

**PLANNING DEPARTMENT
MEMORANDUM 15-16**

DATE: May 18, 2015
TO: Honorable Mayor Joyce Downing and City Council Members
FROM: John Pick, City Manager *JP*
Brook Svoboda, Director Planning & Development *BS*
SUBJECT: CR- 66 Civic Campus Master & Community Center Dr. Corridor Master Plan,
Award Professional Services Agreement to MIG Inc.

BACKGROUND

The project will develop a working program that will provide for a:

- Community and Engagement Strategy
- Development and Refinement of Study Area Baseline Information
- Visioning Process
- Preliminary / Conceptual Master Plan
- Final Master Plan Report

SELECTION PROCESS

Request for Qualifications / Request for Proposals

Ten (10) formal proposals were received by the City on March 3rd as solicited by an RFQ (Request for Qualifications) titled Civic Campus & Community Center Dr. Corridor Master Plan. The proposals were evaluated by City staff based on the following quantitative criteria:

- Team Organization
- Firm Qualifications
- Relevant Experience
- Individual Qualifications (Resumes)
- Overall Expertise
- Technical Expertise
- Public / Political Communication Engagement
- Innovative Approach/Additional value to the project

The review committee met to review the quantitative results, and performed a qualitative exercise to validate the results. The top four (4) candidates were then qualified as finalists to submit formal proposals and invited for interviews (per the City's RFQ/RFP provisions). Below are the respondents ranked in order of their final results:

- | | |
|---------------|--------------------|
| 1. MIG Inc. | 3. Design Workshop |
| 2. DHM Design | 4. Design Concepts |

Finalist's Selection

Each of the four finalists were provided instructions for preparing a scope of work proposal, and a presentation/interview, with twenty-one questions in the context of criteria listed below. The interview committee used a qualitative rating process that considered the following criteria:

- Scope of Work Proposal
- Value of Proposal to Cost
- Vision / Value Added / Financial / Fiscal
- Project Team
- Council / NURA Engagement Strategy
- Community Engagement Strategy
- Responses to Interview Questions

Once the qualitative scoring was completed, the interview committee met to review results and made a final recommend for selection. The ranking for the finalist's process was as follows (fee proposal included)

- | | |
|--------------------|-----------------------------|
| 1. MIG | \$293,417.00* |
| 2. DHM Design | \$303,000.00 - \$351,000.00 |
| 3. Design Workshop | \$293,000.00 |
| 4. Design Concepts | \$351,869.00 |

* After a selection as a finalist, the scope of work was revised, per staff input, with a final negotiated price of \$318,892.00 to include the following additional or enhanced services:

- Added JLL for creative financing strategy and cost estimating. The financing strategy contributions of JLL are intended to complement the services previously outlined for EPS. The collaboration of the two firms along with the rest of the MIG Team will provide the City with a comprehensive and creative approach to implementation.
- Increased the efforts for conceptual design of Community Center Drive
- A Stakeholder and Community Input Summary Report to provide a clear record of decision making, input and feedback.
- A tour of other Civic Center development/redevelopment projects for Council and NURA.
- Additional Scope for EPS in visioning to account for their contributions to decoupling uses and assessing the costs and benefits of a more robust mix of uses.
- Additional scope for BRS slightly to account for more detailed renderings of recommended facilities.

MIG was identified as the most qualified firm to provide these services to the City. Key deciding factors that established MIG as the preferred candidate are as follows:

- Approach to Project: Their approach to the project was the most innovative and comprehensive when compared to the other proposals.
- Council/NURA Engagement: Provided the most comprehensive approach to engaging and communicating to Council and NURA.
- Community Engagement Strategy: The proposal represented the most innovative and strategic approach to engaging the public.
- Project Team: The composition of the team was stronger and more complete than the other teams. They also demonstrated a history of collaboration as a team on other projects.

BUDGET/TIME IMPLICATIONS

2015 Civic Campus & Community Center Corridor Master Plan

The CB-1850 Budget Appropriation Amendment ordinance, identified \$350,000 for the Civic Campus and Community Center Corridor Master Plan. This project will be appropriated from the Capital Projects Fund account line item.

Capital Projects Fund	\$350,000.00
<u>MIG & Associates</u>	<u>(\$318,892.00)</u>
Remaining Budget Line Item Balance	\$ 31,108.00

PROJECT SCHEDULE

The overall project has a schedule of 6-8 months which is included in Exhibit A of the PSA. The timing will largely be tied to study session availability.

RECOMMENDATION

Attached to this memorandum is Council Resolution 66 that, if approved, would:

Authorize the Mayor to execute a contract between the City of Northglenn and MIG Inc. approval of the proposed CR-66.

STAFF REFERENCE

Brook Svoboda, Director of Planning & Development bsvoboda@northglenn.org or 303.450.8937

ATTACHMENTS

- ATTACHMENT 1 MIG Request for Qualifications
- ATTACHMENT 2 MIG Request for Proposal



civic center campus & community center drive master plan



4696 Broadway | Boulder, CO 80304
(303) 440-9200 | www.migcom.com

In association with:
Economic & Planning Systems, Inc. | Fox Tuttle Hernandez
Barker Rinker Seacat Architecture | Martin/Martin

ATTACHMENT 1



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CALIFORNIA
BERKELEY, DAVIS,
RIVERSIDE, FULLERTON
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OREGON
EUGENE AND PORTLAND

TEXAS
SAN ANTONIO

March 3, 2015

City of Northglenn
City Clerk's Office
11701 Community Center Drive
Northglenn, CO 80233
Attn: Brook Svoboda, Director of Planning

Re: RFQ – Civic Center Campus & Community Center Drive Master Plan

Dear Mr. Svoboda and Selection Committee Members:

MIG, Inc. is pleased to submit our team's qualifications in response to the RFQ for the Civic Center Campus & Community Center Drive Master Plan. Our participation in the current Citywide Sustainability Assessment for the City of Northglenn has made us even more excited about this great opportunity. As a firm with local roots and a broad national perspective in master planning, corridor planning and design, mixed-use development, parks and recreation planning, arts and culture planning, branding, stakeholder and community engagement and urban design we appreciate the opportunity to introduce our team tailored to this exciting project.

When narrowly defined, the Civic Center Campus redevelopment effort has an opportunity to tie several community assets together and improve existing community resources. When thought of more broadly, this effort has the opportunity to create a true place—a neighborhood and community activity center or even centers with a concentration and mix of uses, walkable streets and connections, and a sense of community pride—that is lacking today. It is essential that through this process the City examine how to best invest and leverage its investment in the Civic Center site (and potentially elsewhere in the City) to get the maximum return on investment in the form of private partner investment, community development, and peripheral private investment.

We are pleased to include frequent MIG partners EPS, Barker Rinker Seacat, Martin/Martin and Fox Tuttle Hernandez, bringing their respective expertise in market analysis and development strategy, architecture, engineering, and transportation planning engineering and parking. For this special effort, we are also pulling in MIG resources with expertise in site planning, mixed-use development, park and plaza design, recreation planning, arts and cultural planning and outreach. The individual team members we have selected for and committed to this project have long track records collaborating with one another throughout the region on similar efforts

Our team understands the need to not simply move forward with business as usual and to be creative in our approach to programming, facility siting and overall master planning. The MIG team has numerous projects that address the desired scope of services for this project and several team members are already familiar with Northglenn, specific Civic Center facilities and the campus. This expertise allows us to hit the ground running and focus project resources on meaningful community and stakeholder engagement, analysis, planning and design.

Jay Renkens, our proposed project manager and our Director of Denver Area Operations is our primary point of contact. His email is jayr@migcom.com. We can also be reached using the following contact information:

MIG, Inc.
4696 Broadway
Boulder, CO 80304
Phone: (303) 440-9200

We welcome the opportunity to further discuss our qualifications and approach. If you have any questions, or require any additional information, please don't hesitate to contact us.

Sincerely,



Jeff Winston, ASLA, APA
Principal-in-Charge



Jay Renkens, AICP
Director of Denver Area
Operations

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Statement of Qualification

Résumés

Firm

MIG

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Berkeley, CA 94710

Branch Offices

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109 W. Union Avenue | **Fullerton, CA** 92832

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815 SW 2nd Avenue, Suite 200 | **Portland, OR** 97204

1500 Riverside Avenue, Suite 110 | **Riverside, CA** 92507

3965 5th Avenue, Suite 420 | **San Diego, CA** 92103

History

MIG was founded in 1980. For all of MIG's 35 years, it has been under the same ownership and gone by Moore Iacofano Goltsman (or MIG). The Boulder office of MIG was once an independent firm named Winston Associates. Founded in 1982 by Jeff Winston, Winston Associates stayed under the same ownership until it merged with MIG in the summer of 2012. MIG is proud to have retained the entire staff of Winston Associates (including Mr. Winston) and to continue the excellent work Winston Associates began in the state of Colorado.

Project Team

MIG

Jeff Winston has prepared successful community plans throughout the United States. He has designed plazas, lifestyle centers, streetscapes and developed design guidelines for public spaces. **Jay Renkens** specializes in urban development, downtown and corridor revitalization, urban design, facilitation graphics, and multi-dimensional urban planning. He has a broad portfolio of adopted plans, conceptual and detailed site and area plans, and visioning studies. He strives to ensure every project he contributes to is context-driven, community-building, and set for implementation. **Paul Kuhn** and **Angie Hulsebus**

have collaborated on projects ranging from large scale planning to detailed implementation. Their expertise includes aesthetic design for major public structures and landscapes. Most of these projects have included master planning, public facilitation, cost estimation, detailed design and specifications. Paul and Angie both have designed sites for various civic buildings, including recreational facilities, fire stations and police stations. **Chase Mullen** has an acute eye for graphic design and interactivity, a distinctive methodology for 3D visualization as well as a fine-tuned ability to mold models. The firm's goals of "decisions support the design" and "public facilitation" are echoed in all of Chase's projects and visualizations.

ECONOMIC PLANNING SYSTEMS

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization. EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.

BARKER RINKER SEACAT

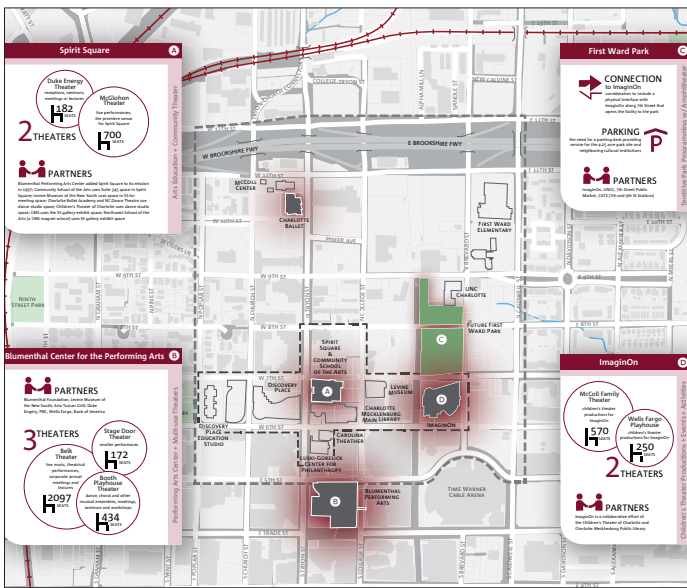
Designing great places for communities has been the driving passion of Barker Rinker Seacat Architecture (BRS) since its early beginnings more than 39 years ago. BRS has assisted more than 200 communities across the country in the strategic planning, master planning, programming and design of community facilities including recreation centers, libraries, city halls, police facilities, cultural and performing arts centers and chapels. BRS is committed to an interactive process that includes clients in the design and development of their project.

FOX TUTTLE HERNANDEZ

Fox Tuttle Hernandez (FTH) has focused on municipal clients and projects since its inception. As such, they often serve as an extension of public works staff and understand the level of responsiveness that is required to meet community demands during highly visible transportation projects. Through this experience, they also know how to work effectively with multiple departments within a city.

MARTIN/MARTIN

Martin/Martin, Inc. is a full service structural and civil consulting engineering firm providing firsthand knowledge of the infrastructure, opportunities and constraints for the project area based on knowledge from performing previous master planning and designs for the City of Northglenn. Martin/Martin engineers have vast experience in conducting due diligence and master plan studies. Many of their studies have revealed critical site issues that hinder or impact a possible development.



Experience

MIG and its team members have worked on multiple projects that are similar to the Civic Center Campus and Community Center Drive Master Plan - including the Quail Campus Master Plan, which is the Reference Project covered in more detail in its own section.

In addition, the County of Los Alamos, New Mexico engaged MIG to guide the development of a new vision for the future of White Rock and to reinvent its core. MIG built the **White Rock Center Master Plan** using several new community facilities as anchors and catalysts. Input from a steering committee, stakeholder interviews, and five community forums formed an essential part of the vision and goals that are driving White Rock’s revitalization.

The City of North Las Vegas selected MIG to create a **Downtown Master Plan** and investment strategy that will leverage the City’s strengths in order to achieve their goals. MIG’s plan development process was stakeholder-driven, with special attention to the financial, political and social realities of every constituent party. MIG developed a master plan for the Downtown core that included a new City Hall, medical offices, streetscape improvements, and recommendations for improved design guidelines and zoning code.

