# AGENDA BILL

**Beaverton City Council**
**Beaverton, Oregon**

**SUBJECT:** Contract Award to Angelo Planning Group for the Cooper Mountain Community Plan

**FOR AGENDA OF:** 02-04-20 **BILL NO:** 20032

**MAYOR'S APPROVAL:**

**DEPARTMENT OF ORIGIN:** CDD

**DATE SUBMITTED:** 01-23-20

**CLEARANCES:** City Attorney
Mayor's Office
Purchasing
Finance
Planning

**PROCEEDING:** CONSENT AGENDA (CONTRACT REVIEW BOARD)

**EXHIBITS:**
1. List of Proposals Received
2. Evaluation Matrix and Scoring
3. Consultant Proposal

## BUDGET IMPACT

| EXPENDITURE REQUIRED | AMOUNT BUDGETED | APPROPRIATION REQUIRED |
|---|---|---|
| $325,000* | $255,000** | $-0- |

*The Expenditure Required is based on the Project Manager's estimate and may be revised downward following contract negotiations. Contract work will be conducted FY 2019-20 thru FY 2020-21. Staff estimates that the amount of the contract that will be expended this fiscal year will be less than the $255,000 amount budgeted.

**Account Number 001-70-0676-511 – General Fund – Community Development Department – Planning Division – Professional Services Account. The FY 2019-20 Adopted Budget included $255,000 for the Cooper Mountain Community Plan primarily funded by a Metro Planning and Development Grant. The $443,000 remaining grant amount will be included in future years' budgets along with the associated professional services appropriations for planning services and an amended contract that will include the City's and THPRD's portion of the project funding. The City committed $120,000 in project funding (FY2019-20 thru FY2022-23).

## RECOMMENDED ACTION:

City Council, acting as Contract Review Board, authorizes the Mayor to sign a contract, not to exceed $325,000, with Angelo Planning Group, in a form approved by the City Attorney, for the Cooper Mountain Community Plan.

## HISTORICAL PERSPECTIVE:

On November 15, 2019, the City issued Solicitation #3591-20B for "Request for Proposal Cooper Mountain Community Plan."' This solicitation was advertised in the Daily Journal of Commerce. The City received one proposal, which staff opened on December 19, at 2:00 PM.

## INFORMATION FOR CONSIDERATION:

Staff evaluated and conducted a weighted scoring of the proposal based on criteria that addressed:

1. Knowledge, experience and qualifications of team;
2. Project approach and understanding;
3. Relevant project experience;
4. Beaverton Equity Procurement Program; and
5. Contract price.

Based on the firm's proposal, the firm received an average score of 97 of the maximum 100 points available.

After reviewing the proposal, staff commenced negotiations with the firm as authorized under the terms of the request for proposals. The purpose of the negotiations is to confirm and clarify the scope of work for the project and, if necessary, adjust the contract price to reflect any negotiated changes. Contract negotiations are ongoing, and the final agreed upon price and revised scope of work will be provided with the contract to be reviewed and signed by the Mayor.

## QUALIFICATIONS AND EXPERIENCE

The consultant team is led by Angelo Planning Group and consists of: DKS Associates; David Evans and Associates, Inc.; ECONorthwest; JLA Public Involvement; and Walker Macy. Angelo Planning Group has worked throughout the state of Oregon developing area and master plans for communities. Angelo Planning Group also brings an understanding of Cooper Mountain, having led development of the South Cooper Mountain Concept Plan and Community Plan.

The consultant team demonstrated an understanding of the complex issues involved in planning for new urban areas and the coordination necessary to complete the major objectives of the project, including: robust and inclusive public engagement; completing research and analysis of existing conditions and best practices; developing a community plan document that is supported by decision-makers and the community; identifying implementation tasks and funding strategies; and completing changes to Beaverton's Comprehensive Plan and Development Code.

## SCOPE OF WORK

The project will build on prior planning work, including the South Cooper Mountain Concept Plan. The scope of work includes the following phases (phases 1 and 2 involved creating a project charter and work plan):

3A: Project Introduction – Finalize engagement plan and develop communication materials. Inform stakeholders about the project and listen to ideas.

3B: Research and Analysis - Identify issues and opportunities. Complete natural resource and buildable land inventories. Conduct market analysis and funding options assessment. Research innovative practices from other cities. Develop preliminary street and trail plan.

3C: Community Planning - Work with decision-makers and stakeholders to determine how streets, open spaces, trails, schools, homes and other features can combine to make new neighborhoods.

3D: Adoption and Implementation - Update policies and development rules to implement the plan, in compliance with state and regional requirements. Identify other implementation projects and develop a funding strategy to help achieve the future vision for Cooper Mountain.

The contract with Angelo Planning Group will be to complete the Community Plan scope of work through the Vision and Guiding Principles (Phase 3C, Task C.2). It is anticipated that scope

refinements for the remainder of Phase 3C and Phase 3D will be necessary based on the findings and outcomes of the work completed during 2020 and early in 2021.

Upon completion of the Vision and Guiding Principles tasks, the City may choose to amend the contract with Angelo Planning Group to include the scope of work for the remainder of the project. The contract amendment would require authorization by City Council.

**RELATED PROJECTS**

Parallel to the Cooper Mountain Community Plan, the City is beginning two projects that will help inform and support community planning efforts: The Cooper Mountain Utility Master Plan (Utility Master Plan) and Multicultural Community Engagement on Housing. A brief description of each project is provided below.

Utility Master Plan - Cooper Mountain will require storm, sewer, and water (potable and non-potable) infrastructure improvements to support future development. The Cooper Mountain Utility Master Plan (Utility Master Plan), issued under a separate Request for Proposals (RFP), will be managed by City Engineering staff. The Utility Master Plan contract award is also scheduled for consideration by the Contract Review Board on February 4, 2020.

Multicultural Engagement on Housing – The City issued a separate RFP to engage historically underserved and underrepresented communities in projects that relate to housing, including the Cooper Mountain Community Plan, Housing Options Project and Affordable Housing Program. This contract will be managed by Community Development Department Development Division staff. The contract award for this project is anticipated to go to the Contract Review Board on February 18, 2020.

EXHIBIT 1

**CITY OF BEAVERTON**
**PROPOSALS RECEIVED**

**Date:** December 19, 2019 @ 2:00 PM

**Project:** Request for Proposals for the Cooper Mountain Community Plan
Solicitation #3591-20B

**Proposals Submitted:**

1. Angelo Planning Group, Portland, Oregon

EXHIBIT 2

**RFP - Cooper Mt Community Plan, Solicitation #3591-20B**

**Evaluation Committee Score Sheet**

| Company Name | Evaluation Factor | Total Possible | Evaluator 1 | Evaluator 2 | TOTAL | AVERAGE | Overall Position |
|---|---|---|---|---|---|---|---|
| **Angelo Planning Group** | | | | | | | |
| | 1. Knowledge, Experience, & Qualifications | **24** | 24 | 24 | **48** | 24 | 1 |
| | 2. Project Approach & Understanding | **32** | 28 | 30 | **58** | 29 | |
| | 3. Relevant Experience & References | **20** | 20 | 20 | **40** | 20 | |
| | 4. Beaverton Equity Procurement Program | **12** | 12 | 12 | **24** | 12 | |
| | 5. Contract Price | **12** | 12 | 12 | **24** | 12 | |
| | **Total Maximum Points** | **100** | 96 | 98 | **194** | 97 | |

EXHIBIT 3

CITY OF BEAVERTON

# Cooper Mountain Community Plan

SOLICITATION #3591-20B

PROPOSAL | DECEMBER 19, 2019

Joe Dills | Project Manager, APG
921 SW Washington Street, Suite 468
Portland, OR 97205
jdills@angeloplanning.com | 503.224.8225

**ANGELO PLANNING GROUP** | JLA PUBLIC INVOLVEMENT | DKS ASSOCIATES | ECONORTHWEST
WALKER MACY | DAVID EVANS AND ASSOCIATES, INC.

## CONTENTS

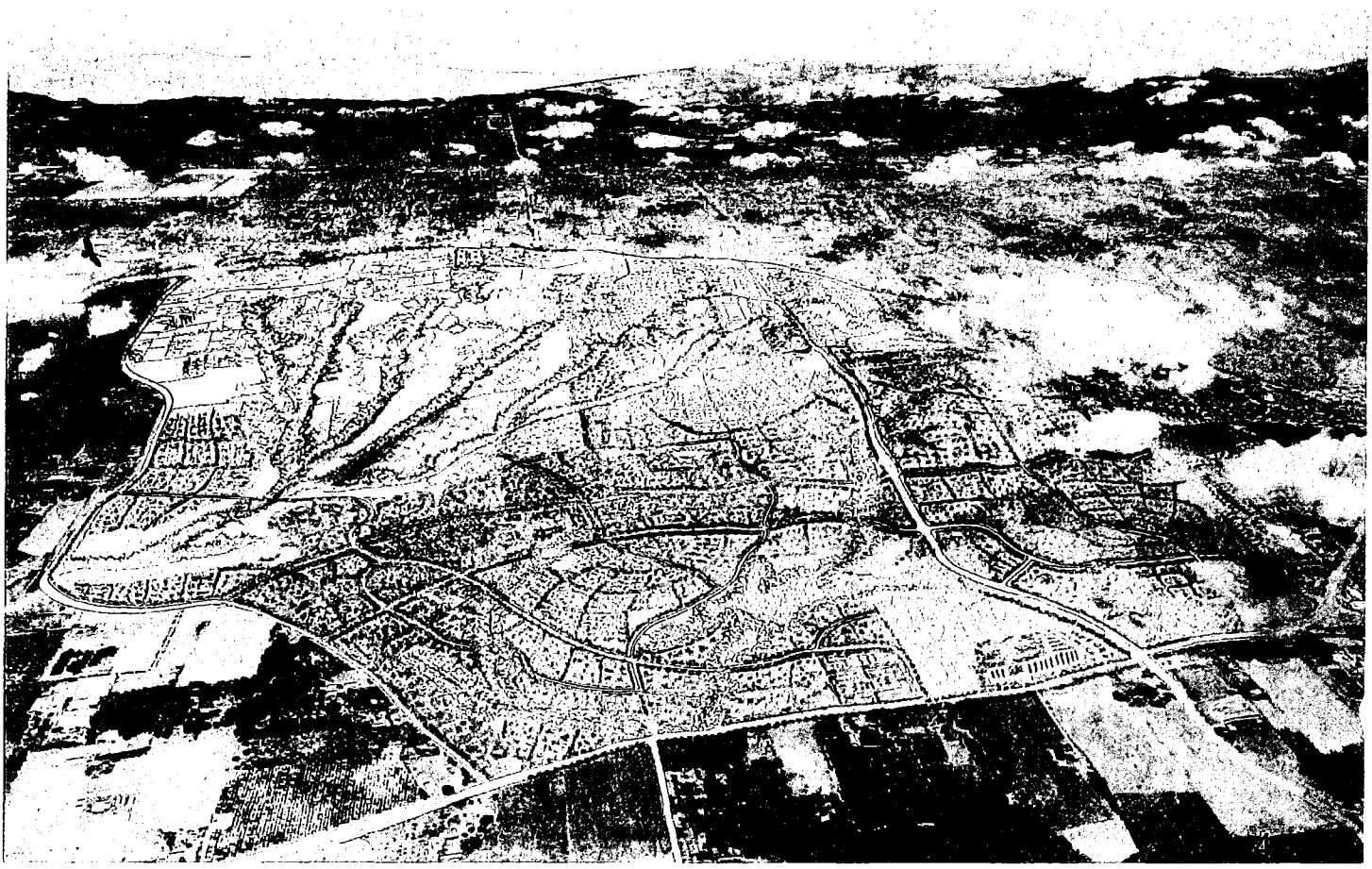
**Knowledge and Experience.....1**
Background of the Firm 1
Key Personnel 4
Sub-Consultant Qualifications 19

**Project Approach & Understanding.....23**
Detailed Scope of Work 26

**Relevant Experience and References .....46**
Project Examples 52
References 56

**Beaverton Equity Procurement Program .....56**

**Contract Price.....58**



December 19, 2019

Terry Muralt, CPPB
Purchasing Agent
City of Beaverton
4755 SW Griffith Drive
Beaverton, Oregon 97005

Re: APG Response to Request for Proposals (RFP) for Cooper Mountain Community Plan (Solicitation #3591-20B)

**Angelo Planning Group** (APG) is pleased to submit this proposal for the Cooper Mountain Community Plan (CMCP) project. To complement APG's community planning, plan implementation, and project management expertise, we have included the following nationally recognized firms on our team:

| | |
|---|---|
| **JLA Public Involvement** | Community engagement |
| **DKS Associates** | Transportation planning |
| **ECONorthwest** | Market analysis and infrastructure funding |
| **Walker Macy** | Master planning and urban design |
| **David Evans and Associates, Inc.** | Natural resource planning |

The APG team brings the following benefits to the City and Cooper Mountain stakeholders:

- **Continuity.** We will build on the success of the South Cooper Mountain Concept and Community Plan and the current Purple Pipe Project.
- **A commitment to innovation.** We will forward new ideas, engage new voices, and use new tools.
- **A strong record of great service for the City of Beaverton.** South Cooper Mountain Concept and Community Plans, the Comprehensive Plan Land Use Element, Anti-Displacement Housing Strategy, Housing Market Analysis and Housing Strategy Report, Creekside Master Plan, and more.
- **Proven expertise in community planning.** We have led 12 of the Metro region's adopted and successfully implemented plans to create livable and sustainable communities.

- **Proven and trusted practitioners of consensus-based planning**. We are committed to meaningful community and multi-cultural engagement and building broad support for the CMCP.
- **A commitment to implementation.** Our team has vast experience in both the public and private sectors; we will tap that experience to deliver "vision that works."

Joe Dills, APG's Senior Project Manager, will be our project manager. Joe has an excellent working relationship with the City of Beaverton, unparalleled project management experience with concept and community plans in the Metro region and throughout Oregon, and a broad planning background in both the public and private sectors. Our team is committed to delivering a successful Cooper Mountain Community Plan that is fully coordinated with the parallel Utility Master Plan and Multi-Cultural Engagement projects. Joe is our primary contact for this proposal process and can be reached at jdills@angeloplanning.com and 503-224-8225.

Thank you very much for the opportunity to submit this proposal.

Sincerely,

Catherine Corliss, AICP, Principal
ccorliss@angeloplanning.com
503.227.3673

## SECTION 7: SIGNATURE PAGE

[FILL OUT AND SUBMIT THIS PAGE WITH YOUR PROPOSAL]

This page must be signed with the full name and address of the Proposer submitting the response; if a partnership, by a member of the firm with the name and address of each member; if a corporation, by an authorized officer thereof in the corporate name.

The undersigned verifies that he/she is a duly authorized officer of the company, and that his/her signature attests that information provided in response to this Request for Proposal Solicitation #3591-20B is accurate.

The undersigned certifies that the proposal has been arrived at independently and has been submitted without any collusion designed to limit competition.

The undersigned certifies that all addenda to the specifications have been received and duly considered and that all cost adjustments associated with the addenda are reflected in this proposal.

Addendum No(s). 1 and 2 Acknowledged? [X] YES / [ ] NO

Resident Proposer as defined in ORS 279A.120(1)?* [X] YES / [ ] NO

Proposers certify non-discrimination in accordance with ORS 279A.110(4). [X] YES / [ ] NO

If awarded a contract pursuant to this solicitation, will Proposer participate in Intergovernmental Permissive Cooperative Purchasing (extend the terms, conditions and prices of such contract to other public agencies)? If no, please explain on a separate piece of paper. [X] YES / [ ] NO

Is your firm currently certified by the State of Oregon COBID office? If so, what Certifications do you hold and provide certification number. DBE/WBE #2893 [X] YES / [ ] NO

Proposer hereby makes this proposal to furnish goods and/or services at the price(s) indicated herein in fulfillment of the requirements and specifications of the City as stated in the Request for Proposal.

Catherine Corliss
Signature of Authorized Official

12/18/2019
Date

Catherine Corliss
Printed Name

503.227.3673
Telephone Number (with area code)

Principal
Title

CCorliss@angeloplanning.com
E-mail Address

Angelo Planning Group, Inc.
Firm

25661
City of Beaverton Business License No.

921 SW Washington Street, #468
Address Portland, OR 97205

*"Resident Bidder" means a bidder that has paid unemployment taxes or income taxes in this state during the 12 calendar months immediately preceding submission of the bid, has a business address in this state and has stated in the bid whether the bidder is a "resident bidder".

## SECTION 8 - ATTESTATION of COMPLIANCE with TAX LAWS

[COMPLETE AND SUBMIT THIS PAGE WITH YOUR BID OR PROPOSAL]

I, Catherine Corliss, representing Angelo Planning Group, Inc.
Insert printed name — Insert name of firm

(Bidder/Proposer), hereby attest that:

1. I am an authorized agent of Bidder/Proposer, and I have full authority from Bidder/Proposer to submit this attestation and accept the responsibilities stated herein.

2. I have knowledge regarding payment of taxes of Bidder/Proposer, and to the best of my knowledge, Bidder/Proposer is not in violation of any Oregon tax laws, including, without limitation, ORS 305.620 and ORS chapters 316, 317 and 318.

3. Bidder/Proposer shall provide written notice to City within two business days of any change to its compliance with tax laws.

Catherine Corliss — 12/18/2019

Authorized Agent Signature — Date

Approved as to Form, Beaverton City Attorney – 04/04/2016

# KNOWLEDGE AND EXPERIENCE

Angelo Planning Group (APG) has partnered with JLA Public Involvement, DKS Associates, ECONorthwest, Walker Macy, and David Evans and Associates, Inc. (DEA) to bring together a team that has significant local knowledge of the Beaverton area and the skills and experience necessary to successfully carry out the key elements of this project. The APG team has a long history of working together on numerous successful planning efforts in the Beaverton area and throughout the region and state. We are proud to offer our combined experience and technical expertise to the City for this exciting project.

## Background of the Firm

### *Angelo Planning Group*

APG was established in 1999 and has become a leader in the urban and community planning field. Our services include comprehensive planning, concept and master planning, transportation planning, public facility planning, environmental planning, development code updates, and development services. APG is widely recognized for our strong technical planning expertise and our ability to balance project objectives and community needs to achieve successful, consensus-based solutions. APG's staff of twelve professional planners (supported by our business manager) are based in the historic Pittock Block building at 921 SW Washington Street in downtown Portland. Together, our staff offers well over 150 years of combined experience working with complex land use and transportation issues in the Pacific Northwest. APG is certified as a Women Business Enterprise (WBE) and Disadvantaged Business Enterprise (DBE) organization in the State of Oregon (#2893).

APG's work experience in recent projects with tasks similar to the Cooper Mountain Community Plan (CMCP) include:

- South Cooper Mountain Concept and Community Plan
- Beaverton Non-Potable Water System Program (in-process)
- Beaverton Comprehensive Plan Land Use Element update
- Beaverton Anti-Displacement Housing Strategy
- Beaverton Creekside Master Plan
- Newberg Riverfront Master Plan
- Wilsonville Frog Pond Area Plan
- Aloha Town Center Plan and Code Concepts
- Washington County Equitable Housing Site Barriers and Solutions
- Washington County Urban Reserves Transportation Study (URTS)
- Bend Urban Growth Boundary and Comprehensive Plan Update
- Bend Southeast Area Plan (in process)
- Bend Core Area Project (in process)
- Pleasant Valley/North Carver Comprehensive Plan (in process)

APG is organized to deliver excellent and responsive services for complex projects with dynamic needs and hard deadlines. Our proposed structure of Joe Dills as Project Manager and Catherine Corliss as Principal-in-Charge will provide two senior-level project managers to support each other and provide project coverage at the management level. Andrew Parish and Kyra Haggart will be involved in the details and ongoing communications of the project, team coordination, and preparation of project deliverables. This core team (Joe, Andrew, and Kyra, with Catherine's high-level involvement) provides an experienced and responsive team to manage the schedule and be nimble for the inevitable challenging issues and new deadlines that will occur. The APG core team will be supported by the availability of APG's three other project managers (Frank Angelo, Darci Rudzinski, and Matt Hastie) and four other planning staff. Overall, our organizational structure can be summed up as follows: "a robust core team, robust back-up, and robust commitment to ensuring all of the firm's resources are available to deliver a successful Cooper Mountain Community Plan."

## *JLA Public Involvement*

jla
Public Involvement

JLA is the most comprehensive public involvement firm in Oregon, with three decades of experience providing strategic communication and community engagement services exclusively for public agencies. We support and manage comprehensive engagement and communications processes that emphasize transparent decision-making, easy-to-understand and highly visual information materials, and context-sensitive and inclusive stakeholder involvement. JLA has a well-earned reputation for helping our clients navigate complex—and sometimes contentious—issues that result in successful outcomes and positive participant experiences. JLA worked with APG on the South Cooper Mountain (SCM) project and is currently working with the City on the Beaverton Purple Pipe and Cooper Mountain Reservoir projects. JLA is also working on several other projects in the region, including the King City Transportation System Plan (TSP) and Tualatin Hills Park and Recreation District (THPRD) Community Visioning. JLA is a certified DBE/WBE in the state of Oregon (#736).

## *DKS Associates*

DKS

Founded in 1979, DKS Associates provides specialized transportation planning, design, and engineering services to public agencies throughout the West. Firmwide, DKS staff includes 140 professionals. Their 76 Portland and Salem employees provide expert services in multimodal transportation analysis, planning, and engineering; intelligent transportation systems; pedestrian and bicycle planning and design; and transit planning and design. DKS blends creative transportation solutions with state-of-the-art, cost-effective analysis. Staff members go beyond basic volume and capacity analysis to measure key decision-making criteria, such as improved safety, accessibility, facility users, greenhouse gas emissions, and multimodal travel needs. DKS staff members have worked on complex projects in settings that involve varying stakeholder groups, multi-jurisdictional agencies, traffic and Planning Commissions, City and County Councils, and other groups. Our unique approach to decision-making results in realistic transportation solutions.

## *ECONorthwest*

ECONorthwest
ECONOMICS · FINANCE · PLANNING

ECONorthwest specializes in economics, finance, and planning. Founded in 1974, ECONorthwest is a C-Corporation with a staff of 54, wholly owned by eight partners

who are also full-time employees at the firm. ECO's staff have advanced degrees and decades of experience in planning, development, economics, finance, and public policy. ECO places a high value on their staff's ability to make complex analytical information meaningful to a broad audience. Within the past five years, ECO has conducted dozens of market and feasibility analyses for a wide range of contexts and development types. Their analysis is grounded in an understanding of long-term economic trends and indicators as well as current market dynamics. ECO frequently works with public-sector clients to inform multidisciplinary planning projects for specific areas. Their work helps inform realistic land use scenarios and ensure that land use plans are implementable. ECO has also prepared revenue projections and funding analyses for a wide range of public facilities and services, including infrastructure funding plans for several newly developing areas. We work closely with strategic partner Tiberius Solutions, who provides additional specialized expertise in funding analysis and projections.

## *Walker Macy*

Walker Macy provides services in community planning, urban design, and landscape architecture. Walker Macy is committed to the design and implementation of vital spaces that reflect the needs of the people they serve and the context of their environment. Their 34-person firm is known for projects that make a positive impact and provide lasting value to both the community and environment. They specialize in high-quality, timeless design, effective project management, a collaborative approach, and excellent technical work. By bringing "lessons learned" from built development projects and public spaces, they base their master planning work in solutions that are feasible to implement and that are tailored to specific communities. Walker Macy is a registered WBE in Oregon (#10956) and Washington (#W2F0026394).

## *David Evans and Associates, Inc.*

DEA is an employee-owned multidisciplinary consulting firm headquartered in Portland, Oregon, with offices across the western United States. DEA was founded in 1976 on a set of core values that include honesty, openness, and the entrepreneurial spirit, and the firm remains centered on the purpose of improving the quality of life while demonstrating stewardship of the built and natural environment—finding the balance between natural resource protection and infrastructure growth and development. DEA is an infrastructure planning and design firm in the transportation, water and environment, land development, surveying and geomatics, marine services, and energy business. We offer our clients a dedicated team of creative people working in a positive and caring environment that inspires elegant solutions to complex problems. DEA's work to develop and implement successful natural resource assessment and permitting strategies for several regional development, water supply, sanitary sewer, stormwater, transportation, and watershed protection projects provides us with a deep understanding of the region's regulatory requirements and sensitive resources. Our local team of over 20 biologists, scientists, and environmental specialists are well versed in natural resources planning and natural systems sciences. Building off our related natural resources experience on the 2015 South Cooper Mountain Concept Plan we have a deep understanding of Cooper Mountain's many natural resources assets and features (wetlands, streams, riparian areas, habitat, etc.) and the great opportunities to provide a legacy of natural resources protection and connections through this project.

# Key Personnel

## *Angelo Planning Group*

**Joe Dills** is a Senior Project Manager at APG and will serve as the team's overall Project Manager. Joe has been a planner in Oregon for 37 years and is Oregon's leading expert for large scale community plans that integrate land use, transportation, and sustainability through a collaborative public process. In the Portland area, he has managed twelve successful Concept Plans totaling over 29,000 acres, including: Pleasant Valley Concept Plan (Gresham), East Happy Valley Concept Plan, Rock Creek Concept Plan (Happy Valley), Brookman Addition (Sherwood), North Bethany Concept Plan and West Bull Mountain Concept Plan (Washington County), South Cooper Mountain Concept and Community Plan (Beaverton), and the Frog Pond Area Plan (Wilsonville). All of these projects have included state and regional goal compliance, code implementation, extensive stakeholder involvement and coordination, and funding strategies. Joe is widely recognized for his ability to bring together the public, community officials, and multidisciplinary planning teams to create and adopt implementable plans. In 2011, he was recognized by the Oregon Chapter of the American Planning Association for Distinguished Leadership for a Professional Planner.

**Andrew Parish** is a Senior Planner at APG and will serve as the lead planner on this project. Andrew's experience includes major roles on long-range planning processes, analyzing land use scenarios, writing and interpretation of development code, and crafting web-based solutions for public involvement. Andrew has seven years of experience, including six years with APG. He a generalist planner with a skill set that combines sophisticated technical analysis with dynamic written and visual communication. His technical expertise includes Geographic Information Systems (GIS) and visual tools such as Adobe Creative Suite, and Andrew specializes in skillfully combining the two to create compelling, data-driven visuals for a variety of audiences. Andrew has provided assistance to numerous Oregon communities for concept plans, buildable lands inventories, housing strategy reports, transportation system updates, code audits, and site suitability analyses.

