teton County, Wyoming



MIRIAM MCGILVRAY, AICP

PROJECT MANAGER AND ENGAGEMENT PROGRAM MANAGER

Miriam is an accomplished community planner with experience in long-range planning, urban and economic revitalization, authentic outreach and engagement, sustainability and resiliency, zoning and land use codes, and international development. Her background and practical knowledge provide a multi-disciplinary approach to localized planning, using progressive and integrated planning techniques to positively impact the urban landscape and overall health of urban, suburban, and rural communities. As project manager, Miriam will assist with coordination of the plan and addressing local challenges with affordable housing, resiliency, character preservation, growth pressure, community health, airport land use planning, and the connection between transportation and land use. She will also primarily author the draft comprehensive plan, and provide coordination and facilitation of the community engagement program.

Education

Master of Urban and Regional Planning, Focus in Placemaking, University of Colorado Denver, 2013

B.A., Portuguese and Brazilian Studies, minor in Architecture, Smith College, 2010

Professional Affiliations

Certified Planner, AICP / American Planning Association, 2015

American Planning Association

Urban Land Institute

Selected Relevant Experience

- *Westminster Forward* Comprehensive Plan Update, Colorado
- City and County of Broomfield Comprehensive and Transportation Plan Update, Colorado
- US 287 Strategic Plan + Create Loveland Comprehensive Plan Update, and Loveland Area Mitigation Master Plan, Colorado
- PlanCOS (Colorado Springs Comprehensive Plan), Colorado Springs, Colorado
- Larimer County Comprehensive Plan for Community Development, Colorado
- Englewood Forward Comprehensive Plan, Englewood, Colorado
- Arvada Comprehensive and Transportation Plan, Colorado
- Castle Pines Comprehensive Plan (2015 and 2021) and Design Guidelines, Colorado
- Castle Pines Parks and Recreation Comprehensive Plan, Colorado
- Town of Mead Comprehensive Plan and Transportation Plan, Colorado
- PlanWellington Comprehensive Plan and Land Use Code Update, Colorado
- Plan GMF (Green Mountain Falls Comprehensive Plan), Colorado
- Imagine Winter Park Town Master Plan, Colorado
- Weld County Hazard Mitigation Plan, Colorado
- Douglas Master (Comprehensive) Plan, Wyoming
- John Lambert Subdivision Master Plan, Douglas, Wyoming
- MyMeridian Comprehensive Plan, Fields Subarea and Town Center, Idaho
- Grow with Us Twin Falls Comprehensive Plan Update. Idaho
- ReEnvision Victor Comprehensive Plan, Idaho
- Uniquely Driggs Comprehensive, Idaho
- Sandpoint Comprehensive Plan, Idaho
- Cache County Three Plans Update (General Plan, Urban and Rural Assessment and Cost of Services Plan, and Regional Collaboration Plan), Utah
- Page Strategic Housing Plan, Design Guidelines, Target Industries Analysis and Land Use Plan, Page, Arizona
- Vision Winter Park, Winter Park, Florida
- Northeast District Conceptual Master Plan, Concept Plan, and Development Review and Facilitation including the Tavistock Development, Osceola County, Florida
- Commercial Centers Land Use Evaluation and Code Language, Osceola County, Florida
- Guidebook for Developing Mixed-Use Districts, Osceola County, Florida
- W192 Corridor Redevelopment Plan, Osceola County, Florida



MEGAN MOORE, ASLA, ASSOC. AIA

CO-PROJECT MANAGER, SENIOR LAND USE ADVISOR, AND COMMUNITY ENGAGEMENT/CHARRETTE FACILITATOR

Megan is an urban designer and planner with extensive experience in general and subarea planning and placemaking for a range of similar communities. She brings 15 years of experience to this project and is the recipient of over 30 design and planning awards. Her planning capabilities are enhanced by her background in architecture and landscape architecture, giving her a unique perspective into design strategies and solutions. She is an expert at combining input from staff, stakeholders, and the public with data and demographics, resulting in plans that reflect the vision and goals of a community while encouraging appropriate and innovative growth strategies. As the project manager for the general plan update, Megan will serve as the co-project manager with Miriam, and will serve as a land use advisor and engagement facilitator.

Education

Master of Architecture,
University of Colorado at Denver, 2005

Master of Landscape Architecture,
University of Colorado at Denver, 2005

Graduate Certificate in Historic Preservation,
University of Colorado at Denver, 2005

B.S. in Architectural Studies,
University of Illinois at Urbana-Champaign, 2001

Professional Registrations

American Society of Landscape Architects (ASLA)

Associate, American Institute of Architects (AIA)