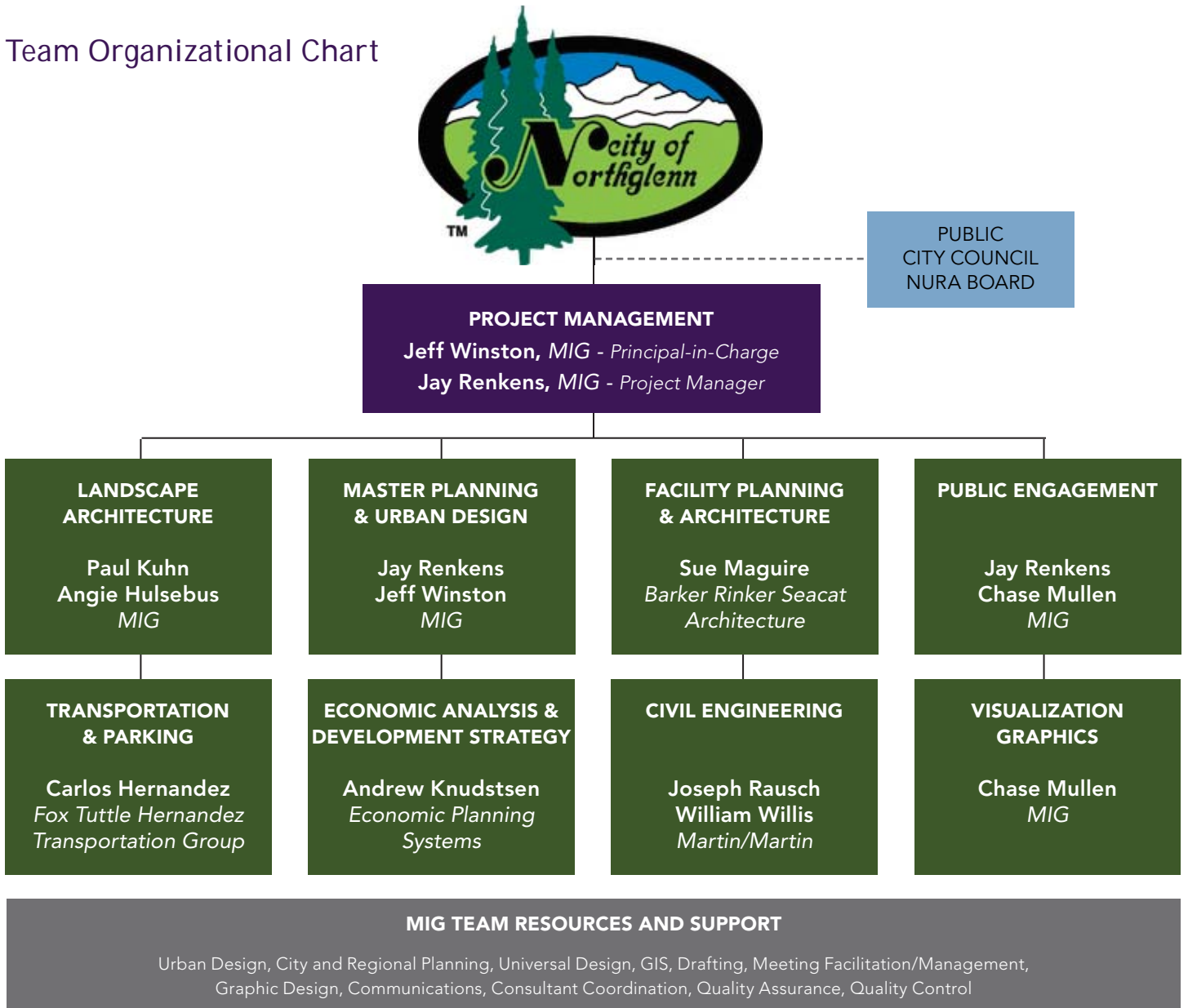
MIG is working with the City of Charlotte to create a development vision and implementation strategy for a large area of Uptown. The **North Tryon** district is anchored by major cultural, civic, and educational institutions, and over 20 stakeholder organizations have teamed up to form a partnership to guide the revitalization. The MIG Team is creating an urban design and development framework for the 32 block area that links existing cultural facilities, activates the public realm, improves the visitor experience and creates more amenities and housing options.

MIG’s experience with civic buildings also includes landscape plans for emergency-oriented buildings. MIG completed the landscape plans for the **Lafayette Police Facility** (which included the Municipal Courts), the **North Metro Fire District Administration Building** in Broomfield as well as multiple fire stations in northern Denver metro area.

Barker Rinker Seacat Architecture (BRS) was hired in 2006 by the City of Northglenn to create a conceptual design for renovating the existing recreation center, providing an addition to include a new leisure pool, gym, two sheets of ice and turf for indoor soccer.

Martin/Martin provided civil engineering services for a multi-use development in Lakewood which includes municipal, community, retail and commercial development as well as the new City of Lakewood Municipal Building and Cultural Center. As a community plaza the site features major block retail, individual retail, commercial, restaurant sites and the Belmar Library. Land development for the parcel included master planning/official development plan/plotting services for the site. Work included final construction drawings and site plan process including grading, drainage, regional detention and water quality, water and sanitary sewer design, roadways, walkways, platting and easements.

Team Organizational Chart



Principal-in-Charge and Project Manager

Jeff Winston, the Principal-in-Charge, will provide overall quality control / quality assurance and participate in several key strategy sessions, and is committed to put as much time as necessary into the project to provide the service needed, while staying within budget.

Jay Renkens, the project manager, will provide day-to-day management of time, staff resources and all key work products, and is also committed to put as much time as necessary into the project to provide the service needed, while staying within budget.

Project Management

Effective project management requires strong facilitation, communication, management, and organizational skills. MIG project managers provide strong interpersonal skills and the ability to bring people of different backgrounds together to focus on the issue at hand while always keeping “the big picture” in mind.

MIG has a 35-year track record of working interactively with our clients, becoming an extension of their staff. With over 80% of our clients returning to us for service, we have developed project management and cost control mechanisms to ensure timely delivery of services in a cost-effective manner. MIG favors a highly interactive approach in which our project team works closely with client staff. We view projects as collaborative efforts that maximize the strengths and resources of all project team members.

Each phase of the project is accompanied with resources devoted to project management and a high level of coordination and communication will be integrated throughout the planning process. Ongoing project management is a critical aspect of the planning process. The team’s designated project manager Jay Renkens, AICP has extensive experience managing multi-disciplinary teams that frequently include multiple subconsultant firms, agency partners and stakeholders interests. Jay has experience managing projects with budgets ranging from \$20,000 to \$1.4 million. Key aspects of project management and coordination will include:

- Project Management Strategy
- Scope, Budget and Schedule
- Bi-weekly Project Management Team Meetings
- Monthly Invoices and Status Reports
- Internal staff management and oversight
- Subconsultant management and oversight
- Ongoing Coordination
- Project Close-out

The City of Northglenn clearly has capable staff that is familiar with the wide range of immediate and long-range issues the Civic Center Campus Master Plan and Community Cetner Drive Master Plan will present. We plan to involve staff (in the form of the Project Management Team) extensively throughout the planning process to assure that the assumptions and implications of the plan and potential recommendations are consistent with current data, vision, and resources.

We involve the staff to not only review our work, but to also actively participate in work sessions where key policies and recommendations are developed. Notwithstanding, we recognize that Northglenn staff already has numerous responsibilities. Therefore, we will work judiciously with staff to make efficient, effective use of their time. We will do the “heavy lifting”, but staff participation will help avoid duplication, identify issues/conflicts sooner, and provide invaluable insights into the site’s and the community’s history.

Timelines

Project scheduling will be coordinated with City staff and will illustrate the project on a task-by-task basis, making clear the project’s critical path, key deadlines and check-points, and the responsibilities of each team member. The tasks and results will be reviewed periodically with respect to the agreed upon project timetable. The schedule will be updated on an as-needed basis as the project progresses, using actual finish dates of activities to update the schedule and to establish available task float. Based on review, we can be flexible in response to unexpected changes within the established work program and schedule.

Budget

MIG has real-time project budgeting and monitoring software to ensure budget allocations and expenditures are aligned and support project success. Once the schedule and final budget have been set, the hours and costs by each team member will be generated each month and cumulatively for the monthly project invoice. This provides the basis for reviewing actual hours against estimated expenditures.

Quail Campus Master Plan

Quail Campus represents an 18-year collaboration between MIG and the City of Longmont. This partnership began in 1998 and continues through 2015 and involves the residents of Longmont, City staff and MIG. It is worth noting that, in all but the most recent phase of development, MIG (previously working as Winston Associates) partnered with Barker Rinker Seacat and Martin-Martin on the planning and design of what is currently the site for the Longmont Recreation Center and the Longmont Museum. The final phase of this collaborative process is a 10 court competitive tennis court complex.

- Originally, MIG (working as a member of the BRS Team) was retained by the City to complete a site selection process for Longmont's first major recreation center and a new city museum. This process included in-depth analysis of potential sites and site plans for the preferred site in southeast Longmont -- which is now known as Quail Campus. The site selection process examined landform, sensitive habitats, soils, infrastructure and proximity to population centers. Based on this analysis and an extensive public process, a preferred site was selected and conceptual designs completed for the campus—including the potential for accommodating a community college in the future.



The Quail Campus 2007 Master Plan Update (2013)

MIG section 4 | reference project

- The final Quail Campus Master Plan identified site plan and phasing options for the proposed recreation center and museum. The Master Plan included a central pond as a primary site amenity, which was to serve as detention and raw water irrigation storage. MIG was the lead design team member for the entitlement process which included annexing and rezoning the Quail Campus property. Martin / Martin completed a CLOMAR /LOMAR for the property as part of the entitlement process.
- MIG played a key role in the development of the first phase of Quail Campus. Serving as the project landscape architect, MIG collaborated with Martin/Martin on the site planning and landscape design for the Longmont Recreation Center, the Longmont Museum, and the Quail Road streetscape improvements. MIG teamed with Barker Rinker Seacat for the design of the recreation center site and OZ Architecture for the Longmont Museum. MIG's responsibilities included site design, landscape and streetscape design, and establishing a family of site improvements for the campus amenities such as site furnishings, plazas and outdoor public spaces. The Longmont Recreation Center and Museum was completed in 2002.
- The City of Longmont selected MIG in 2012 to update the 2007 Master Plan for Quail Campus (created by another firm) so it could accommodate a 10-court competitive tennis complex. This process included working with City staff to revise the Master Plan so the tennis complex could be constructed as the next phase of development at Quail Campus. The Master Plan was adopted by City Council in 2013.
- Parallel to the Quail Campus Master Plan Update in 2012, MIG worked with City Parks and Recreation staffs to complete the preliminary design for the \$2.1 million Quail Tennis Complex. The design process for the 10 post-tensioned courts and associated parking and access road improvements, included public forums with the Longmont Tennis Association and the tennis community. MIG developed several site plan options for the tennis complex prior to incorporating the preferred concept in the Master Plan Update. Detailed design for the Quail Campus Tennis complex was delayed by the 2013 floods, but the project is back on track and currently out to bid. The Quail Tennis Complex should be completed by 2016.



The original Quail Campus Master Plan, including space for a Community College



Entrance to the Longmont Museum and Cultural Center



The Quail Campus's central pond

FINAL TOTAL COMPENSATION

Site Selection and Entitlement (1999)	\$7,000
Quail Campus Master Plan and Construction Documents (2002)	\$35,000
2007 Master Plan Update (2013)	\$12,000
Quail Tennis Complex Design and Construction Documents (2014)	\$114,000

REFERENCES

Paula Fitzgerald, PLA
Natural Resources Division, City of Longmont
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Longmont, CO 80501
303-651-8448
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Planning and Development Services, City of Longmont
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Longmont, CO 80501
303-651-8764
brien.schumacher@longmontcolorado.gov



Entrance to the Longmont Recreation Center



Project Approach

It is important to consider this project in the larger context of repositioning Northglenn to attract new residents, businesses and employees. A demographic shift is imminent for the City and there is a distinct opportunity to capture new residents with a combination of placemaking, authenticity, walkability and the creation of experiences. Council and the NURA Board agree that Northglenn lacks a true center or downtown today. The Civic Center Campus is filling an important need for many community members, but it fails to provide that beating heart that existing and potential residents are craving. The time is ripe with strong market demand for many uses in Northglenn and the surrounding area.

With all that said, Northglenn is relatively landlocked and has limited opportunities to create “communities within the community” from whole cloth. Thus, it is critical that this project be viewed as something greater than the challenge

of replacing the two civic structures and connecting them to Webster Lake and the Webster Lake Promenade. While these are important considerations and admirable pursuits, the larger view reveals that the City of Northglenn has an amazing opportunity to leverage the planned community investment to develop the Civic Center Campus as a mixed use neighborhood center stitched together with Webster Lake, Webster Lake Promenade and existing and future neighboring housing –AND– to locating some or all of the municipal services and/or the recreation center to an additional neighborhood center that can be created as part of a major redevelopment (such as Marketplace).