**Kyra Haggart** is a Planner with three years of experience at APG. Kyra has strong analytical, writing, research, and design skills that include web-based GIS platforms and the Adobe Creative Suite. Kyra is uniquely skilled at synthesizing complex data to produce sophisticated visual materials that are easily digestible by a broad audience. Her experience includes concept and master planning, TSPs, GIS analysis, public engagement activities, and the development and analysis of transportation, land use, and open space scenarios. Kyra's work on a wide range of projects at APG has given her an in-depth understanding of the interconnectedness of land use and transportation issues and how they shape the ways that cities and communities form and grow.

**Catherine Corliss** has over 25 years of experience in land use, transportation, and environmental planning in the public and private sectors. She is an experienced project manager who has worked with multidisciplinary teams on policy development and implementation for land use, growth management, transportation, natural resources, and development projects. She was lead planner for the Tualatin Basin Goal 5 Economic, Social, Environmental, and Energy (ESEE) Analysis and Existing Environmental Health Report, Tualatin Basis Goal 5 Coordination, and Metro Title 3 Compliance Reports. These plans are the regulatory

foundation for the environmental planning that will occur in Cooper Mountain. She has also been working with jurisdictions in the Portland metropolitan area on a wide range of development code and comprehensive plan amendment projects. Catherine's experience includes updating development codes; preparing ordinances to address a wide range of issues, including land use, transportation, and environmentally sensitive areas; and developing land use and transportation plans.

## *JLA Public Involvement*

**Adrienne DeDona** leads collaborative decision-making efforts on a broad range of topics with particular knowledge around planning, design, and construction of public infrastructure including transportation, transit, and water resources. She also provides decision-making and engagement strategies for planning efforts such as land use plans, transit and transportation facility plans, and strategic plans. Adrienne is currently working with the City of Beaverton on their Purple Pipe program and Cooper Mountain Reservoir projects. She has also worked on several other land use efforts in the region, including the River Terrace Community Plan.

**Kalin Schmoldt** serves as a senior program manager and oversees JLA's creative services group. Since 2005 he has been involved in a wide a range of planning, roadway, and transportation infrastructure projects, helping to develop customized strategies and tools to meet the unique needs of diverse stakeholder groups. As a student of politics and decision making, Kalin brings a creative and analytical perspective to designing proactive and effective public engagement campaigns. Kalin is skilled at developing dynamic and useful feedback tools, including surveys, online open houses, comment maps, and interactive trade-off games. Kalin led JLA's component of the South Cooper Mountain planning process, in collaboration with APG and the City of Beaverton.

## *DKS Associates*

**Carl Springer** led his first TSP in 1996 and has managed or overseen dozens of TSPs across Oregon and Washington. He served on the Advisory Committee for the recent Oregon Department of Transportation (ODOT) TSP Guidelines update (2018) and brings lessons learned from around the region on how to plan, program and implement, complex transportation planning projects. Through his vast experience, Carl knows how to listen carefully to client needs and to best apply resources to yield successful outcomes. Carl served as the consultant project manager for over 25 TSPs in Oregon. He has led TSPs through to adoption in Beaverton, Boardman, Cottage Grove, Coos Bay, Dundee, Eagle Point, Forest Grove, Milwaukie, North Bend, Oregon City, Reedsport, Redmond, Sherwood, Sisters, Troutdale, Washington County, West Linn. In addition, he led the transportation plan elements for the River Terrace Community Plan in Tigard and the South Cooper Concept Plan in Beaverton. Over the past 39 years, he has continued to evolve the science and the story behind the TSP process to deliver a better product to the local agency.

**Kevin Chewuk** is a lead transportation planner. He has a long history of working on TSP projects that have resulted in effective and usable plans for local agencies. These plans include metrics to illustrate systemwide walking, biking, and transit needs and introduced a multimodal street system that considers how streets interact with the surrounding land uses. Kevin worked on the City of Tigard River terrace Community Plan and the City of Beaverton South Cooper Mountain Concept Plan.

## *ECONorthwest*

**Becky Hewitt** is a Project Manager at ECONorthwest; she will manage ECONorthwest's internal team and bring continuity and deep knowledge of Cooper Mountain from work on the South Cooper Mountain Concept and Community Plans while at Angelo Planning Group. Becky has over 10 years of experience in urban planning and land use analysis as well as graduate degrees in both urban planning and real estate development. Her work at ECONorthwest includes evaluating development feasibility for housing and non-residential development at many scales, working with cities and the state to establish and advance implementation strategies for needed housing, and evaluating urban renewal and other funding tools to implement planning goals and fund infrastructure needs. Her prior experience includes land use planning and supporting infrastructure prioritization for new urban growth areas in Beaverton, Bend, Dundee, and Sherwood, Oregon.

**Matt Craigie** is a Project Manager at ECONorthwest and will lead the market analysis of neighborhood commercial services. Matt specializes in bridging the gap between public sector goals and private sector realities in urban planning and real estate development. Drawing on his prior experience in real estate finance, Matt has extensive experience in market analysis, particularly for retail, industrial, and specialized uses. He has led market assessments of commercial and residential projects big and small across Oregon and Washington.

**Nick Popenuk** is the owner of Tiberius Solutions and a strategic partner of ECONorthwest; he will guide, inform, and direct the infrastructure funding plan. Nick regularly collaborates with ECONorthwest on infrastructure funding analyses and urban renewal plans. Nick has prepared infrastructure funding plans for numerous communities, including playing a lead role in preparing the infrastructure funding plan for South Cooper Mountain while at ECONorthwest.

**Lorelei Juntunen** is a partner and Project Director at ECONorthwest and will provide oversight and direction on ECONorthwest's work.

## *David Evans and Associates, Inc.*

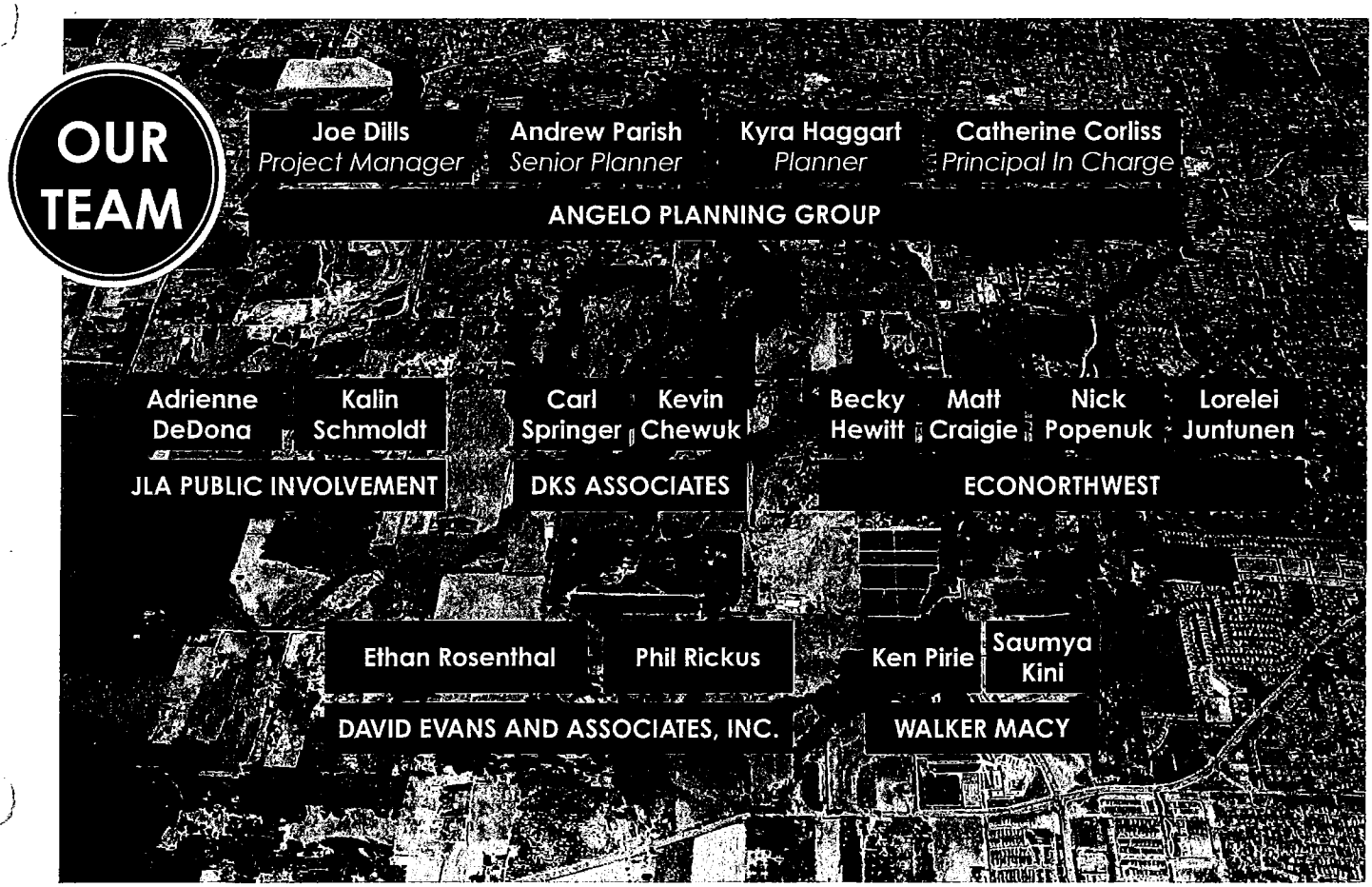
**Ethan Rosenthal** has over 21 years of experience working in the field of applied ecology. He has worked on a wide array of built and natural infrastructure projects, from wetland permitting for park and trail projects, to water use and water quality investigations, watershed assessments, and large-scale habitat restoration and conservation projects. Ethan is adept at integrating the detailed project specifics with the overarching project goals to obtain practical solutions that meet client objectives and regulatory requirements. He has training and experience in Goal 5 and Metro Title 13, CWS Site Assessments, wetland delineation and functional assessment, Section 404 CWA and Oregon Removal-Fill permitting, and ESA compliance. Ethan lead DEA's natural resources work, as part of the APG team, for the 2015 South Cooper Mountain Concept Plan and Local Wetland Inventory.

**Phil Rickus** has 23 years of experience as an ecologist in the Pacific Northwest. He has led a wide variety of environmental projects, including habitat connectivity and wildlife crossings, sensitive species surveys, natural resource assessments and evaluations, migratory bird nest surveys, construction-related wildlife salvage, and wetland delineation and monitoring. Phil worked with Ethan on the natural resources work for the 2015 South Cooper Mountain Concept Plan and Local Wetland Inventory.

## *Walker Macy*

**Ken Pirie** is a Principal and Project Manager at Walker Macy and will serve as Urban Design/Planning lead on this project. Ken is an urban planner with 24 years of professional experience. Ken has carved out a unique niche as a leading physical planner in the Northwest, bringing a place-based approach to projects that blend urban and natural environments. His projects have been recognized with APA awards, acknowledging the substantial impact of his work on subsequent development and community-building. In Ken's work on urban design, waterfront, campus, and park master planning projects he seeks to ensure that a respect for ecology, history, and local culture results in enduring plans that are rooted in the landscape.

**Saumya Kini** is is the key staff person for Walker Macy's urban design and planning projects. Saumya is an Urban Designer and will develop graphic concepts and strategies and write and produce planning documents. Saumya is the key planning/urban design staff for Walker Macy's planning and design guidelines projects. She directly participates in development of planning concepts and strategies, public involvement, and writing and production of planning documents. Saumya has recently worked on town center and redevelopment plans that provide a framework for future design and development that supports long-term economic, urban design, and environmental goals. Saumya was a planning and urban design team member for the South Cooper Mountain Concept and Community Plans. She is currently working around the state on projects that have major streetscape planning considerations and grew up in the Cooper Mountain area.



# KEY STAFF RESUME

## JOE DILLS, AICP

*Senior Project Manager, APG*

### EDUCATION

- Master of Science, Geography/Land Use Planning, Oregon State University
- Bachelor of Science, Geography Oregon State University

### PROFESSIONAL CERTIFICATIONS

- American Institute of Certified Planners (AICP)

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, Oregon*
- **Comprehensive Plan Land Use Element Update**
  *Beaverton, Oregon*
- **Frog Pond Area Plan and Master Plan**
  *Wilsonville, Oregon*
- **Day Road Urban Reserve Plan**
  *Wilsonville, Oregon*
- **Brookman Addition Concept Plan**
  *Sherwood, Oregon*
- **Area 59 Concept Plan**
  *Sherwood, Oregon*
- **West Bull Mountain Concept Plan**
  *Washington County, Oregon*
- **North Bethany Concept Plan**
  *Washington County, Oregon*
- **Aloha Tomorrow: Town Center Plan and Transit-Oriented Development Concepts**
  *Washington County, Oregon*
- **Clackamas Regional Center Area Plan**
  *Clackamas County, Oregon*
- **Pleasant Valley/North Carver Comprehensive Plan *(ongoing)***
  *Happy Valley, Oregon*
- **East Happy Valley Comprehensive Plan**
  *Happy Valley, Oregon*
- **Rock Creek Concept Plan**
  *Happy Valley, Oregon*
- **Town Center Plan**
  *Happy Valley, Oregon*
- **Damascus/Boring Concept Plan**
  *Damascus/Happy Valley/Clackamas County, Oregon*
- **Pleasant Valley Concept Plan**
  *Gresham, Oregon*
- **Urban Growth Boundary Remand Project**
  *Bend, Oregon*
- **Southeast Area Plan *(ongoing)***
  *Bend, Oregon*
- **Westside Area Concept Plan**
  *Hood River, Oregon*
- **Beavercreek Road Concept Plan**
  *Oregon City, Oregon*
- **South Albany Area Plan**
  *Albany, Oregon*
- **South Corvallis Area Refinement Plan**
  *Corvallis, Oregon*
- **Mill Creek Industrial Park Master Plan**
  *Salem, Oregon*
- **Riverfront Master Plan Update**
  *Newberg, Oregon*

# KEY STAFF RESUME

APG

## ANDREW PARISH, AICP

*Senior Planner, APG*

### EDUCATION

- Master of Urban and Regional Planning, Portland State University
- Bachelor of Arts, Political Science, University of California, San Diego

### PROFESSIONAL CERTIFICATIONS

- American Institute of Certified Planners (AICP)

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, Oregon*
- **Housing Needs Analysis**
  *Beaverton, Oregon*
- **Frog Pond Area Plan and Master Plan**
  *Wilsonville, Oregon*
- **Pleasant Valley/North Carver Comprehensive Plan *(ongoing)***
  *Happy Valley, Oregon*
- **Bend Urban Growth Boundary Remand Project**
  *Bend, Oregon*
- **Westside Area Concept Plan**
  *Hood River, Oregon*
- **Riverfront Master Plan Update**
  *Newberg, Oregon*
- **Development Code Audit**
  *Gresham, Oregon*
- **District-Wide Research Project**
  *Hillsboro School District*
- **Model Resource Zones for Counties**
  *Oregon Department of Land Conservations and Development*
- **Regional Land Inventory**
  *Umatilla Army Depot Reuse Authority*

# KEY STAFF RESUME

## KYRA HAGGART

*Planner, APG*

### RELEVANT PROJECT EXPERIENCE

- **Comprehensive Plan Land Use Element Update**
  *Beaverton, Oregon*
- **Anti-Displacement Housing Strategies**
  *Beaverton, Oregon*
- **Land Acquisition Study**
  *Tualatin Hills Park & Recreation District*
- **District Development Trends**
  *Tualatin Valley Fire & Rescue*
- **Southeast Area Plan *(ongoing)***
  *Bend, Oregon*
- **District-Wide Research Project**
  *Hillsboro School District*
- **Riverfront Master Plan Update**
  *Newberg, Oregon*
- **Westside Area Concept Plan**
  *Hood River, Oregon*

### EDUCATION

- Bachelor of Arts, Planning, Public Policy, and Management, University of Oregon

# KEY STAFF RESUME

## CATHERINE CORLISS, AICP

*Principal, APG*

### EDUCATION

- Masters Course, City and Regional Planning Work, California Polytechnic State University
- Bachelor of Arts, Political Science, California Polytechnic State University

### PROFESSIONAL CERTIFICATIONS

- American Institute of Certified Planners (AICP)

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, Oregon*
- **River Terrace Annexation**
  *Tigard, Oregon*
- **Tualatin Basin Goal 5 Analysis**
  *Washington County, Oregon*
- **Development Code Update**
  *Happy Valley, Oregon*
- **Smart Development Code Assistance**
  *Oregon TGM Program (Statewide)*
- **Waterfront Refinement Plan**
  *Hood River, Oregon*
- **West Salem Neighborhood Plan**
  *Salem, Oregon*
- **Community Development Code**
  *Hillsboro, Oregon*
- **Unified Development Code**
  *Salem, Oregon*
- **Hillsboro Downtown Zone**
  *Hillsboro, Oregon*

# KEY STAFF RESUME

jla Public Involvement

## ADRIENNE DEDONA

*Public Involvement Program Manager, JLA*

### EDUCATION

- Bachelor of Science, Life Science, University of Portland

### PROFESSIONAL CERTIFICATIONS

- Systematic Development of Informed Consent (SDIC), Institute for Participatory Management
- Trained in Technology of Participation: Group Facilitation Methods, Institute of Cultural Affairs

### RELEVANT PROJECT EXPERIENCE

- **Purple Pipe Project *(ongoing)***
  *Beaverton, Oregon*
- **Cooper Mountain Reservoir #2**
  *Beaverton, Oregon*
- **Old Town/Chinatown Redevelopments Project**
  *Portland, Oregon*
- **River Terrace Community Plan Stakeholder Working Group Facilitation**
  *Tigard, Oregon*
- **78th Street/WSU Property Concept and Master Planning**
  *Clark County, Washington*
- **Drinking Water Improvement Study**
  *Longview, Washington*
- **MovingAhead**
  *Lane Transit District*
- **Woodburn Transportation System Plan**
  *Woodburn, Oregon*

# KEY STAFF RESUME

jla Public Involvement

## KALIN SCHMOLDT

*Public Involvement Program Manager & Chief Creative Officer, JLA*

### EDUCATION

- Bachelor of Arts (Honors) in Politics, Whitman College

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, Oregon*
- **Washington County Transportation Futures Study**
  *Washington County, Oregon*
- **Sellwood Bridge/Hwy 43 Interchange Replacement Project**
  *Multnomah County, Oregon*
- **Tillamook US 101/OR 6 Interchange Improvements**
  *Oregon Department of Transportation*
- **Lake Oswego-Tigard Water Partnership**
  *Lake Oswego, Oregon*

# KEY STAFF RESUME

DKS

## CARL SPRINGER, PE

*Principal, DKS*

### EDUCATION

- Master of Science, Transportation Engineering, University of California Berkeley
- Bachelor of Science, Civil Engineering, Washington State University

### PROFESSIONAL CERTIFICATIONS

- Oregon Professional Traffic Engineer No. 18910
- California Professional Traffic Engineer No. 1189
- Professional Transportation Planner (PTP) No. 17

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, Oregon*
- **Transportation System Plan**
  *Beaverton, Oregon*
- **South End Concept Plan**
  *Oregon City, Oregon*
- **Transportation System Plan**
  *Oregon City, Oregon*
- **Lake View Village Transportation Study**
  *Lake Oswego, Oregon*
- **Boones Ferry Refinement Study (Phase 1)**
  *Lake Oswego, Oregon*
- **Transportation System Plan**
  *West Linn, Oregon*
- **Transportation System Plan**
  *Sherwood, Oregon*
- **Transportation System Plan**
  *Sisters, Oregon*
- **Transportation System Plan**
  *North Bend, Oregon*
- **Transportation System Plan**
  *Coos Bay, Oregon*
- **Transportation System Plan**
  *Cottage Grove, Oregon*
- **Transportation System Plan**
  *Forest Grove, Oregon*
- **Transportation System Plan**
  *Boardman, Oregon*
- **Transportation System Plan**
  *Reedsport, Oregon*
- **Transportation System Plan**
  *Redmond, Oregon*
- **Transportation System Plan**
  *Troutdale, Oregon*
- **Transportation System Plan**
  *Eagle Point, Oregon*
- **Regional Center Multimodal Mixed-Use Area Plan**
  *Clackamas County, Oregon*
- **Transportation System Plan**
  *Washington County, Oregon*

# KEY STAFF RESUME

DKS

## KEVIN CHEWUK, PTP

*Transportation Planning Associate, DKS*

### EDUCATION

- Master of Science, Urban and Regional Planning, Transportation Planning Specialization, Florida State University
- Bachelor of Science, Environmental Studies and Transportation Planning, Florida State University

### PROFESSIONAL CERTIFICATIONS

- Professional Transportation Planner (PTP) No. 412

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, Oregon*
- **River Terrace Community Plan**
  *Tigard, Oregon*
- **South End Concept Plan**
  *Oregon City, Oregon*
- **Transportation System Plan**
  *Lincoln City, Oregon*
- **Transportation System Plan**
  *Astoria, Oregon*
- **Transportation System Plan**
  *Oregon City, Oregon*
- **Transportation System Plan**
  *Clatsop County, Oregon*

# KEY STAFF RESUME

ECONorthwest
ECONOMICS · FINANCE · PLANNING

## BECKY HEWITT, AICP

*Project Manager, ECO*

### EDUCATION

- Master of Real Estate Development and Urban and Regional Planning: Land Use Specialization, Portland State University
- Continuing Studies in Sustainable Design, Boston Architectural College
- Bachelor of Science, Civil and Environmental Engineering, Duke University

### PROFESSIONAL CERTIFICATIONS

- American Institute of Certified Planners (AICP)

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, Oregon*
- **River Road Corridor Plan *(ongoing)***
  *Eugene, Oregon*
- **Broadway Corridor Master Plan *(ongoing)***
  *Portland, Oregon*
- **Bend Transportation System Plan *(ongoing)***
  *Bend, Oregon*
- **Urban Growth Boundary Remand Project**
  *Bend, Oregon*

# KEY STAFF RESUME

ECONorthwest
ECONOMICS · FINANCE · PLANNING

## MATT CRAIGIE

*Project Manager, ECO*

### EDUCATION

- Graduate Certificate in Real Estate Development, Portland State University
- Master of Arts, Geography, Binghamton University, SUNY
- Bachelor of Arts, Economics, Earlham College

### RELEVANT PROJECT EXPERIENCE

- **Southeast Area Plan *(ongoing)***
  *Bend, Oregon*
- **Urban Renewal and Town Center Plan**
  *Cornelius, Washington*
- **The Heights Subarea Plan**
  *Vancouver, Washington*
- **Industrial Demand Assessment**
  *Hood River, Oregon*
- **Industrial Site Market Analysis**
  *Pendleton, Oregon*

# KEY STAFF RESUME

ECONorthwest
ECONOMICS • FINANCE • PLANNING

## LORELEI JUNTUNEN

*Partner & Project Director, ECO*

### EDUCATION

- Master of Community and Regional Planning., University of Oregon
- Master of Public Administration, University of Oregon
- Bachelor of Arts, English and Global Studies, Pacific Lutheran University

### RELEVANT PROJECT EXPERIENCE

- **Bend Transportation Plan**
  *Bend, Oregon*
- **South Hillsboro Infrastructure Funding Analysis and SDC Fee Calculations**
  *Hillsboro, Oregon*
- **Hillsboro-Jackson School Market and ESEE Analyses**
  *Hillsboro, Oregon*
- **Terteling Ranch Market Analysis**
  *Boise, Idaho*

# KEY STAFF RESUME

TIBERIUS SOLUTIONS

## NICK POPENUK

*Founder and Principal, Tiberius Solutions LLC*

### EDUCATION

- Bachelor of Arts, Planning, Public Policy, and Management, University of Oregon

### RELEVANT PROJECT EXPERIENCE

- **Tax Increment Finance Projections *(ongoing)***
  *Beaverton, Oregon*
- **South Cooper Mountain Concept Plan**
  *Beaverton, Oregon*
- **Performing Arts Center Feasibility Study**
  *Beaverton, Oregon*
- **Local Transportation Infrastructure Charge**
  *Portland, Oregon*
- **South Hillsboro Infrastructure Finance Plan**
  *Hillsboro, Oregon*
- **Bonny Slope West Infrastructure Funding Plan**
  *Washington County, Oregon*

# KEY STAFF RESUME

WALKER | MACY

## KEN PIRIE, LEED, AICP

*Principal Planner, Urban Designer, Walker Macy*

### EDUCATION

- Master of Urban Design and Planning, University of Washington
- Bachelor of Arts (Honors) in Geography and Environmental Studies, McGill University

### PROFESSIONAL CERTIFICATIONS

- LEED™ Accredited Professional ND
- American Institute of Certified Planners (AICP)
- Certified Urban Designer

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, OR*
- **Frog Pond Area Plan and Master Plan**
  *Wilsonville, Oregon*
- **Southeast Area Plan *(ongoing)***
  *Bend, Oregon*
- **Central Area Urban Design Plan**
  *Bend, Oregon*
- **Downtown Redevelopment Plan**
  *Madras, Oregon*
- **Downtown Streetscape Plan**
  *Salem, Oregon*
- **Foothills District Framework Plan**
  *Lake Oswego, Oregon*
- **Hillside Master Plan**
  *Milwaukie, Oregon*
- **Hoquarton Area Plan**
  *Tillamook, Oregon*
- **IronHorse New Community Master Plan**
  *Prineville, Oregon*
- **Jerry Willey Plaza and Mixed-Use Development**
  *Hillsboro, Oregon*
- **John Day Innovation Gateway**
  *John Day, Oregon*
- **Kaiser-Harrison Opportunity Area Plan**
  *Olympia, Washington*
- **North Redwood Development Concept Plan**
  *Canby, Oregon*
- **Northwest Crossing**
  *Bend, Oregon*
- **Parkrose-Argay Development Study**
  *Portland, Oregon*
- **Pleasant Valley/North Carver Comprehensive Plan *(ongoing)***
  *Happy Valley, Oregon*
- **Quail Run Mixed-Use Neighborhood Plan**
  *Spokane, Washington*
- **Riverfront Master Plan**
  *Newberg, Oregon*
- **South Hillsboro Master Plan**
  *Hillsboro, Oregon*
- **Suncadia Village Center**
  *Cle Elum, Washington*
- **Three-Mile Lane Area Plan**
  *McMinnville, Oregon*
- **Westside Area Concept Plan**
  *Hood River, Oregon*

# KEY STAFF RESUME

WALKER | MACY

## SAUMYA KINI

*Urban Designer, Walker Macy*

### EDUCATION

- Master of Urban and Regional Planning, Portland State University
- Bachelor of Architecture, University of Oregon

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, OR*
- **Frog Pond Area Plan and Master Plan**
  *Wilsonville, Oregon*
- **South Hillsboro Master Plan**
  *Hillsboro, Oregon*
- **St. Helens Waterfront Framework Plan**
  *St. Helens, Oregon*
- **Downtown Streetscape Plan**
  *Salem, Oregon*
- **Tacoma Streetscape LINK**
  *Tacoma, Washington*
- **Tacoma Theater District**
  *Tacoma, Washington*
- **Kaiser-Harrison Opportunity Area Plan**
  *Olympia, Washington*
- **Lombard Investment Strategy**
  *Portland, Oregon*
- **North Redwood Development Concept Plan**
  *Canby, Oregon*
- **Quail Run Mixed-Use Neighborhood Plan**
  *Spokane, Washington*
- **Urban Revitalization Action Plan**
  *Madras, Oregon*
- **West Area Concept Plan**
  *Hood River, Oregon*
- **Allen Institute for Brain Science**
  *Seattle, Washington*
- **Arch Bridge/Bolton Town Center Plan**
  *West Linn, Oregon*
- **Bellevue Airfield Park**
  *Bellevue, Washington*
- **Chehalem Ridge Natural Area Master Plan**
  *Washington County, Oregon*
- **Coos Head Area Master Plan**
  *Charleston, Oregon*
- **Design Overlay Zone Assessment**
  *Portland, Oregon*
- **Front Street Plan**
  *Coos Bay, Oregon*
- **Gresham Station-Area Planning (part of Division Transit Project)**
  *Gresham, Oregon*
- **Historic Columbia River Highway State Trail**
  *Columbia River Gorge, Oregon*
- **Hoquarton Area Plan**
  *Tillamook, Oregon*
- **Salmonberry Corridor Rail-Trail Concept Plan**
  *Tillamook and Washington Counties, Oregon*
- **Willamette Falls Legacy Project**
  *Oregon City, Oregon*

# KEY STAFF RESUME

DAVID EVANS AND ASSOCIATES INC.