Selected Relevant Experience

- *Westminster Forward* Comprehensive Plan Update, Colorado
- City and County of Broomfield Comprehensive and Transportation Plan Update, Colorado
- US 287 Strategic Plan + Create Loveland Comprehensive Plan Update, Colorado
- PlanCOS (Colorado Springs Comprehensive Plan), Colorado Springs, Colorado
- Larimer County Comprehensive Plan for Community Development, Colorado
- Johnstown Comprehensive Plan Update (2020), Colorado
- Englewood Forward Comprehensive Plan, Englewood, Colorado
- Arvada Comprehensive and Transportation Plan, Colorado
- Castle Pines Comprehensive Plan (2015 and 2021) and Design Guidelines, Colorado
- Town of Mead Comprehensive Plan and Transportation Plan, Colorado
- PlanWellington Comprehensive Plan and Land Use Code Update, Colorado
- Timnath Comprehensive Plan and Parks, Recreation, Open Space, and Trails Plan Update, Colorado
- Fort Collins City Plan (2008), Colorado
- Fort Collins Redevelopment Phase 1 (REFILL), Colorado
- Fort Collins Redevelopment Project Analysis (REFILL II), Colorado
- Cheyenne & Arapaho Tribes Comprehensive Plan, Western Oklahoma
- Fruita Community Plan Update 2008, Colorado
- Plan GMF (Green Mountain Falls Comprehensive Plan), Colorado
- Mountain Village Comprehensive Plan and Town Hall Subarea Plan, Colorado
- Imagine Winter Park Town Master Plan, Colorado
- Mountain Vista Subarea Plan Alternative Scenario, Fort Collins, Colorado
- Jackson/Teton Comprehensive Plan (2020 and 2012), Character Districts, Workforce Housing Action Plan, Integrated Transportation Plan, and Land Development Regulations, Town of Jackson/Teton County, Wyoming
- Seven Trails Master Plan and Town Center Development Plan, Douglas, Wyoming
- Douglas Master (Comprehensive) Plan, Wyoming
- John Lambert Subdivision Master Plan, Douglas, Wyoming
- MyMeridian Comprehensive Plan, Fields Subarea and Town Center, Idaho
- Grow with Us Twin Falls Comprehensive Plan Update, Idaho
- ReEnvision Victor Comprehensive Plan, Idaho
- Uniquely Driggs Comprehensive, Idaho
- Teton View Regional Plan, Idaho, and Wyoming
- McCall Downtown Plan; McCall in Motion Comprehensive Plan, Transportation Plan, and Workforce Housing Study, Idaho
- Sandpoint Comprehensive Plan, Idaho



CAMERON GLOSS, AICP

STRATEGIC ADVISOR (LAND USE, HOUSING), CHARRETTE FACILITATOR

Cameron has over 36 years of public and private sector experience as a community planner. His areas of expertise include the development of community comprehensive plans, subarea and neighborhood plans, preparation and implementation of land use codes and guidelines, restructuring of development review processes, and community sustainability. He has been involved in several planning projects for a range of local, state, and private sector interests across the western region. Much of his work has focused on comprehensive planning for small and mid-sized communities and implementation strategies for infill and redevelopment. Most recently, Cameron has directed the City of Fort Collins Planning program and is attributed to the successful merger of the long-range and development review functions previously housed in separate departments. The bulk of his public sector experience has included 15 years with the City of Fort Collins, first as the current planning director and later the planning manager and long-range planning manager, and 10 years with the City of Boulder, Colorado Planning Department. Cameron has worked throughout his career to provide practical solutions to issues facing communities; he has proven to be extraordinarily effective because he can see the interrelationship between “big picture” thinking and the design, construction, and financing details needed to realize the broader community vision. Cameron has also completed the National Charrette Institute (NCI) Charrette System Certificate Training program, and was the Charrette Manager with the City of Fort Collins for three recent projects, the East Prospect Spring Creek Neighborhood, Sidehill Subarea, and the West Taft Hill Neighborhood.

Education

B.S. Geography
with emphasis in
Urban Studies,
Arizona State
University, 1983

Accreditation

American Institute
of Certified
Planners (AICP)

American
Planning
Association (APA)

National Charrette
Institute (NCI)
Charrette System
Certificate
Training Program

Awards + Honors

Colorado Chapter,
American
Planning
Association, City
of Fort Collins
Development
Review Guide,
2008

Colorado Chapter,
American
Planning
Association, City
of Fort Collins
West Central Area
Plan, 2016

Colorado Chapter,
American
Planning
Association, City
of Fort Collins
Downtown Plan,
2016

Selected Relevant Experience

- Fort Collins City Plan (2019), Colorado
- Fort Collins Redevelopment Project Analysis (REFILL II), Colorado
- Castle Pines Comprehensive Plan (2021), Colorado
- Pagosa Springs Land Use Development Code, Colorado
- Cheyenne & Arapaho Tribes Comprehensive Economic Development Study, Western Oklahoma
- Cheyenne & Arapaho Tribes Comprehensive Plan, Western Oklahoma
- My Meridian Fields Subarea and Town Center, Idaho
- Hamilton Comprehensive Plan Update, Montana
- 2014 Comprehensive Plan, Ketchum, Idaho
- South Lake Toho & Northeast District Master Plans, Osceola County
- Planning Manager, Planning Director, and Long-Range Planning Manager, City of Ft. Collins:
 - Led numerous long-range planning efforts, including the city plan, and long-range plans at the subarea, neighborhood and district scales.
 - Created a fiscal impact model for the largest enclave annexation in state history (2.75 square miles) and designed and led the public review process.
 - Functioned as the development review manager and staff representative to the Planning & Zoning Board, overseeing city staff analysis of site design, engineering, architecture, landscape architecture, environmental impacts, and water, wastewater and stormwater utility service provision for all land development applications.
 - Administrative hearing officer responsible for public hearings and quasi-judicial decisions on land development applications.
 - Collaborated with the business community to implement development review process changes outlined in the study quality improvement plans for the development review process. Since issuance of the study in September 2003, 45 of 51 process changes have been implemented, with a corresponding 40 percent reduction in processing time.
 - Developed revised utility placement standards addressing the unique needs of compact land development.