MIG is leading offering a “Two for One” project team that will deliver the necessary project tasks regarding the current civic center site and will also explore the opportunity for redevelopment and catalyst development on an additional site (such as Marketplace) to show how Northglenn could create multiple centers and strengthen the heart of the

community. The MIG Team brings deep, comprehensive, cutting-edge experience in civic campus, parks, mixed use district planning and design, culture and recreation master planning, architecture, landscape design, streetscape design, transportation planning, engineering, parking management, sustainability and public and stakeholder engagement. As leaders on many successful master planning efforts for campuses and mixed use districts of all sizes across the country, we bring the experience, tools and proven methodologies to ensure that these elements are successfully integrated into the Northglenn Civic Center Campus & Community Center Drive Master Plan process.

Our approach will include committed and strategic principal and partner-level involvement at all stages of the process and dedicated and organized project management; clearly articulated process design; close collaboration with City staff and other key stakeholders; focused and facilitated internal and external meetings; and creation of analysis, planning and design products that are visionary, technically sound and market driven, clear, understandable, highly graphic, and aesthetically pleasing. Most importantly, the Master Plan will be approached with a constant eye toward implementation and various aspects of feasibility.

The MIG Team believes that there are specific elements that the Master Plan process must incorporate:

- Build on the existing foundation of plans and studies, the Citywide Sustainability Assessment, Citywide branding and ongoing work of staff, the City Council and NURA Board;
- Understand and clearly outline the issues, concerns and ideas of stakeholders from the project's onset, including major constraints, potential pitfalls, as well as political and financial realities and opportunities. Much of this work is being completed as part of the team's Citywide Sustainability Assessment effort, but should be narrowed and targeted in light of the goals of this specific project;
- Decouple programming and facilities to the extent possible at project outset to avoid emotional ties to particular siting decisions and to allow more creative exploration of ideas for maximizing utilization of community investment and potential anchor facilities. This should include at least a cursory examination of moving some of the proposed programming elements to other potential development/redevelopment sites in Northglenn to fully leverage this once in a generation opportunity;

- Understand that the existing Civic Center Campus site cannot be all things to all people and balance the various demands within what can actually be impacted by this planning and design effort to best protect valuable parts of the area and support existing and future programming and potentially development;
- Respond to the existing and future context by designing edges, open spaces and key multi-modal connections throughout the study area/s that establish a hierarchy of safe, attractive and activated edges, facades and linkages;
- Manage parking and enhance efficient automobile circulation, transit, walkability and bikeability to and through the redevelopment site, as well as into adjacent neighborhoods and areas of the City;
- Identify opportunities to modernize the area's infrastructure to integrate low impact development and new technologies while ensuring that the infrastructure and utilities can meet the needs of proposed;
- Integrate three-dimensional modeling software throughout the conceptual design process. From the early stages of our process we are able to engage the project team and public in virtual explorations of the project in SketchUp or Revit. In our workshops we have the ability to explore ideas for site and building options in real-time – viewing the project from all angles and perspectives which enables the project team to make decisions with greater understanding and confidence. The refined concept design model can then be used as a dynamic way to help educate the public about the project; and
- Incorporate solutions to ensure that further development of the Civic Center Campus site is congruent and synergistic with larger strategies and a vision for the overall development, growth and repositioning of Northglenn.

Our team's approach reflects our excitement for working collaboratively with various project partners and stakeholders. Each step in the process will include in-person project team and consultant team coordination and work sessions, stakeholder interviews and check-ins, focus groups, planning team work sessions, and opportunities for residents and businesses to help inform the planning and design process. MIG has extensive experience building consensus and engaging community members and the other key team members have recent experience working with the City and this particular group of stakeholders. Collectively, we have a long track record of developing plans and designs with stakeholder buy-in and a strong sense of ownership.

Preliminary Methodology

While the MIG Team has developed a preliminary methodology that addresses the ideas and needs expressed in the RFQ and based on our understanding of the key issues and opportunities, these tasks are flexible. Upon review and discussion with the Project Management Team (PMT) members, we anticipate that these tasks may be revised and refined further to best accommodate the needs of the various stakeholders and the broader community.

The MIG Team will organize the Civic Center Campus Master Plan into four phases: 1) Vision, Background and Needs; 2) Catalytic Program and Facility Evaluation; 3) Alternative Master Plan and Corridor Scenarios; and 4) Master Plan Documentation and Adoption. These four phases are inclusive of the “phases” identified in the RFQ document, including Public Safety and City Administration Facility; relocation of existing Recreation Center, Senior Center and Theater; preservation of development opportunities on remaining portion of the property; and corridor planning activities for Community Center Drive.

PHASE 1. VISION, BACKGROUND AND NEEDS

In the first phase, the MIG Team will build on the team’s solid baseline of previous studies, market conditions, and policies that will take advantage of the team’s current work with the Council and NURA Board as part of the Citywide Sustainability Assessment. Detailed site and data analyses will be bolstered by document reviews, stakeholder interviews, an online questionnaire and a community forum. The MIG Team will work collaboratively with the City and partners to establish an updated vision for the Civic Center Campus site (and potentially other non-residential area of the community). A site tour will be conducted to inform stakeholder conversations and recommendations for improvements to facility condition and utilization. The Team will also begin identifying specific programming, space, amenity and adjacency needs required to support the Master Plan. Using input from stakeholders, the MIG Team will clearly summarize specific programming and facility needs and opportunities, as well as market demand for other complementary uses.

Task 1.1 Finalize Scope of Work, Schedule and Budget

The MIG Team will work with the client team to refine and finalize the preliminary scope of work, schedule and budget. A final scope of work and budget will be exhibits to the consultant contract while the schedule will be updated as needed throughout the process and included with monthly invoices along with an indication of overall progress.

Task 1.2 Existing Programming Analysis and Assessment

The MIG Team will supplement their existing understanding of the community facilities and surrounding area by collecting additional background information. While the consultants are already very familiar with the relevant planning documents, issues and opportunities for the larger area, a focus of this task will be to better understand the specific goals and needs of specific user groups and patrons.

Task 1.3 Market Assessment

As the City of Northglenn reviews its options for mixed use development, EPS will draw from its in depth knowledge of the North I-25 Market and the specific performance of the Northglenn submarket to document the degree of market pressure that exists for different uses. EPS believes that all uses should be considered ‘on the table’ for potential partnerships at the onset of the project. Over the course of working with Senior Staff and City Council, the options can be narrowed to a set that enjoys reasonably strong market support and are economically viable.

Task 1.4 Base Drawings and Mapping Update and Coordination

Using GIS and as-built AutoCAD data, as well as data gathered and created by the team during the Citywide Sustainability Assessment project, the MIG Team will develop a set of existing conditions base drawings and maps for the study area/s. These drawings and maps will serve as the basis for developing concept alternatives, diagrams and other deliverables throughout the project. The drawing and maps will be sent to City staff in electronic format for one round of review and refinement.

Task 1.5 Stakeholder and Community Meetings – Round #1

- Task 1.5.1 Site Analysis and Facilities Tour*
- Task 1.5.2 Kick-Off Meeting with Council and NURA Board*
- Task 1.5.3 Stakeholder Interviews and Focus Groups*
- Task 1.5.4 Community Vision Session and Open House*
- Task 1.5.5 Project Management Team Work Session*

Task 1.6 Developer Roundtable Discussion/s

The MIG Team will conduct additional focus groups with potential developers to supplement the meetings conducted during Round #1 of meetings. The Team will begin discussing programming, space needs and development strategy with various partners and user groups.

Task 1.7 Online Community Questionnaire

The MIG Team understands the importance developing an outreach strategy that focuses on City of Northglenn residents, but also provides an opportunity for the broader regional and visitor community to weigh in. The MIG Team will develop an online questionnaire to gather feedback from regional residents, as well as visitors. This questionnaire will collect input about existing assets, issues, community desires, and priorities. The effort will be careful to not replicate, but rather build upon, current branding efforts being undertaken by the City. The MIG Team will design the questionnaire (with PMT, Council and NURA Board leadership input) and analyze the results, including a summary of key findings.

Task 1.8 Draft and Final Vision

Based upon the input received during Meeting Window #1 and the additional stakeholder interviews, the MIG Team will refine the previously articulated vision, goals and objectives for Civic Center Campus in a draft vision. The vision will put into a graphically pleasing and user-friendly layout. The vision will be refined based upon PMT, Council and NURA Board feedback and used to guide the efforts in the following phases.

Task 1.9 Phase 1 Coordination

The MIG Team will convene regularly scheduled bi-weekly meetings with the PMT throughout the phase. MIG will also prepare monthly status reports to submit with project invoices.



PHASE 2. CATALYTIC PROGRAM AND FACILITY EVALUATION

After refining the vision for the project, Phase 2 will focus on the articulation of higher order frameworks for the various plan elements as well as the development of recommendations for key facilities and their siting on the Civic Center campus site or elsewhere in Northglenn with the potential to catalyze additional private investment and establish a sense of place. The MIG Team will continue to facilitate the stakeholder engagement process with the goal of reaching general consensus on facility siting and mix of uses, as well as setting up long range development alternatives in the next phase.

Task 2.1 Preliminary Civic Center Campus (and Other Site) Development Framework

The MIG Team will prepare a development framework in diagrammatic form that embodies the vision for the area/s. The framework will identify potential improvement/development sites, planned transportation and utilities projects, missing connections, critical neighborhood transitions and linkages, potential programming need conflicts, etc.

Task 2.2 Preliminary Anchor Facilities and Siting Alternatives and Evaluation

Building on the work of previous studies, the team would examine the desired site programming to illuminate successful and less than successful aspects of the assumed approach and to help inform programming and design recommendations to energize the Civic Center campus site and other potential redevelopment opportunities (e.g., Marketplace). The MIG Team will undertake a series (up to 4) of sketch studies showing alternative development of the Civic Center campus and at least one additional site to explore trade-offs of ungrouping the existing proposed development program and integrating additional uses.

Task 2.3 Stakeholder and Community Meetings – Round #2

Task 2.3.1 Council and NURA Board Work Session

Task 2.3.2 Stakeholder Check-ins

Task 2.3.3 Community Intercept/Pop-Up Event

Task 2.3.4 Project Management Team Work Session

Task 2.4 Refined Civic Center Campus Development Framework

Based upon feedback from the City, Council and NURA Board and the general public, the MIG Team will revise the preliminary Civic Center Campus Development Framework. The revised materials will be used to guide development of alternatives in the next task.

Task 2.5 Programming and Siting Recommendations

Based on leadership, stakeholder and community feedback, the MIG Team will refine alternatives from Task 2.2 above into a set of specific recommendations for programming and siting.

Task 2.6 Council and NURA Board Presentation

The MIG Team will present at a regularly scheduled Council and NURA Board Meeting to set up and facilitate a discussion of the overall development framework and the Programming and Siting recommendations.

Task 2.7 Phase 2 Coordination

The MIG Team will convene regularly scheduled bi-weekly meetings with the PMT throughout the phase. MIG will also prepare monthly status reports to submit with project invoices.

PHASE 3. ALTERNATIVE MASTER PLAN AND CORRIDOR SCENARIOS

The third phase will focus on developing and refining, together with the community, Council and NURA Board and key stakeholders, several development scenarios, with the end goal of developing technical detail for the preferred development framework and master plan with specific recommendations on the various elements of the Master Plan, including Anchor Facilities, Additional Development, Campus/District Amenities, Plazas and Open Space, Community Center Drive, Other Circulation and Parking and Other Campus Infrastructure.

Task 3.1 Revised Programming and Siting Recommendations

The MIG Team will further refine recommendations for the programming and siting of facilities and amenities. The goal will be to finalize the amount and types of “clay” that the project is planning and designing for on one or more development/redevelopment sites.

Task 3.2 Preliminary Alternative Development Scenarios

The MIG Team will develop site layout alternatives for one or more development/redevelopment sites with specific strategies for facility siting, connectivity, parking, additional development, etc.

Task 3.3 Feasibility Analysis

EPS will construct feasibility pro forma models to test different scenarios and determine the financial terms under which the project can be built. EPS recognizes that the City of Northglenn and its partner, NURA, have worked with two developers in the recent past to change the commercial landscape in the City. The City can build from this experience and partner with future developers on its land at Civic Center and/or its potential acquisitions at Market Place.

Task 3.4 Stakeholder and Community Meetings – Round #3

Task 3.4.1 Council and NURA Board Work Session

Task 3.4.2 Community Open House

Task 3.4.3 Project Management Team Work Session

Task 3.5 Preferred Development Scenario

Based upon the Team’s evaluation and input from the various stakeholders and community members, the MIG Team will develop a preferred development scenario for Civic Center Campus (and potentially an additional site). The preferred scenario will build upon preliminary recommendations for the multiple plan elements put forth in Task 3.2.

Task 3.6 Master Plan Technical Elements

The MIG Team will prepare technical plan elements to support the preferred scenario and provide additional detailed recommendations for each key aspect of the Master Plan.

Task 3.6.1 Anchor Facilities

Task 3.6.2 Additional Development

Task 3.6.3 Campus/District Amenities

Task 3.6.4 Plazas and Open Space

Task 3.6.5 Community Center Drive

Task 3.6.6 Other Circulation and Parking

Task 3.6.7 Other Campus Infrastructure

The Master Plan effort will include development of a site grading study, concept utility plans, site circulation studies, and project site work cost estimates for the various alternatives. A subsequent alternative analysis will outline time and cost saving adjustments for the preferred alternative. Potential phasing maps for the infrastructure (water, sanitary, storm, roads, water/wastewater treatment) could be prepared along with a summary of assumptions, data, results and estimated construction and life cycle costs.