## ETHAN ROSENTHAL

*Project Manager, Ecologist, DEA*

### EDUCATION

- Master of Science, Environmental Science (Water Resources Emphasis), Indiana University
- Bachelor of Science, Agricultural Economics (Business Management and Marketing Emphasis), Cornell University
- Continued Education, Wetland Delineation, Wetland Mitigation, NW Plant Identification courses, Portland State University

### RELEVANT PROJECT EXPERIENCE

- **South Cooper Mountain Concept Plan**
  *Beaverton, Oregon*
- **Willamette Water Supply Program**
  *Tualatin Valley Water District and City of Hillsboro, Oregon*
- **Westside Trail – Rock Creek Trail to Bronson Creek Trail**
  *Tualatin Hills Park & Recreation District, Beaverton, Oregon*
- **Evelyn Schiffler Park**
  *Tualatin Hills Park & Recreation District, Beaverton, Oregon*

# KEY STAFF RESUME

DAVID EVANS AND ASSOCIATES INC.

## PHIL RICKUS, CESCL

*Ecologist, DEA*

### EDUCATION

- Bachelor of Science, Biology (Cum Laude), Valparaiso University

### PROFESSIONAL CERTIFICATIONS

- Certified River Restoration Professional, 2011, Portland State University
- Certified Erosion Sediment and Erosion Control Lead, OR-WA

### RELEVANT PROJECT EXPERIENCE

- **Willamette Water Supply Program**
  *Tualatin Valley Water District and City of Hillsboro, Oregon*
- **Westside Trail – Rock Creek Trail to Bronson Creek Trail**
  *Tualatin Hills Park & Recreation District, Beaverton, Oregon*
- **Tualatin Basin Joint Project**
  *Clean Water Services, Washington County, Oregon*
- **TriMet Wetland Mitigation Monitoring**
  *Washington County, Oregon*

# Sub-Consultant Qualifications

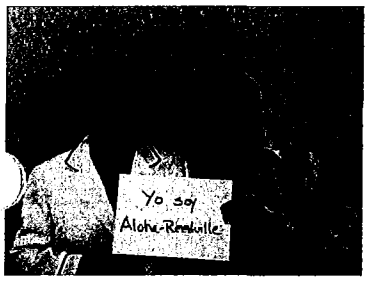
APG has formed a multidisciplinary team of consultants, each of whom is a recognized leader in their area of expertise. Each of our team members brings a set of unique skills, technical expertise, and understanding that will be necessary to the success of this project. (Note: task numbers identified in this section reference tasks listed in the detailed scope beginning on page 26 of this proposal.)

*South Cooper Mountain Concept Plan*

## *JLA Public Involvement*

JLA will lead the public engagement elements of the community planning process. Continued public engagement throughout the planning process will be integral to the success of this project; JLA will be actively involved in engagement activities in each of the project's three phases.

JLA has partnered with APG to provide public involvement services on numerous projects in the region, including the City of Beaverton's **South Cooper Mountain Concept and Community Plans**, the **Pleasant Valley/North Carver Comprehensive Plan** in Happy Valley (currently underway), the **Washington County Transportation Futures Study**, and the **North Bethany Concept Plan** in Washington County.




*Aloha-Reedville Study & Livable Community Plan*

In addition to these efforts, Adrienne DeDona of JLA is currently leading a public involvement and communications program to support the City of Beaverton and the consultant team as they develop early plans for the **Purple Pipe Program** and begin implementation. Activities to-date have included development of the project "identity" including key messages, imagery and tagline; development of communications materials and a website; and convening a developer forum.

*Aloha-Reedville Study & Livable Community Plan*

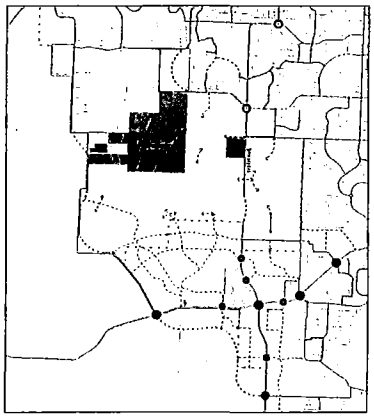
JLA also led a broad public engagement program for the **Aloha-Reedville Study & Livable Community Plan** in Washington County. A major focus of the project was on engagement of those who have been underrepresented in past processes. JLA hosted roundtable discussions with local leaders of civic and multicultural groups to identify the best ways to engage hard-to-reach populations and partnered with Centro Cultural de Washington County and CIO to support and direct these outreach efforts. The project won the IAP2 Cascades 2014 Public Involvement Best Practices Award for best planning project in recognition of exceptional community outreach.

JLA recently managed the public involvement process for the **Beaverton Active Transportation Plan**, including managing two large-scale, interactive online open houses that utilize bicycle network and pedestrian network comment maps. Work also included developing website content, tabling at community events, designing and writing project collateral materials, and public comment analysis and management.

*Washington County Transportation Futures Study*

JLA also provided public engagement services for the **Washington County Transportation Futures Study**. They worked with the Washington

County community to collect ideas on long-term transportation planning project, including conducting extensive engagement of multicultural communities and the use of bilingual engagement tools.

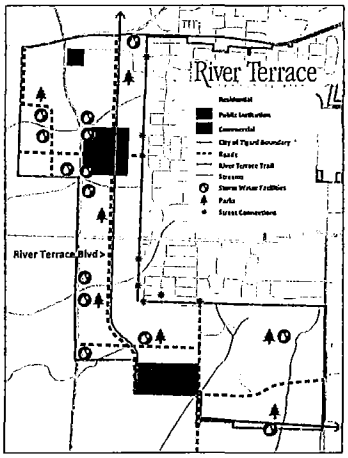


*South Cooper Mountain Concept Plan*

## *DKS Associates*

DKS will lead the Transportation Needs, Opportunities, and Improvements elements of the community planning process. They will either lead or have large role in Tasks B.3.d, B.3.e, B.3.g, and B.5.c in the detailed scope of work.

DKS led the transportation plan element for the **South Cooper Mountain Concept and Community Plans.** A major component of the plan was balancing the impacts associated with regional motor vehicle traffic traveling along major streets adjacent to the concept plan area. The transportation plan identified strategic improvements to balance the local circulation system with the regional system needs, including an accessible network of new streets and off-street trails and pathways. The outcomes include a detailed circulation map for walking, biking, and driving along with project priorities and funding strategies for implementation.

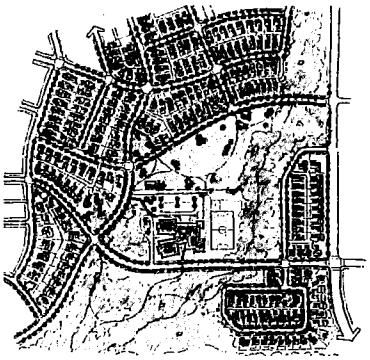



*River Terrace Community Plan*

DKS also led the transportation plan element for about 500 acres encompassing the **River Terrace Community Plan** area in the northwest corner of the City of Tigard. The plan identified an interconnected network of multimodal streets and shared-use paths, one that conforms to the rolling topography, yet builds upon and connects with the existing infrastructure in the area. Through the community outreach efforts traffic speed management and neighborhood traffic impacts emerged as high-priority issues. The resulting plan reflects these community desires with a focus on providing greater balance between safety and mobility by employing design techniques to create safe, slow streets without impacting vehicle capacity.

## *ECONorthwest*

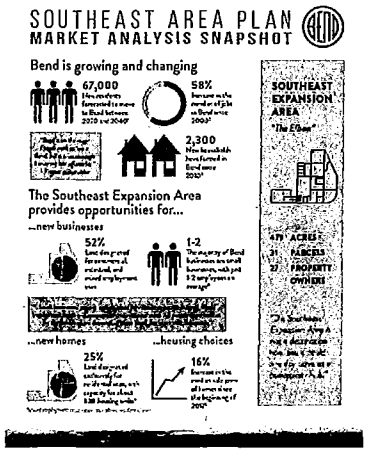
ECO will lead the Market Analysis and Public Financing elements of the community planning process. They will either lead or have large role in Tasks B.3.a, B.4.a, and B.5.c in the detailed scope of work.



*South Cooper Mountain Concept Plan*

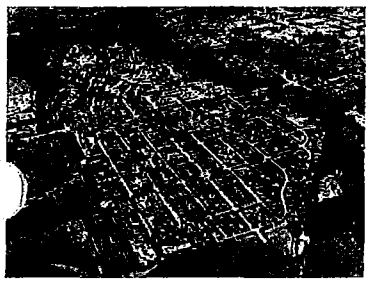
ECO's work on the **South Cooper Mountain Concept and Community Plans** included two main tasks: a Market Study and an Infrastructure Finance Plan. For the Market Study, ECONorthwest evaluated local market trends to determine the likely types of new development that would be financially feasible in South Cooper Mountain. The analysis sought to balance the perceived market demand for high-value, low-density homes with land use planning goals for the area that call for a mix of housing types that achieve a higher overall density. The Infrastructure Finance Plan identified funding sources and cost allocation for new infrastructure to serve future development in South Cooper Mountain, including transportation, parks, water, wastewater, and storm water infrastructure. ECONorthwest led the creation of financing strategies (i.e. who pays? when? how much? and with

what tools?) in coordination with a Finance Task Force composed of representatives from the City, other public service providers, property owners, and developers. Key staff on the South Cooper Mountain project included Lorelei Juntunen and Nick Popenuk (now with Tiberius Solutions).




*Southeast Area Plan*

Additionally, ECONorthwest team members Matt Craigie and Lorelei Juntunen are currently working with APG on the **Southeast Area Plan** in Bend, which includes a market analysis and an infrastructure funding plan. Nick Popenuk is serving as a strategic advisor on the infrastructure funding plan component. The market study, prepared by Matt Craigie, addresses development opportunities and constraints, demographic and economic trends, commercial and residential real estate trends, market potential for specific development types, and implications for land use types and designations. The study draws on data analysis as well as stakeholder interviews. The infrastructure funding plan is currently under development, but will: (1) clarify how infrastructure will be delivered and funded, and (2) coordinate investments across a range of public and private partners who will be involved in funding the capital projects needed to allow development of the Southeast Expansion Area to occur.



*Frog Pond & Advance Road Concept Plan*

## *Walker Macy*

Walker Macy will lead the assessment of existing natural features, parks and open spaces, and design elements of the community planning process. They will either lead or have large role Tasks B.1.a, B.1.b, B.1.e, B.3.e, and B.5.c in the detailed scope of work.

Walker Macy regularly partners with APG on planning projects, including the **South Cooper Mountain Concept and Community Plans**, the **Southeast Area Plan** in Bend, and the **Pleasant Valley/North Carver Comprehensive Plan** in Happy Valley.

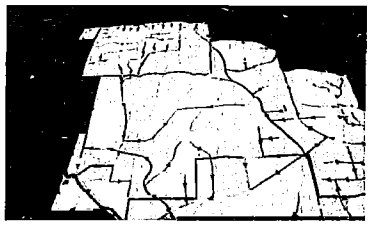
*Frog Pond Area Plan*

Walker Macy was also part of APG's team that prepared the **Frog Pond Area Plan** for the 500-acre Frog Pond Area in Wilsonville, creating an attractive and connected community of up to 2,000 homes. The community's hallmarks will be walkable and active streets, a variety of quality homes and businesses, and connected trails and open spaces. Key staff members Ken Pirie and Saumya Kini designed neighborhood commercial centers to provide small scale retail and a community gathering place; civic/cultural uses at the historic Frog Pond Grange; and a neighborhood park. They also prepared community design principles and illustrative demonstration plans to guide future development and create a livable, walkable, high-quality community.

*NorthWest Crossing*

Ken Pirie also led a multi-disciplinary team in the planning of **NorthWest Crossing**, a new 485-acre mixed-use community in Bend. The development was planned as an extension of the traditional urban fabric of Bend. With significant open space, a mixture of uses (commercial, civic, and residential), and a network of multimodal streets, alleys, sidewalks, and trails, the community provides both distinctive character and long-term value for its residents. This

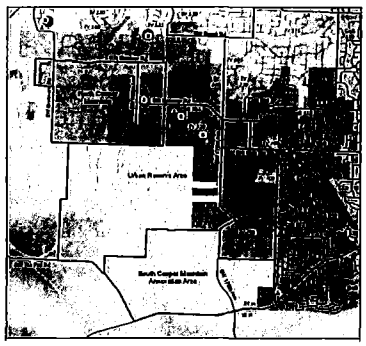
community is considered one of Oregon's case studies in smart-growth and place-based urban planning, influenced by New Urbanist principles. The community's grid of streets connects to Bend's existing street grid and includes elements that encourage biking and walking. A walkable mixed-use town center further adds to the community's cohesion. Ken managed several phases of master planning work for this project.



*South Cooper Mountain Concept Plan*

## *David Evans and Associates, Inc.*

DEA will lead the wetland a natural resource inventories, as well as the development of future street profiles for the community planning process. They will either lead or have large role in Tasks B.1.c, B.1.d, B.3.b, and B.3.i in the detailed scope of work.



*South Cooper Mountain Concept Plan*

As part of the APG team on the **South Cooper Mountain Concept and Community Plans**, DEA's key staff members Ethan Rosenthal and Phil Rickus provided the natural resources and water/sewer/stormwater infrastructure analysis and planning elements for three areas that have been added to the Portland Metro Urban Growth Area. DEA's work included natural resources assessments and delineation of sensitive natural areas within the greater Cooper Mountain study area, as well as conducting the Local Wetland Inventory for the South Cooper Mountain area that was annexed into the City of Beaverton. DEA's natural resource staff worked closely with the project team (APG consultant team and City staff) to highlight areas of higher natural resource quality and values for conservation prioritization and identifying opportunities for integration of the built and natural environments to promote livability. DEA also helped coordinate design goals, objectives, and permitting strategies for water, sewer, and stormwater infrastructure with stakeholders, including the City of Beaverton, Clean Water Services (CWS), Tualatin Valley Water District (TVWD), the City of Hillsboro, and Washington County. This included concept water distribution alignment and the initial siting of a 20- to 40-million-gallon water storage facility for the TVWD Willamette Water Supply System.

*Willamette Water Supply Program*

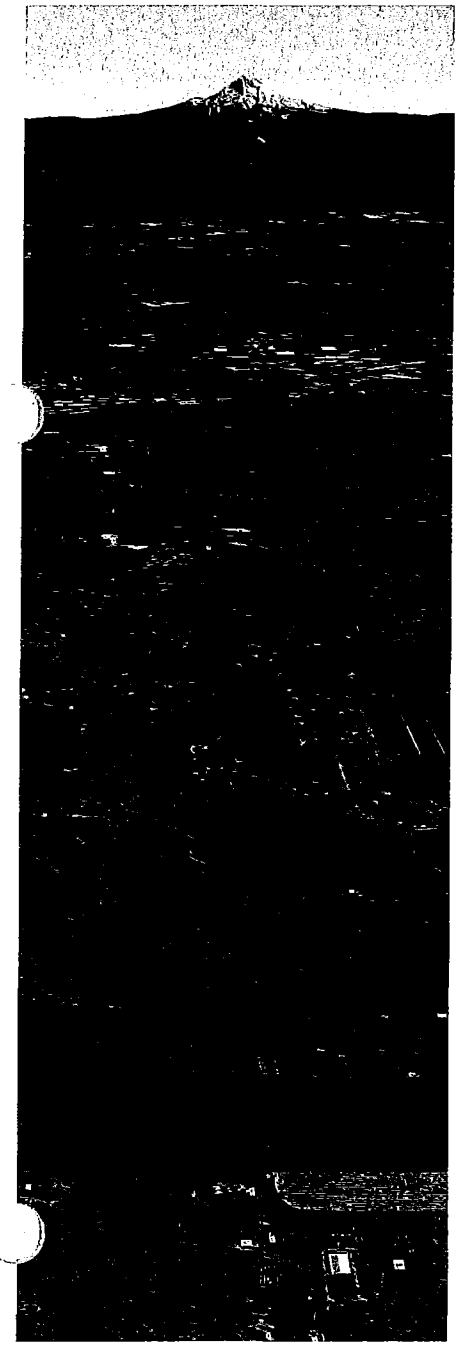
DEA and APG are also partnering on the **Willamette Water Supply Program (WWSP)**, which involves the permitting, design, and construction of approximately 30 miles of pipeline as well as improvements to the raw water facility, and a new water treatment plant and reservoirs. DEA is the permitting lead for the WWSP, serving as the prime consultant, with sub-consultants that address cultural resources, hazardous materials, land use planning, and tree removal/planning. As part of the preliminary design phase, key staff Ethan Rosenthal and Phil Rickus, worked closely with the clients to develop an effective permitting strategy and develop the documentation and design for a permittable project. The DEA team addressed state and federal regulated waters permits, ESA, Water Quality Certification, National Historic Preservation Act Section 106, and local land use authorizations. APG is a sub-consultant to DEA on this project, which has resulted in a strong working relationship between our two firms.

*Willamette Water Supply Program*

# PROJECT APPROACH & UNDERSTANDING

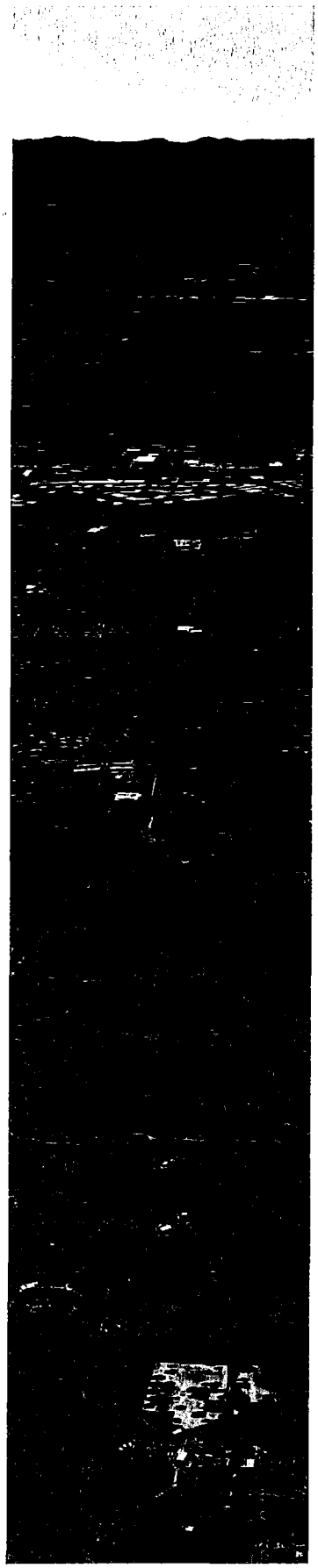
The APG team is committed to helping Beaverton continue the vision and successes of South Cooper Mountain, and expanding and elevating them for all of Cooper Mountain. In preparing our project approach and detailed scope of work we started with taking a step back and asking: What is the Cooper Mountain Community Plan fundamentally about?

## What is this project about?



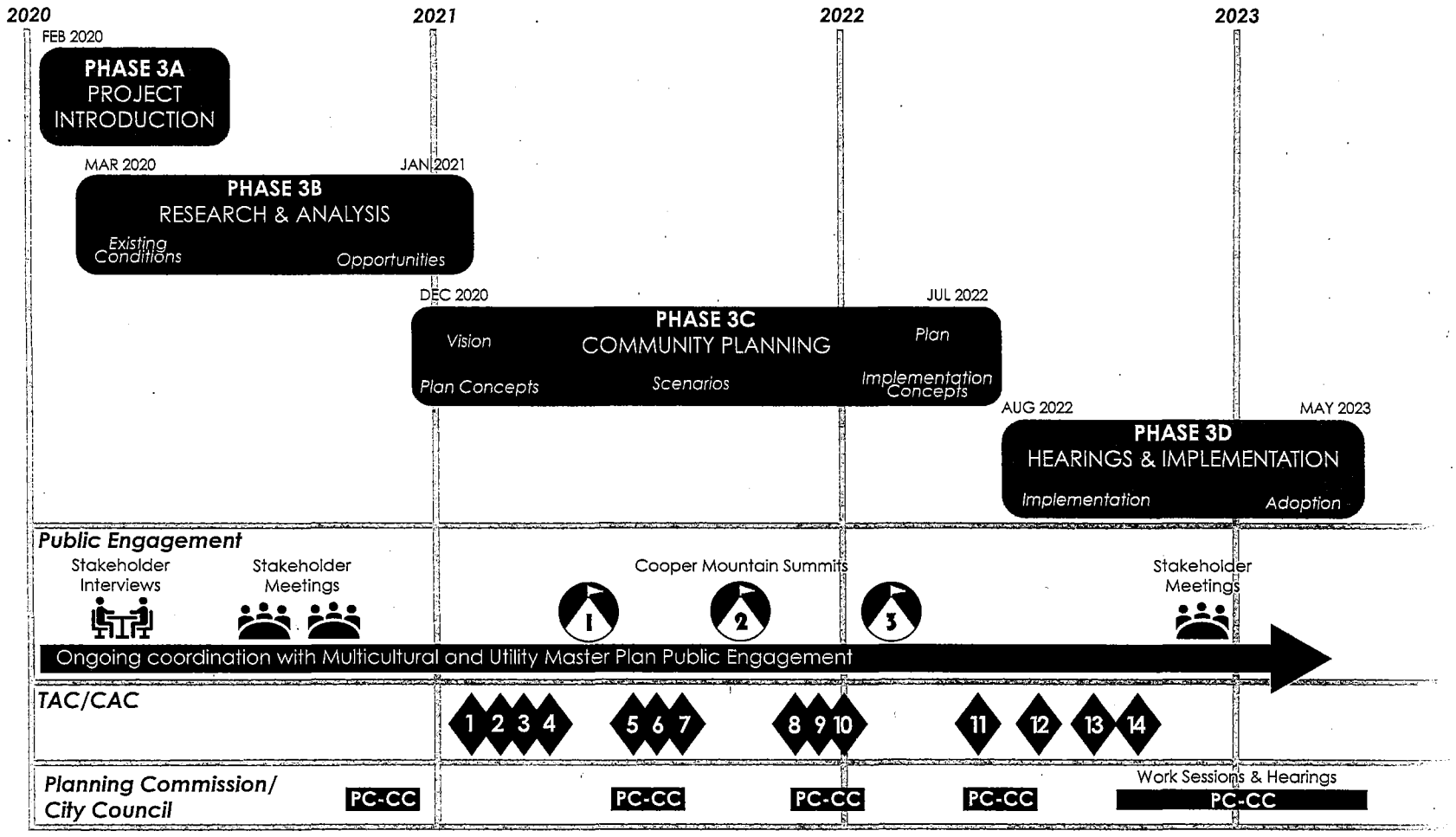
## It's about...

- **Beaverton's Next Great Neighborhoods.** South Cooper Mountain is already delivering Beaverton's next great neighborhoods—diverse housing, quality schools, parks, open spaces, and connected streets and trails. This exciting opportunity is for Cooper Mountain to provide these same neighborhood qualities and take them to a new level: many "middle housing" choices, protected and connected green spaces, efficiently planned utilities, and more. The plan must serve the next diverse generation of Cooper Mountain neighbors and raise the bar on the great livability of the City of Beaverton.
- **New Ideas, New Voices, New Tools.** The combined City and APG team has the depth of expertise needed to produce a great Cooper Mountain Community Plan. We should approach this process with the mindset that it is what we have yet to discover—what is new, what we don't yet know—that will be the path to success. What will be new? It may be new ideas (how to integrate the slopes and trees with the built environment), new voices (from Beaverton's increasingly diverse community), and new tools (the Urban Footprint scenario tool).
- **Seamless Project Coordination.** We are excited to propose many ways to coordinate and integrate this project with the City's other parallel efforts to the Community Plan, including the Utility Master Plan and the Multicultural Engagement projects. To ensure seamless coordination between the projects, we recommend that project managers communicate regularly in project management team (PMT) meetings, joint work sessions, project update agenda items for the advisory committees, and consistent messaging and file-sharing practices, just to name a few.
- **Engaging Diverse Communities.** Our team will apply a lens of multicultural equity, consistent with the City's Diversity, Equity and Inclusion Plan, to shape a meaningful engagement process for all: families, kids, communities of color, and others that typically shy away from government processes. Alongside the broad public outreach, in-depth conversations with the advisory committees will provide a way for crucial stakeholders to more deeply engage in the details of the plan.