KRISTY BRUCE, MLA, GISP

GIS MODELING AND DEMOGRAPHICS

Kristy is an environmental and community planner with a specialty in Geographic Information Systems (GIS). She is experienced in GIS analysis and cartography, and is responsible for many of the maps and spatial analysis for Logan Simpson's planning projects, corridor enhancement plans, and site designs. She creates maps and conducts spatial analysis for environmental impact statements, manages data, and generates geospatial models. With experience in multiple comprehensive, transportation, and environmental plans, Kristy uses her multi-dimensional skillset to enhance products and processes in community and environmental planning and landscape design to synthesize geospatial data and demographics. She has also coordinated with water and sewer districts in Meridian and Driggs, Idaho and Larimer County, Colorado to help understand and ultimately model the extent of growth. In addition to water and sewer, Kristy has supported numerous infrastructure projects by mapping and analyzing transmission lines, cell towers, oil and gas facilities, and broadband for a variety of environmental and community planning projects across Colorado. Her technical expertise is paired with community engagement practices; Kristy is adept at identifying targeted opportunities and communicating technical ideas to community members.

Education

Master's of
Landscape
Architecture,
University of
Colorado, 2008

Bachelors in
Environmental
Design, emphasis
in planning,
University of
Colorado, 2005

Awards and Certificates

Geographic
Information
Systems
Professional
(GISP)
certification, 2015

Geospatial
Information
Systems
Certificate,
University of
Colorado, 2008

Cultural
Landscapes
Award, University
of Colorado, 2008

Native Plant
Master, Boulder
County, 2010

Selected Relevant Experience

- *Westminster Forward* Comprehensive Plan Update, Colorado
- City and County of Broomfield Comprehensive and Transportation Plan Update, Colorado
- US 287 Strategic Plan + Create Loveland Comprehensive Plan Update, and Hazard Mitigation Plan, Colorado
- PlanCOS (Colorado Springs Comprehensive Plan), Colorado Springs, Colorado
- Larimer County Comprehensive Plan for Community Development, Colorado
- Johnstown Comprehensive Plan Update (2020), Colorado
- Englewood Forward Comprehensive Plan, Englewood, Colorado
- Arvada Comprehensive and Transportation Plan, Colorado
- Castle Pines Comprehensive Plan (2015 and 2021) and Design Guidelines, Colorado
- Town of Mead Comprehensive Plan and Transportation Plan, Colorado
- PlanWellington Comprehensive Plan and Land Use Code Update, Colorado
- Timnath Comprehensive Plan and Parks, Recreation, Open Space, and Trails Plan Update, Colorado
- Plan GMF (Green Mountain Falls Comprehensive Plan), Colorado
- State Highway 7 BRT Feasibility Study and TOD Recommendations, Boulder, Broomfield, and Adams counties, Colorado
- Mountain Vista Subarea Plan Alternative Scenario, Fort Collins, Colorado
- North Front Range Land Use Allocation Model, North Front Range Metropolitan Planning Organization
- Denver Regional Council of Governments (DRCOG) On-Call Planning Services, Colorado
- I-25 Managed Lanes Demographic Forecasting, Denver, Colorado
- I-25 US-34 Demographic Analysis, Colorado
- MyMeridian Comprehensive Plan, Fields Subarea and Town Center, Idaho
- Grow with Us Twin Falls Comprehensive Plan Update, Idaho
- ReEnvision Victor Comprehensive Plan, Idaho
- Uniquely Driggs Comprehensive, Idaho
- Teton View Regional Plan, Idaho, and Wyoming
- McCall Downtown Plan; McCall in Motion Comprehensive Plan, Transportation Plan, and Workforce Housing Study, Idaho



ERIN BIBEAU, MPM

MINERAL RIGHTS AND ENVIRONMENTAL PLANNING

Erin is an environmental planner and project manager with 18 years of experience in environmental planning, permitting, compliance, and education. Her professional experience spans a variety of environmental disciplines including regulatory and environmental permitting; National Environmental Policy Act (NEPA) compliance; travel management; water resources planning; air quality compliance; and conservation management. Erin has managed planning, compliance, and permitting projects for the water resources, energy, waste management, transportation, oil and gas, and mining sectors. She has worked closely with federal and state agencies, cities and other municipalities to ensure regulatory and environmental compliance; developed travel management plans addressing the increasingly diverse transportation, access and recreational needs of the public on BLM lands; and prepared conservation plans addressing terrestrial, riparian, and wetland wildlife habitats. She has managed environmental documentation and prepared technical documents and permit applications for large-scale projects and served as liaison between industry and regulatory agencies.

Selected Relevant Experience

- Black Hollow Solar Project, 174 Power Global (174PG), Weld County, Colorado
- Turkey Creek Solar Project, 174PG, Pueblo County, Colorado
- Iron Horse Solar Project Area, Iron Horse SP, LLC, La Plata County, Colorado
- Pagoda Peak East Solar Project Area, Pagoda Peak Solar, LLC, Moffat County, Colorado
- Pagoda Peak West Solar Project Area, Pagoda Peak Solar, LLC, Moffat County, Colorado
- Roundhouse Renewable Energy Project, NextEra Energy Resources, Larimer and Weld Counties, Colorado
- Platte River Power Authority (PRPA) Rawhide 20-megawatt Solar Facility, Larimer County, Colorado
- Northern Colorado Area Plan, Xcel Energy (Public Service Company of Colorado), Weld County, Colorado
- Safe Routes to School - Brodie Avenue Road Improvement Project, Estes Park, Colorado
- Town of Frederick Safe Routes to School Project, Frederick, Colorado
- Fall River Trail Extension Project, Estes Park, Colorado
- Loveland Railroad Avenue Flood Recovery Project, Loveland, Colorado
- Mountain Vista Subarea Plan Alternative Scenario, Fort Collins, Colorado
- Roundhouse Renewable Energy Transmission Line Permitting, Larimer County and Weld County, Colorado