Task 3.7 Stakeholder and Community Meetings – Round #4

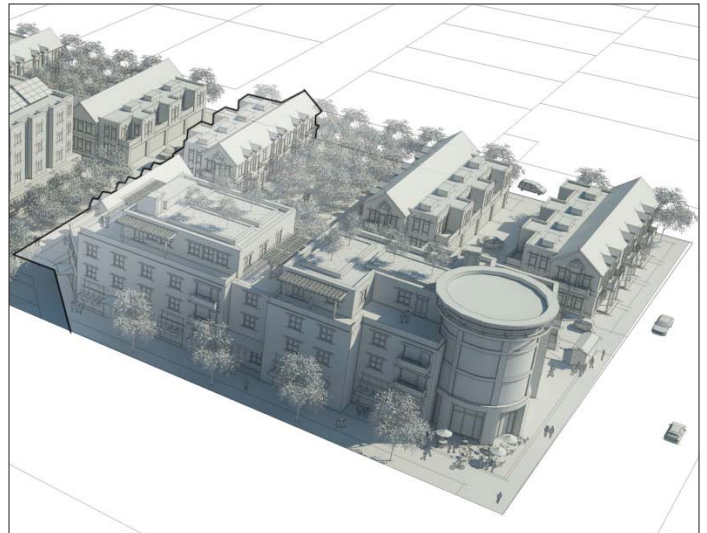
Task 3.7.1 Council and NURA Board Work Session

Task 3.7.2 Stakeholder Check-ins

Task 3.7.3 Project Management Team Work Session/s

Task 3.8 Phase 3 Coordination

The MIG Team will convene regularly scheduled bi-weekly meetings with the PMT throughout Phase 2. MIG will also prepare monthly status reports to submit with project invoices.



PHASE 4. FACILITIES MASTER PLAN DOCUMENTATION AND ADOPTION

The fourth phase begins with determining prioritization and phasing of the plan’s implementation. The MIG Team will develop an administrative draft plan. After careful review by process participants and the community at a second Open House, the MIG Team will produce the final plan and present it to the PMT, Council and the NURA Board.

Task 4.1 Detailed Illustrative Master Site Plan

The MIG Team will prepare a detailed illustrative master site plan for the preferred alternative for the Civic Center Campus that incorporates all of the improvements by the various facilities, plazas and open spaces, circulation and parking, and infrastructure. The Team suggests a digital 3D model with hand-type rendering finishes to soften the drawing/s. A model will allow the MIG Team to provide an overall illustrative as well as focus area zoom ins and specific vignettes.

Task 4.2 Conceptual Facility and Illustrative Drawings

In conjunction with the illustrative master site plan developed in the previous task, the MIG Team will develop Sketchup massing models of the proposed new or improved facilities to convey the conceptual direction for each. The MIG Team will develop conceptual master plan site plans for up to three key streets/open spaces to better communicate major elements, materials, programming, connections, etc. The open space illustrations will help to convey the design intent for the suggested improvements.

Task 4.3 Cost Estimation, Priorities and Phasing

Working closely with the PMT, the MIG Team will develop a set of implementation priorities that reflect the fiscal realities of the Civic Center Campus (other development site/s) and the partners that are involved. Recognizing fiscal constraints, creative financing and partnerships are likely to be needed to support implementation. The MIG Team approaches implementation from a life cycle cost perspective being mindful of not only initial capital obligations, but ongoing operational and maintenance costs.

Task 4.4 Public Private Partnerships

EPS draws from a wealth of experience structuring public-private-partnerships and can advise the City on how to evaluate risk and return, and apportion reasonable project returns to the developer and to the City. The terms for a partnership will account for the full range of factors used to construct a pro forma and will include project development costs, equity contribution, land value, revenue proceeds, the distribution waterfall, public financing benefit, TIF proceeds, etc. EPS will enable the City to invest in successful partnerships that are grounded in solid financial analyses.

**Task 4.5 Stakeholder and Community Meetings – Round #5**

Task 4.5.1 Council and NURA Board Work Session

Task 4.5.2 Stakeholder Check-ins

Task 4.5.3 Project Management Team Work Session

Task 4.6 Administrative Draft of Facilities Master Plan Document

The MIG Team will prepare a draft Master Plan document summarize the process, key findings, recommendations, supporting policies and programs and implementation plan. The administrative draft will be prepared in Microsoft Word. Graphic exhibits will be included in a separate PDF file and referenced in the narrative. This approach will be utilized to facilitate use of track changes and other review features at this initial draft phase.

Task 4.7 Public Review Draft of Master Plan Document

After incorporating comments on the Administrative Draft Plan Document, the MIG Team will lay out the Civic Center Campus Master Plan document in an attractive InDesign layout. This draft will fully integrate and showcase graphics and other illustrative exhibits developed throughout the planning process.

Task 4.8 Stakeholder and Community Meetings – Round #6:

Task 4.8.1 Community Open House #2

Task 4.8.2 Final Presentations of Draft Plan

Task 4.9 Final Facilities Master Plan Document

The MIG Team will incorporate comments from the governing and advisory bodies as well as the general public into a final Civic Center Campus Master Plan document. The Final Plan will be delivered in a print ready file format as well as a web-friendly file format.

Task 4.10 Phase 4 Coordination

The MIG Team will convene regularly scheduled bi-weekly meetings with the throughout the final phase of the project. MIG will also prepare monthly status reports to submit with project invoices.

Engagement Plan

Based on our understanding of the project and the RFQ, we have developed an approach that balances stakeholder and community engagement. As stated above, the outreach strategy will be refined in the Public Involvement Plan developed at project initiation.

STAKEHOLDER INTERVIEWS, FOCUS GROUPS AND CHECK-INS:

The MIG Team will build on the interviews conducted during the Citywide Sustainability Assessment project with up to 16 additional interviews. The Team will work collaboratively with the City and key stakeholders to develop the list of interviewees, a set of interview questions and an interview schedule. Finally, the MIG Team will convene several individual and group stakeholder check-ins during each of the meeting windows and after as schedules dictate.

COUNCIL AND NURA BOARD WORK SESSIONS

During the process, the MIG Team will prepare for and facilitate at five work sessions and two additional presentations with Council and the NURA Board.

PROJECT MANAGEMENT TEAM WORK SESSIONS

In addition to bi-weekly PMT coordination, the MIG Team will facilitate at least five work sessions with the Project Management Team (PMT). The work sessions will be used to set the direction for upcoming deliverables, coordinate on schedule and deliverables and help to establish the approach to various stakeholder meetings and community outreach.

COMMUNITY FORUMS

MIG will hold at four Community Forums to present and garner feedback on the Master Plan analysis and direction. These sessions will offer the community an interactive forum in which to discuss the plan and provide input at a critical juncture in the planning process.

Community Vision Session and Open House

During Phase 1, the MIG Team will plan and facilitate a community visioning session and open house during the first phase of the project. The purpose will be to educate the community about the overall planning effort, explore overall vision elements for the Civic Center Campus and other potential community centers.

Community Intercept/Pop-Up Event

During Phase 2, the MIG Team will work with Civic Center Campus to identify a good opportunity for a community intercept event that is organized and facilitated with other events at Civic Center Campus. The MIG Team will develop several interactive activities to educate and engage Civic Center Campus visitors.

Community Open House #1

The MIG Team will plan and facilitate a third community event for the project. The purpose of the community open house will be to gather further input and feedback on the preliminary development scenarios and associated plan elements.

Community Open House #2

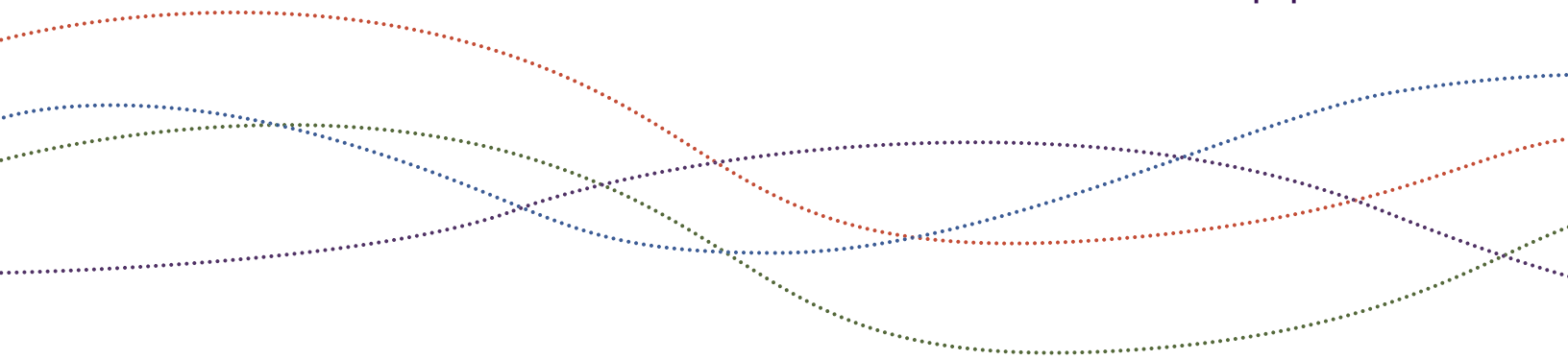
The MIG Team will design and facilitate a second Open House for Northglenn residents and other members of the broader regional community. The purpose of the Open House will be to educate the general public about the direction of the Plan and to get feedback on certain elements of the Plan that were identified as concerns during the first Community Open House.

COMMUNITY SURVEY

Timeline for Completion of the Project

The MIG Team proposes a four phase process for completion of the Northglenn Civic Center Campus and Community Center Drive Master Plan whereby the four phases of work proposed by the MIG Team are completed by December of 2015. Phase 1: Vision, Background and Needs will be completed by the end of April 2015, Phase 2: Catalytic Program and Facility Evaluation will be completed by the end of July 2015, Phase 3: Alternative Master Plan and Corridor Scenarios will be completed by the end of September 2015, and the fourth and final phase, Master Plan Documentation and Adoption will be completed by the end of December 2015. The completion of the Master Plan will meet the desired timeline articulated in the original RFQ and the timing of all phases will allow for close coordination with the Northglenn Citywide Sustainability Assessment.

Appendix



Statement of Qualification

Since it was founded in 1980, MIG, Inc. has focused on planning, designing and sustaining environments that support human development. Our team of over 135 professionals has assisted public agencies throughout California and the nation in projects that enhance community livability, support revitalization and connect people with places. MIG embraces inclusivity and encourages community and stakeholder interaction in all of our projects. For each endeavor—in planning, design, management, communications or technology—our approach is strategic, context-driven and holistic, addressing social, political, economic and physical factors to ensure our clients achieve the results they want—on time and within budget. For almost 30 years, our plans have produced results.

AREAS OF EXPERTISE

- Master Planning
- Landscape Architecture
- Urban Design
- Community Outreach and Involvement
- Recreation Programs and Community Services
- Construction Documentation and Administration
- Park Planning
- Trails and Streetscapes
- Cultural Landscapes
- Natural Areas and Greenways
- Environmental and Regional Planning
- Park and Facility Needs Analysis
- Mapping and GIS Analysis
- Park Maintenance and Operations
- Comprehensive Planning
- Strategic Planning
- Demographic and Trends Analysis
- Recreation Economics
- Cost Estimates
- On-Site Construction Review
- Irrigation Design / Water Auditing / Water Ordinances
- Design for Children and Youth
- Universal Design and Accessibility
- Ecological Design

COMMUNITY PLANNING AND URBAN DESIGN

MIG offers a unique combination of community planning and urban design expertise that brings visioning and community interests together to frame land use, transportation and urban design issues. From concept development to final planning documents, MIG has a successful track record in the planning and design of environments that contribute to community livability and neighborhood vitality. We integrate innovative solutions into our General Plans and other policy and action-oriented documents that we create.

MIG's urban design studio works on a wide range of projects ranging from neighborhood design, transit-oriented development and downtown revitalization to city-wide visioning and regional strategic planning projects. Utilizing a variety of tools, including land use exercises, GIS mapping and analysis, computer simulations and slide shows, MIG engages stakeholders and builds consensus to ensure that the end result is a successfully implemented project.

LIVABLE, WALKABLE AND BICYCLE-FRIENDLY ENVIRONMENTS

One of the key elements of creating a successful place is making it a people-friendly environment. Successful streetscapes must be people places first. Creating pedestrian and bicycle-friendly places requires reorienting the development patterns to the human scale and controlling vehicular circulation so it can be in harmony with pedestrian patterns without hindering their movement.

LANDSCAPE DESIGN

MIG has a proven track record in innovative and award-winning landscape design. We provide a full range of services, including programming, concept and schematic design, feasibility analysis and construction documentation and administration. We have broad experience in the design of outdoor environments that integrate people with and without disabilities, contribute to community livability, and enable residents to lead healthy, active lifestyles. Projects range from streetscape design and traffic calming to neighborhood parks and trails to schools and public plazas.