- **Housing Affordability.** Beaverton, as well as the entire Metro region, is experiencing a strong demand, but undersupply, of housing—particularly for duplexes, triplexes, fourplexes, townhouses, and cottage clusters. Our process will address housing variety and affordability in a way that is consistent with the vision and goals established for the area by the South Cooper Mountain Concept Plan and that meets or exceeds Metro's conditions and the requirements of House Bill 2001.
- **Transportation Solutions.** We understand that this project needs to develop solutions to transportation issues, including fixing "the kink"; ensuring safe and easy pedestrian crossings of 175th Avenue; providing continuous parallel routes to 175th Avenue and Kemmer Road; planning for future transit service; connecting 175th Avenue to 185th Avenue; providing a connected network of local streets in a hillside environment; integrating with and extending South Cooper Mountain's network of streets and trails; coordinating with Washington County; and finding a way to pay for it all. While we know it won't be easy, transportation solutions—and the means to fund them—will be key to the success of this project.
- **Natural Resource Management.** How can we honor this unique and beautiful landscape that is crowned by Cooper Mountain Nature Park? How can we create a plan and zoning that results in extensive and accessible natural resource areas integrated with new urban neighborhoods? The answers lie in a strong vision, a thorough inventory, discussions of best practices, evaluation of alternatives and trade-offs, and recommendations that emerge from an open and thoughtful process. The APG team is ready to lead and support these steps and to help the City Council choose the path to a legacy plan.
- **Creating an Implementable Plan.** Good implementation requires, at a minimum, a feasible and well-vetted infrastructure funding plan; practical utility master plans that are aligned with land use and transportation; experienced staff that have the authority from Council to work with the development community; and relationships and agreements with partner agencies who will be implementing the work. The City can be confident that it has a strong leg up on each of these requirements. The APG team understands these needs, and with our vast experience and proven success creating plans that work, we are confident that we can help the City create a strong, implementable plan.
- **Teamwork.** Comprehensive planning is certainly about land, design, transportation, and policy, but it is most importantly about people working together. We understand that our process must result in leveraging each other's ideas, cross-disciplinary thinking, efficient meetings that work for a range of interests, and coordination among many participants and a broad range of citizens. We will use the most innovative tools available—but the most important tools are well-established: Teamwork and Good Communication.

# Cooper Mountain Community Plan Work Plan



# Detailed Scope of Work

The following detailed scope of work is proposed as a draft for discussion and collaborative refinement with the City. We have utilized the RFP's scope as a starting point and added, clarified, and further detailed tasks and deliverables. All tasks and deliverables are led by the consultant team (Consultant) unless otherwise specified. Each task describes the proposed services, methods, deliverables, time frame, and tools where applicable. Call-out boxes are also included to explain: approaches that are alternatives to the draft RFP scope; how we will coordinate with the Utility and Multicultural teams; how we will engage decision makers and community members; how we will approach problem solving; how we will create plan alternatives; and our practical approach to meeting the stated project deadlines.

## *Phase 1: Project Kickoff*

Phase 1 was completed by the City. This phase included the development of project goals and support by the City Council.

## *Phase 2: Project Planning*

Phase 2 will be completed by the City and includes creating the project work plan and a public engagement plan. Refinements to these City deliverables by the Consultant will occur in Phase 3.

## *Phase 3: Executing*

### Phase 3A: Project Introduction

This sub-phase includes assembling the Community Advisory Committee (CAC) and Technical Advisory Committee (TAC), identifying key stakeholders, and refining the project scope and public engagement plan. City staff will lead the recruitment of members for these project advisory committees.

#### TASK A.1: PROJECT KICK-OFF

***(Months 1-10)*** APG will facilitate a meeting with City staff that will include a discussion of expectations around the scope, schedule and expected outcomes or deliverables for major tasks, communications and project management. APG will prepare an annotated agenda that is a plan for the meeting and the agenda and meeting materials. Team members Walker Macy, DEA, DKS, ECONorthwest, and JLA will participate in this meeting.

**Consultant deliverables:**

a. Meeting plan, agenda, and materials
b. Participation in kick-off meeting

## ALTERNATIVE APPROACHES

The following summarizes our alternative approaches to the tasks and deliverables in the RFP.

**All Phases:** Regular PMT meetings are proposed to manage the scope, schedule, and issues. We recommend that the City's managers for the Utility Master Plan and Multicultural Engagement Plan join PMT meetings.

**All Phases:** "Utility-Community-Multicultural work sessions" are included in all phases as opportunities for the teams to collaborate on in-progress work.

**Tasks B.2 and C.2:** We propose 8 stakeholder focus groups instead of 3 in order to talk to a wider range of stakeholders in smaller settings and utilize Phase 3B to get early community feedback on the vision and guiding principles. This will give the CAC the benefit of that feedback in their first meetings.

**Task B.1:** A Buildable Lands Inventory (BLI) has been added to document the location and amount of buildable land used for the project.

**Task B.3:** The market analysis will address factors for middle housing to enhance the factual base.

**Task C.3:** The RFP's reference to "development options" is expanded to "plan concepts and options." In our experience, many planning ideas are strongly supported and therefore do not require options. Others will have a range of possibilities and opinions, so options are helpful. Our 10-12 plan concepts will be a mix of both.

**Task C.3-4:** We have clarified that cost estimates for water, sewer, and stormwater infrastructure will be provided by the Utility Master Plan team. We have also clarified that cost estimates for parks will be provided by THPRD, who typically provides planning level unit costs based on their data and experience. We are open to supporting the park cost estimating task as needed.

## TASK A.2: PUBLIC ENGAGEMENT PLAN AND COMMUNICATIONS PLAN

***(Months 1-2)*** Based on the refined scope and schedule, JLA will work with APG and the City to make recommended updates to the public engagement and communications plan. The engagement plan will be a living document, informed by community feedback throughout the project. A successful Plan requires that all stakeholders have an opportunity to identify community needs and desires. Therefore, the public engagement plan will outline a variety of input tools to refine the CMCP vision & guiding principles as well as direct the development of plan concepts.

We will want to ensure specific actions are aimed at recruiting participation from all stakeholders, including from often over-looked communities (e.g., lower income, low-English proficiency, persons with a disability, youth, and seniors). To ensure participation goes beyond those that are influential and impacted, JLA will coordinate with the Beaverton Multicultural Engagement cohort throughout to ensure all activities are appropriate and accessible to all, including those who are often invisible.

JLA provides a broad scope of communications services, including strategy, creative direction, writing and graphic design. We write, produce, print and publish clear, relevant, professional and attention-grabbing public information materials. We look for ways to generate community interest about a project through creative formatting and guidance on effective information distribution. JLA will produce informational materials that will both introduce the project and encourage the community to share their ideas.

Materials may include a project information sheet to support outreach efforts that will summarize the purpose of the CMCP, the planning process and timelines to help the community understand how they can participate in the process. One of our earliest deliverables will be to develop a project website, or website content for the City's website, to serve as an information hub and feedback mechanism throughout the project. We also suggest the creation of an informational video to tell the story of the CMCP vision, guiding principles and process to generate excitement about the process. The video will be made available with subtitles in other languages.

All communication materials will maintain a consistent graphic identity and have a nod to other, parallel City efforts, such as the Multicultural Community Engagement, Purple Pipe, and Utility Master Plan. To avoid confusion between these projects amongst the community, each project will be described, including its connection to the Community Plan.

### JLA'S IN-HOUSE CREATIVE SERVICES

- Effective, dynamic materials and messages for varied audiences to create awareness and encourage feedback, such as eye-catching printed and online newsletters, surveys, posters and displays.
- Clear communications written for an average layperson, while addressing complex and technical topics.
- Template designs and formatting in a variety of platforms and uses.
- Engaging infographics, illustrations and icons that help tell stories without words.
- Key messages to maintain a consistent narrative.
- Web development of mobile-responsive, easy-to-navigate online tools.
- Visually compelling presentation templates that can be used by a variety of staff and stakeholders.
- Interactive maps that explain issues within a regional context, build awareness of impacts across geographic boundaries, and allow stakeholders to dig deeper.
- Online engagement tool design and development, including websites and social media strategy.
- Video production, including script development, filming, editing and closed captioning—perfect for social media.

JLA will create an illustrated project graphic for the Community Plan project to unify all communication materials. JLA is familiar with and will adhere to all Beaverton graphic and communication guidelines in the preparation of all communication materials. JLA will also work with the City and APG to establish project templates for all communication materials, including presentations, meeting agendas, memos, and reports.

## How will we meet the goals of the Cooper Mountain Community Plan?

1. **A Community Plan with broad support,** achieved through a robust multicultural engagement effort, meaningful involvement of the project's many stakeholders, and an open and inviting public process.
2. **Protection of natural resources** will be a high priority for this project. We will learn about Cooper Mountain through a natural resource inventory, evaluate and balance priorities with scenario planning and an ESEE analysis, and implement protections through new policy and code language.
3. **A coordinated land use and transportation plan** will provide a variety of new housing for the City along with a safe multimodal transportation system, and also meets local, regional, and state requirements for new urban areas. This plan will be created by the community through workshops, facilitated discussions, and will be informed by innovative scenario planning tools tailored for the City of Beaverton.
4. **Orderly, economical, and efficient development,** consistent with the vision for the Cooper Mountain area will be achieved through close coordination with the Utility Master Plan effort, creation of the infrastructure funding plan identified in Task C.7, as well as the development code amendments and implementation plan finalized in Phase 3D. Participation of the development community in these tasks will ensure an implementable plan.

All public comments and engagement activities will be tracked and categorized to enable straightforward consideration in revising the draft plan for adoption.

**Consultant deliverables:**

a. Updated public involvement plan
b. Public communication materials
c. Initial content for the project web site
d. Project templates for agendas, memos, presentations, reports
e. Stakeholder interviews

## Phase 3B: Research and Analysis

This sub-phase includes conducting existing conditions field work and inventories, identifying issues and opportunities, and completing best practices research.

### TASK B.0: PHASE 3B PROJECT MANAGEMENT AND CROSS-PROJECT COORDINATION

***(Months 1-10)*** Project managers and key staff from APG and the City (Community Plan, Utility Master Plan, and Multicultural Engagement) will meet (via conference call or on-line GoTo Meeting) every two weeks. The role of the PMT is to: (1) monitor and pro-actively manage key project and process issues; (2) monitor and manage the project schedule; and (3) provide a standing coordination meeting for managers of the three projects—implementing the theme of working early and often together. APG's sub-consultants will be budgeted to participate in 4 PMT meetings during this phase.

Two collaborative work sessions between the Utility, Community Plan, and Multicultural teams will be held during this phase. The work session agendas will focus on cross-topic issues (e.g. coordination of street and utility plans), using the interdisciplinary expertise of the City and the Consultant to review and produce project work. APG will facilitate the work sessions. Also, as part of this task, the consultant will work with the City to coordinate a meeting (in-person or conference call) with the Department of State Lands to confirm current approach and standards for the Local Wetland Inventory as part of Task B.1.

**Consultant deliverables:**

a. PMT meetings (2 per month, 20 meetings)
b. Utility-Community-Multicultural work sessions (2 for Phase 3B)

## TASK B.1: EXISTING CONDITIONS RESEARCH AND ANALYSIS

***(Months 1-6)***

### Data and Basemaps

APG will coordinate with City staff, and other agencies as needed, to gather background GIS data. This data will include: tax lots, property ownership, property value, building footprints, land use designations, existing transportation alignments, City, service district and regional boundaries, existing and planned parks and trails, and others. APG will coordinate with the City to establish standardized map layouts for the project. The team will coordinate the creation of the database and project maps with anticipated use of Urban Footprint for scenario planning as part of Phase 3C.

### Visual Inventory of Signature Natural Features and Views

Our team is very familiar with the Cooper Mountain context and landscape from our previous planning work, so we have a good initial understanding of the potential for this area to become a connected series of new neighborhoods that sit lightly on the land, take advantage of views to surrounding hills and rural landscapes and respect the Nature Park and associated natural creek corridors.

In order to re-familiarize us with this area's natural character and neighborhood planning potential, we propose walking and driving tours for the core consultant team, with key city staff. Where possible, these tours should include property owners or have their permission to access private land, to enable us to observe as much of the study area as possible. During these site visits, we will inventory, with high-quality photos and maps, the elements that contribute to this area's intrinsic identity—the 'long' views to the Chehalem Mountains and to the Tualatin River Valley, as well as the more focused views to other landscape features like forested creek corridors, large stands of trees or the rural landscapes that define this urban edge. A careful inventory of views and natural features will closely inform our subsequent site planning and plan work. The inventory will also be used in public engagement activities and illustrative visualizations to convey our respect for this place and learn of other landmarks cherished by locals. Future streets, trails and open spaces can be oriented around views or significant natural features, ensuring that these future neighborhoods feel like they have a sense of place and connection to the land.

### Local Wetland Inventory

DEA will prepare a Local Wetland Inventory (LWI), including OFWAM functional assessment, that follows the Oregon Department of State Lands (DSL) rules (OAR 141-086-0180 through -0240), with mapping and documentation supportive of the Community Plan project. A report suitable for DSL's review will be provided; this scope provides for up to 10 hours of effort for DEA to address comments from DSL in order to obtain their concurrence. GIS data will conform to DSL's LWI GIS data template. Level of effort for LWI work has been based on a preliminary review of NWI, Metro RLIS streams mapping, and hydric soils data, which suggest a low presence of wetlands but a relatively high number of streams. LWI mapping will support the mapping of riparian areas described in the natural resource's delineation report task below.

Field crews will be briefed prior to conducting field work regarding the LWI requirements, as well as mapping and data collection protocols, property access issues and other relevant matters to ensure an efficiently prepared and quality work product. The City will lead the process of requesting and documenting property access permission. The deliverable for this effort will consist of an LWI report and GIS database prepared in accordance with DSL

standards. This scope assumes one conference call and one in-person meeting with DSL/Natural Resource agencies as part of the LWI and Natural Resources Inventory Report.

### Natural Resources Inventory Report

This task will include reconnaissance level field work, research, and preparation of maps and descriptive narrative to establish the Goal 5 and Metro Title 13 database and regulatory framework for the planning area. Fieldwork and inventories for environmental and natural resource lands will include:

- Riparian and upland habitat areas
- Watersheds
- Wetlands and other waters

This work will build off of the work included in the South Cooper Mountain Concept Plan, resulting in information similar to the CMCP. The Beaverton Comprehensive Plan Chapter 7, section 7.3 will also guide this effort. Riparian and upland inventories will also be tailored to applicable Metro regulations. It is anticipated that previously conducted Habitat Benefit Area (HBA) mapping will be utilized, with minor updating as necessary based on LWI findings and strategic field checks for riparian and upland habitats.

To support this task, the Consultant will facilitate a natural resource inventory coordination meeting with the City and resource agencies. The purpose of this meeting will be to (a) finalize the levels of review for various parts of the study area; (b) coordinate with, and learn from resource agencies and entities so their expertise is incorporated early in the process; and (c) discuss resource issues and opportunities for the area so that relevant information can be compiled. The City will handle logistics of the meeting, with the Consultant providing the agenda, needed materials and facilitation.

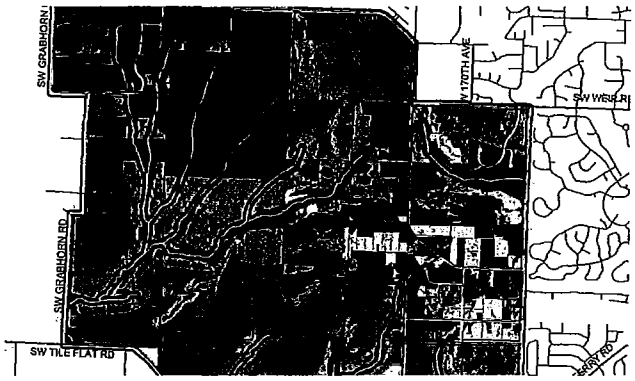
This task will entail compiling and review of existing information. This will start with the information developed for the South Cooper Mountain Concept Plan, as well as current readily available aerial photography, LIDAR data, and other public natural resource data sources. Field work will mostly occur concurrently with the LWI field work with similar coordination of rights of entry to be conducted by the City. A natural resource inventory memorandum will be prepared that describes the methodology, data reviewed, and findings. Documentation of the LWI which meets City and DSL requirements will be provided as an appendix or standalone report as coordinated with the City. GIS layers created for this effort will be provided to the City.

### Slope Analysis and Natural Hazards

APG will use the best available data to analyze slopes and landslide hazards within the Cooper Mountain planning area. Data sources will include the City of Beaverton, Metro's Regional Land Inventory System (RLIS), the Oregon Department of Geology and Mineral Industries (DOGAMI), among others. A memorandum and the accompanying GIS dataset will inform the assessment of buildable lands in this task, the report of best practices for hillside development in Task B.3, and the scenario creation and evaluation in Task C.3.

### Buildable Lands Inventory (BLI)

A BLI was prepared as part of the South Cooper Mountain Concept Plan, which examined the developability of land considering the existing pattern of development and locations of protected natural features. This inventory will be updated for the CMCP to reflect the local wetlands inventory, natural resources delineation, slope and natural hazards analysis, and the most recent data from the Washington County tax assessor. The updated BLI memorandum and GIS dataset will provide a detailed understanding of the developability of the Cooper Mountain planning area and provide the basis for alternatives in Task C.3.




## Existing Conditions Report

APG will compile the information gathered as part of Task B.1 into a report that summarizes the existing conditions of the Cooper Mountain area. Topics covered in the report may include: land use, housing, demographics, transportation, utilities, natural features and views, parks and open spaces, schools, natural resources, topography, natural hazards, and compliance with applicable Metro conditions. The report will also summarize the area's opportunities and constraints that may impact the planning process and will identify some preliminary concepts for implementation. Although this report will include detailed technical information, it should serve as a standalone report that can easily be picked up and understood by community members and interested parties.

**Consultant deliverables:**

a. Compile project data, coordinate GIS, and prepare map templates
b. Visual inventory of key views and natural features
c. Local wetland inventory report and GIS data
d. Natural resource inventory report and GIS data
e. Slope analysis and natural hazards memo and GIS data
f. Buildable lands inventory memo and GIS data
g. Draft and final existing conditions summary report

## TASK B.2: PUBLIC ENGAGEMENT ACTIVITIES FOR PHASE 3B

***(Months 1-10)*** JLA will conduct public engagement activities to introduce the project and solicit feedback on existing conditions from key stakeholders including property owners, City decision-makers, and partner agencies. The specific engagement activities and materials will be defined and coordinated with the City as part of the public engagement plan in Task A.2.a. Preliminarily, our scope includes up to 8 stakeholder listening sessions during the Research and Analysis phase. The sessions will be with a broad range of stakeholder groups, with the meeting plans and topics tailored to each group's interests. Potential topics include: validation of and initial refinements to the CMCP vision and guiding principles; input into the existing conditions and opportunities analysis deliverables; and identification of issues of concern to stakeholders that should be addressed in the Community Planning phase. For each session, JLA will prepare an agenda/ meeting plan and materials to support the meeting.

It will be important to coordinate with the multicultural engagement cohort during this phase to both ensure that the vision and guiding principles are equitable and consider the needs of all residents, including those that are underserved, and that interviews and listening sessions consider all voices. Communication materials developed in earlier phases will support these conversations and will be translated into other languages. Incentives such as stipends or grocery gift cards may be used to compensate participation from underserved communities at community meetings. Meals and childcare will be provided. Meetings will be co-facilitated or facilitated by bilingual staff as needed. JLA has Spanish-speaking facilitators on staff if needed. All stakeholder conversations will be documented and summarized with key themes and shared with the project team and the CAC to help inform updates to the vision and guiding principles and later phases of plan development.

**Consultant deliverables:**

a. Public engagement activities (8 stakeholder listening sessions)
b. Public engagement summary

## TASK B.3: OPPORTUNITIES ANALYSIS

***(Months 5-9)*** The following opportunity analysis reports will be prepared. Each report will include an executive summary for use in the Opportunities Analysis Summary Report.

## How will we coordinate with the teams leading the Utility and Multicultural Engagement efforts?

**Biweekly project management team meetings.** 60 project management team meetings are scoped over three years to foster "early and often"ongoing communication with the City's project managers for all consultants.

**Utility-Community-Multicultural work sessions.** 6 work sessions are scoped, where task leaders from all consultant teams can participate in discussing in-progress work. APG will facilitate.

**TAC meetings.** 14 total TAC meetings are scoped, where coordination occurs either through the City's representatives, and/or, through direct participation by the consultants.

**APG liaisons.** Andrew Parish will be APG's liaison to the Utility team. Kyra Haggart will be the liaison to the Multicultural Engagement team.

**File sharing.** APG's SharePoint site will be accessible to all of the consultants.

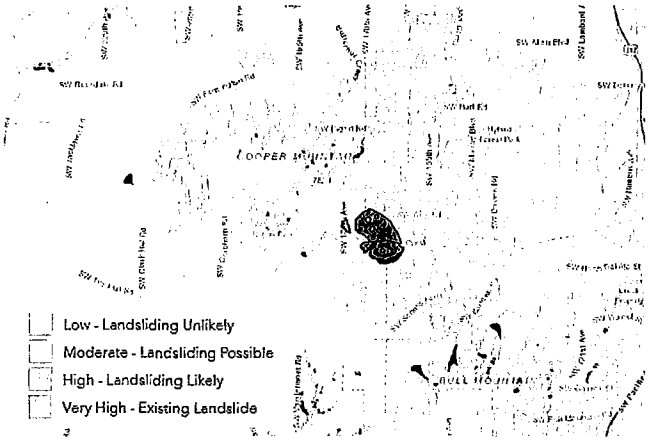
### Market Analysis

The housing market in the Cooper Mountain area is strong, as demonstrated by recent and ongoing development in South Cooper Mountain and nearby in River Terrace. FThe main questions for the market analysis are about the complementary commercial uses required to create a complete community, particularly neighborhood retail and office uses. Is a neighborhood commercial center likely to be viable? From a developer's perspective, what is the appropriate type, scale, and location of future commercial development? ECO will analyze market trends and conditions for neighborhood commercial space and evaluate the area against siting criteria for neighborhood commercial development, including demographics, housing density, visibility, accessibility, and location. ECO's approach will combine both analysis of quantitative data from various sources along with interviews with commercial real estate developers and brokers that are familiar with the area.

In addition, the market study can help understand the market for a range of housing types, including middle housing (e.g. duplexes, cottage clusters, and townhomes), to better inform the land use assumptions for development in the residential zones. ECO will look at precedents of new master-planned neighborhoods with a wide variety of housing types, analyze the demographics of the households most likely to seek housing in the area, and build on our ongoing work in the Housing Options project to evaluate the feasibility of middle housing types in Cooper Mountain.

### Natural Features and Hillside Development Best Practices

The Consultant will utilize the data gathered in Task B.1to inform a review of literature and best practices related to development in areas rich in natural resources and with topographic challenges similar to the Cooper Mountain area. This report will examine case studies—both within Oregon and around the county—of the building types, development patterns, and regulatory tools best suited for protecting the environment and personal property. The goal of this step is to provide lessons, guidance, and options to the project team, advisory committees, and broader public for use in developing alternatives for Cooper Mountain.

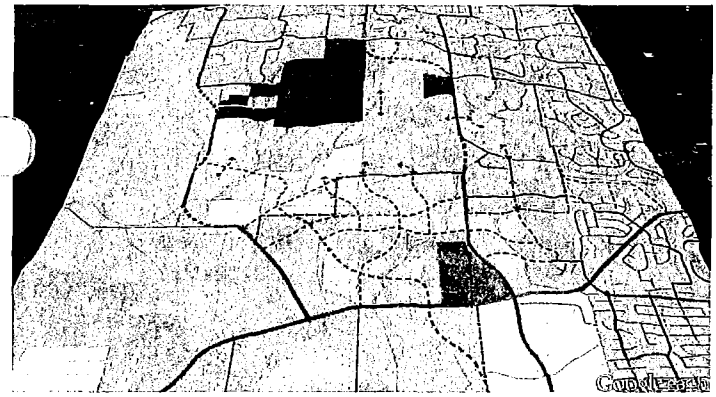



### Public Facility Needs and Opportunities

New Cooper Mountain neighborhoods will be served by existing and new public parks, schools, and fire stations. APG will coordinate with the Beaverton School District, THPRD, and Tualatin Valley Fire and Rescue (TVF&R) to update prior work on public facilities for the Cooper Mountain

area. APG has led separate planning efforts for each of these entities in the past and will work with them to articulate plans for serving Cooper Mountain. This step will highlight any priorities or areas of concern with regard to public facilities early in the process, so they can be addressed in the Community Planning phase.

**Transportation Needs and Improvements**
Previous transportation planning studies that have been completed for the greater Cooper Mountain and River Terrace areas will be reviewed to compile the key transportation issues and constraints for advancing urban development. This compilation will highlight past decisions, such the desire to upgrade Grabhorn Road and Tile Flat Road to an arterial class roadway, summarize projects that are already built, and identify any critical elements that have yet to be resolved.



This compilation will include ongoing studies by Washington County which includes more in-depth feasibility evaluations of key capital projects identified in their TSP. Together, this information will form the basis of understanding for addressing outstanding transportation needs through this planning process. A draft memo will be circulation for project team review and comments. Comments received from the project team will be addressed in a revised memo.

**Preliminary Street and Trail Plan**
APG will lead a team process to create a preliminary street plan and preliminary trail plan (maps may be combined) for the CMCP. The steps will be: (1) compile a base map of natural features, slopes, landslide areas and existing uses; (2) overlay streets and trails from the Concept Plan; (3) convene a team workshop to discuss potential connections, destinations and routes, and sketch potential streets and trails; (4) walk the streets and trail alignments (where accessible—City to obtain right of entry from property owners); (5) refine the street and trail maps. A brief technical memo will be prepared. The street and trail maps will be updated as needed following the preparation of plan and profile sheets.

**Staff and Stakeholder Review Workshop**
APG will plan and facilitate a team workshop on in-progress work for the Opportunity Analysis to provide cross-discipline input and identify themes for the Conclusions Report in Task B.5. Following the workshop, in-progress work will be shared with stakeholders in one or more of the stakeholder listening sessions described in Task B.2.