Education

MS,
Environmental
Science and
Management,
University of
California Santa
Barbara

BA, Environmental
Policy, Colby
College

Professional Affiliations

Master Project
Manager,
American
Academy
of Project
Management

BLM Lands
with Wilderness
Characteristics
Refresher
Training, Cañon
City, Colorado,
August 2016



JENNY YOUNG, PE,
AICP
Principal

EDUCATION

MS, Civil Engineering, University of Colorado at Denver, 2005

BS, Civil Engineering, Bucknell University, 1998

REGISTRATION

Professional Engineer – Colorado

CERTIFICATION

American Institute of Certified Planners (AICP)

PROFESSIONAL AFFILIATIONS

American Planning Association

Association of Pedestrian and Bicycle Professionals

WTS-Colorado – 2015/2016 Executive Board

BACKGROUND

Jenny is a Principal with 21 years of multimodal transportation planning experience. Her expertise includes the development of municipal, county, regional, and statewide transportation plans; travel demand modeling; corridor studies; and subarea studies. She is adept at managing both the technical aspects of transportation planning projects as well as the public outreach component. She has successfully completed several municipal multimodal transportation plans, and had a leading role in establishing FHU's bicycle and pedestrian planning practice area. Jenny is well acquainted with Northern Colorado, having worked with organizations such as CDOT Region 4, the North Front Range Metropolitan Planning Organization, Larimer and Boulder Counties, and municipalities of Boulder, Lafayette, and Erie, to name a few.

Erie Parkway Corridor Study, Erie, CO

Central to the Town of Erie, Erie Parkway serves as the community's spine and as the gateway to the Town from US 287 on the west and I-25 on the east. Jenny served as the Project Manager for the Erie Parkway Corridor Study, which involved considerable community outreach and input to create a vision to serve as a blueprint for future multimodal transportation, streetscape, and gateway improvements along the corridor.

Larimer County Transportation Infrastructure Funding Strategy, Larimer County, Colorado

Project Manager who facilitated a process led by Larimer County to develop a strategy to fund transportation infrastructure projects in Larimer County. The project involved facilitating two multi-agency groups – a staff-level Technical Advisory Committee and a Regional Task Force composed of elected officials from the county, nine municipalities, CDOT, and other key stakeholders. Led the process to identify, prioritize, and build consensus on regional transportation projects for inclusion on a potential ballot question..

Loveland Comprehensive Plan, City of Loveland, Colorado

As a subconsultant for the Loveland Comprehensive Plan, Jenny served as the transportation lead. In this role, she focused develop a snapshot of multimodal transportation in Loveland today, identified opportunities and challenges related to transportation mobility in the future and integrated transportation with the land use and sustainability aspects of the plan. The mobility sections of the plan include transportation policies and strategies to support the community's overall vision, and key transportation indicators. Jenny's role also involved identifying modal priority within each of Loveland's land use categories along with associated typical facility types for bicycle, pedestrian, transit, and motor vehicles.

2045 Statewide Transportation Plan, CO

The 2045 Statewide Transportation Plan (dubbed "Your Transportation Plan") took a fresh look at Colorado's transportation investment priorities by asking people across Colorado what matters to them. As the Project Manager for the Statewide Plan, Jenny oversaw the development of 10 Regional Transportation Plans throughout rural Colorado. The plans collectively identify a 10-year strategic pipeline of projects, inclusive of all modes, to position CDOT and its planning partners for transportation funding. The plan meets all Federal and State requirements for a long-range transportation plan and involved the most extensive and broad-reaching public and stakeholder engagement in CDOT planning history.

SH 7 Planning and Environmental Linkages (PEL) Study, CDOT Region 4 (Brighton to Lafayette, Colorado study area)

Responsible for multimodal alternatives development and evaluation for a 15-mile corridor plan for SH 7 from Lafayette to Brighton. The study included safety, traffic operations, access, transit, bicycle/pedestrian movement, environmental, and design assessments of numerous multimodal alternatives in close coordination with all of the communities along the corridor to create a long-range vision for this regional arterial.



AMY FORD

Director, Advanced Mobility

EDUCATION

MA, Public Administration,
University of Colorado, Denver,
1997

BA, English, University of
Colorado, Boulder, 1995

BACKGROUND

Amy is a national leader in supporting communities and agencies truly understand and then harness advanced mobility solutions to elevate how they move people, data and goods, both today and tomorrow. She is leading advanced mobility at FHU where she focuses on the integration of transportation technology services such as automated and connected vehicles, cooperative ITS, electrification, on demand mobility and emerging technologies. She formerly led the strategic direction and activities of the Mobility on Demand (MOD) Alliance and Intelligent Transportation Society of America's policy programs focused on transportation technology and mobility. Prior to working with ITS America, Amy served as the Chief of Advanced Mobility for the Colorado Department of Transportation, responsible for accelerating innovation programs, policies and projects, including connected and autonomous vehicles, mobility operations, workforce of the future, communications and other transportation technologies including chairing Colorado's Autonomous Mobility Task Force, which is responsible for establishing consistent policy and operational deployment guidance in support of an autonomous mobility future, and the leading country's largest connected vehicle deployment.