COMMUNITY RELATIONS AND PUBLIC OUTREACH

MIG designs and implements multi-leveled, well-documented community relations programs aimed at increasing public confidence in decision-making. MIG uses proven facilitation techniques and succinct, easily understood information to ensure that the community and stakeholders understand pertinent issues and that agencies receive meaningful community input.

Our outreach approach enables the community to contribute ideas, solutions and strategies for addressing issues, which results in supported and successful projects.

MIG is experienced at identifying stakeholders and conducting assessments to identify perceptions, concerns, and potential project impacts, as viewed by a broad range of audiences. MIG utilizes techniques including individual interviews, focus groups, and statistically valid surveys to conduct research in the early stages of project development. This research also enables us to test and craft key messages and information.

Using illustrative graphic recording, interactive exercises, comment cards, and notation, MIG documents input and methodically analyzes results to ensure a responsive and complete process.

FACILITATION AND CONSENSUS BUILDING

MIG has expertise in promoting collaboration and facilitating consensus. MIG is internationally recognized for its facilitation expertise, developing and using innovative techniques to create an open atmosphere in which different viewpoints can be heard, acknowledged, addressed, and reconciled. We have helped diverse groups of public and private sector clients to resolve conflicts and work toward common goals. We have facilitated literally thousands of meetings, including citizens advisory groups, board sessions, focus groups, management workshops, and strategic planning retreats.

PUBLIC INVOLVEMENT

MIG has extensive experience designing public visioning and involvement programs that educate the community, encourage participation, engage stakeholders in evaluating alternatives, and provide agency staff with meaningful community input. MIG provides a multileveled, well-documented involvement process aimed at increasing

public confidence in decision-making. Our public outreach process focuses on developing common objectives and providing a full range of successful implementation strategies for achieving those objectives. In addition, MIG has in-house planners and facilitators that are bilingual in English and Spanish to ensure that we can authentically and effectively engage the Latino community.

VISIONING AND COMMUNITY-BASED PLANNING

MIG brings a strong, multidisciplinary approach to assisting communities to develop and define a common vision for strategic action, with success measured by high levels of consensus and implementation. We use the community's vision as an inspirational expression of future possibilities regarding the function and character of the area. This vision, with associated goals and principles, serves as the overarching framework for implementation through a prioritized set of actions.

PARKS AND RECREATION MASTER PLANNING

MIG has a proven track record in innovative and award-winning landscape design and parks and recreation master planning. We provide a full range of services, including open space and conservation elements, programming, concept and schematic design, needs assessments, feasibility analysis, park and sports park design, and construction documentation and administration. MIG has broad experience in the design of sustainable outdoor environments that integrate the needs of people with the protection of the environment, contribute to community livability, and enhance people's ability to lead healthy lifestyles. Our work includes parks and open spaces; sports complexes; trails, greenways and natural areas; and children's environments.

RECREATION PROGRAMS AND COMMUNITY SERVICES

MIG develops needs assessments and strategic plans for recreation and community services, and conducts recreation program evaluations. Our staff translates desired benefits and outcomes, such as increasing adult role models, into program plans that reflect community needs and desires. MIG explores various delivery systems for service implementation, including partnerships; sets revenue goals; and develops a plan for measuring and tracking outcomes.

Jeff Winston, ASLA / APA

PRINCIPAL

AREAS OF EXPERTISE

Facilitation / Visioning / Urban Design /
Regional and Community Planning

In over thirty years of professional practice, Jeff has pursued a special interest in the the planning of communities and regions. He has prepared successful community plans throughout the United States, specializing on western communities. He has designed plazas, malls and streetscapes and developed design guidelines for public spaces and whole communities. Jeff has also directed numerous projects from conceptual design through construction, often coordinating the work of multiple consultants.

Jeff developed workshop and other participatory design processes including roll-up-the-sleeves charettes, digital design, focus group interviews and conflict resolution, which the firm has successfully used in planning and design projects for clients in Colorado, Utah and Wyoming. He has successfully implemented the Institute for Participatory Management and Planning methods for public participation (SDIC).

Jeff has been retained by several agencies solely for his facilitation and mediation skills. Jeff is adept at conveying complex ideas in an understandable way and listening to all input. He has been a visiting professor of landscape architecture, taught at the University of Colorado, key note speaker and published author of multiple papers and articles.

EDUCATION

- Masters of Architecture, University of Pennsylvania
- Masters of Landscape Architecture, University of Pennsylvania
- Bachelor of Arts, Economics, University of Utah

RELEVANT EXPERIENCE

- Comprehensive Plan and Visualization of Design Guidelines, *Farragut, Tennessee*
- Downtown Master Plan, *West Fargo, North Dakota*
- Comprehensive Master Plan, *Livingston Parish, Louisiana*
- Interstate 25 Corridor Subarea Plan, *Centennial, Colorado*
- Vision Dixie Regional Comprehensive Plan, *Washington County, Utah*
- Carson City Downtown Plan, *Carson City, Nevada*
- Wheat Ridge Neighborhood Revitalization, *Wheat Ridge, Colorado*
- Federal Boulevard Public Facilitation, *Jefferson County, Colorado*
- Ascension Parish Comprehensive Plan, *Ascension Parish, Louisiana*
- Code Analysis and 3D Visualization, *Jackson Hole, Wyoming*
- St. George General Plan and Update, *St. George, Utah*
- Colfax / Wadsworth Urban Reinvestment Plan, *Lakewood, Colorado*
- South Thornton Revitalization Study, *Thornton, Colorado*

Jay Renkens, AICP

URBAN DESIGNER - PUBLIC INVOLVEMENT

AREAS OF EXPERTISE

Campus Planning / Urban Development
Downtown and Corridor Revitalization
Urban Design / Facilitation Graphics

QUALIFICATIONS

Jay Renkens is an experienced project manager who specializes in urban development, downtown and corridor revitalization, urban design, facilitation graphics, and multi-dimensional urban planning. Mr. Renkens has a broad portfolio of adopted plans, conceptual and detailed site and area plans, and visioning studies. His design skills are complemented by his varied experiences in verbal and written presentation. He has extensive experience writing plans, reports, grants, memos, and policy.

Mr. Renkens has completed a variety of planning and design projects. He played a key project management role in the Downtown Spokane Plan Update, the Coeur d'Alene Education Corridor Master Plan in Idaho, and the West Broadway Corridor Charrette in Missoula, Montana, as well as many other projects. Mr. Renkens has also played a key role in several downtown projects, including Boston and Denver, most recently. He strives to ensure every project he contributes to is context-driven, community-building, and set for implementation.

Before joining MIG, Mr. Renkens spent two years managing projects, reviewing plans and developing policy for the Portland Office of Transportation. His work for the City of Portland focused on providing planning and policy work that promoted active living. Mr. Renkens identified and obtained external funding, developed new policies and programs, created and reviewed plans, and defined local and regional policies and design guidelines. A key aspect of his position with the City included public involvement and facilitation of community meetings.

EDUCATION

- Masters of Urban and Regional Planning, Portland State University
- Master of Psychology of Health and Exercise, Purdue University
- Bachelor of Science, Health Promotion and Wellness, University of Wisconsin, Stevens Point

RELEVANT EXPERIENCE

- Coeur d'Alene Education Corridor Master Plan, Coeur d'Alene, Idaho
- Spokane Downtown Master Plan Update, Spokane, Washington
- Downtown Spokane Design Guidelines, Spokane, Washington
- White Rock Center Master Plan/Economic Development Strategy, White Rock, New Mexico
- North Las Vegas Downtown Master Plan/Investment Strategy, North Las Vegas, Nevada
- West Broadway Corridor Charrette and Vision Plan, Missoula, Montana
- Ankeny/Burnside Development Framework, Portland, Oregon
- Youngs Bay Landing Master Plan, Astoria, Oregon
- University of Wyoming Long Range Development Plan, Laramie, Wyoming
- Astor East Urban Renewal Plan Update, Astoria, Oregon
- Denver Downtown Area Plan, Denver, Colorado
- Santa Rosa Bicycle and Pedestrian Master Plan, Santa Rosa, California
- Boston Downtown Crossing Plan, Boston, Massachusetts
- Cheekeye Fan Master Plan, Squamish, British Columbia

Paul Kuhn, RLA

LANDSCAPE ARCHITECT

AREAS OF EXPERTISE

Park Planning / Landscape Architecture
Facilitation / Streetscapes

In his thirty years of professional practice, Paul has been responsible for projects ranging from large scale planning to detailed implementation. Paul's expertise range from areas of aesthetic design for major public structures and landscapes to large scale recreation planning.

Park design and construction documentation is one of Paul's primary areas of focus. He has served as lead designer and project manager for major community parks, sport complexes and neighborhood parks. Most of these projects have included master planning, public facilitation, cost estimation, detailed design and specifications.

Developing master plans for individual park sites is another area of Paul's expertise. He has served as project manager for master plans for neighborhood and community parks, as well as regional sports facilities and passive parks. Many of these master plans have continued into detailed construction design. This means each master plan is based on realistic concepts which are cost-effective and maintainable.

EDUCATION

- Bachelor of Landscape Architecture
Michigan State University
- Associate's Degree in Commercial Art
Ferris State College

RELEVANT EXPERIENCE

- Quail Campus (Recreation Center and Museum),
Longmont, Colorado
- Lafayette Police Facility, *Lafette, Colorado*
- North Metro Fire Station Administration Building,
Broomfield, Colorado
- Lyons Main Street Revitalization, *Lyons, Colorado*
- Washington Avenue Plaza & Bridge, *Golden, Colorado*
- Washington Ave Streetscape, *Golden, Colorado*
- APEX Recreation Center, *Arvada, Colorado*
- Sister Cities' Municipal Plaza, *Boulder, Colorado*
- Longmont Downtown Alley Improvements, *Longmont, Colorado*
- Durango Community Recreation Center, *Durango, Colorado*
- Sandstone Ranch Community and District Park,
Longmont, Colorado
- Carson City Downtown Plan, *Carson City, Nevada*
- Rifle Gateway and Entry Roundabout, *Rifle, Colorado*
- Canyon View Park and Park East, *Grand Junction, Colorado*

Angie Hulsebus

LANDSCAPE DESIGNER

AREAS OF EXPERTISE

Community Design / Urban Design / Illustrative Graphics
Construction Documentation

QUALIFICATIONS

Angie Hulsebus brings a passion for environmentally sensitive design, artful landscapes, and outdoor recreation with her to the MIG Team.

Angie's project experience includes luxury residential community and recreation center design and planning (mitigating intensive grading conditions, achieving a high-end level of finish, and producing marketing graphics); streetscape design and detailing; park master planning and design; sub-consultant coordination and construction drawing packages and illustrative graphics production. Angie is skilled at design and rendering as well as AutoCAD, Photoshop, Illustrator, and InDesign.

Angie believes that having a strong connection with the project site, its users and the client are all integral parts of creating successful, beautiful and functional landscapes.

EDUCATION

- Bachelor of Landscape Architecture with a second major of Environmental Studies, Iowa State University

RELEVANT EXPERIENCE

- Peoria Station Catalytic Project, *Denver/Aurora, Colorado*
- Golden Triangle Neighborhood Plan, *Denver, Colorado*
- Lyons Main Street Enhancement, *Lyons, Colorado*
- Longmont Downtown Alleys, *Longmont, Colorado*
- Dakota Ridge Park, *Boulder, Colorado*
- Park East Park, *Boulder, Colorado*
- Bond Park, *Estes Park, Colorado*
- Superior Town Center, *Superior, Colorado*
- CU Pedestrian Underpass, *Boulder Colorado*
- Streetscape Design, *Golden, Colorado*
- Desert Mountain Resort Community, *Scottsdale, Arizona*
- Catavina Resort Community, *Palm Desert, California*
- Carson City, Nevada Freeway Landscape
- Freeway Landscape, *Rifle, Colorado*
- Covidien Landscape Xeriscape Conversion, *Boulder, Colorado*
- Horizon Drive Corridor Streetscape, *Grand Junction, Colorado*

Chase Mullen

VISUALIZATION SPECIALIST / URBAN DESIGNER

AREAS OF EXPERTISE

Urban Planning / Digital Design Charrette /
3D Visualizations

Chase has created a position unique to the firm and integral to the field of design. Having an acute eye for graphic design and interactivity, Chase has a distinctive methodology for 3D visualization and a fine-tuned ability to mold GIS, CAD, and 3D data seamlessly into models.

Chase's primary role has been to lead and expand the 3D visualization branch. In his effort to build up the firm's capabilities, he has developed software, methods, and tools that are innovative and sophisticated. The firm's goals of "decisions support the design" and "public facilitation" are echoed in all of Chase's projects and visualizations.

Chase has created "Vizhen" a custom software package that allows users to walk, run, drive, and fly anywhere, look at anything, and interact with the 3D model in any way they choose. Secondly, the "Digital Design Charrette" method was created in concert with the firm's principal, Jeff Winston, to be an interactive design facilitation tool allowing participants to verbalize their design concepts and watch them take shape immediately within the charrette, leading to more informed and stronger project understanding.