**Street Plan and Profile Sheets**
DEA will prepare street plan and profile sheets for four corridors in the area. The street plan and profile sheet development will entail attendance by the Consultant roadway designer at one team work session to draw four corridor alignments; coordination with the City regarding the proposed corridors and guidance on maximum acceptable grades; development of plan and profiles in CAD; and submittal of plan and profile sheets, including a brief one- to two-page cover memo.

**Consultant deliverables:**

a. Market analysis
b. Natural features and hillside development best practices memo
c. Public facility needs and opportunities memo
d. Draft transportation needs and improvements memo
e. Draft preliminary street and trail plan
f. Staff and stakeholder review workshop
g. Final transportation needs and improvements memo
h. Final preliminary street and trail plan
i. Street plan and profile sheets (4 corridors)

**TASK B.4: FUNDING OPTIONS ASSESSMENT**
***(Months 6-7)*** ECO will lead the funding options assessment, which will document the City's existing funding tools and identify potential new funding tools to consider in Cooper Mountain.

This document will be internal in nature, intended to facilitate discussion among City staff and the Consultant about the likely approach(es) to infrastructure funding in Cooper Mountain. Thus, coordination with developers, property owners, and other key stakeholders regarding infrastructure funding will not occur during this task, but rather in later phases of the project. The funding options assessment will include a review of the team's prior work on infrastructure funding for South Cooper Mountain, gathering feedback about what the City would like to do differently this time, with the benefit of recent experience in South Cooper Mountain.

This review will include an analysis of the accuracy of previous estimates of costs and revenues, identifying lessons to be applied to forecasts for Cooper Mountain. The review will seek to understand the causes of any shortfalls for financial capacity in South Cooper Mountain, distinguishing between a lack of overall capacity versus timing issues where revenues lag behind desired timing of infrastructure provision. The analysis will document funding mechanisms and cost-sharing policies currently in use by the City as well as the many overlapping service providers that will be involved in providing infrastructure to the area (e.g. Washington County, THPRD, and CWS).

The funding assessment will describe existing funding tools for the types of infrastructure likely to be needed in Cooper Mountain and provide an initial projection of revenue from those sources. These early estimates can be compared to initial estimates of project costs to understand the order of magnitude of the funding gaps that will need to be overcome. The funding options assessment will also identify potential new funding tools, evaluate which tools have the best potential to address timing challenges in generating needed funds for infrastructure investments, and highlight steps the City should initiate early to prepare for implementing new tools.

**Consultant deliverables:**

a. Preliminary funding assessment

## How will we develop alternatives to help the City make informed choices about how to proceed to the next phase?

**Phase 3B: Research and Analysis.** The Opportunity Analysis reports will identify where there are choices and options to consider. For some issues, there may be a clear "best choice" that can be highlighted, but it will important to describe why and potential alternative approaches.

**Phase 3C: Community Planning.** This phase is the heart of the alternatives process. Our approach is to:

1. **Define plan concepts that includes options.** For example, the plan concept may be to Protect and Connect Green Spaces. The options may be the degree to which that is done, and, the associated choices in housing mix and footprint.
2. **Engage the community** in choices in Cooper Mountain Summit 1.
3. **Use the community feedback** to prepare three alternative scenarios.
4. **Evaluate the scenarios using the Urban Footprint modelling tool.** The evaluation will identify and graphically display the pros, cons and trade-offs of the alternatives – enabling the team and advisory committees to set the direction for the plan. At this stage, there may still be an option or two within the framework of the working preferred scenario.
5. **Brief the Planning Commission and City Council.**
6. **Share the scenario results**, and draft preferred scenario, and remaining option with the community at Cooper Mountain Summit 2.
7. **Prepare the preferred scenario** and meet again with the Planning Commission and Council.

### TASK B.5: EXISTING CONDITIONS AND OPPORTUNITIES CONCLUSIONS

***(Months 8-10)*** The Consultant will integrate key information from Tasks B.1 through B.4 to produce a Phase 3B conclusions report. The report will include an early check on compliance with applicable Metro conditions and identify early implementation actions. It will explain how current conditions, issues, and opportunities will influence the Community Plan alternatives developed during Phase 3C. The team will prepare for, and participate in, presentations to the Planning Commission and City Council. The City will brief Council members in one-on-one meetings prior to the Council presentation. Public engagement for this task is included under Task B.3.

**Consultant deliverables:**

a. Draft Phase 3B conclusions report
b. Final Phase 3B conclusions report
c. Presentations to Planning Commission and City Council

## Phase 3C: Community Planning

During this phase, the community will have an opportunity to provide feedback on existing conditions and opportunities research and to help refine the vision and guiding principles for Cooper Mountain. With the updated vision in mind, the Consultant will distill the technical information and findings from Phase 3B into plan concepts and alternative scenarios that address land use, transportation, natural resources and other elements. The estimated cost for transportation infrastructure and parks will be calculated by the Community Plan team (costs for potable and non-potable water, sanitary sewer and storm water infrastructure will be provided by the City). Public engagement activities will be designed to identify a preferred development scenario, which will be subject to further technical analysis.

### TASK C.0: PHASE 3C PROJECT MANAGEMENT AND CROSS-PROJECT COORDINATION

***(Months 9-28)*** Project managers and key staff from APG and the City (Community Plan, Utility Master Plan, and Multicultural Engagement) will meet (via conference call or on-line GoTo Meeting) every two weeks. The role of the PMT is to: (1) monitor and pro-actively manage key project and process issues; (2) monitor and manage the project schedule; and, (3) provide a standing coordination meeting for managers of the three projects— implementing the theme of working early and often together. APG's sub-consultants will be budgeted to participate in eight PMT meetings during this phase. Three collaborative work sessions between the Utility, Community Plan, and Multicultural teams will be held during this phase. The work session agendas will focus on cross-topic issues (e.g. plan concepts, scenario evaluation), using the interdisciplinary expertise of the City and the Consultant team members (all three teams involved) to review and produce project work. APG will facilitate the work sessions.

**Consultant deliverables:**

a. PMT meetings (2 per month), 30 meetings
b. Utility-Community-Multicultural work sessions (3 for Phase 3C)

### TASK C.1: UPDATE PUBLIC ENGAGEMENT PLAN AND CONDUCT PHASE 3C PUBLIC ENGAGEMENT ACTIVITIES

***(Months 9-28)***

**Revised Public Engagement Plan**

JLA will update the public engagement plan as needed based upon input heard from community members during earlier outreach and consultation with the multicultural engagement cohort, the CAC, and the project team.

**Informational Materials and Ongoing Engagement**

JLA will update the informational materials, including the video, to maintain consistency with

the current phase of the project. JLA will create a social media campaign for the project to generate awareness of upcoming engagement activities and encourage participation. JLA will create posters to place in a variety of high traffic locations in the community to help promote the project, in-person and online engagement opportunities, as well as potentially host tabling events at popular venues, such as the farmers market the BG Food Cartel.

### Community Workshops

JLA and APG will lead three engagement events to share the plan concepts, scenarios and seek input to guide plan direction and to refine the vision and guiding principles.

- **Cooper Mountain Summit 1.** Community open house to share plan concepts, options, vision and guiding principles. Input will be sought to refine and narrow plan concepts and options and invite new ideas to achieve the vision and guiding principles. We will utilize interactive activities, such as dot exercises, map "chip game" activities, or other approachable tactics.
- **Cooper Mountain Summit 2.** Community workshop to share plan scenarios, the scenario evaluation, and seek input on the plan direction.
- **Cooper Mountain Summit 3.** Open house to share the draft Plan and in-progress work on implementation and to solicit feedback.

For the workshops and open house, JLA (with support from APG) will prepare a meeting plan, agenda, and meeting materials. JLA will also provide childcare and door prizes (if done). JLA will prepare workshop summaries. The Consultant will provide meeting facilitation. The City will provide: translation services; support for participation of disabled community members; attendance by key city staff and City officials; and, notification and advertising for the event. All of the Cooper Mountain Summit events will include family friendly activities to encourage a broad spectrum of participation. The summits will collaborate with parallel Beaverton efforts, such as the multicultural engagement cohort, Purple Pipe and the Utility Master Plan, to share information at each event to demonstrate coordination amongst City efforts and to avoid confusion amongst the public. It will be important to coordinate and manage time engagement opportunities between other city efforts to avoid fatigue among the community.

We recommend using both physical and virtual open houses to seek broad community engagement and feedback and demonstrate how the CMCP intends to meet the community's identified needs. Effective online events deliver information, solicit feedback, and encourage interactions between participants in an accessible and mobile friendly format that that is convenient for busy stakeholders. Online events offer the opportunity to use a combination of tools to share information and collect feedback, such as visuals, interactive online surveys and comment walls, navigable maps, and short informational videos. Archives of our many online open houses are available at: www.openhouse.jla.us.com. Door and raffle prizes may be offered to survey and meeting participants to incentivize engagement.

### Stakeholder Focus Groups

We will follow up with earlier stakeholder groups engaged during phase 3B through the stakeholder interviews to share plan concepts, scenarios and solicit input to guide plan development in a more directed way. Again, these meetings will include incentives, such as stipends, grocery gift cards, meals and childcare. These meetings will utilize bilingual facilitators or co-facilitators as needed.

**Consultant deliverables:**

a. Revised public engagement plan
b. Phase 3C informational materials
c. 2 community workshops and 1 open house
d. Stakeholder focus groups (up to 4 focus group meetings)

### TASK C.2: VISION AND GUIDING PRINCIPLES

***(Months 9-12)*** Building on the engagement in Phase 3B, APG and JLA will conduct community engagement activities to integrate feedback on existing conditions and opportunities research and to refine the South Cooper Mountain Concept Plan vision and guiding principles.

## CONTINUED STAKEHOLDER ENGAGEMENT

In order to maintain consistent engagement amongst key stakeholder groups, such as elected officials, developers, residents, and underserved communities, JLA and APG will maintain a robust stakeholder mailing/e-mail list so that project updates can be sent out during project milestones during each phase of the project to encourage participation and information sharing. In addition to sending project updates to key stakeholders, JLA recommends the CAC be comprised of broad representation, including liaisons to the Planning Commission and City Council as well as the multicultural engagement cohort. Regular presentations about the project should be made during each phase of the project to City Council and the Planning Commission, the Beaverton Committee for Community Involvement, as well as other community organizations, such as neighborhood associations and the Beaverton Chamber of Commerce. Leveraging the City's active social media presence will also be a critical tool in telling the story of the Beaverton Cooper Mountain Community Plan project and maintaining open lines of communication.

This task will broaden the engagement to the project advisory committees, City decision-makers, and the broader Beaverton community. APG will prepare the draft updated vision and guiding principles, and JLA will prepare a summary addressing the vision update and Phase 3C engagement activities.

**Consultant deliverables:**

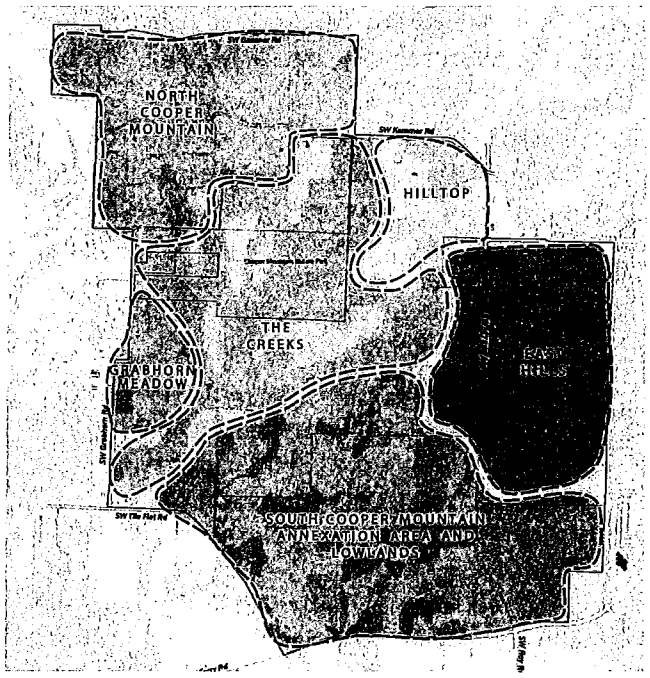
a. Staff and advisory committee review (see Task C.9)
b. Public engagement summary
c. Updated Cooper Mountain vision and guiding principles

### TASK C.3: ALTERNATIVES DEVELOPMENT AND EVALUATION

***(Months 11-22)***

### Task C.3.a: Plan Concepts and Options

The Consultant will prepare plan concepts and development options for land use, transportation (all modes, including on and off- street trails), natural resources, parks and open space, and housing choice and affordability. For each topic, the plan concepts and options will describe potential outcomes, choices, visual precedents. Preliminarily, the plan concepts are proposed as "one-sheet" formats that have a concise and graphic layout (final format to be coordinated with the City). This scope assumes 10-12 plan concepts descriptions. This task also includes up to four site studies that will apply the concepts and options to lands within the study area. The site studies are intended to test the concepts and help project participants visualize their application to Cooper Mountain. This task includes a team workshop to discuss in-process plan concepts.




Plans and concepts for water (potable and non-potable), sanitary sewer, and storm water will be prepared by the Utility Master Plan team. The Community Plan, Utility Master Plan, and Multicultural Engagement teams will coordinate during this task.

### Task C.3.b: Prepare Post-Workshop Scenarios and Evaluation

APG will lead the development of three scenarios for the plan, using community input from the Cooper Mountain Summit 1 workshop process. The steps in the process will be:

# SCENARIO PLANNING

APG has extensive experience with scenario planning for new urban areas such as Urban Growth Boundary expansions, as well as infill and redevelopment situations. Creating and testing scenarios that represent likely versions of the future, differing in thematic aspects as well as zoning designations, can allow decisionmakers and the public alike to evaluate the impacts of land use decisions on housing availability and costs, transportation behavior, access to parks and open space, greenhouse gas emissions, and a wide range of other issues.

There are a variety of tools available for creating and evaluating scenarios, and the technology is always improving. APG has the experience to help the City of Beaverton determine the best set of tools for this project.

APG has created its own scenario planning tool using a simple GIS platform to evaluate land uses in the Frog Pond neighborhood of Wilsonville, OR. Natural resource constraints and residential capacity issues were the main concerns in this case, so a straightforward tool utilizing readily available GIS and spreadsheet software was preferred.

Envision Tomorrow was the tool used during the South Cooper Mountain Concept Plan effort. The APG team examined residential capacity, transportation connectivity, and open space preservation in the planning area through the use of scenarios. APG also used this tool extensively in the Bend Urban Growth Boundary Remand project, to evaluate both UGB expansion areas and infill scenarios and model the likely effects of policy decisions.

Other tools, such as Urban Footprint developed by Calthorpe Associates and currently available as a standalone service, provide built-in "modules" that can test the effects of land use changes on vehicle miles traveled, water and energy usage, and a number of other measures. Urban Footprint also provides a robust database of existing land uses and demographics, which may save time in the data gathering phase of a project.

Choosing the right tool for a given project depends on many factors, including:

- Size of the study area
- Budget
- Staff availability to ground-truth assumptions
- Desire of the jurisdiction to maintain the tool to make revisions or for use in other studies
- Need for particular types of analysis (i.e. VMT, greenhouse gas emissions, etc.).
- Availability of basemap data—a major feature of Urban Footprint is its inclusion of numerous datasets out-of-the-box

Questions that scenarios will help answer:

- What development pattern would achieve maximum protection of natural resources in the Cooper Mountain area, and what tradeoffs would that bring?
- How will land use decisions in the Cooper Mountain area affect housing mix and costs for the City as a whole?
- Which development scenario best meets the City's equity goals?

URBAN FOOTPRINT

Urban Footprint is the likely candidate for the CMCP. It is subscription-based service, and there are two general options for its use in the CMCP:

- APG subscription, with optional seats for City staff to use the tool directly (potentially better for a more "hands off" role by city staff, with a distinct step for transferring relevant data to the City at the end of the project)
- City subscription, with APG seats to use the tool directly (potentially better for building City staff capacity with the tool for use in other parts of the City).

1. **Model set up**
   a. Prepare base layers for scenarios using the BLI created in task B.1. This step also includes splitting larger tax lots into smaller pieces (generally a grid pattern) in order to increase the fidelity of scenarios.
   b. Create development types and evaluate their assumptions. With the help of staff and ECONorthwest, we can localize the model's assumptions to fit the Cooper Mountain context.

   *Note: set up work will be done early so it can be finalized immediately after Cooper Mountain Summit 1.*

2. **Identify scenario themes and evaluation method**
   a. The results from Cooper Mountain Summit 1 will be used to group plan concepts into scenarios around several themes, such as "Maximum Resource Protection" or "Maximum housing variety."
   b. A team meeting will be held to define the evaluation methods. Evaluation is likely to be a mix of quantitative and qualitative measures related to the project's vision and guiding principles.
   c. APG will document the scenario themes and proposed evaluation methodology in a memo.

3. **Run model, evaluate results, and summarize evaluation**
   a. Evaluate and report results. This step may be iterative—seeing results may lead to new questions or tweaks to scenarios that would be productive.
   b. Create evaluation summary. Preliminarily, the format for this summary is PowerPoint slides that display the output from the scenario model. This will be an initial summary for team review and will be formatted into a public-facing scenario evaluation summary in in Task C.3.d.

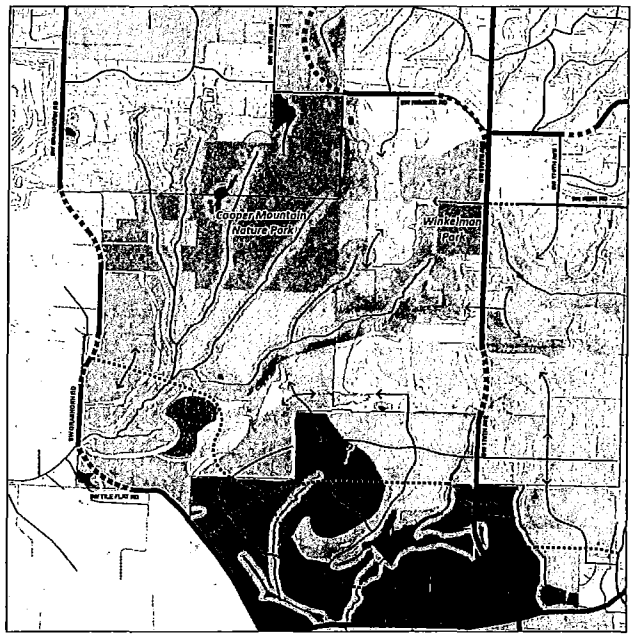
### Task C.3.c: Preliminary Infrastructure Costs

DKS will prepare planning level costs for collector-arterial level improvements that are known at this stage of the planning. Costs will be prepared for trails as well. Costs will include allocations for major traffic control upgrades at key arterial intersections, including traffic signals and roundabouts. If there are alternatives and options, planning level costs will be prepared for them. See Task C.5 for cost estimating budget. The City (Utility Master Plan teams) will do the same for water, sanitary sewer, and stormwater. THPRD will provide cost estimates for parks.

*Note: this is a placeholder task. As part of detailed project scoping, we recommend that the timing and level of detail for infrastructure cost estimates be discussed and coordinated with the Utility Master Plan process.*

### Task C.3.d: Scenario Evaluation Summary Report

The scenario evaluation summary from Task C.3.b will be formatted into a public-facing scenario evaluation report. The format will be coordinated with the City. Preliminarily, this scope includes a 3- to 5-page cover memo that summarizes the model results, the PowerPoint slides from Task C.3.b, and an appendix that documents the methods used in the evaluation.




### Planning Commission and City Council Review

APG will participate in a joint Planning Commission and City Council work session to review the scenario evaluation results.

**Consultant deliverables:**

a. Plan concepts and options for each topic (land use, transportation, natural resources, parks and open space, utilities, housing choice and affordability) – 10-12 plan concept descriptions
b. Prepare post-workshop scenarios (three) and evaluation
c. Preliminary infrastructure costs
d. Scenario evaluation and summary report
e. Staff and advisory committee review (see Task C.9)
f. Planning Commission and City Council review (joint work session)

### TASK C.4: PREFERRED SCENARIO

***(Months 22-24)*** Based on the outcomes of Task C.3.d and direction from the CAC and City review of the scenario evaluation results, APG will prepare the draft preferred scenario. This deliverable will include maps of the preferred scenario (one or more maps of land use, transportation, and natural resource plans), as well as a memorandum describing the scenario's key themes and plan concepts, key findings from the evaluation, and land use and housing metrics.

APG will also produce a memorandum describing the framework for regulatory implementation: initial policy concepts and code concepts (e.g. new zones that will be needed). The purpose of this memorandum is to integrate high-level concepts for zoning with the scenario.

The APG team will prepare land use assumptions and other data needed to update the Utility Master Plan (potable water, non-potable water, sanitary sewer and stormwater) and complete the transportation impact analysis (TIA). The City will coordinate what data will be needed for each infrastructure type within the Utility Master Plan. The team will evaluate what maximum development potential should be evaluated for infrastructure, in light of the potential for additional housing allow by HB 2001.

**Consultant deliverables:**

a. Preferred scenario maps and memorandum
b. Initial policy and code concepts memorandum
c. Data and assumptions for infrastructure analysis
d. Planning Commission and City Council review

### TASK C.5: TRANSPORTATION ANALYSIS

***(Months 23-25)*** DKS will lead the transportation analysis to determine the preferred development scenario's performance. This task will also include a future baseline analysis for comparison to the preferred scenario. The baseline analysis will include land use assumptions that are consistent with current uses for the area. We will work with City and County staff to outline the study area, critical elements of the transportation network, analysis periods, horizon year to be applied and the performance targets for this evaluation.

## How will we meet the City's deadlines for this process?

The City of Beaverton has experienced very rapid growth in the South Cooper Mountain area following the 2015 adoption of the South Cooper Mountain community plan, with over 2,800 homes built in four years. The City recognizes the importance of a process that gives stakeholders, decisionmakers, and the broader public time to understand and evaluate issues in depth and has allocated roughly three years for this process. Keeping a project moving at the appropriate pace over this time requires specific strategies:

**A well-thought out public engagement plan that builds and maintains interest and momentum.** Bursts of activity with long silences in between can cause confusion—we will preserve the through-line for interested parties.

**Frequent, brief check-ins.** Managing a project of this size benefits from frequent touches by the project management team. This will be doubly true of the CMCP due to needed coordination between three separate project teams (the Utility Master Plan and Multicultural Engagement effort).

**Project management tools.** APG is skilled with Microsoft Project, Microsoft Planner, SharePoint, Basecamp, Trello, and numerous other project management tools, and will work with the City to determine the best approach for identifying timelines and task assignments for this project.

Further, we will confirm assumptions about planned improvements that are identified in the financially constrained Regional Transportation Plan (RTP) along with the findings from the transportation needs and improvement memo (Task B.3). The overall evaluation methods and assumptions will be documented as a part of this work task. Based on our previous study of South Cooper Mountain we would expect that this may include up to 30 study intersections, and that our planned horizon year would be consistent with the latest Westside Travel Demand model maintained by Washington County.

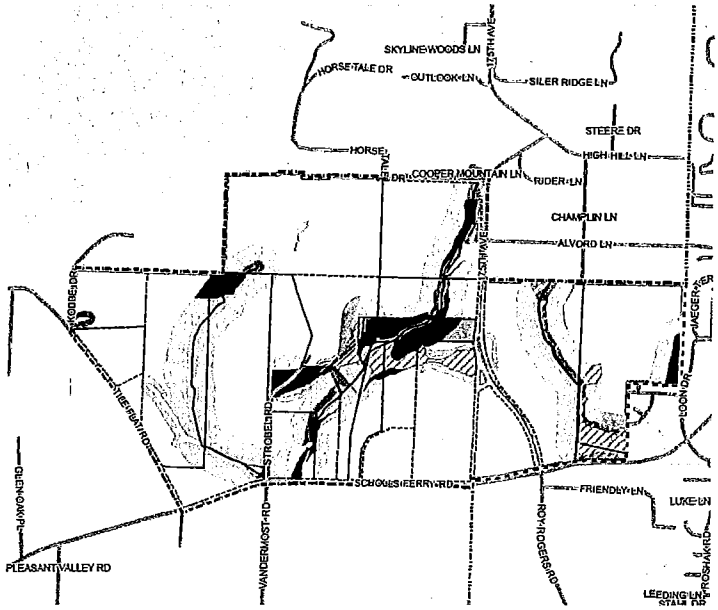
The findings of transportation performance assessment will be used to refine, and update transportation project lists and roadway classifications needed for safe and acceptable access and circulation within the study area. Any significant changes to the ultimate design concept for study corridors or major intersections will be flagged for discussion and consensus building with the project team. New capital projects that emerge from this process will include planning level cost estimates consistent with previous plans. The final stage of analysis will include a review of how the preferred development scenario and the findings of the off-site transportation performance aligns with Transportation Plannning Rule (TPR) requirements. The findings and suggested actions will be summarized in a TPR Compliance Review memo.

**Consultant deliverables:**

a. TIA document per City performance standards
b. TPR compliance evaluation
c. Updated project costs

## TASK C.6: ECONOMIC, SOCIAL, ENVIRONMENTAL, AND ENERGY ANALYSIS

***(Months 23-24)*** As we did within the South Cooper Mountain study area, APG will work closely with DEA to address the procedures and requirements for complying with Goal 5 (OAR 660-023) as well as Metro's Nature in Neighborhoods program (Title 13). For regionally significant riparian and fish and wildlife habitat resources we will demonstrate compliance with the requirements of Title 13.




For other Goal 5 resources not covered by Title 13, such as wetlands, we will prepare an ESEE analysis to identify the consequences that could result from decisions to allow, limit, or prohibit conflicting uses. If through the planning process additional significant riparian or wildlife habitat areas (i.e., over-and-above those covered under Title 13) are identified, the ESEE analysis will consider those areas as well.

**Consultant deliverables:**

a. ESEE analysis document with Goal 5/Title 13 findings

## TASK C.7: INFRASTRUCTURE FUNDING PLAN

***(Months 23-29)*** ECO will develop an infrastructure funding plan for the preferred land use scenario. For each type of infrastructure (potable water, non-potable water, sanitary sewer, stormwater, parks, streets, and trails) the plan will identify total project costs, revenue projections for all applicable existing revenue sources, the remaining funding gap, and proposed new funding tools. Infrastructure costs for potable water, non-potable water, sanitary sewer, storm water will be provided by the City. Infrastructure costs for parks and trails will be provided by THPRD. DKS will provide infrastructure costs for other transportation facilities. Based on lessons learned through implementation of the South Cooper Mountain infrastructure funding plan, we understand that a commitment to public engagement was key to the success of the

project. We also understand that there is room for improvement in securing cooperation from major property owners and developers, while still ensuring the outcome of the funding plan achieves the best interests of the City.