EXPERIENCE

Vice President, Public Programs and Mobility on Demand, Intelligent Society of America, Denver, CO & Washington, DC

Lead strategic direction and activities of the Mobility on Demand (MOD) Alliance and ITS America's policy programs in the areas of emerging transportation technology, sustainability, smart infrastructure, connected and automated transportation, progressing mobility services and technologies such as micro-transit, micro-mobility, integrated transit networks and operations, real-time data, electrification, connected travelers and cooperative Intelligent Transportation Systems (ITS). She brought together leading public, private and academic sector leaders such as NYC and LA DOTs, Washington DOT, San Francisco County Transportation Commission, Lyft, Uber, Via, Ford, Toyota, GM, Amazon Web Services to focus on federal policy and MOD, as well as establishing national partnerships and leading research on issues of automation, payment integration, accessibility, equity, datasharing, rural/suburban MOD, workforce, insurance, value/congestion pricing and privacy/cybersecurity.

Chief of Advanced Mobility/RoadX Executive Lead, Colorado Department of Transportation, Denver, CO

Amy directed program strategy various divisions including the Mobility Operations Division, including Intelligent Transportation Systems (ITS), Traffic Safety & Engineering, Traffic Incident Management and Traffic Operations Centers including work on new operations strategy, operations engineering and clearance programs, safety programming and the RoadX Program. She spearheaded a comprehensive digital and connected infrastructure program investments, including one of the nation's largest Vehicle to Everything (V2X) systems, work zone data and ITS data platforms. Amy developed leading edge business partnerships with companies like Panasonic, Virgin Hyperloop One, Here, Ford and others. She served as key member of the executive team and steered critical strategy development for the agency.

Director of Communications, Colorado Department of Transportation, Denver, CO

Amy led nationally award-winning external and internal communications for 3,000 employee agency, guiding strategy and issues management, directing all agency strategic messaging and communications, media relations, project and safety communications, and statewide customer service program. She served as the primary agency spokesperson with the media and critical stakeholders to include high stakes reputation management and crisis communications such as the 2013 Flood Response, ransomware attack, election and open records issues, agency and employee audits. Amy built a robust internal communications structure to include leadership communications, employee training and change management, as well as creating nationally recognized marketing campaigns that advanced dynamic platforms for public and industry engagement.



**MATTHEW
DOWNEY, PE**
Transportation Planner

EDUCATION

MS, Civil and Environmental
Engineering, Portland State
University, 2015

BS, Civil Engineering, Iowa State
University, 2013

REGISTRATION

Professional Engineer—Colorado

BACKGROUND

Matthew has been involved in both design and planning projects, with a focus on multimodal planning, on- and off-street bicycle facility design, and public involvement. He is a key member of FHU's multimodal planning practice area, having built a strong portfolio of developing recommendations for bicycle and pedestrian facility improvements, both at the corridor and network level, assessing existing conditions for bicyclists using Level of Traffic Stress analysis, and engaging with key stakeholders and community members. With a background rooted in both engineering and planning, Matthew is adept at developing practical solutions that emphasize mobility options while balancing the needs of all transportation system users.

PROJECT EXPERIENCE

Wellington Comprehensive Plan — Wellington, CO

As a subconsultant for the Wellington Comprehensive Plan, Matthew is serving as the transportation lead and FHU project manager. In this role, he is focused on developing a snapshot of multimodal transportation in the community today, identifying opportunities and challenges related to transportation mobility in the future, and integrating transportation with the land use aspects of the plan. Matthew's role has also involved identifying potential cross-section improvements to the Town's main commercial street and priority routes for bicycling and walking.

Millcreek General Plan — Millcreek, UT

FHU assisted with developing the first General Plan for Millcreek, Utah, focusing on assessing the community's accommodations for active modes and transit and making recommendations for enhancement. As the lead transportation planner and FHU project manager for this project, Matthew utilized traffic, safety, and land use data to identify priority sidewalk improvement projects, develop a recommended low-stress bicycle network, and identify locations in need of enhanced transit amenities.

Regional BRT Feasibility Study — Regional Transportation District, Denver, CO

FHU led a feasibility study aimed at developing a proposed network of BRT routes for RTD to implement throughout the Denver metro area. A tiered evaluation process including traffic analysis, travel demand modeling, assessment of existing roadway cross-sections was followed to identify those arterials within the District that BRT would be most appropriate. Matthew was heavily involved with this project in multiple facets, including route development & analysis, stakeholder engagement, and assisting with project management.

Sixth Street Study — Rapid City, South Dakota

FHU worked with the Rapid City Area MPO and several City departments to develop the Sixth Street Study, which established a vision for enhanced walkability, bike-ability, and livability along one of Rapid City's core downtown streets through a comprehensive set of recommended land use, landscape, and streetscape improvements. Matthew managed the study and led the assessment of safety and comfort for active users, community and stakeholder outreach efforts, and the development of improvement concepts.

South Platte Connections Study — Arapahoe County, CO

FHU is working with Arapahoe County to identify projects that will enhance east-west bicycle and pedestrian connectivity to the Mary Carter Greenway Trail between Mineral Avenue and Dartmouth Avenue – US 85, RTD's Southwest Light Rail line, and the consolidated mainline railroad all present significant barriers to access. Matthew has been heavily involved in all facets of this study, including working collaboratively with the project team to identify and evaluate project ideas, leading the development of conceptual design & cost estimates for ideas ranging from underpasses and trail connections to on-street bike lanes and wayfinding programs, and engaging with the public and key stakeholders throughout the process.