EDUCATION

- Bachelor of Environmental Design & Planning
University of Colorado at Boulder, 2005

RELEVANT EXPERIENCE

- Peoria Station Catalytic Project, *Denver and Aurora, Colorado*
- Golden Triangle Neighborhood Plan, *Denver, Colorado*
- North Tryon Vision Plan, *Charlotte, North Carolina*
- 40th and Colorado Station Area Master Plan, *Denver, Colorado*
- Highway 42 Underpass and Urban Design, *Louisville, Colorado*
- Kigali, Rwanda City Planning, *Kigali, Rwanda*
- Carson City Downtown Plan, *Carson City, Nevada*
- Federal Boulevard Public Facilitation, *Jefferson County, Colorado*
- Lakewood RTD FasTracks / Lightrail TOD Center Visualizations, *Lakewood, Colorado*
- Boulder Transit Village (Phase 1), *Boulder, Colorado*
- Steamboat Springs Downtown and Base Area 3D Model, *Steamboat Springs, Colorado*
- Summit at Brian Head, *Brian Head, Utah*
- Solaris Hotel (@ Crossroads Vail), *Vail, Colorado*
- Arrabelle Hotel (Lionshead Core Building), *Vail, Colorado*
- Boulder Municipal Building Landscape Design, *Boulder, Colorado*



Andrew Knudtsen

MANAGING PRINCIPAL

Andrew is a planner and economist with 20 years' experience in the areas of comprehensive planning, real estate market and feasibility evaluation, and public financing strategies. Mr. Knudtsen has advised many cities and towns on policy issues affecting land use, redevelopment potentials, housing, and fiscal issues. His work enables communities to ground their policy decisions on the technical analysis of market, economic, and fiscal trends. For specific area plans and civic center campus plans, he has conducted market analysis to document ways to incorporate market rate uses into municipal campus planning. He has calibrated forecasts to document the degree of market support by use type (office, retail, residential, etc.). Finally, he has provided feasibility analysis, based on pro forma modeling, to show sources and uses of funds and the role of public financing to show how private and public facilities can be constructed.

RELEVANT EXPERIENCE

Northglenn Citywide Sustainability Assessment; Boulder Civic Use Pad Feasibility Analysis; Greeley Municipal Office Needs and Downtown Development Assessment; Los Alamos Municipal Building Site Selection and Evaluation; and Adams County Comprehensive Plan and Fiscal Analysis.

EDUCATION

Bachelors of Environmental Design, Magna cum Laude
University of Colorado, 1987.

PUBLICATION

"Urban-Suburbia", Urban Land, October 2008.

AFFILIATIONS (REGISTRATIONS)

CCIM – Certified Commercial Investment Manager; ULI – Member of the Explorers Committee; AICP – American Institute of Certified Planners; State of Colorado Governor's Blue Ribbon Affordable Housing Panel.

Chris Ryerson

ASSOCIATE

Chris has been with EPS since 2012 and his prior experience includes a year-long internship with the TOD Department at RTD FasTracks in Denver. Chris is able to develop market inputs for use in feasibility models that translate innovative concepts into feasible projects. He has defined market opportunities for cultural and historic venues as part of corridor studies in Colorado and New Mexico. Chris has provided in-depth demographic, market demand, and economic development inputs for a variety of planning efforts, and has extensive experience with Geographic Information Systems (GIS).

RELEVANT EXPERIENCE

Northglenn Citywide Sustainability Assessment; Brooks City Base Redevelopment and Market Analysis in San Antonio, TX; Waters' Edge Mixed Use Development in Fort Collins, CO; Westminster Grange-Rodeo Market Community Arts Center Strategy and Feasibility Study; and the Rock Island Corridor Opportunity Sites-Development Strategy in Kansas City, MO.

EDUCATION

Master's Degree in Urban and Regional Planning from the University of Colorado.



Dave Hammel, AIA, LEED AP BD+C

PRINCIPAL

Dave Hammel has been with the firm since he was a graduate student at the University of Colorado, and became a principal in 1988. His strengths lie in his ability to orchestrate a team, bringing in projects on time and within budget. Dave is a nationally recognized specialist in the design and planning of community recreation centers. As one of the most experienced principals in the firm, he has spoken at the Athletic Business Conference and the National Recreation & Park Association Conference. He has also participated in the annual Recreation Facilities Design and Planning School held each year in Denver.

Dave is committed to providing the services necessary to complete this project according to the proposed schedule.

EDUCATION

University of Colorado Denver
Master of Architecture

University of Colorado at Boulder
Bachelor of Environmental Design

REGISTRATIONS

- NCARB, Colorado, Kansas, Michigan, Utah, Virginia
- Green Building Certification Institute LEED® Accreditation B D + C

PROFESSIONAL ACTIVITIES

- American Institute of Architects

SPEAKING ENGAGEMENTS

2013 Colorado Association of Senior Centers: "Mind, Body and Soul: The Future of Active Aging Centers"

2013 Colorado Parks & Recreation Association: "Recreation Center Renovation: Breathing New Life to an Old Center"

RECENT PROJECT EXPERIENCE

- Northglenn Recreation Center Addition Study, *Northglenn, Colorado*
- Erie Community Center, *Eire, Colorado*
- Hatfield-Chilson Recreation/Senior Center, *Loveland, Colorado*
- Douglas H. Buck Community Recreation Center, *Littleton, Colorado*
- Wheat Ridge Recreation Center Study, *Wheat Ridge, Colorado*
- Erie Community Park Phase II, *Erie, Colorado*
- Boulder Parks & Recreation Facilities Master Plan *Boulder, Colorado*
- Fort Collins Senior Center, *Fort Collins, Colorado*
- Lone Tree Recreation Center, *Lone Tree, Colorado*
- Apex Center, *Arvada, Colorado*
- North Boulder Recreation Center, *Boulder, Colorado*
- The Ridge at West Meadows Recreation Center, *Littleton, Colorado*
- APEX Fieldhouse, *Arvada, Colorado*
- Superior Recreation Center Study, *Superior, Colorado*
- Littleton Community/Senior Center Study, *Littleton, Colorado*
- Thornton Senior Center Assessment and Renovation, *Thornton, Colorado*
- Eagle View Adult Center, *Brighton, Colorado*
- Malley Sr. Center Addition, *Englewood, Colorado*
- East Boulder Recreation/Senior Center, *Boulder, Colorado*
- Brighton Oasis Family Aquatic Park, *Brighton, Colorado*

Carlos Hernandez, AICP

PRINCIPAL

Previous Work Experience:

- < Senior Associate
Fehr & Peers
Denver (2006-2012)
- < Senior Project Manager
Charlier Associates, Inc.
Boulder (1998-2006)

Licenses:

- < Certified Planner
(AICP #21777)

Professional Affiliations:

- < Women’s Transportation Seminar
(WTS)
- < American Planning Association

Education:

- < B.S., City Planning (ENVD)
University of Colorado, 1999

Awards:

- < 2009 Colorado APA -
Ft. Lupton Master Plan
- < 2010 Boulder County Pinnacle-
Platt Middle School
- < 2011 Colorado APA -
Woodland Park and Lyons
Master Plans

Carlos Hernandez 16 years of professional experience includes a wide range of transportation system plans across the Colorado Front Range. Mr. Hernandez is known for his commitment to meaningful public process and community engagement. **He frequently works with planning commissions, elected officials, and agencies to gain consensus on complex transportation planning issues.**

RTD US 36 First and Final Mile Study (Denver to Boulder): 2012-2013

Carlos Hernandez served as the senior strategic advisor to the US 36 First and Final Project. This project analyzed travel patterns in the US 36 corridor to identify options to better connect riders to and from the US 36 Bus Rapid Transit (BRT) stations. As part of this project Carlos worked with 36 Commuting Solutions and RTD staff to build consensus for multimodal design solutions near the BRT stations. Carlos was instrumental in facilitating the dialogue among the senior leaders in the corridor. The project’s priority, installation of “bike then bus secure facilities”, are currently being implemented at two RTD park and rides in the corridor.

City of Englewood - Complete Streets

Carlos Hernandez served as the project manager on a complete streets project for major arterial corridors in Englewood, Colorado. Carlos worked with the City of Englewood Community Development, Public Works and Britina Design Group to engage stakeholders about the potential for complete street design improvements. This included “first and final mile” access to the ART Shuttle, pedestrian safety improvements along Broadway Avenue, and a toolbox of other complete street safety projects (<http://englewoodcompletestreets.info>).

Denver Moves - Denver, CO

Carlos Hernandez was the project manager for *Denver Moves: Making Multimodal Connections in the Mile High City*. Denver Moves illustrates how building consensus through a variety of public engagement strategies can move goals and priorities forward into actual community improvements. With support from multiple City and County of Denver departments, multimodal transportation projects in Denver’s arterial travel corridors are underway. During this project stakeholders and agencies address the unique challenge of retaining motor vehicle capacity while implementing corridor level projects for active transportation (walking, bicycling, scooting, and wheeling). In Denver’s case, recognizing the need to improve safety for all modes of travel from the outset of the design process allowed the project team to design an iterative engagement process creating dialogue between stakeholders, community members and Denver staff throughout the project. Over 100 miles of Denver Moves facilities have been implemented since the plan was finalized in 2009.

RTD FasTracks Quality of Life - Denver Metropolitan Region

Carlos Hernandez is the consultant team senior strategic advisor to the FasTracks’ *Quality of Life* program. The QoL Study is a multi year monitoring program that studies 70 “Quality of Life” measures in the Denver region as FasTracks is completed. The measures indicate how multimodal infrastructure investments being made in the region change economic, social, and mobility patterns in these key travel corridors. (http://www.rtd-fastracks.com/main_241)

Joseph Rausch, PE

SENIOR PROJECT ENGINEER, CIVIL ENGINEERING

Education:

University of Utah,
BSCE, 2001

Registrations:

Professional Engineer –
Colorado 40795

Affiliations:

Colorado Association of
Stormwater &
Floodplain Managers

Mr. Rausch has experience in many phases of site civil engineering design. Joe’s experience includes site grading, stormwater, erosion control, sewage and waterline design, preparation of drainage reports, stormwater management plans and utility reports. He has been responsible for preparation of final drawings, project specifications and cost estimates for these activities. Prior to joining Martin/Martin in 2001, Joseph had been with Citibank, NA. His civil site development includes mixed-use, commercial, office, recreation, public administration, education and residential facilities. His representative project experience includes:

- **Northglenn City Hall Drainage Evaluation and Improvements** - Civil Engineering services associated with the Northglenn City Hall building drainage needs assessment and improvements. Due to poor drainage runoff within the south parking area, Martin/Martin provided a site recognition and evaluation of existing drainage, icing and storm water infiltration through the foundation culminating in a narrative summary of alternate improvements with associated estimate of construction cost. Following selection of preferred alternatives, Martin/Martin developed final Construction Documents for the project including plans, specifications and updated opinion of estimated costs.
- **Northglenn Urban Renewal Authority (NURA) 120th Ave Street Widening and Turn Lane Improvements** - Civil engineering services for the MURA to add a combined acceleration and right turn lane following the northbound I-25 off-ramp to eastbound 120th Avenue extending to Grant Street. The project was approached in two phases to accommodate providing full survey services, research and planning development for the utilities in the corridor as well as drainage considerations with an initial design phase. The construction plan phase included widening and re-striping of 120th Avenue, new signage, realignment of the pedestrian sidewalks, storm sewer improvements, electrical utility relocation, and landscape repairs. Improvements were substantially in the CDOT right-of-way and were completed to a ready-for-construction status.
- **Longs Peak Metropolitan District Master Plan/Site Design, Wheat Ridge, Colorado** - Complete civil engineering services in association with the development of a 120-acre mixed-use retail, commercial and light industrial project. Martin/Martin developed master plans for grading, drainage and utilities for the ultimate build-out. The project includes hook ramps off I-70, a new underpass below I-70 on West 40th Avenue and a new interchange off Colorado 58. Phase I includes a new public roadway, Cabela Drive. Additional amenities included 3,400 LF concrete trail re-alignment along existing Clear Creek, railroad and irrigation ditches. The trail accommodates accessibility standards and included design elements such as plan and profiles, specifications, signage and striping, drainage report, storm water management plan and erosion control. Extensive coordination and process review through City of Wheat Ridge, Jefferson County, CDOT and FHWA were provided throughout the project. Services include full entitlement processes, mining reclamation, reservoir storage, roadways main utility extension, master drainage study and coordination with the USACE and subconsultants for wetlands and endangered species evaluation along Clear Creek. Work also included utility studies and coordination with Consolidated Water Company, Pleasant View Sanitation and North Table Mountain Water and Sanitation District.