With this in mind, our approach for Cooper Mountain includes coming up with a strong initial draft of the funding plan that is developed with the Consultant and City staff, and then providing collaborative opportunities for the development community to review and provide feedback on the draft. The intention of this process is to establish a foundation of funding strategies that address City interests and collaborate with stakeholders to have their concerns heard and responded to as the funding plan moves through drafts.

ECO will work with other Consultant team members and staff to gather information about project costs and update the preliminary revenue projections from Task B.4 using the preferred land use scenario assumptions. This will include any necessary refinements to projections for existing sources and preliminary projections for supplemental transportation system development charges and other sources that are not yet in place but were prioritized during Task B.4. This will allow for an initial estimate of the funding gap and the revenue potential of new sources. Based on the findings of that analysis, ECO will work closely with the City's Finance, Legal, Engineering, Planning, and Transportation staff to build an initial draft of the infrastructure funding plan that identifies the recommended actions to close funding gaps and preliminary recommendations for cost-sharing. This draft will provide the basis for engaging developers in review and discussion of the funding plan.

ECO (with strategic advisor Tiberius Solutions) will play a lead role in the developer focus groups or meetings, supporting staff in considering refinements to and building support for the funding plan. We assume the Consultant will attend up to three meetings with developers to gather feedback. Following the developer review process, ECO will produce a CAC-review draft infrastructure funding plan that reflects the outcomes of the developer review, and final plan based on CAC feedback.

**Consultant deliverables:**

a. Draft infrastructure funding plan
b. Developer review (3 focus group meetings)
c. Infrastructure funding plan (CAC review draft and final)

### TASK C.8: COMMUNITY PLAN FRAMEWORK

***(Months 24-25)*** The Consultant will make refinements to the preferred scenario that reflect the findings from Tasks C.4 to C.7. The Community Plan Framework will be an annotated outline of the proposed Community Plan document that provides the foundation for the draft Community Plan and implementing policies, actions and regulations identified in Phase 3D.

**Consultant deliverables:**

a. Community Plan framework document

### TASK C.9: CAC AND TAC MEETINGS FOR PHASES 3C AND 3D

***(Months 11-33)*** The Consultant will participate in the Community Advisory Committee (CAC) and Technical Advisory Committee (TAC). See below for the scoped meetings and preliminary agenda topics. The Consultant (led by APG) will prepare (for review by City) meeting agendas, meeting plans, meeting materials, and, facilitate the meetings. The City will be the lead for providing venues, meeting notices, distribution of materials, general management and communication with committee members, and refreshments for meetings. The CAC agendas listed below are preliminary. This scope assumes the TAC will meet on the same day as the CAC, for efficiency, so that the same or similar meeting packets may be used. The TAC agendas may be tailored to their role as technical experts.

**Consultant deliverables:**

Phase 3C Advisory Committee Meetings:

a. **CAC-TAC meetings 1-2:** Initiate Phase 3C, review Phase 3B outcomes, and update vision and guiding principles
b. **CAC-TAC meetings 3-4:** Review and develop plan concepts and options (e.g. land use, transition, natural resources, parks and open space, utilities, housing choice and affordability); prepare for Cooper Mountain Summit 1: Concepts and Options
c. **CAC-TAC meetings 5-6:** Prepare scenarios and scenario evaluation
d. **CAC-TAC meeting 7:** Review scenario evaluation results and set plan direction; prepare for Cooper Mountain Summit 2: Scenario Outcomes and Plan Direction
e. **CAC-TAC meetings 8-9:** Review preferred scenario and initial policy and code concepts for implementation
f. **CAC-TAC meetings 10-11:** Review/refine draft Community Plan with policies, TIA results, code concepts, and in-progress funding plan

Phase 3D Advisory Committee Meetings:

g. **CAC-TAC meetings 12-13-14:** Review, refine, and recommend proposed Community Plan, Funding Plan, and Implementation Plan

## Phase 3D: Adoption and Implementation

This sub-phase will involve developing the Cooper Mountain Community Plan and associated amendments to the Comprehensive Plan and Development Code that are needed to implement the Plan. This phase will identify follow-up implementation actions, including infrastructure cost estimates and funding options, to achieve the future vision for Cooper Mountain. In addition to facilitating project advisory committee meetings (see Task C.9), public engagement activities during Phase 3D will likely include presentations to community/stakeholder groups, work sessions with Planning Commission and City Council, and public hearings.

### TASK D.0: PHASE 3D PROJECT MANAGEMENT AND CROSS-PROJECT COORDINATION

***(Months 29-38)*** Project managers and key staff from APG and the City (Community Plan, Utility Master Plan, and Multicultural Engagement) will meet (via conference call or GoTo Meeting) every two weeks during the CAC process, then once a month during hearings and adoption. The role of the PMT is to: (1) monitor and proactively manage key project and process issues; (2) monitor and manage the project schedule; and (3) provide a standing coordination meeting for managers of the three projects—implementing the theme of working early and often together. APG's sub-consultants will be budgeted for 6 PMTs during this phase. A collaborative work session between the Utility, Community Plan, and Multicultural teams, facilitated by APG, will be held during this phase to focus on the proposed implementation.

## FOUR STRATEGIES FOR PROBLEM SOLVING WITH THE ADVISORY COMMITTEES

**Plan each meeting.** Every meeting will have a meeting plan, where the purpose, agenda flow, who does what, anticipated key issues, how problems will be solved, and logistics are all written down and coordinated ahead of time.

**Provide alternatives.** We believe in the power of providing options and leading a thoughtful evaluation of which options (or hybrid) best solves a problem or captures and opportunity.

**Build consensus in small steps of agreement.** Occasionally a problem will be solved, or consensus built, through a grand moment or idea. More often, problems are solved, and lasting consensus built, through a series of smaller, incremental steps of agreement. We will lead the advisory committees through step-by-step problem solving.

**Facilitate solutions in active, engaging advisory committee meetings.** Joe Dills is well regarded as an engaging "practitioner-facilitator"; he is our proposed facilitator for the CAC. We have other expert facilitators, such as Adrienne DeDona from JLA, available to the process. We will focus these team member's skills to create engaging meetings where problems can be solved.

**Consultant deliverables:**

a. PMT meetings (2 per month during CAC process, 1 per month after)
b. Utility-Community-Multicultural work sessions (1 for Phase 3D)

### TASK D.1: DRAFT COOPER MOUNTAIN COMMUNITY PLAN

***(Months 28-33)*** The draft Community Plan will document the project's vision and goals, recommended policies and land use designations, frameworks for natural resources, the transportation network, utilities, and other facilities. An executive summary will provide easy access to the most important contents of the draft plan, while the remainder of the document will provide greater detail about plan topics and the process by which they were created. As part of this task, we will prepare 5-7 visualizations depicting future conditions and an artist rendering of the Cooper Mountain area at build-out. Anticipated elements of the draft community plan are listed below. The outline and format will be established in Task C.8: Community Plan Framework. The draft Community Plan will be developed with significant input from City staff, the project advisory committees, the public, and elected officials.

- Executive summary
- Vision and goals
- Planning process
- Proposed Comprehensive Plan/zoning designations
- Housing
- Parks and open spaces
- Multimodal transportation network
- Utility master plan summary
- Proposed policies
- Code implementation summary
- TSP Amendments
- Technical appendix

**Consultant deliverables:**

a. Draft Community Plan, including policies
b. Prepare 5-7 visualizations
c. Prepare artist rendering of Cooper Mountain

### TASK D.2: DRAFT DEVELOPMENT CODE AMENDMENTS

***(Months 28-33)*** Using the initial code concepts prepared in Task 3.4, APG will describe the regulatory structure for implementing the CMCP and code concepts to be included in that structure. Preliminarily, the structure and code concepts will: describe base zones and overlay zones to be used; the purpose of proposed code provisions; how the code will provide for a broader array of housing types in residential zones (compliant with HB 2001); standards for hillside development; and, standards for protection for natural resources. The regulatory structure and concepts will allow reviewers to understand the code proposals without having to review a fully codified document. The Consultant will rely on feedback from City staff, decision-makers and key stakeholders to draft Development Code text amendments. While the City's adopted zone districts may work very well in some locations, it's possible that a few new districts could be needed to address attributes that are unique to Cooper Mountain. For the purposes of the scope and budget, we assumed that APG will draft up to two new zone districts with development standards. APG will also draft findings of consistency with Metro Title 11.

**Consultant deliverables:**

a. Draft Code regulatory structure and concepts
b. Final Code regulatory structure and concepts
c. Draft Development Code text amendments
d. Draft Title 11 findings
e. Planning Commission review

### TASK D.3: DRAFT IMPLEMENTATION PLAN

***(Months 28-33)*** APG and ECO will prepare a draft implementation plan that includes the final infrastructure funding plan and other actions required to implement the Community Plan. The implementation plan will identify the rough timeline for implementation (near-term vs. long-term) and the agency responsible for leading implementation of each action.

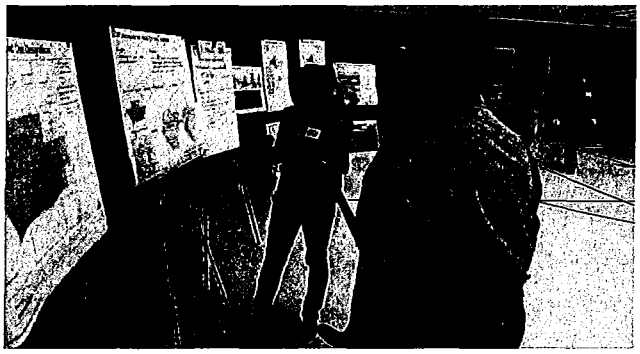
**Consultant deliverables:**

a. Draft Implementation Plan
b. Final Implementation Plan

### TASK D.4: HEARINGS AND ADOPTION

***(Months 29-38)*** APG will compile the draft adoption documents prepared in Tasks D.1 through D.3 and prepare a summary

presentation for use in a round of public engagement meetings. Preliminarily, this engagement is proposed as a series of outreach meetings to community/stakeholder groups. The goals of these meetings are: (1) share information prior to work sessions and hearings; and (2) gather feedback to be considered in refinements to the draft adoption documents. The Consultant will then participate in work sessions of the Planning Commission and City Council.



Based on the public engagement meetings and work sessions, the Consultant will prepare the proposed hearings drafts of the adoption documents (Community Plan, Development Code, and Implementation Plan). The Consultant will review the City's staff report and prepare compliance findings for Metro Titles 11 and 13, Metro UGB expansion conditions, Goal 5/ESEE compliance, and Goal 10/TPR compliance. The City will prepare findings required by the Beaverton Comprehensive Plan, Development Code, and other Statewide Planning Goals. The City will lead the preparation and updates of a public comment log that documents comments received, staff/consultant comments and recommendations, and closure of issues by the Planning Commission and City Council (see model used for the South Cooper Mountain Project). The City's responsibilities during Task D.4 are to:

- Arrange logistics for outreach meetings, and participate in the meetings;
- Prepare all notices and lead administrative aspects of the hearings;
- Prepare required notifications to DLCD and Metro;
- Maintain the record and materials available to the public;
- Maintain a comment log;
- Prepare the staff reports for Planning Commission and Council; and
- Prepare compliance findings for the Beaverton Comprehensive Plan, Development Code, and Statewide Planning Goals other than Goal 5 and 10.

**Consultant deliverables:**

a. Presentation for use in outreach meetings to community/stakeholder groups, and participation in up to five meetings
b. Participation in work sessions with the Planning Commission and Council (up to 3 meetings)
c. Prepare final adoption documents (Community Plan, Code Amendments, Implementation Plan)
d. Review staff report, draft Consultant-led findings, and support staff in updates to the public comment log
e. Public hearings with Planning Commission and City Council (4 meetings assumed)

## Contingency

A large and multi-phased project will typically encounter project work and public process that was not specifically written into the original scope of work. This task anticipates that need and establishes that the City may authorize additional work without a contract amendment. If requested by the City in order to provide additional specificity to the descriptions given below and the budget estimates provided, the Consultant will provide a written description of the additional services, and cost estimate, for the City to review. No work will be completed under these contingency tasks unless written authorization is provided by the City. The Contingency budget resources are a pool of funds that may be flexibly used as directed and authorized by the City. Potential contingency work could include:

- Additional technical analysis
- Additional graphic and urban design products
- Additional meetings and public engagement activities
- Other work to be determined by the City

**Consultant deliverables:**

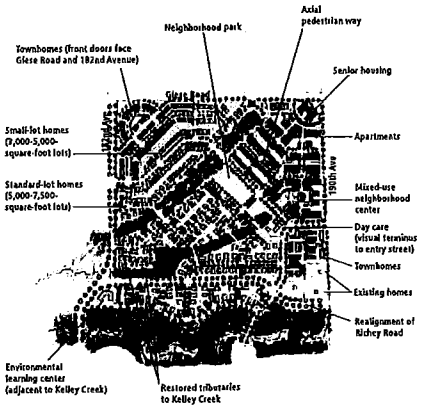
a. To be determined, based on written authorization from the City

# RELEVANT EXPERIENCE AND REFERENCES

## Creating Implementable Concept and Community Plans

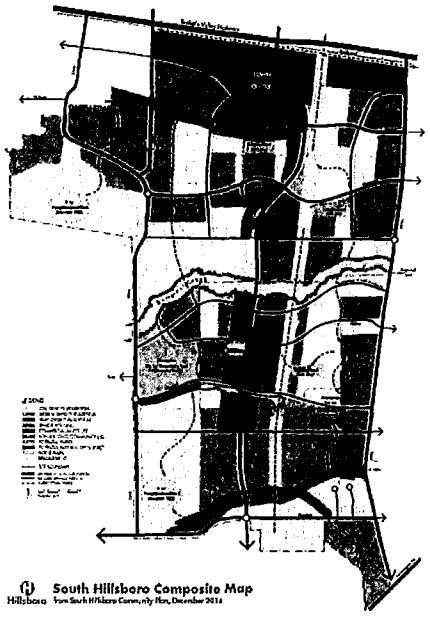
The APG team is proud to have contributed to all 15 of the concept plans that have been completed for new urban areas in the Metro region. Each of these plans has been adopted into local Comprehensive Plans, with many of them fully coded and in various stages of infrastructure provision and development. The success of this large body of work stems from three overarching principles applied in each plan:

- Build a shared vision for the plan in a step-by-step process of meaningful involvement;
- Focus on implementation from day one; and
- Honor the fact that every concept plan has its own unique landscape, priorities, and stakeholders.




*Pleasant Valley Concept Plan*

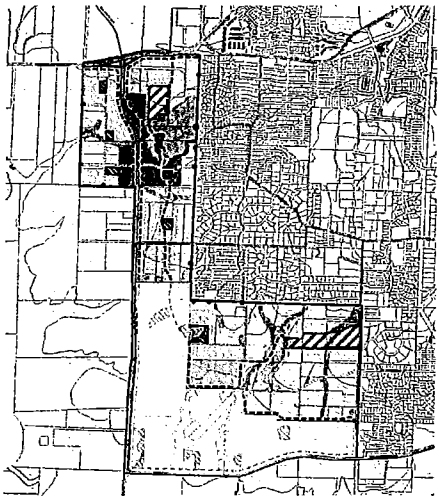
The **Pleasant Valley Concept Plan** was managed by Joe Dills of APG and included DKS Associates for transportation planning. Similar to South Cooper Mountain, the plan included 1,500 acres of land, much of it sensitive environmental land in the headwaters of Johnson Creek. Intergovernmental cooperation was key, as the plan included three cities (Gresham, Portland, Happy Valley), Multnomah County, Clackamas County, and many stakeholder groups. The three cities amended their comprehensive plans and development codes to adopt the plan. Gresham adopted a detailed Plan District (aka Community Plan) which integrates policies, implementation strategies, zoning, design standards, and its updated TSP (Joe Dills was a lead author). An annexation master plan was subsequently adopted for the first 500 acres of development.



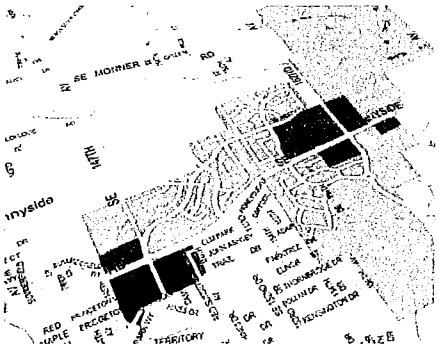

*South Hillsboro Community Plan*

APG was part of the team to complete the **South Hillsboro Community Plan**, adopted in 2011 by the Hillsboro City Council. APG worked with the City of Hillsboro to prepare the Community Plan for adoption, including drafting an updated Capital Improvements Plan (CIP), Comprehensive Plan amendments and supporting ordinance findings for the South Hillsboro Community Planning area. APG worked with staff to update proposed plan designations for the area, estimated service impacts of new land use scenarios, and updated infrastructure cost estimates and associated funding strategies. APG then prepared an updated South Hillsboro Community Plan and assisted the City in preparing proposed amendments to its Comprehensive Plan.

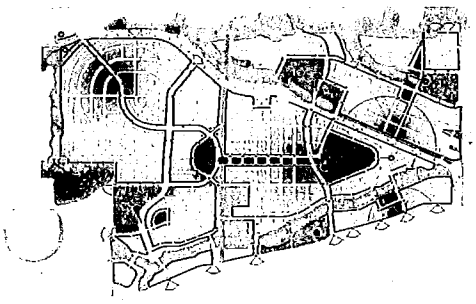
*Evergreen Concept Plan*



*West Bull Mountain Concept Plan*



*Rock Creek Comprehensive Plan*



*North Bethany Concept Plan*

APG also led the **Evergreen and Helvetia Concept Plans** in Hillsboro, laying the groundwork for new employment areas to serve the City and region. The work included market suitability and readiness strategies, stakeholder involvement, and infrastructure and service availability assessments, infrastructure finance strategies, and Comprehensive Plan and Development Code amendments.

The **West Bull Mountain Concept Plan** established a plan for 700 acres of land, 200 of which are designated Urban Reserve. Prior to the plan, there was a history of disagreement over governance of the area. Today, the plan (adopted by Washington County and recently amended into the Tigard Comprehensive Plan) forms the basis for governance by the City of Tigard; 200 acres have been annexed and additional areas are in expected to be annexed in the near future. Joe Dills, DKS, and JLA worked together on the concept plan. The land is adjacent to South Cooper Mountain and shares many similarities with it: topography that spans lower buildable areas to transition areas to slopes over 25%; shallow soils that are not conducive to water infiltration; reliance on a few arterial roads; and adjacent low-density neighborhoods.

Selected other concept and community plan implementation accomplishments of our team include:

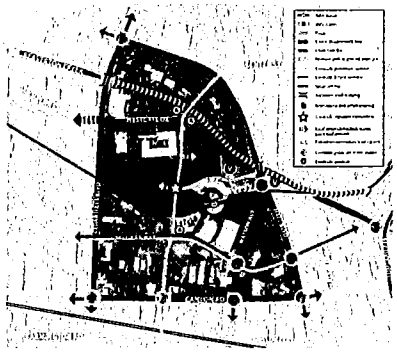
- **Rock Creek Concept Plan and Comprehensive Plan** (Happy Valley, 600 acres): Fully adopted; lead to establishing Happy Valley's new town center; 300 dwellings built, 300 entitled; City Hall built; 100,000 square feet of retail built. (Joe Dills)
- **Tonquin Employment Area (Area 59) Concept Plan** (Sherwood, 85 acres): Fully adopted and annexed; transportation framework built; two schools built: Edy Ridge Elementary School and Laurel Ridge Middle School. (Joe Dills)
- **East Happy Valley Concept Plan and Community Plan** (2,500 acres): Fully adopted; half of area annexed; code includes special hillside development standards; plan formed basis for $28.5M improvement of 172nd Ave and planned extension to 190th Avenue; land purchased by major commercial developer for 40-acre mixed use center. (Joe Dills; DKS)
- **North Bethany Concept Plan and Community Plan** (700 acres): Concept Plan fully adopted; Community Plan (prepared by County) fully adopted; Transportation Infrastructure Finance Plan (prepared by the County with input from ECONorthwest) establishing $62M in funding from dedicated MSTIP funds, dedicated Transportation Development Tax funds, a special North Bethany Transportation SDC, and a new County Service District. (Joe Dills; DKS; JLA)

## Public and Stakeholder Involvement and Collaboration

Our approach to successful public and stakeholder involvement is to build consensus by creating many ways to participate, conducting interactive public events, and reflecting public input in the plan. APG and JLA are both seasoned practitioners in consensus building with recent and relevant experience in the Beaverton area. Our other team members also have extensive local and national public involvement experience. APG has selected each team member carefully because we know that it is a total team effort that creates the trust and consensus needed to develop lasting support in the community.

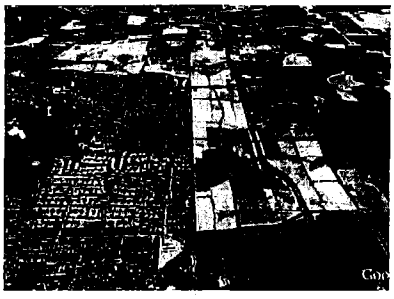
*Civic Plan*

We understand that the CMCP must build on the previous planning work completed in the area. The **Civic Plan** and implementing **Creekside Master Plan** utilized a comprehensive outreach strategy, interactive community meetings, online participation, and jargon-free public information. These strategies and more will be used by our team in the CMCP process.



*Creekside Master Plan*

The **West Bull Mountain Concept Plan** is an example of a comprehensive and positive public involvement plan that built consensus support and was flexible to accommodate refinements along the way. Our team worked closely with the client and neighborhood leaders to craft a strategy tailored to this community and its unique needs. Even with a high level of collaboration, refinement was required to respond to new percipients. The project's Stakeholder Working Group had strong representation from area residents: property owners, Bull Mountain residents, and the two County CPOs. The PIP worked very well—participation was strong and the process was well-regarded. As the project progressed, and plans came together, it became clear that some adjacent homeowner associations did not participate in their CPO (many had never heard of it) and needed more ways to support their participation. The team, including JLA, DKS, and APG's Joe Dills, responded with a tailored process of small meetings with adjacent neighborhoods. These included living room meetings, walking tours, and other outreach. The process worked—not everyone agreed with every final recommendation, but most agreed the process had been responsive and the plan revisions reflected additional input.

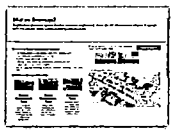


*West Bull Mountain Concept Plan*

Together, JLA, DKS, and APG have created several award-winning public information campaigns that used multi-media and online interactive programs to actively include residents and stakeholders in the decision-making process as well as inform the broader public. Examples of some of our work can be found at the following web addresses:

- www.oregonpassengerrail.org
- www.tualatintsp.org
- www.loisnews.org
- www.sellwoodbridge.org

*Aloha-Reedville Study*



Lloyd to Woodlawn Neighborhood Greenway

PBOT sought input on the design and location of a new neighborhood greenway in NE Portland.

Woodburn Transportation System Plan Update

The City of Woodburn sought feedback to help guide transportation investments over the next 20 years.

Oak Lodge Library

Clackamas County is looking for feedback on the location and preferred features of a new public library in the Oak Lodge community.

Downtown Salem Streetscape Plan

An opportunity to imagine and prepare for improvements to Salem's downtown sidewalks now and into the future.

Oregon Route 211 Safety

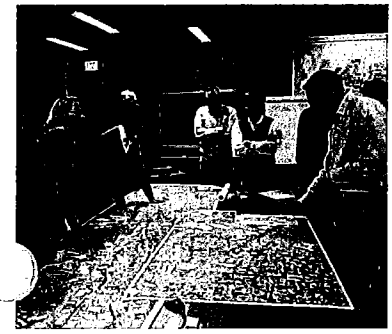
ODOT is making safety improvements to the intersection of OR 211 and Dubarko Road in Sandy and offers this opportunity to learn about and comment on the project.

Happy Valley Parks Master Plan

Learn about the planning process and provide your input on the parks projects and recreational opportunities you want to see in Happy Valley.

*Aloha-Reedville Study*

*Southeast Dundee Riverside Master Plan*



*Woodburn Highway 99E Corridor Plan*

Other relevant public and stakeholder involvement projects by our team include:

- **Basalt Creek Transportation Refinement Plan**: JLA and DKS led a intergovernmental and public process to forge agreement on a transportation framework to serve the Basalt Creek Concept Plan area.
- **Aloha-Reedville Study**: JLA is lead public involvement consultant for this three-year planning effort to create a community vision for enhanced quality of life and future growth in the Aloha-Reedville area of Washington County. The process includes a variety of workshops, committees, interactive on-line materials, walking tours, and surveys. As a result, the study has achieved involvement by diverse populations who typically do not participate in planning processes.
- **Southeast Dundee Riverside Master Plan**: APG prepared a public outreach strategy and facilitated all advisory committee, stakeholder and public meetings for the project. This included a 4-day design charrette, interviews with key property owners, multiple TAC and CAC meetings, a public open house and work sessions and hearings with the Planning Commission and City Council.
- **Woodburn Highway 99E Corridor Plan**: APG led a multidisciplinary team in preparing this corridor plan to revitalize a highway oriented commercial area. The project kicked off with a bus tour with Advisory Committee members, city staff, and the consulting team traveling the study area together to assess opportunities and constraints. The Citizen Advisory Committee was instrumental in shaping adopted the Corridor Plan and was engaged throughout the process.

## Collaborating on Creative Solutions

Our team utilizes three approaches to successful collaboration and crafting creative solutions to complex problems:

- **Operate as one team.** The City, key partners, and consultants all have expertise to bring to the table. We organize and facilitate meetings so that everyone contributes and each contribution leverages the next.
- **Practice integrated design and implementation.** The best, and most implementable, plans result from planners, urban designers, economists, environmental experts, engineers, and others working together: drawing diagrams, critiquing plan options, running numbers, and crafting integrated solutions.
- **Supplement the large public events with team meetings before and after the event.** Collaborative public events are essential, and they are most successful when the project team (the "one-team" referenced above) works before the event to generate initial ideas, and then after the event to hone the public input into options and recommendations.