Anne Kuechenmeister

Hazard Mitigation and Public Engagement

Anne is a planner who specializes in hazard mitigation and public engagement. Her hazard mitigation work focuses on risk analysis and identifying strategies for mitigation action, in particular land use regulations and zoning to reduce risk. Her public engagement work builds a thoughtful process paired with effective, creative and innovative tools and strategies for engagement. She now works alongside FEMA and their state, local and tribal partners to identify ways to communicate mitigation to communities and structure mitigations actions. This includes workshops, land use regulation guidance and communication tools and materials. She has developed methodology to identify how climate change will alter hazards and their risks to communities and resources in the future. She has also worked with disaster-impacted communities to identify ways to build back stronger and safer, especially for vulnerable populations, which often are unduly impacted by disasters.

Experience

Phase 1 Ponderosa Community Annexation Scenario Analysis, Phase II Ponderosa Community Stabilization, Boulder, CO

In 2013 this 68-unit community experienced flood impact and a threat of impending infrastructure failure. The community serves as an affordable location for retired individuals as well as young families. Phase I evaluated several scenarios to incorporate this enclave into the City of Boulder and address the infrastructure concerns. Phase II is the process of implementing the identified scenario for annexation.

Mitigating Hazards through Land Use Solutions Workshop, Nationwide

Working with the Colorado Department of Local Affairs and FEMA, Anne led the effort to develop an intensive and customized workshop to help communities identify and evaluate their risks using their hazard mitigation plans and other applicable materials, evaluate potential strategies best address their known hazards and then work alongside experts to develop a plan to implement a land use regulation to reduce the impact of their known hazard. This workshop was piloted in Colorado and it now being rolled out nationwide. Prior workshops have focused on flooding and fire hazards.

Larimer County Comprehensive Plan, CO

The Larimer County Mountain Resilience Study was Phase I of the overall comprehensive plan for the area. This study looked at all known hazards and developed an existing conditions snapshot, incorporated community direction for resilience and built a policy framework and strategic implementation plan. Anne led the review of hazard impacts on infrastructure and assisted with housing, transportation and recreational facilities analysis to build a policy framework for Larimer County. She also assisted with the development and implementing of public engagement and steering committee meetings.

State of Colorado Enhanced Hazard Mitigation Plan, Colorado

Anne worked with the Colorado Division of Homeland Security and Emergency Management to assist with the State of Colorado's first Enhanced State Hazard Mitigation Plan. Anne provided support for the hazard identification and risk assessment for 31 natural, human-caused, and technical hazards.

Years with Michael Baker: 3

Years with Other Firms: 3

Degrees

B.A., English/Liberal Arts, University of Michigan at Ann Arbor

B.A., Spanish, University of Michigan at Ann Arbor

Certificate, Secondary Education, University of Michigan

M.U.R.P., Regional Planning/Urban Planning, University of Colorado at Denver

Licenses/Certifications

American Institute of Certified Planners

NCI Charrette System Certificate

Professional Affiliations

American Planning Association (APA)
National Conference, Presenter;
Community Driven Revitalization

Kristin K. Cypher

Senior Planner

Erie Project Role:

Community Outreach, Signage & Wayfinding, Urban Design

Ms. Cypher has experience in planning, community design, marketing/branding, historic preservation, cultural resource identification and management, economic redevelopment, stakeholder outreach, and signage and wayfinding. Her focus is project storytelling, which includes creating plans and designs for organizations, initiatives, communities, districts, historic/cultural resources, and downtown associations. Her natural enthusiasm and expertise inspire people to see the value of telling their story and planning for their place, and her success in implementing design and planning visions into achievable built improvements ensures designs and plans are grounded in the resources and support they need to be achieved. As a project manager, she has worked with agencies and private and municipal clients to provide scoping and research, project campaigns, and public awareness for services. She also has extensive experience with public outreach coordination and stakeholder facilitation, with a focus on connecting to underserved communities.

Her comprehensive approach to project development includes scoping and research, leading public outreach efforts, grant writing, documenting and managing historic and cultural resources, community visioning and planning, and creating implementable and supported final documents and designs. Her background includes extensive fieldwork and documentation expertise – particularly in the fields of cultural and historic resources, where she has documented and written National Register nominations for cultural and historic resources.

For the Town of Erie Comprehensive Plan, Kristin will work with the project team to ensure the project outreach and planning process is equitable, compelling, and responsive to community needs. She will also focus on the urban design and signage and wayfinding project elements, helping to plan and design improvements to Erie's public realm that help connect community members to the unique existing and future destinations within the Erie community.

Experience

Historic Downtown Erie Streetscape Improvements & Vacant Lot Activations (with Britina Design Group), *Town of Erie, Colorado*. Kristin began her work in Erie with the first streetscape improvements to the historic downtown district – back when Briggs Street was still a dirt road! For this first streetscape project, Kristin worked with the design team to develop a palette of streetscape elements that would ensure the downtown was walkable, comfortable, and responsive to Erie's history and sense of place. Years later, it's wonderful to see how the bulb-outs, street lights, and other furnishings and materials have retained their beauty and usefulness. Kristin is also currently working with Downtown Colorado, Inc. to create an activation plan for vacant lots within historic downtown Erie.

Littleton Downtown Branding & Signage. *City of Littleton, Colorado*. The Littleton Signage and Wayfinding Project was a multi-year effort to document and tell the story of historic downtown Littleton, while simultaneously helping visitors navigate in and around the historic downtown district and the adjacent Mary Carter Greenway Trail. In 2016, the signage project won the Colorado Governors Award for urban design and placemaking.