William P. Willis, PE

PRINCIPAL, CIVIL ENGINEERING

Education:

Colorado State
University, BS Civil
Engineering, 1983

Registrations:

Professional Engineer –
Colorado 25803
Indiana 200226
Louisiana 34434
Missouri 2010014174
Montana 17647
New Mexico 17656
North Dakota 6109
Oklahoma 23169
South Dakota 11251

Affiliations:

American Water Works
Association
Colorado Rural Water
Association
Special Districts
Association Member
New Mexico Water and
Wastewater
Association

Mr. Willis joined Martin/Martin in 1984 (KKBNA 1984-1988). He has been principal-in-charge and/or project manager for many of the firm's site/land development/redevelopment and water/wastewater projects including a variety of TOD, mixed-use, on-call/IDIQ services, and capital infrastructure projects. Bill has acted in the capacity of District Engineer and/or Town Engineer for a number of municipalities for more than 25 years. His diverse experience includes project management, master planning, entitlements, design standards development, jurisdictional coordination, infrastructure design, water and water reclamation treatment, utilities, contract documents and construction administration. Bill is well versed in opinion of estimated costs, value analysis, project phasing and public involvement. Representative project experience includes:

- **Northglenn Urban Renewal Authority (NURA) 120th Ave Street Widening and Turn Lane Improvements** - Civil engineering services for the MURA to add a combined acceleration and right turn lane following the northbound I-25 off-ramp to eastbound 120th Avenue extending to Grant Street. The project was approached in two phases to accommodate providing full survey services, research and planning development for the utilities in the corridor as well as drainage considerations with an initial design phase. The construction plan phase included widening and re-striping of 120th Avenue, new signage, realignment of the pedestrian sidewalks, storm sewer improvements, electrical utility relocation, and landscape repairs. Improvements were substantially in the CDOT right-of-way and were completed to a ready-for-construction status. The project was accomplished on a fast track basis to allow for funding acquisition by the NURA.
- **Northglenn Re-Development Master Plan** - Master planning and preliminary design for a proposed new sports facility and expansion to existing recreation center within a re-development area of approximately 40-acres including acreage known as the Webster Lake Retail Development. The Civic Center Campus and 6-acres east of Community Center Drive were evaluated for both multi-family and commercial retail. The Master Planning included transportation management – pedestrian and vehicular circulation, drainage alternatives (including detention, water quality and outfall), identification of impacts and required modifications to the existing water supply, sanitary sewer and storm utilities to service the proposed facilities. An estimated opinion of cost was provided for civil related elements. Work included street widening, on-site roadways, fire and watermain looping, fire access, coordination with CDOT and Urban Drainage. Unique considerations included evaluation of the opportunity to provide porous paving within proposed and re-developed parking areas, partnership based regional detention. The project scope culminated in a set of concept design documents that addressed improvements and phasing necessary to facilitate the long term re-development.
- **Northglenn New Recreation Center and Recreation Center Expansion** - Following efforts from the City Master Plan Re-Development project, Martin/Martin provided civil consulting services for a new 100,000 SF Recreation Facility, renovations to the existing recreation center (112,000 SF) and improvements to the City Hall/Police building on the 21-acre parcel. Design development included site evaluation of existing conditions including utilities, drainage – storm detention and water quality, asphalt paving evaluation and improvement recommendations, site grading, pedestrian circulation, parking, culminating in a summary report of findings with opinion of estimated costs. The site evaluation addressed issues such as drainage from the site, paving condition assessment and recommended repairs, building ingress/egress and accessibility.



civic center campus & community center drive master plan

APRIL 16, 2015 | SCOPE OF WORK



4696 Broadway | Boulder, CO 80304
 (303) 440-9200 | www.migcom.com

In association with:
 Economic & Planning Systems, Inc. | Fox Tuttle Hernandez
 Barker Rinker Seacat Architecture | Martin/Martin

ATTACHMENT 2

Our philosophy is to approach every project with an open mind, without preconception. Every client, every project, every program, and every site is unique, so we begin the design process by actively listening to the people who know the project best—the client and the community. For the Northglenn Civic Campus & Community Center Master Plan, we will begin by meeting with stakeholder groups, while at the same time we compile and analyze information about the site. Together, these tasks will provide us with a baseline understanding of the physical, social, and historic character of the site, which will make it possible to produce a plan that reflects the community’s values and preferences.

Proposed Work Plan

MIG and its subconsultants will work as a single team, facilitating an inclusive planning process with the City’s core administrators, key staff and the community at large. Our process will involve developing an initial program for the Civic Center facilities, and providing a master plan that includes directives for sustainability, economic feasibility and architectural character. Our design work will be grounded in community outreach and engagement. Developing concept options for placemaking, connectivity and livability will be integral to the design strategy of the overall site master plan.

TASK A: COMMUNITY AND ENGAGEMENT STRATEGY (MIG LEAD, TEAM SUPPORT)

A hallmark of our practice has been the development of an effective, consensus-based communications and engagement process that is applicable to large multifaceted user groups as well as specific neighborhood communities. We believe that the input of key stakeholders from the start of any project ensures a sense of ownership, support, and first hand assessment of community needs. It provides a solid, defensible basis for the master plan’s recommendations and action plan. Through the engagement of the community we will develop a new program for the Civic Center that newly defines the Public Safety and City Administration Building, Community/Recreation Center, and public open spaces to serve immediate and future community needs. The comprehensive outreach program will be designed to obtain input from a variety of stakeholders at key milestones and throughout the planning and design process with a particular focus on the vision process, preliminary master plan and the final master plan.

- A1. Kick-Off Meeting and Regular Progress Meetings with City Staff Working Group – The MIG Team will meet with City staff for a kick-off session and regular work sessions (at least monthly) throughout the planning and design process.
- A2. Work sessions with elected and appointed officials such as the City Council and Northglenn Urban Renewal Agency (NURA) Board – The MIG Team will plan and facilitate up to six work sessions with elected and appointed officials. EPS and MIG have a strong track record with engaging City Council and NURA in meaningful discussions and interactive work sessions.
- A3. Stakeholder Interviews – The MIG Team will conduct a series of stakeholder interviews in the first month of the project and then follow up with these and other stakeholders as deemed appropriate and necessary throughout the remainder of the effort.
 - A3.1. Interview key City staff and community participants to understand the history and basis for the decisions made in the Police City Hall Needs Assessment and the Parks and Recreation Needs Assessment studies.
 - A3.2. Interviews with representative of the business community including Webster Lake Promenade, SCL Health, potential developers for vacant parcels in the Civic Center area, and business / retail representatives for nearby properties.
 - A3.3. Interviews with an invited cross-section of Northglenn residents to gain insights into the community’s assessment of the current conditions their vision for the future.
- A4. Community Workshops and Open Houses –We will have four community meetings with a combination of interactive workshops and an open house. MIG will plan, facilitate and summarize the community meetings. City staff will be expected to secure a location, promote the meetings and provide refreshments at the events.
 - A4.1. Workshop #1 – The first interactive community workshop will focus on gathering community input on the vision, programming and potential character of community facilities and the larger Civic Center area. The MIG Team will use existing information and stakeholder interview input to provide initial thoughts for community members to respond to.
 - A4.2. Workshop #2 – The second interactive community workshop will focus on review and discussion of a presentation and input on the preliminary Master Plan alternatives.

- A4.3. Workshop #3 – The third interactive community workshop will include a presentation and opportunity for the community and stakeholders to provide input on the Draft Civic Campus & Community Center Master Plan.
- A4.4. Final Open House – The final public event will be organized in an open house format. The primary content will include an overview of the planning process and community input from each public forum, presentation of the Final Civic Campus & Community Center Master Plan, implementation plan, and other major recommendations.
- A5. Community Intercept Events – The MIG Team will work with the City to identify existing community events to leverage and gather additional input on the planning process, vision and potential master plan recommendations. The MIG Team will staff at least three intercept events and prepare materials that will be used during these three events and available for City staff to use at additional outreach opportunities.
- A6. Newsletters and Project Website – MIG will work with City communications staff to identify the goals and timing for a Master Plan newsletter and website. MIG will develop and maintain the project website and develop a template for up to four digital newsletters for distribution throughout the process. MIG and City staff will collaborate on developing content for the newsletter and MIG will populate the newsletter template.



TASK B: DEVELOPMENT OF STUDY AREA BASELINE INFORMATION

In order to continue the master planning process, we need to establish the process for moving forward. We do not intend to duplicate the process completed to develop the programming and conceptual design effort for the Community/Recreation Center or the Public Safety and City Administration Complex. We propose the initial steps to begin the process of creating a unified vision for the Civic Campus:

B1. Existing Conditions Analysis

- B1.1. Base data collection and review – maps, aerial photographs, previous planning documents, general and specific area plans, joint-use agreements, zoning, etc.
 - B1.1.1. Collect and format existing base mapping (MIG).
- B1.2. Martin/Martin will complete a due diligence review of the Civic Center utilities and infrastructure to identify capacity, necessary upgrades, services provided by private utility providers, etc. (An existing survey for the site is assumed to be available in CAD format. If additional information is needed, Martin/Martin will provide a list of elements needed for additional survey.)
 - B1.2.1. Review of existing drainage master plan for the Civic Campus study area – Provide an infrastructure assessment which will include due diligence, coordination with the jurisdictions and assessment of utility capacities based on City data on the various systems.
 - B1.2.2. Review of existing geotechnical studies and reports.
- B1.3 FTH will review the existing traffic report for Civic Center Drive completed by FHU and traffic counts and studies completed for the Webster Lake Promenade.
 - B1.3.1. Review existing parking capacity and parking demand identified in the programming documents for the Community/Recreation Center and the Police City Hall Needs Assessment.
- B1.4. The MIG Team will inventory existing physical facilities that comprise the Civic Center. MIG will lead the team in an evaluation of the quality of streetscapes and open space, confirm site conditions, parking capacity, and natural and cultural factors.
 - B1.4.1. Tour existing Public Safety and City Administration Building and the Community/Recreation Center with members of the MIG Team.

B1.5. EPS will review Northglenn demographics, anticipated future trends and growth. This effort will be informed significantly by the Citywide Sustainability Assessment effort.

2. Programming Analysis / Matrix

B2.1. BRS and MIG will meet with Parks and Recreation Staff to review the Parks and Recreation Needs Assessment and the concept plan for Webster Lake Plaza to confirm assumptions and update the findings to reflect new trends or recent improvements.

B2.2. BRS will review the Police City Hall Needs Assessment and meet with Public Safety staff to confirm the program needs and assumptions.

B3. Alternative Site Analysis (Relocation of Uses) (MIG and EPS)

B3.1. Corridor Integration to Site and Surrounding Use Area – MIG and EPS will examine existing and planned development adjacent to and near the Civic Center Campus study area and identify alternative uses and locations for civic and other uses.

B3.2. Potential Development / Use Opportunities – In our experience, a thriving center of any kind has a mix of uses to help activate spaces and places at all times of day and throughout the week. MIG and EPS will work with the City to test various uses and development concepts prior to developing overall site development concepts.

4. Phasing and Implementation (EPS)

B4.1. Financing / Market / Fiscal Implications and Strategies – The financing of the project is a critical component of the process that provides a realistic approach to financing the improvements and funding the construction. The financing options and preferences can also have important implications for planning, design and phasing.

TASK C. VISIONING PROCESS

C1. Create a Vision Statement (MIG Lead, Team Support) The MIG Team will integrate all previous work, stakeholder input and community visioning input from the first community workshop into a working vision statement for review and refinement throughout the planning process. City Council and NURA input will also be important at this critical phase to ensure that all aspects of the project are moving in the right direction.

- C2. Develop Goals and Objectives (MIG Lead, Team Support) – The MIG Team will also establish preliminary goals and objectives for the process based upon the various input and feedback received throughout the initial portion of the process. Goals and objectives will be vetted with decision makers, staff, key stakeholders and the community. With buy off on the preliminary goals and objectives, the MIG Team will utilize the vision, goals and objectives framework as an evaluation tool for formulating and evaluating potential site development alternatives.
- C3. Architectural Context / Character preference exercise (BRS Lead, MIG Support) – While it is certainly impossible to please everyone from a design perspective, the look and feel of potential development will be critical in communicating the ideas and garnering community support moving forward. BRS and MIG will develop a preference exercise for use with stakeholders and the community. The results will help to inform and support height, massing, architectural style and character of the recommended scenarios and eventual projects.
- C4. Connectivity / Multimodal / Surrounding Uses Context (FTH Lead, MIG Support) – FTH and MIG will establish a high level framework for connectivity and mobility throughout the Civic Center campus area and identify key aspects of increasing access to and through the site for all modes of transportation. The result will be a hierarchy of circulation route types and the identification of critical connections that should be addressed in all scenarios.
- C5. Overall Site, Streetscape and Landscape Context (MIG Lead, Team Support) – The MIG Team will develop an overall palette of development types, open space character, the streetscape character for Community Center Drive, and landscape context for the site. Alternatives will be created and then tested with key stakeholders and the community. A preferred palette will be created and integrated into the final recommendations



TASK D: PRELIMINARY / CONCEPTUAL MASTER PLANNING

D1. Site Development Plan

- D1.1. The MIG Team will gather and summarize successful case studies and best practices of other civic centers to better understand the concepts and components that help these districts thrive (MIG Lead, Team Support).
- D1.2. The MIG Team will complete a preliminary Land Use Plan options for the campus (MIG Lead, Team Support) – The Land Use Plan options will include maps with land use bubbles, estimates of total acreage and estimates of development program capacity (square feet of built structures, residential units if applicable, parking and open space).
- D1.3. BRS, with MIG support, will develop conceptual building plan layouts for:
 - D1.3.1. The Public Safety and City Administration Building.
 - D1.3.2. The Community/Recreation Center.
 - D1.3.3. BRS will conduct meetings with Fire department and with the relevant review agency officials to identify access and code compliance issues.

D2. CONCEPTUAL DESIGN / PRELIMINARY INFRASTRUCTURE PLAN

- D2.1 Based on the utility due diligence, Martin/Martin will prepare a preliminary utility plan for water, sanitary, storm, drainage and dry utilities.