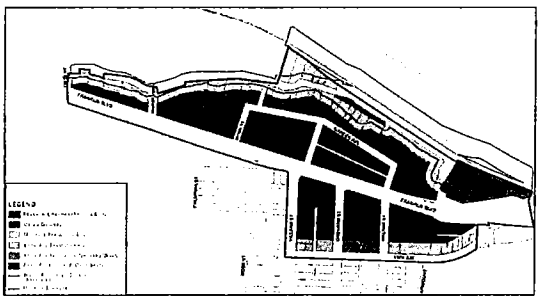
All of the projects described in this proposal have included utilizing a high degree of teamwork, integrated design, and successful work sessions to create the concept plans and implementation recommendations. Joe Dills is known as a highly effective meeting facilitator who understands how to leverage the talents of a multidisciplinary team and apply them to complex public policy and land development issues. Joe will serve in that capacity on this project as well.

Our proposed scope of work includes multiple points where we will collaborate with staff and stakeholders. A few examples include the PIP kick-off meeting, preparation of site analysis, crafting of storm water approaches, preparation for visioning workshop, preparation of two to three mapped scenarios, creation of preferred scenario, and preparation of the concept plan. The Financing Plan (Phase V, Task 4) is proposed as a highly collaborative process with the City and developers through the formation of a Finance Task Force.

## Developing Adoption-Ready Policy and Code

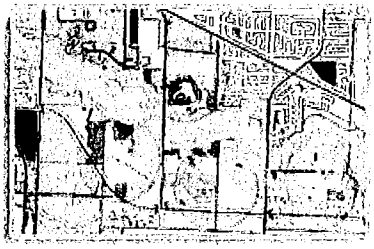
APG is the leading firm in Oregon for land use and development regulations. We have prepared code audits, special area regulations, form-based codes, comprehensive unified development codes, and codes for newly urbanizing areas. Much of this work has occurred through our statewide contract with the Department of Land Conservation and Development where we have provided assistance to over 30 Oregon cities in updating local development codes to incorporate smart development principles. APG also frequently prepares land use applications for public and private property owners, which strengthens our understanding of how land use regulations will impact development and helps us write clear and workable codes for cities. Experience relevant to the CMCP includes:

- **Beaverton Creekside Plan and Code Amendments**: APG was the code implementation task leader for Beaverton's Creekside Master Plan.
- **Pleasant Valley Plan District**: Joe Dills led the preparation of a comprehensive new set of policies, zones, development standards and design guidelines for the Pleasant Valley Plan District, which implements the Pleasant Valley Concept Plan, a 1500-acre new urban area.
- **Evergreen and Helvetia Concept Plan Comprehensive Plan and Code Amendments**: APG prepared the implementing land use regulations for the Evergreen and Helvetia Concept Plans in Hillsboro.
- **Walnut Station Form Based Code**: APG was part of the team to prepare the code for the Walnut Station specific area plan. It was the first adopted form-based code in Oregon.



**East Happy Valley Comprehensive Plan, Code, and Transportation System Plan Updates**: Joe Dills and Catherine Corliss of APG worked with DKS to prepare the implementing regulations for Happy Valley's 2500-acre annexation area and concept plan. Title 13 environmental regulations and new hillside development standards were coordinated as part of the work.

- **Consolidated Development Codes for the Cities of Salem, Hillsboro, and Gresham**: In each city, APG led a comprehensive overhaul of the City's land use regulations to update, consolidate, reconcile, and streamline multiple documents including subdivision codes, special plan districts, and zoning codes into unified development codes.
- **Tigard Downtown Connectivity Implementation**: APG helped the City of Tigard implement the Tigard Downtown Connectivity Plan, which had been approved but not adopted. APG developed adoption-ready TSP and Code amendments addressing issues including alignment of new transportation connections in an area with fragmented property ownership and rough proportionality of required improvements.
- **North Bethany Neighborhood Design Guidelines**: Joe Dills led a team that prepared neighborhood design guidelines to implement the North Bethany Concept Plan. The guidelines were codified by Washington County as part of the North Bethany Community Plan.
- **South Albany Area Plan Comprehensive Plan and Code Amendments**: Joe Dills wrote a new chapter of the Albany Comprehensive Plan to implement the 2000-acre South Albany Area Plan. He also wrote the implementing development code amendments for this newly urbanizing area.



## Meaningful Public Engagement

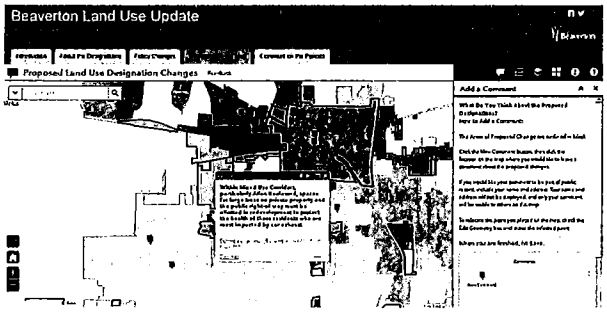
From our current work with the City, we know that your priority is crafting a meaningful and effective engagement program—and that this means considering new best practices, valuing the perspectives and information that stakeholders offer, and considering engagement opportunities broadly rather than just within project's boundaries. JLA is known for our collaborative approach, which will serve this project in a number of ways. We plan to work with the City and the new multicultural cohort to coordinate and augment each other's activities. We know our approach needs in-built flexibility so collaborators and partners can craft outreach methods that work well for their own communities. We will also consider how our approach can build or support lasting relationships. We will provide the City a Continued Engagement Plan at the project's conclusion, which will document lessons learned and recommendations for how the City can check in and build off engagement to that point.

The engagement program for Washington County's Aloha-Reedville Livable Communities Study had a major focus on engaging stakeholders underrepresented in past processes. JLA hosted roundtable discussions with local leaders of civic and multicultural groups to identify the best ways to engage specific populations and partnered with Centro Cultural and the Center for Intercultural Organizing to support and direct these outreach efforts. For Prosper Portland's Old Town Chinatown project, JLA developed an outreach strategy for a complex and dynamic neighborhood that has seen long-term disenfranchisement and has a complicated history with ethnic minorities. JLA facilitators conducted stakeholder interviews, worked with community organization partners to hold culturally relevant meetings, co-facilitated bilingual focus groups, held in-person and online engagement events, and facilitated a diverse Stakeholder Advisory Committee. Community priorities were used as evaluation criteria for development applications for the two high-profile redevelopment sites, which resulted in proposed designs with features directly relating to the community's desires and vision.

## Communicating Complex Issues

The following are representative projects that involved complex planning and technical topics, annotated for what issues were under discussion.

- **South Cooper Mountain Concept and Community Plan:** Explaining concept and community planning to the general public, natural resource issues, traffic impacts and solutions, and planning for a variety of housing
- **Beaverton Comprehensive Plan Land Use Element Update:** Updating Beaverton's Plan, considering both existing policies and new policy directions




- **Wilsonville Frog Pond Area Plan and West Neighborhood Master Plan and Code:** Providing alternatives that address concerns about density and housing mix, evaluating street alignments across multiple properties to coordinate connectivity
- **Aloha Town Center Plan:** Communicating with multicultural community members and addressing their needs
- **Washington County Equitable Housing Site Barriers and Solutions:** Communication of strategies for creating equitable housing
- **Bend Urban Growth Boundary and Comprehensive Plan Update:** Balancing important legal compliance issues with city interests in compact urban form with advocacy by many property owners
- **Bend Southeast Area Plan (ongoing):** Developing new annexation strategies for a UGB expansion area
- **Pleasant Valley/North Carver Comprehensive Plan (ongoing):** Planning for urban development near steep and forested topography

# Project Examples

## *South Cooper Mountain Concept and Community Plans*

***Beaverton, OR***

Joe Dills led the long term visioning and planning for South Cooper Mountain (SCM), a 2,300-acre area in Southwest Beaverton. The overall Concept Plan sets the 50-year vision for the study area, comprised 1,050 acres inside the urban growth boundary (UGB) and 1,240 acres outside the UGB (designated as urban reserve). Two implementing Community Plans were prepared—one for Beaverton's 544-acre Community Plan area and one for consideration by Washington County in the 506-acre North Cooper Mountain.

The SCM Annexation Area Community Plan is a detailed plan for a new, complete and sustainable community for Beaverton. The neighborhoods and adjacent areas are connected by a network of streets, bikeways, and paths. The Cooper Mountain Community Plan reflects the unique needs of this already-developed, large-lot area. Planning for the Urban Reserve Area guides how best to protect 600 acres of natural areas and Cooper Mountain Nature Park, where future urban development may occur, and where connecting streets, water lines, and other utilities should be located. The Infrastructure Funding Plan identifies strategies for paying for infrastructure to serve the entire concept planning area.

An extensive public involvement process included Citizen Advisory Committee meetings, open houses, visioning workshop, on-line

surveys and workshops, and ongoing public information and community briefings. The process also included extensive involvement and coordination with Metro, Tigard, Washington County, and other partner governments and stakeholders. The Concept Plan was adopted by resolution by the Beaverton City Council and Washington County Board of Commissioners. The implementing SCM Annexation Area Community Plan (Comprehensive Plan and Code amendments) were adopted by the Beaverton City Council and effective March 6, 2015. Walker Macy provided master planning and urban design in close collaboration with APG.

## *Frog Pond Area Plan*

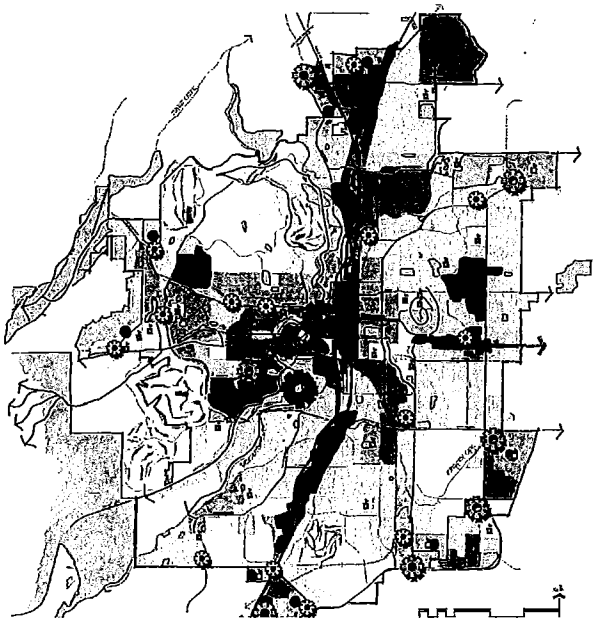
***Wilsonville, OR***

APG led the long term visioning and planning for Frog Pond, a 500-acre area in Wilsonville. An overall Concept Plan set the vision for the study area, which includes land both inside and outside the urban growth boundary. The Master Plan for "Frog Pond West" provides detailed plans for how the area currently within the City will accommodate housing, roads and transportation infrastructure, trails and parks, while providing a walkable neighborhood with access to parks and natural areas. The Frog Pond area is comprised of three new neighborhoods totaling roughly 500 acres on the eastern edge of the City of Wilsonville. A portion of this area—the 181-acre "West Neighborhood" and a 40-acre property designated for a school and community park—is already inside the urban growth boundary; the remainder lies in land designated as Urban Reserve. After the successful completion and adoption of the Frog Pond Area Plan in 2015, APG led the project to create a Master Plan for the Frog Pond West neighborhood that implements the vision for the neighborhood. The process began with a vision and set of guiding principles to capture the intended outcomes of the planning process, followed by a comprehensive look at opportunities and constraints at the site, city, and regional scales, along with a market analysis to ensure viability and pragmatic implementation.

Through a collaborative process that involved several in-person and on-line open houses, as well as robust citizen participation in project advisory committees and at Planning Commission/City Council meetings, the project team created four integrated framework plans for Land Use and Community Design, Transportation, Parks and Open Space, and Infrastructure (water, stormwater, and sewer systems). These framework plans were accompanied by infrastructure funding strategies, demonstration plans to "ground-truth" planning principles, and an analysis of the effects of the plan on housing affordability and the City's overall housing mix. As a testament to the success of the planning effort, Frog Pond West is currently under development and was the site of the 2019 Street of Dreams.

## *Urban Growth Boundary Remand*

***Bend, OR***



Joe Dills led a multidisciplinary team of planners, economists, real estate professionals, urban designers, and public involvement specialists on the Urban Growth Boundary (UGB) Remand project for the City of Bend to provide sufficient land for employment, housing, and other urban uses as the City continues to grow. A prior proposal to expand the City's UGB resulted in a remand by the Land Conservation and Development Commission (LCDC) in 2010 to address issues including accommodating growth inside the City, reducing auto-dependence, and evaluating potential UGB expansion areas.

The team, led by APG, began the process to plan for Bend's future in an analytical, inclusive, and sustainable way in 2014. With a commitment to building consensus and a data-driven approach to decision-making, the effort has become a planning model that earned broad support and unprecedented quick approval by the DLCD in November 2016. The plan provides needed land for housing and jobs, promotes complete communities and efficient use of urban land, supports affordable housing, encourages mixed use redevelopment on underutilized land in the core, sets a course to reduce reliance on auto travel, and respects the area's remarkable natural environment. Overall, the plan sets a sustainable, balanced, and community supported growth strategy for one of Oregon's fastest-growing cities.

In addition to supporting an updated UGB, the project was conducted as an integral part of updating Bend's long-term growth plan and vision. The plan is built on prior and simultaneous efforts to plan for redevelopment of key "opportunity areas" located within the existing UGB. It also advances solutions to the ongoing affordable housing issues facing the City and provides an effective venue for community members to have ongoing discussions about the City's character as it continues to grow. Infrastructure analysis and planning (transportation, water, and sewer) were completed along with land-use scenario testing to produce an integrated plan.

The project was praised by DLCD staff and lauded by environmental advocacy groups Central Oregon Land Watch and 1,000 Friends of Oregon as an innovative approach and a positive example of community engagement in planning. It represents a model of combining local values with state requirements to meet both local and broader public interests.

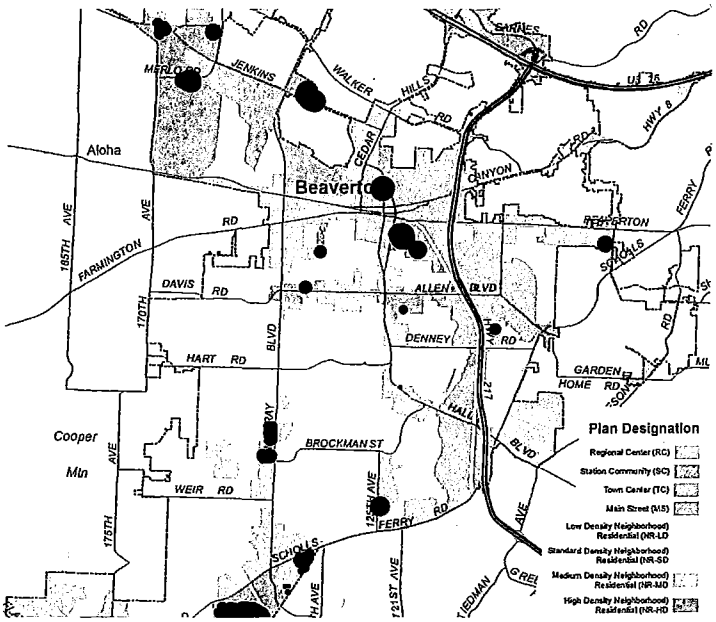
## *Southeast Area Plan*

***Bend, OR***

APG is currently leading a multidisciplinary team that includes ECONorthwest and Walker Macy to develop an area plan for the Southeast UGB Expansion Area in Bend. This area contains approximately 479 acres outside of City limits and within the City's UGB, which was expanded in 2016. It consists of 446 developable acres divided into 31 parcels that are owned by 27 property owners. The City and the APG team are working with property owners, area residents, and other stakeholders to refine the plan designations adopted with the 2016 UGB expansion; determine the location of necessary infrastructure elements, including a network of new streets and sewer alignments; lay out the general location of parks, schools, open spaces, and other public amenities; and develop funding strategies and implementation measures to ensure successful development of a complete community within the area. The project includes meetings with an advisory committee of stakeholders and area residents, facilitated by APG's Joe Dills; multiple land use and transportation scenarios; plan and urban design concepts produced by Walker Macy; and a market and land use analysis and funding plan produced by ECONorthwest.

## Comprehensive Plan Land Use Element Update

**Beaverton, OR**



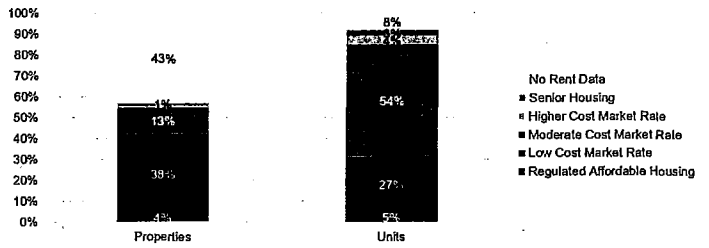

APG updated the goals, policies, background, and format of the Land Use Element of the City of Beaverton's Comprehensive Plan. The project reflected the City's visioning and planning work done since the previous update in 2002 and was intended to guide the City's ongoing transition to a more urban form. It included a new approach to designating and guiding policy for land along major road corridors, and a focus on neighborhood policies including infill and neighborhood commercial nodes. Updates to goals and policies also addressed changes in development patterns, and the challenges and opportunities associated with rapid population growth, including increasing traffic congestion, greater demands on public infrastructure and services, and provision of an adequate land supply to support future job creation and a full range of housing for all income levels.

Updated policies were designed to foster a sense of place through the promotion of pedestrian and bicycle connections, public amenities and spaces, and the integration people and natural resources. The project was informed by diverse and thoughtful advisory committees; an online survey in which over 500 people participated; engagement with neighborhood groups; and check-ins with Planning Commission and City Council. Prior to hearings, APG led creation of an online interactive map and website summarizing the proposed changes, which allowed people to submit comments, including providing official testimony, online. APG also created a set of infographics to synthesize and organize goal and policy sections within the document. The Land Use Element was successfully adopted in October 2017.

## Anti-Displacement Housing Strategy

**Beaverton, OR**

Beaverton's Multifamily Rental Housing Inventory: Property Types




APG recently completed this project for the City of Beaverton that created an inventory of the City's existing multifamily housing and develop programmatic recommendations for actions to preserve existing affordable housing and encourage new development of affordable housing. APG created a detailed inventory of housing using multiple existing data sources and an on-the-ground survey of existing housing developments. The inventory includes information about the number, condition, price, and affordability of sites and units and identifies sites that could be at risk for future displacement of lower income residents. The programmatic recommendations address several potential funding sources and strategies for preserving and encouraging development of affordable housing. Potential funding sources include construction excise taxes, bond measures, real estate investment trusts, and housing levies. Potential strategies include housing preservation funds, land acquisition programs, fee waivers, development code amendments, and community land trusts. The project included development of detailed action plans associated with each potential funding strategy, facilitation of a diverse technical advisory committee, and stakeholder interviews.

## References

**Chris Neamtzu**
Community Development Director, City of Wilsonville
503.570.1574 | neamtzu@ci.wilsonville.or.us

**Brian Rankin**
Long-range Planning Manager, City of Bend
541.388.5584 | brankin@bendoregon.gov

**Theresa Cherniak**
Principal Planner, Washington County
503.846.3519 | Theresa_Cherniak@co.washington.or.us

# BEAVERTON EQUITY PROCUREMENT PROGRAM

The APG Team is committed to advancing racial equity and diversity through contracting with Certification Office for Business Inclusion and Diversity (COBID) Certified Businesses, engaging diverse communities through our work, and implementing internal policies that support a diverse workforce. APG is proud of our commitment to support diversity, equity, and sustainability. We are an Oregon-certified Disadvantaged Business Enterprise (DBE) and Women's Business Enterprise (WBE) organization (#2893) and have been for over 20 years, since our firm's founding in 1999. For projects where we are the prime contractor, we encourage the involvement of other COBID firms as sub-consultants. Our efforts have resulted in strong working relationships with a variety of COBID-certified consulting firms located throughout the state. APG also supports COBID contracting through our membership with the Oregon Association of Minority Entrepreneurs (OAME), regularly reviewing rosters of COBID firms to discover new partners and attending events that are organized for COBID firms.

APG recognizes that a diverse workforce is an asset to society, and we are committed to providing equal employment opportunities to all persons. We currently have a staff of 13, eight (8) of whom are women (including two of our Principals). Equal opportunity and equal consideration are applied to all hiring, advancement, training, compensation, benefits, and other employee-related functions, and our policy is to carry out these actions without regard to race, religion, gender, national origin, age, marital status, handicap, or any other protected class status. APG received the Portland Chapter of the Women's Transportation Seminar (WTS) Employer of the Year award in 2003 and the Daily Journal of Commerce Building Diversity Award in 2017. APG also received the Oregon Chapter of the American Planning Association (OAPA) 2017 Professional Achievement in Planning award for our work on the City of Bend UGB Remand Project.

In addition to APG, two other team members are Oregon-certified Disadvantaged Business Enterprise (DBE) and Women's Business Enterprise (WBE) organizations. Between the three firms, we expect to achieve approximately 65.6% participation of COBID (WBE) firms of the total Cooper Mountain contract amount.

APG continues to encourage the involvement of other COBID firms in our work. Our efforts have resulted in strong working relationships with a variety of COBID-certified

consulting firms located throughout the state, including those on the CMCP team. APG supports COBID contracting through our membership with the OAME, our participation in networking events sponsored by organizations such as WTS, regularly reviewing rosters of COBID firms provided by local and state agencies to discover new partners, and by attending events which are organized for COBID firms and conducted by public agencies such as ODOT and the City of Portland, as well events organized by private consulting firms to connect with COBID firms. In the past 12 months, APG has worked with the following COBID firms on projects where we have been the prime consultant:

| FIRM | CERTIFICATION | PROJECT | % CONTRACT DOLLARS |
|---|---|---|---|
| ***JLA PUBLIC INVOLVEMENT*** | WBE #736 | Pleasant Valley/North Carver Comprehensive Plan | 10% |
| ***WALKER MACY*** | WBE #10956 | Newberg Riverfront Master Plan Update | 18% |
| ***WALKER MACY*** | WBE #10956 | Bend Southeast Area Plan/ Core Area Project | 15% |
| ***WALKER MACY*** | WBE #10956 | Pleasant Valley/North Carver Comprehensive Plan | 10% |
| ***LELAND CONSULTING GROUP*** | ESB #9300 | Newberg Riverfront Master Plan Update | 15% |
| ***CASCADIA PARTNERS*** | ESB #10900 | Bend Transportation System Plan / Core Area Project | 11% |
| ***BRINK COMMUNICATIONS*** | DBE/WBE #7790 | Bend Transportation System Plan / Core Area Project | 1% |

The APG proposal for the Cooper Mountain Community Plan includes the following COBID Certified Enterprises. Between the three COBID-certified firms included in this proposal we believe we can achieve at least 65.6% of COBID participation.

- **APG:** Oregon-certified Disadvantaged Business Enterprise (DBE) and Women's Business Enterprise (WBE) organization (#2893).
- **Walker Macy:** Oregon-certified Women's Business Enterprise (WBE) organization (#10956).
- **JLA Public Involvement:** Oregon-certified Disadvantaged Business Enterprise (DBE) and Women's Business Enterprise (WBE) organization (#736).

Our proposal also includes DKSs, ECO, and DEA as subcontractors who are not COBID Certified Enterprises. However, if awarded a contract and if additional expertise or local knowledge is needed to accomplish the contracted work for a specific topic or community, APG may seek additional contractors to meet such needs. If so, APG will place a high priority on selecting a COBID-certified firm for such work. However, the approximate dollar value of such work is unknown at this time and cannot be estimated with any degree of reliability.

# CONTRACT PRICE

In accordance with the RFP, we are submitting a cost proposal for the services described under the RFP's Scope of Work, as further defined and detailed by this proposal. Our estimated budget is calculated on an hourly rate basis. The attached detailed spread sheet provides costs by phase, task, deliverable, and APG Team member. Estimated expenses are also included. Please see the following page for staff-level hours rates that are the basis for this cost proposal. The follow tables summarize our cost proposal by phase and by APG team member.

**ESTIMATED BUDGET BY PHASE**

| PHASE | LABOR | EXPENSES | TOTAL |
|---|---|---|---|
| ***Phase 3A*** | $31,893.00 | $800.00 | $32,693.00 |
| ***Phase 3B*** | $238,219.00 | $3,225.00 | $241,444.00 |
| ***Phase 3C*** | $394,068.00 | $10,925.00 | $404,993.00 |
| ***Phase 3D*** | $115,059.00 | $4,600.00 | $119,659.00 |
| ***Contingency*** | $25,000.00 | $0.00 | $25,000.00 |
| ***Total All Phases*** | **$804,239.00** | **$19,550.00** | **$823,789.00** |

**ESTIMATED BUDGET BY TEAM MEMBER**

| TEAM MEMBER | PHASE 3A | PHASE 3B | PHASE 3C | PHASE 3D | TOTAL |
|---|---|---|---|---|---|
| ***APG*** | $14,335.00 | $75,310.00 | $173,145.00 | $87,970.00 | **$350,760.00** |
| ***JLA*** | $14,410.00 | $31,964.00 | $56,861.00 | $7,951.00 | **$111,186.00** |
| ***DKS*** | $1,380.00 | $20,365.00 | $80.425.00 | $2,820.00 | **$104,990.00** |
| ***ECO*** | $1,365.00 | $35,070.00 | $39,350.00 | $4,230.00 | **$80,015.00** |
| ***WM*** | $765.00 | $23,135.00 | $40,100.00 | $13,830.00 | **$77,830.00** |
| ***DEA*** | $438.00 | $55,600.00 | $15,112.00 | $2,858.00 | **$74,008.00** |
| ***Contingency*** | | | | | **$25,000.00** |
| ***Total*** | **$32,693.00** | **$241,444.00** | **$404,993.00** | **$119,659.00** | **$823,789.00** |

As described in our detailed Scope of Work, we have included a Contingency line item in the cost proposal. This is budget reserved for unanticipated additional meetings, technical work, or other services approved by the City. Contingency funds will only be used if authorized by the City.

Please note our cost proposal is an estimate based on our proposed scope and detailed budgeting. This is preliminary and subject to change as a contract is developed. We look forward to collaborating with you to align the project's resources with the City's priorities.