Years with Michael Baker: 1

Years with Other Firms: 25

Degrees

M.L.A., 1998, Landscape
Architecture/Urban Planning,
University of Colorado at Denver

B.S., 1994, Land Use Planning,
Shippensburg University

Laura M. Weinstein

Planner - Community Planning and Land Use

Laura is an urban planner with over seven years of experience in community and land use planning in both the public and private sectors. Laura has worked on a wide range of planning initiatives including comprehensive plans, placemaking studies, transit-oriented design, land use regulation and development review, community outreach, and preparedness planning. Through her hazard mitigation work, Laura has helped residents and communities identify risk and develop strategies to reduce vulnerability.

Experience

Community Engagement and Risk Communications, Nationwide, USA

Collaborates regularly with the FEMA Region VIII Planning Team to identify and develop creative programs aimed at helping citizens and communities become more resilient in the face of disasters. Within this role, Laura supports identification, planning, mitigation action implementation, and resiliency strategies for Colorado, Wyoming, Montana, Utah, North Dakota, and South Dakota.

Pikes Peak Regional Multi-Jurisdictional Hazard Mitigation Plan Update, El Paso County, CO

Including El Paso County and eight participating jurisdictions, this multi-hazard mitigation plan is an update to the County's 2015 plan. Laura is responsible for facilitating all aspects of the hazard mitigation process, including coordinating team meetings and assisting with plan outreach, conducting background research, identifying hazards and evaluating risk, and developing mitigation strategies to reduce the county's vulnerability to disasters. She further supports plan development by maintaining and updating the project website and assisting in plan writing.

Mitigating Hazards through Land Use Solutions Follow Up Report, Colorado

Responsible for structuring question materials and following up with communities and synthesizing feedback on this land use planning and hazard focused workshop in order to create recommendations for continued program improvement. The final document provides guidance on potential program improvements. Laura continues to support this initiative through additional workshops in RII.

Communicating the Value of Mitigation through the Arts, Denver, CO

Assisted with synthesizing information and drafting the report and recommendations for strategy implementation. This included structuring diverse recommendations and feedback into digestible and relatable content.

West Area Plan Neighborhood Planning Initiative, Denver, CO

Continues to assist with ongoing outreach and engagement in six clustered communities in West Denver. Laura supports outreach to community partners to form strategies in order to reach diverse populations.

Niwot Rural Community District Code Update, Niwot, Colorado

Responsible for drafting community engagement code section and assisting with development of design guidelines. Also, helped to coordinate and facilitate community meetings. The intent of the code update was to provide clear guidance for development that will help to maintain community character while accommodating changes associated with preserving and enhancing the Niwot community as a thriving, semi-rural village center.

Years with Michael Baker: 1

Years with Other Firms: 7

Degrees

B.A., 2010, Urban and Regional Planning, University of California, San Diego

M.U.R.P., 2017, Urban and Regional Planning, University of Colorado

L. Carson Bise, II, AICP, President

Carson Bise started his career as a local Planner in Virginia, and now has over 25 years of fiscal, economic, planning, and market analysis experience. He **has conducted fiscal and infrastructure finance evaluations in 37 states**. Mr. Bise has developed and implemented more fiscal impact models than any consultant in the country. The applications which Mr. Bise has developed have been used for evaluating multiple land use scenarios, specific development projects, annexations, urban service provision, tax-increment



financing, and concurrency/adequate public facilities monitoring. Mr. Bise is also a leading national figure in the calculation of impact fees, having completed over 200 impact fees. Mr. Bise has also written and lectured extensively on fiscal impact analysis and infrastructure financing. **His most recent publications are *Fiscal Impact Analysis: Methodologies for Planners*, published by the American Planning Association, a chapter on fiscal impact analysis in the book *Planning and Urban Design Standards*, also published by the American Planning Association, and the ICMA IQ Report, *Fiscal Impact Analysis: How Today's Decisions Affect Tomorrow's Budgets*.** Mr. Bise was also the principal author of the fiscal impact analysis component for the Atlanta Regional Commission's Smart Growth Toolkit and is featured in the recently released AICP CD-ROM Training Package entitled The Economics of Density. Mr. Bise is currently on the Board of Directors of the Growth and Infrastructure Finance Consortium and **recently Chaired the American Planning Association's Paying for Growth Task Force**. He is an Affiliate of the National Center for Smart Growth Research & Education.

EDUCATION

M.B.A., Economics, Shenandoah University

B.S., Geography/Urban Planning, East Tennessee State University

B.S., Political Science/Urban Studies, East Tennessee State University

SPEAKING ENGAGEMENTS

- Fiscal Impact Assessment, AICP Training Workshop, APA National Planning Conference
- Dealing with the Cost of Growth: From Soup to Nuts, ICMA National Conference
- Demand Numbers for Impact Analysis, National Impact Fee Roundtable
- Calculating Infrastructure Needs with Fiscal Impact Models, Florida Chapter of the APA Conference
- Economic Impact of Home Building, National Impact Fee Roundtable
- Annexation and Economic Development, APA National Conference
- Economics of Density, APA National Conference
- The Cost/Benefit of Compact Development Patterns, APA National Conference
- Fiscal Impact Modeling: A Tool for Local Government Decision Making, ICMA National Conference
- Mitigating the Impacts of Development in Urban Areas, Florida Chapter of the APA
- Impact Fee Basics, National Impact Fee Roundtable
- Fiscal Impact Analysis and Impact Fees, National Impact Fee Roundtable

Julie Herlands, AICP, Vice President

Julie Herlands is Vice President with TischlerBise and has 20 years of relevant experience and has prepared fiscal analyses, market analyses, housing analyses and assessments, and revenue strategies for local governments in over fifteen states. She has been the project manager on dozens of similar assignments across the country including PlanCOS Fiscal Impact Analysis, Westminster Fiscal Impact Analysis, and Osceola County Fiscal Sustainability Plan all with Logan Simpson as well as City of Durango Housing Analysis and Linkage Fee Study and City of Aspen Affordable Housing Fee in Lieu Study. Other Colorado clients of note include Aurora, Centennial, Lone Tree, Parker, Boulder, and Littleton. She is a frequent presenter at national and regional conferences. **She is a Past Chair of the Economic Development Division of the APA and chaired the APA Task Force on Planning and Economic Development.**



EDUCATION

Masters of Community Planning, University of Maryland

Bachelor of Arts, Political Science, University of Buffalo

RELEVANT EXPERIENCE

- Queen Creek, Arizona – *Fiscal Impact Analysis of Growth Scenarios; Fiscal Impact Analysis of Development Project; Housing and Retail Market Analysis*
- Napa County, California – *Fiscal Equity Study*
- Aspen, Colorado – *Affordable Housing Fee-in-Lieu Assessment, Recommendations, and Analysis*
- Aurora, Colorado – *Feasibility Study of City-County Formation*
- Boulder, Colorado – *Affordable Housing Excise Tax/Impact Fee*
- Centennial, Colorado – *Cost of Land Use Fiscal Impact Analysis; Fiscal Model*
- Colorado Springs, Colorado – *Economic and Market Assessment; Fiscal Impact Analysis of Growth Scenarios; Fiscal Impact Analysis of Annexation Area*
- Durango, Colorado – *Housing Linkage Fee Study*
- Lone Tree, Colorado – *Fiscal Impact Analysis of Growth Scenarios; Fiscal Impact Model*
- Westminster, Colorado – *Fiscal Impact Analysis of Growth Scenarios*
- Osceola County, Florida – *Cost of Land Use Study; Fiscal Impact Analysis of Geographic Subareas*
- Manatee County, Florida – *How Will We Grow? Funding Strategies*
- Sarasota County, Florida – *Fiscal and Economic Analysis of Development Prototypes*
- Shreveport Metropolitan Planning Commission of Caddo Parish, Louisiana – *Fiscal and Economic Impact Analysis of Growth Scenarios*
- Anne Arundel County, Maryland – *Fiscal Impact Analysis of Growth Scenarios; Revenue Strategies; Fiscal Model*
- State of Minnesota – *Fiscal Disparities Program Study*
- Lincoln County, Nevada – *Cost of Land Use Study; Revenue Strategies; Fiscal Model*
- Nye County/Town of Pahrump/Nye County Schools, Nevada – *Cost of Land Use Study; Fiscal Impact Analysis of Growth Scenarios*
- Bexar County, Texas – *Service Delivery and Fiscal Sustainability Recommendations; Fiscal Impact of Annexation and Incorporation; Policy and Legal Research*
- Corpus Christi, Texas – *Fiscal Impact Analysis of Growth Scenarios; Revenue Strategies*

Colin McAweeney, Senior Fiscal/Economic Analyst

Colin McAweeney is a Fiscal and Economic Analyst at TischlerBise with specialties in finance and economic development planning. Prior to joining TischlerBise, Mr. McAweeney completed his M.S. at Erasmus University Rotterdam where he specialized in economic development. Here, Mr. McAweeney became knowledgeable in planning that involves fiscal, social, and environmental sustainability. In Rotterdam, Mr. McAweeney conducted several field studies of local at-risk neighborhoods and presented planning solutions to city leaders. Additionally, he brought together a team of academics and consultants to plan a biking corridor in Kenya. He finished his degree with a thesis surrounding the urban aspects that attract investment. Before pursuing his M.S., Mr. McAweeney worked in the finance sector for several years. While performing at a high level, he was able to become very familiar with financial markets and business financing.



EDUCATION

M.S., Urban Management and Development, Erasmus University Rotterdam

B.S., Economics with an emphasis on Mathematics, University of Wisconsin - Madison

RELEVANT EXPERIENCE

- Blue Lake, California – *Fiscal Impact Study*
- Bryan, Texas – *Fiscal Analysis of Annexation Study*
- El Portal, Florida – *Fiscal Impact Study*
- Falls Church, Virginia – *Fiscal Impact Model*
- Frederick County, Virginia – *Capital Impact Model*
- Goochland County, Virginia – *Capital Impact Model*
- Harris County, Texas – *Regional Governance Structure Study*
- Hanover County, Virginia – *Fiscal Impact (Expenditures) Study*
- Henderson, Nevada – *Fiscal Impact Study*
- Lake Tahoe, California – *Fiscal Impact Study*
- La Plata County, Colorado – *Cost of Land Use Study*
- Little Rock, Arkansas – *Fiscal Impact Study*
- Loudoun County, Virginia – *Policy Documents, Economic & Fiscal Impact Study, Cost of Land Use Study, Residential Linkage to Nonresidential Study*
- Nassau County, Florida – *Fiscal Impact Model*
- New Castle County, Delaware – *Cost of Land Use Study*
- North Myrtle Beach, South Carolina – *Fiscal Impact Study*
- Portsmouth, Virginia – *Economic & Fiscal Impact Study*
- Shreveport-Caddo Parish, Louisiana – *Revenue Structure Study*