# ETAILED BUDGET

| | Deliverables | APG | | Walker Macy | | DEA Inc | | DKS | | ECO | | JLA | | Total Hours | Labor Total | Expenses | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Hrs. | Labor | Hrs. | Budget | Hrs. | Budget | Hrs. | Budget | Hrs. | Budget | Hrs. | Budget | | | | |
| **3A:** | **Project Introduction** | 103 | 14,085 | 6 | 765 | 3 | 438 | 8 | 1,355 | 9 | 1,365 | 101 | 13,885 | 230 | 31,893 | 800 | 32,693 |
| A.1 | Project Kickoff | 49 | 6,275 | 6 | 765 | 3 | 438 | 8 | 1,355 | 9 | 1,365 | 3 | 507 | 78 | 10,705 | 100 | 10,805 |
| A.1.a | Agenda and Materials | 40 | $ 5,000 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 40 | $ 5,000 | $ - | $ 5,000 |
| A.1.b | Kickoff Meeting | 9 | $ 1,275 | 6 | $ 765 | 3 | $ 438 | 8 | $ 1,355 | 9 | $ 1,365 | 3 | $ 507 | 38 | $ 5,705 | $ 100 | $ 5,805 |
| A.2 | Public Engagement Plan | 54 | 7,810 | - | - | - | - | - | - | - | - | 98 | 13,379 | 152 | 21,189 | 700 | 21,889 |
| A.2.a | Updated public engagement plan | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 4 | $ 676 | 4 | $ 676 | $ - | $ 676 |
| A.2.b | Public communication materials | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 46 | $ 6,109 | 46 | $ 6,109 | $ - | $ 6,109 |
| A.2.c | Initial content for project web site | 5 | $ 665 | - | $ - | - | $ - | - | $ - | - | $ - | 8 | $ 1,214 | 13 | $ 1,879 | $ - | $ 1,879 |
| A.2.d | Templates | 11 | $ 1,165 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 11 | $ 1,165 | $ - | $ 1,165 |
| A.2.e | Stakeholder Interviews | 38 | $ 5,980 | - | $ - | - | $ - | - | $ - | - | $ - | 40 | $ 5,380 | 78 | $ 11,360 | $ 700 | $ 12,060 |
| **3B:** | **Research and Analysis** | 604 | 74,310 | 212 | 22,985 | 420 | 55,200 | 134 | 20,290 | 278 | 35,070 | 245 | 30,364 | 1,893 | 238,219 | 3,225 | 241,444 |
| B.0 | PM and Cross-Project Coordination | 94 | 12,610 | 12 | 1,595 | 4 | 584 | 10 | 2,350 | 4 | 580 | 50 | 6,227 | 174 | 23,946 | 300 | 24,246 |
| B.0.a | Project management team meetings | 94 | $ 12,610 | 12 | $ 1,595 | 4 | $ 584 | 10 | $ 2,350 | 4 | $ 580 | 50 | $ 6,227 | 174 | $ 23,946 | $ 300 | $ 24,246 |
| B.0.b | U-C-M worksessions | 94 | $ 12,610 | 12 | $ 1,595 | 4 | $ 584 | 10 | $ 2,350 | 4 | $ 580 | 50 | $ 6,227 | 174 | $ 23,946 | $ 300 | $ 24,246 |
| B.1 | Existing Conditions Research and Analysis | 192 | 21,080 | 90 | 9,680 | 348 | 45,480 | - | - | - | - | - | - | 630 | 76,240 | 775 | 77,015 |
| B.1.a | Compile data, coordinate GIS, map layouts | 24 | $ 2,320 | 34 | $ 3,490 | - | $ - | - | $ - | - | $ - | - | $ - | 58 | $ 5,810 | $ 200 | $ 6,010 |
| B.1.b | Photo inv. of key views and natural features | 16 | $ 2,060 | 30 | $ 3,330 | - | $ - | - | $ - | - | $ - | - | $ - | 46 | $ 5,390 | $ 25 | $ 5,415 |
| B.1.c | Local wetland inventory report and GIS data | 4 | $ 360 | - | $ - | 248 | $ 32,292 | - | $ - | - | $ - | - | $ - | 252 | $ 32,652 | $ 250 | $ 32,902 |
| B.1.d | Natural resource inv. report and GIS data | 4 | $ 360 | - | $ - | 100 | $ 13,188 | - | $ - | - | $ - | - | $ - | 104 | $ 13,548 | $ 50 | $ 13,598 |
| B.1.e | Slope analysis/hazard memo and GIS data | 31 | $ 4,030 | 20 | $ 2,160 | - | $ - | - | $ - | - | $ - | - | $ - | 51 | $ 6,190 | $ 50 | $ 6,240 |
| B.1.f | Prepare buildable land inventory | 64 | $ 6,700 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 64 | $ 6,700 | $ - | $ 6,700 |
| B.1.g | Draft / final existing conditions report | 49 | $ 5,250 | 6 | $ 700 | - | $ - | - | $ - | - | $ - | - | $ - | 55 | $ 5,950 | $ 200 | $ 6,150 |
| B.2 | Public Engagement | 52 | 7,550 | - | - | - | - | - | - | - | - | 193 | 23,799 | 245 | 31,349 | 1,800 | 33,149 |
| B.2.a | 8 stakeholder listening sessions | 52 | $ 7,550 | - | $ - | - | $ - | - | $ - | - | $ - | 193 | $ 23,799 | 245 | $ 31,349 | $ 1,800 | $ 33,149 |
| B.2.b | Public engagement summary | 52 | $ 7,550 | - | $ - | - | $ - | - | $ - | - | $ - | 193 | $ 23,799 | 245 | $ 31,349 | $ 1,800 | $ 33,149 |
| B.3 | Opportunities Analysis | 166 | 20,460 | 94 | 9,670 | 68 | 9,136 | 118 | 16,910 | 180 | 20,900 | 2 | 338 | 628 | 77,414 | 100 | 77,514 |
| B.3.a | Market Analysis | 10 | $ 1,520 | - | $ - | - | $ - | - | $ - | 180 | $ 20,900 | - | $ - | 190 | $ 22,420 | $ - | $ 22,420 |
| B.3.b | Natural features and hillside dev. memo | 40 | $ 4,460 | 2 | $ 320 | - | $ - | - | $ - | - | $ - | - | $ - | 42 | $ 4,780 | $ - | $ 4,780 |
| B.3.c | Public facility needs / opportunities memo | 28 | $ 3,220 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 28 | $ 3,220 | $ - | $ 3,220 |
| B.3.d | Draft transportation needs and imps. memo | 4 | $ 670 | - | $ - | 16 | $ 2,168 | 80 | $ 11,320 | - | $ - | - | $ - | 100 | $ 14,158 | $ 25 | $ 14,183 |
| B.3.e | Draft preliminary street and trail plan | 44 | $ 5,360 | 80 | $ 7,950 | - | $ - | 14 | $ 2,070 | - | $ - | - | $ - | 138 | $ 15,380 | $ 50 | $ 15,430 |
| B.3.f | Staff and stakeholder review | 20 | $ 2,500 | - | $ - | - | $ - | - | $ - | - | $ - | 2 | $ 338 | 22 | $ 2,838 | $ - | $ 2,838 |
| B.3.g | Final transportation needs and imps. memo | - | $ - | - | $ - | 4 | $ 776 | 24 | $ 3,520 | - | $ - | - | $ - | 28 | $ 4,296 | $ - | $ 4,296 |
| B.3.h | Final preliminary street and trail plan | 16 | $ 2,060 | 12 | $ 1,400 | - | $ - | - | $ - | - | $ - | - | $ - | 28 | $ 3,460 | $ 25 | $ 3,485 |
| B.3.i | Street plan and profile sheets (4 corridors) | 4 | $ 670 | - | $ - | 48 | $ 6,192 | - | $ - | - | $ - | - | $ - | 52 | $ 6,862 | $ - | $ 6,862 |
| B.4 | Funding Options Assessment | 12 | 2,240 | - | - | - | - | - | - | 92 | 13,300 | - | - | 104 | 15,540 | - | 15,540 |
| B.4.a | Preliminary funding assessment | 12 | $ 2,240 | - | $ - | - | $ - | - | $ - | 92 | $ 13,300 | - | $ - | 104 | $ 15,540 | $ - | $ 15,540 |
| B.5 | Existing Conditions and Opportunities Conclusions | 88 | 10,370 | 16 | 2,040 | - | - | 6 | 1,030 | 2 | 290 | - | - | 112 | 13,730 | 250 | 13,980 |
| B.5.a | Draft Phase 3B Conclusions Report | 58 | $ 6,700 | 6 | $ 700 | - | $ - | - | $ - | - | $ - | - | $ - | 64 | $ 7,400 | $ - | $ 7,400 |
| B.5.b | Final phase 3B Conclusions Report | 14 | $ 1,610 | 6 | $ 700 | - | $ - | - | $ - | - | $ - | - | $ - | 20 | $ 2,310 | $ - | $ 2,310 |
| B.5.c | Presentations to PC/CC | 16 | $ 2,060 | 4 | $ 640 | - | $ - | 6 | $ 1,030 | 2 | $ 290 | - | $ - | 28 | $ 4,020 | $ 250 | $ 4,270 |
| **3C:** | **Community Planning** | 1,336 | 171,845 | 347 | 39,475 | 104 | 14,787 | 512 | 76,400 | 271 | 39,350 | 373 | 52,211 | 2,943 | 394,068 | 10,925 | 404,993 |
| C.0 | PM and Cross-Project Coordination | 128 | $ 17,565 | 24 | $ 2,995 | 29 | $ 3,958 | - | $ - | 17 | $ 2,510 | 17 | $ 2,871 | 215 | $ 29,899 | $ 275 | $ 30,174 |
| C.0.a | Project management team meetings | 90 | $ 12,750 | 12 | $ 1,660 | 14 | $ 1,906 | - | $ - | 8 | $ 1,160 | 8 | $ 1,351 | 132 | $ 18,827 | $ 200 | $ 19,027 |
| C.0.b | U-C-M worksessions | 38 | $ 4,815 | 12 | $ 1,335 | 15 | $ 2,052 | - | $ - | 9 | $ 1,350 | 9 | $ 1,520 | 83 | $ 11,072 | $ 75 | $ 11,147 |
| C.1 | Updated Public Engagement Plan and Conduct Phase 3C Public Engagement Plan | 138 | 16,890 | 17 | 1,615 | 9 | 1,314 | 9 | 2,115 | 9 | 1,305 | 292 | 39,906 | 474 | 63,145 | 5,000 | 68,145 |
| C.1.a | Revised public engagement plan | 10 | $ 1,250 | - | $ - | - | $ - | - | $ - | - | $ - | 4 | $ 676 | 14 | $ 1,926 | $ - | $ 1,926 |
| C.1.b | Phase 3C Informational materials | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 18 | $ 2,448 | 18 | $ 2,448 | $ - | $ 2,448 |
| C.1.c | 2 community workshops and 1 open house | 120 | $ 14,760 | 17 | $ 1,615 | 9 | $ 1,314 | 9 | $ 2,115 | 9 | $ 1,305 | 230 | $ 31,677 | 394 | $ 52,786 | $ 5,000 | $ 57,786 |
| C.1.d | Stakeholder focus groups (4 meetings) | 8 | $ 880 | - | $ - | - | $ - | - | $ - | - | $ - | 40 | $ 5,105 | 48 | $ 5,985 | $ - | $ 5,985 |
| C.2 | Vision and Guiding Principles | 20 | 2,460 | 2 | 320 | - | - | 2 | 470 | 2 | 290 | 46 | 6,394 | 72 | 9,934 | - | 9,934 |
| C.2.a | Staff and committee review (See Task C.9) | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 4 | $ 676 | 4 | $ 676 | $ - | $ 676 |
| C.2.b | Public engagement summary | 6 | $ 850 | - | $ - | - | $ - | - | $ - | - | $ - | 40 | $ 5,380 | 46 | $ 6,230 | $ - | $ 6,230 |
| C.2.c | Updated Vision and Guiding Principles | 14 | $ 1,610 | 2 | $ 320 | - | $ - | 2 | $ 470 | 2 | $ 290 | 2 | $ 338 | 22 | $ 3,028 | $ - | $ 3,028 |
| C.3 | Alternatives Development and Evaluation | 446 | 51,950 | 245 | 25,690 | 9 | 1,314 | 6 | 1,410 | 17 | 2,465 | - | - | 723 | 82,829 | 600 | 83,429 |
| C.3.a | Plan Concepts | 164 | $ 19,200 | 162 | $ 17,070 | 6 | $ 876 | 6 | $ 1,410 | 9 | $ 1,305 | - | $ - | 347 | $ 39,861 | $ 300 | $ 40,161 |
| C.3.b | Post-workshop scenarios and eval/ | 160 | $ 18,300 | 21 | $ 2,580 | - | $ - | - | $ - | 4 | $ 580 | - | $ - | 185 | $ 21,460 | $ 100 | $ 21,560 |
| C.3.c | Prelim. Infrastructure costs (Task C.5 for transp. Water-sewer-storm-parks by others) | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | $ - | $ - |
| C.3.d | Scenario evaluation and summary report | 90 | $ 10,250 | 62 | $ 6,040 | 3 | $ 438 | - | $ - | 4 | $ 580 | - | $ - | 159 | $ 17,308 | $ 150 | $ 17,458 |
| C.3.e | Staff and committee review (See Task C.9) | 20 | $ 2,500 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 20 | $ 2,500 | $ - | $ 2,500 |
| C.3.f | PC/CC review (timing tbd) | 12 | $ 1,700 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 12 | $ 1,700 | $ 50 | $ 1,750 |
| C.4 | Prepare Preferred Scenario | 212 | 27,290 | 17 | 2,135 | 2 | 292 | 6 | 1,030 | 2 | 290 | - | - | 239 | 31,037 | 75 | 31,112 |
| C.4.a | Preferred Scenario - maps and memorandum | 90 | $ 11,400 | 12 | $ 1,400 | 2 | $ 292 | - | $ - | - | $ - | - | $ - | 104 | $ 13,092 | $ - | $ 13,092 |
| C.4.b | Initial policy and code concepts memo | 68 | $ 9,740 | 2 | $ 255 | - | $ - | - | $ - | - | $ - | - | $ - | 70 | $ 9,995 | $ - | $ 9,995 |
| C.4.c | Data and assumptions for infrastructure | 44 | $ 4,900 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 44 | $ 4,900 | $ - | $ 4,900 |
| C.4.d | PC/CC review (timing tbd) | 10 | $ 1,250 | 3 | $ 480 | - | $ - | 6 | $ 1,030 | 2 | $ 290 | - | $ - | 21 | $ 3,050 | $ 75 | $ 3,125 |
| C.5 | Transportation Analysis | 30 | 3,830 | - | - | 16 | 2,480 | 471 | 67,145 | - | - | - | - | 517 | 73,455 | 4,000 | 77,455 |
| C.5.a | TIA document | 6 | $ 890 | - | $ - | - | $ - | 387 | $ 54,725 | - | $ - | - | $ - | 393 | $ 55,615 | $ 4,000 | $ 59,615 |
| C.5.b | TPR compliance evaluation | 20 | $ 2,500 | - | $ - | 16 | $ 2,480 | 36 | $ 5,540 | - | $ - | - | $ - | 72 | $ 10,520 | $ - | $ 10,520 |
| C.5.c | Updated project costs | 4 | $ 440 | - | $ - | - | $ - | 48 | $ 6,880 | - | $ - | - | $ - | 52 | $ 7,320 | $ - | $ 7,320 |
| C.6 | ESEE Analysis | 62 | 11,280 | - | - | 4 | 584 | - | - | 4 | 580 | - | - | 70 | 12,444 | - | 12,444 |
| C.6.a | ESEE analysis with Goal 5/Title 13 findings | 62 | $ 11,280 | - | $ - | 4 | $ 584 | - | $ - | 4 | $ 580 | - | $ - | 70 | $ 12,444 | $ - | $ 12,444 |
| C.7 | Infrastructure Funding Plan | 40 | 6,700 | - | - | - | - | - | - | 184 | 26,600 | - | - | 224 | 33,300 | 100 | 33,400 |
| C.7.a | Draft Infrastructure Funding Plan | 6 | $ 890 | - | $ - | - | $ - | - | $ - | 116 | $ 16,340 | - | $ - | 122 | $ 17,230 | $ - | $ 17,230 |
| C.7.b | Developer Review (3 focus group meetings) | 32 | $ 5,360 | - | $ - | - | $ - | - | $ - | 18 | $ 2,930 | - | $ - | 50 | $ 8,290 | $ 100 | $ 8,390 |
| C.7.c | Final Infrastructure funding plan | 2 | $ 450 | - | $ - | - | $ - | - | $ - | 50 | $ 7,330 | - | $ - | 52 | $ 7,780 | $ - | $ 7,780 |

| | Deliverables | APG | | Walker Macy | | DEA Inc | | DKS | | ECO | | JLA | | Total Hours | Labor Total | Expenses | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Hrs. | Labor | Hrs. | Budget | Hrs. | Budget | Hrs. | Budget | Hrs. | Budget | Hrs. | Budget | | | | |
| C.8 | Community Plan Framework | 36 | 4,480 | - | - | - | - | - | - | - | - | - | - | 36 | 4,480 | - | 4,480 |
| C.8.a | Community plan framework document | 36 | $ 4,480 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 36 | $ 4,480 | $ - | $ 4,480 |
| C.9 | CAC and TAC Meetings - Phase 3C and 3D | 224 | 29,400 | 42 | 6,720 | 35 | 4,845 | 18 | 4,230 | 36 | 5,310 | 18 | 3,040 | 373 | 53,545 | 875 | 54,420 |
| C.9.a | Mtgs 1-2 | 32 | $ 4,200 | 6 | $ 960 | 7 | $ 969 | - | $ - | 6 | $ 870 | - | $ - | 51 | $ 6,999 | $ 150 | $ 7,149 |
| C.9.b | Mtgs 3-4 | 32 | $ 4,200 | 6 | $ 960 | 7 | $ 969 | 6 | $ 1,410 | 6 | $ 870 | - | $ - | 57 | $ 8,409 | $ 150 | $ 8,559 |
| C.9.c | Mtgs 5-6 | 32 | $ 4,200 | 6 | $ 960 | 7 | $ 969 | - | $ - | 6 | $ 870 | 6 | $ 1,013 | 57 | $ 8,012 | $ 125 | $ 8,137 |
| C.9.d | Mtg 7 | 28 | $ 3,300 | 6 | $ 960 | 7 | $ 969 | 6 | $ 1,410 | 6 | $ 870 | 6 | $ 1,013 | 59 | $ 8,522 | $ 125 | $ 8,647 |
| C.9.e | Mtgs 8-9 | 32 | $ 4,200 | 6 | $ 960 | 7 | $ 969 | - | $ - | 6 | $ 870 | 6 | $ 1,013 | 57 | $ 8,012 | $ 125 | $ 8,137 |
| C.9.f | Mtgs 10-11 | 32 | $ 4,200 | 6 | $ 960 | - | $ - | 6 | $ 1,410 | 3 | $ 480 | - | $ - | 47 | $ 7,050 | $ 75 | $ 7,125 |
| C.9.g | Mtgs 12-13-14 | 36 | $ 5,100 | 6 | $ 960 | - | $ - | - | $ - | 3 | $ 480 | - | $ - | 45 | $ 6,540 | $ 125 | $ 6,665 |
| 3D: Adoption and Implementation | | 647 | 84,720 | 136 | 13,680 | 20 | 2,708 | 12 | 2,820 | 28 | 4,230 | 49 | 6,901 | 892 | 115,059 | 4,600 | 119,659 |
| D.0 | PM and Cross-Project Coordination | 42 | $ 5,950 | 2 | $ 320 | 4 | $ 584 | - | $ - | 2 | $ 290 | 2 | $ 338 | 52 | $ 7,482 | $ 100 | $ 7,582 |
| D.0.a | Project management team meetings | 30 | $ 4,250 | 2 | $ 320 | 4 | $ 584 | - | $ - | 2 | $ 290 | 2 | $ 338 | 40 | $ 5,782 | $ 100 | $ 5,882 |
| D.0.b | U-C-M worksessions | 12 | $ 1,700 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 12 | $ 1,700 | $ - | $ 1,700 |
| D.1 | Draft Cooper Mountain Community Plan | 146 | 16,800 | 122 | 11,440 | - | - | - | - | 2 | 290 | - | - | 270 | 28,530 | 3,150 | 31,680 |
| D.1.a | Draft community plan, including policies | 126 | $ 14,300 | 12 | $ 1,400 | - | $ - | - | $ - | 2 | $ 290 | - | $ - | 140 | $ 15,990 | $ - | $ 15,990 |
| D.1.b | Prepare visualizations (5-7) | 10 | $ 1,250 | 104 | $ 9,340 | - | $ - | - | $ - | - | $ - | - | $ - | 114 | $ 10,590 | $ 150 | $ 10,740 |
| D.1.c | Prepare artist rendering of Cooper Mountain | 10 | $ 1,250 | 6 | $ 700 | - | $ - | - | $ - | - | $ - | - | $ - | 16 | $ 1,950 | $ 3,000 | $ 4,950 |
| D.2 | Draft Development Code Amendments | 245 | 35,175 | - | - | - | - | - | - | - | - | - | - | 245 | 35,175 | 50 | 35,225 |
| D.2.a | Draft regulatory str and code concepts | 68 | $ 9,600 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 68 | $ 9,600 | $ - | $ 9,600 |
| D.2.b | Final regulatory structure and code concepts | 50 | $ 6,840 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 50 | $ 6,840 | $ - | $ 6,840 |
| D.2.c | Draft development code text amendments | 82 | $ 13,060 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 82 | $ 13,060 | $ - | $ 13,060 |
| D.2.d | Draft Title 11 Findings | 34 | $ 4,200 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 34 | $ 4,200 | $ - | $ 4,200 |
| D.2.e | Planning Commission review | 11 | $ 1,475 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 11 | $ 1,475 | $ 50 | $ 1,525 |
| D.3 | Draft Implementation Plan | 36 | 4,480 | - | - | - | - | - | - | 12 | 1,910 | - | - | 48 | 6,390 | - | 6,390 |
| D.3.a | Draft Implementation Plan | 28 | $ 3,450 | - | $ - | - | $ - | - | $ - | 12 | $ 1,910 | - | $ - | 40 | $ 5,360 | $ - | $ 5,360 |
| D.3.b | Final implementation Plan | 8 | $ 1,030 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 8 | $ 1,030 | $ - | $ 1,030 |
| D.4 | Hearings and Adoption | 178 | 22,315 | 12 | 1,920 | 16 | 2,124 | 12 | 2,820 | 12 | 1,740 | 47 | 6,563 | 277 | 37,482 | 1,300 | 38,782 |
| D.4.a | Presentation for use in outreach meetings, and participation in up to 5 meetings | 30 | $ 3,520 | - | $ - | 2 | $ 186 | - | $ - | - | $ - | 35 | $ 4,536 | 67 | $ 8,242 | $ 1,150 | $ 9,392 |
| D.4.b | 3 Work session presentations to PC/CC | 20 | $ 3,195 | 6 | $ 960 | 6 | $ 876 | 6 | $ 1,410 | 6 | $ 870 | 6 | $ 1,013 | 50 | $ 8,324 | $ - | $ 8,324 |
| D.4.c | Prepare adoption documents | 66 | $ 7,150 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 66 | $ 7,150 | $ - | $ 7,150 |
| D.4.d | Review staff report, draft findings, and support updates to comment log | 26 | $ 3,350 | - | $ - | - | $ - | - | $ - | - | $ - | - | $ - | 26 | $ 3,350 | $ - | $ 3,350 |
| D.4.e | Public hearings with PC and CC (4 meetings) | 36 | $ 5,100 | 6 | $ 960 | 8 | $ 1,062 | 6 | $ 1,410 | 6 | $ 870 | 6 | $ 1,013 | 68 | $ 10,415 | $ 150 | $ 10,565 |
| C | Contingency | - | $ - | - | $ - | - | $ - | - | $ - | 0 | $ - | - | $ - | - | $ - | $ - | $ 25,000 |
| | Project Total | 2,690 | $ 344,960 | 701 | $ 76,905 | 547 | $ 73,133 | 666 | $ 100,865 | 586 | $ 80,015 | 768 | $ 103,361 | 5,958 | $ 779,239 | $ 19,550 | $ 798,789 |
| | Total Plus Contingency | | | | | | | | | | | | | | | | $ 823,789 |

## HOURLY RATES

| ANGELO PLANNING GROUP | | |
|---|---|---|
| Cathy Corliss | Principal | $190.00 |
| Joe Dills | Sr. Project Manager | $225.00 |
| Andrew Parish | Sr. Planner | $110.00 |
| Kyra Haggart | Planner | $90.00 |
| **WALKER MACY** | | |
| Ken Pirie | Principal | $186.00 |
| Saumya Kini | Urban Designer | $95.00 |
| Tiffany Swift | Landscape Designer | $85.00 |
| **DAVID EVANS & ASSOCIATES, INC.** | | |
| Ethan Rosenthal | Project Manager | $146.00 |
| Mike Hickey | Sr. Road Designer | $194.00 |
| Phil Rickus | Sr. Ecologist | $138.00 |
| Sara Gilbert | GIS | $138.00 |
| Valerie Thompson | Mid-Level Ecologist | $119.00 |
| Rob McKenzie | Jr. Designer | $116.00 |
| Corie Peters | Administrative Assistant | $93.00 |
| **DKS ASSOCIATES** | | |
| Carl Springer | Project Manager | $235.00 |
| Kevin Chewuk | Sr. Planner | $150.00 |
| Amanda Deering | Transportation Engineer | $140.00 |
| | Asst. Engineer/Planner | $125.00 |
| | Comms. Designer | $130.00 |
| | Administrative Assistant | $100.00 |
| **ECONORTHWEST** | | |
| Lorelei Junteen | Project Director | $215.00 |
| Nick Popenuk | Strategic Partner | $160.00 |
| Matt Craigie | Project Mgr./Task Lead | $150.00 |
| Becky Hewitt | Project Manager | $145.00 |
| Sadie DiNatale | Analyst | $120.00 |
| Angelica True | Administrative Assistant | $85.00 |
| **JLA PUBLIC INVOLVEMENT** | | |
| Adrienne DeDona | P.I. Specialist 6 | $168.90 |
| Kalin Schmoldt | P.I. Specialist 6 | $168.98 |
| Sam Beresky | P.I. Specialist 5 | $149.78 |
| Darren Cools | P.I. Specialistt 3 | $114.00 |
| | P.I. Specialist 2 | $100.12 |
| Lesley Yan | Administrative Asst. 4 | $107.29 |