D3. COMMUNITY CENTER CORRIDOR PLAN

- D3.1. MIG and FTH will collaborate to create the preliminary streetscape and connectivity concepts for the Civic Campus
 - D3.1.1. MIG and FTH will incorporate complete streets principles to comfortably accommodate pedestrians and non-motorized uses along Community Center Drive as well as connections to Webster Lake Promenade, regional trails, and EB Rains Memorial Park.
 - D3.1.2. MIG and FTH will identify gateways and potential gateway locations and potential treatments for non-motorized and vehicular entry points.
- D3.2. MIG will establish the streetscape character and create an identity for the corridor – This will include landscaping opportunities and a preferred palette, preliminary materials recommendations, and crossing treatments.

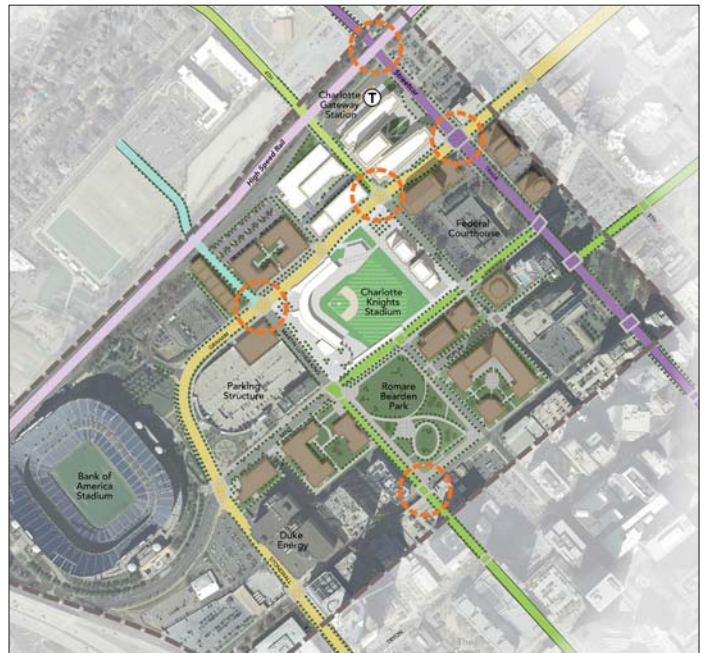
- D3.3. MIG and FTH will develop landscape site design options for the Civic Center including WLP Pocket Park, plazas and public gathering spaces, site parking design, service and delivery, etc.
- D3.4. Parking Study – FTH will determine the best solutions for meeting the parking demand. Any parking structure concept, underground or free standing, will be integral to the master plan and will have significant impacts to the overall site plan and financial plan.
 - D3.4.1. Study vehicle circulation and parking patterns.
 - D3.4.2. Consider security, maintenance and ease of operations.
- D3.5. Access Control (FTH) – FTH will develop specific strategies and recommendations in a variety of areas specific to access control and ensuring that future users of the Civic Center campus have a broad range of choices from a transportation perspective. Most importantly, the strategies will help to ensure that transportation is a supportive use and not an overpowering aspect of the site design and character. With that said, there may be opportunities to integrate aspects of the infrastructure to create a stronger sense of place and unique identity features.
 - D3.5.1. Wayfinding
 - D3.5.2. Streetscape
 - D3.5.3. Driveway and Access Management Strategy and Standards
 - D3.5.4. Other End-of-Trip Facilities
- D4. Consider maintenance, operations, and energy efficiency – BRS and Martin/Martin will lead the MIG Team in making recommendations for short and long-term maintenance, operations and energy efficiency. Long term sustainability and creating a more timeless Civic Center will be a focus throughout the project.
- D5. BRS and MIG will identify a recommended architectural vernacular for the new buildings and site improvements
- D6. Initial Phasing Plan (EPS Lead, Team Support) – EPS will lead the team in establishing a phasing scenario that integrates the financing strategies and market conditions developed for the project.
- D7. Presentation of Master Plan design to community and to City Council, including 3-D visualizations (MIG Lead, Team Support) – MIG will develop 3-D visualizations of the recommended master plan build out that will be used to showcase various aspects of the plan and to illustrate project phasing.

- D8. Preliminary Plan Refinements (MIG Team) –The MIG Team will refine the recommended plan based upon feedback from the community, staff, appointed and elected leaders and key stakeholders.
- D9. Preferred Preliminary Plan Recommendation/Report Outline (MIG Team) – The MIG Team will provide a detailed annotated report outline with key content and graphics. The annotated outline will be used to refine major content and organizational elements of the documents prior to developing the entire report.

TASK E: FINAL MASTER PLAN REPORT

The final Civic Campus & Community Center Master Plan document presents the culmination of the planning process outlining recommendations for community and decision-maker review; a clear, concise, easy-to-use document to be put into use by City staff. Action plan recommendations are described in text and shown graphically, priorities are defined, community input documented, and development costs are estimated. The Master Plan includes:

- E1. Preferred concept design alternative; including supporting site and building plans, building perspectives, and other graphic documents (MIG and BRS Lead, Team Support) – The MIG Team will develop a suite of graphics for each of the major plan elements.
- E2. Conceptual floor plans and parking layouts. (BRS and FTH Lead, MIG Support) – The MIG Team will develop conceptual floor plans and parking layouts for each of the key projects recommended as part of the overall site master plan.
- E3. Final Infrastructure Plan (30% Civil Design Development) – Martin/Martin will develop 30% Civil Design Development drawings depicting key infrastructure improvements to support the master plan recommendations.
- E4. Final Phasing Plan and Opinion of Probable Costs – The MIG Team will collaborate to develop a revised phasing plan and opinions of probable costs for the key elements of the master plan. Key elements are expected to include:
- E4.1. New Public Safety and City Administration
 - E4.2. New Community/Recreation Center
 - E4.3. New Site work including:
 - E4.3.1. Recreation Center
 - E4.3.2. Community Center Drive and Other Streetscape Improvements
 - E4.3.3. Surface Parking Improvements
 - E4.3.4. Site Utilities
 - E4.4. Park and Open Space Improvements
 - E4.5. Additional Parking solutions
- E5. Identify all other project costs, soft costs, and contingencies (MIG Team) – The MIG Team is including a task for unanticipated costs, as well as the incorporation of all other project costs, soft costs and contingencies.
- E6. Financing plan with funding options – EPS will explore a number of financing and funding options working with staff and using a customized model that builds on the Citywide Sustainability Assessment.
- E6.1. Public / Private Partnerships
 - E6.2. General Obligation Bonds and Certificate of Participation Bonding
 - E6.3. 63-20 Bonds
 - E6.4. Tax Increment Financing
- E7. Decision-maker review (MIG Lead, Team Support) – The MIG Team will provide briefings to decision-makers and reserve at least one of the six work sessions identified in Task A to present and discuss the ‘final’ recommendations.
- E8. Final Revisions (MIG Team) – After the decision-maker review, final revisions are made and the Final Master Plan is presented to Council a final time.



HILLTOP DR
Downtown Center Visualization
San Diego, California



Specialized Services / Missing Components, Considerations and Contingencies

The MIG Team feels strongly that it provides the greatest value to the City of Northglenn for this important effort. Our past experience with similar projects and recent experience in Northglenn provide an understanding that allows for creativity and efficiency throughout the planning process.

KEY CONSIDERATIONS

The project offers unique challenges that we see as opportunities for reimagining the site and surrounding area to achieve the city's desire for more legible fabric and vibrant civic life and the potential to create a true community center. These include:

- Entry and Identity** –The existing framework of the Civic Center has created a strong civic core that possesses the potential for much greater use and activation. The existing Civic Center and the majority of development in Northglenn is auto-oriented. Most visitors approach existing buildings from parking lots. There is an opportunity for strengthening the experience for residents and visitors alike by making a more walkable environment and by creating stronger gateways into the area for all modes of travel. The corner of 120th Avenue and Civic Center Drive is also an important anchor and signal to the presence of the Civic Center from the North; this corner has more potential to become a strong pedestrian connection and gateway to the Civic Center by the re-envisioning of the existing streetscapes.
- Multiple Sites within the Site** – There is a natural tendency to want to plan one large site with broad strokes. This often leads to a lack of human scale, poor connectivity and difficulty in phasing. Worse yet, the approach often leads to eliminating opportunities for additional activation and partnerships. The planning and design team will need to respond to the existing and future context by designing edges, open spaces and key multi-modal connections throughout the study area/s that establish a hierarchy of safe, attractive and activated edges, facades and linkages. The creation of smaller sites within the larger site will facilitate phasing, place making and partnering.
- Existing Program and the Potential for Creative Approaches** – There is a very strong sense of what the Civic Center campus is and what it should include. It will be important to at least explore decoupling programming and facilities to the extent possible at project outset to avoid emotional ties to particular siting decisions and to allow more creative exploration of ideas for maximizing utilization of community investment and potential anchor facilities. This should include at least a cursory examination of moving some of the proposed programming elements to other potential development/redevelopment sites in Northglenn to fully leverage this once in a generation opportunity. At the very least, such an exploration will confirm the current thinking around the development program for the site.
- Police, Courts and City Hall Building** – How to best site and leverage the Police facility and City Hall building/s is one of the larger questions the City faces in this important endeavor. Should the three uses continue to share a single structure? Can one or both facilities help to anchor new development in the Civic Center area or elsewhere in the community? Should one or the other be located on another site?
- Community/Recreation Center** – Should all three components; recreation center, senior center, and theater remain as a single facility? Should the City Hall component be connected to the Community Center to take advantage of shared use opportunities? What relationship should there be between the Community Center and the Park and the Police/Courts/City Hall?
- Parking** –Our challenge will be to resolve parking concerns within the composition of the master plan, while also creating an implementation strategy that balances cost and financing. We will establish a budget and identify priorities to implement the parking solution that best fits the goals of the master plan.



The MIG Team brings a variety of unique perspectives and elements to this project. The following details several aspects of our approach that we feel are unique.

Decoupling the Program and the Site – The MIG Team believes that it is in the City’s best interests to consider decoupling the functions of the current municipal campus and constructing new facilities on separate sites. The Team will test solutions with all services contained within the current campus. We will also test solutions where different departmental facilities are located at different sites. In some cases, this could involve land acquisition and in other cases, it may be utilization of current city-owned sites.

The benefit for a dispersed approach is two-fold: the primary motivation is to provide greater land supply to house an expanding set of City functions. Secondly, the community may benefit as the City activates currently under-utilized sites and introduces a civic element as an anchor for a redevelopment project. This may involve current large scale sites (such as Market Place) or smaller but equally important sites such as land near the 112th or 120th light rail stations.

The MIG Team is highly aware that the **City Council desires forward progress** and that it does not anticipate a time-intensive evaluation of options that involve sites other than the current civic center campus. That said, the benefits of a dispersed approach warrant consideration. Moreover, the team is prepared to conduct an efficient evaluation of options such that it can maintain the pace of the project. For example, EPS has the existing layers of GIS data and can screen the City and narrow the options quickly. EPS will develop metrics to further evaluate fit and benefit, incorporating the knowledge base of the rest of the team in the process. The goal is to create a straight-forward, transparent process with clear, objective criteria that will enable the City Council see the value and buy into the conclusion.

Financing Strategy and Modeling – EPS will provide a financing strategy to the City to minimize its outlay of reserve funds. One of the mechanisms EPS will test is Certificates of Participation, with the goal of establishing revenue streams to help retire the debt from the projects. To the extent portions of the new development programs can incorporate new land uses such as lodging, retail, or office, the financing structure can utilize the incremental revenues derived from sales tax, lodging tax, and/or

property tax. Moreover, the City can pledge on-site revenue generation (i.e., land lease payments) to increase financing leverage and reduce reliance on reserves.

EPS will construct a model that can be used to test different iterations of development scenarios. The model will include a range of ‘dials’ that will enable the team to test various financing terms and structures, and will include scenarios with and without TIF increment. EPS will use its expertise to test outcomes of public financing options based on its current market inputs for absorption, pricing, market capture, and cap rates. The inputs reflect recent, comprehensive research on the Northglenn market and will provide calibrated modeling outputs specific to the local opportunity.

Community and Stakeholder Engagement – Our team’s approach reflects our excitement for working collaboratively with various project partners and stakeholders. Each step in the process will include in-person project team and consultant team coordination and work sessions, stakeholder interviews and check-ins, focus groups, planning team work sessions, and opportunities for residents and businesses to help inform the planning and design process. MIG has extensive experience building consensus and engaging community members and the other key team members have recent experience working with the City and this particular group of stakeholders. Collectively, we have a long track record of developing plans and designs with stakeholder buy-in and a strong sense of ownership.



Council and NURA Participation – The MIG team includes MIG and EPS, who are currently working closely with the staff, City Council, and NURA board on a City-wide Sustainability Plan. Through this process, the Council has grown to understand MIG and EPS as an authentic, collaborative, and solution oriented team members. EPS has worked to provide detailed, data-rich deliverables to staff, refining them for City Council presentations. The Council understands the issues and has come to trust the analytics that underpin the presentations. MIG and EPS will bring the same level of rigor and trust to Council interactions on the Civic Center Master Plan.

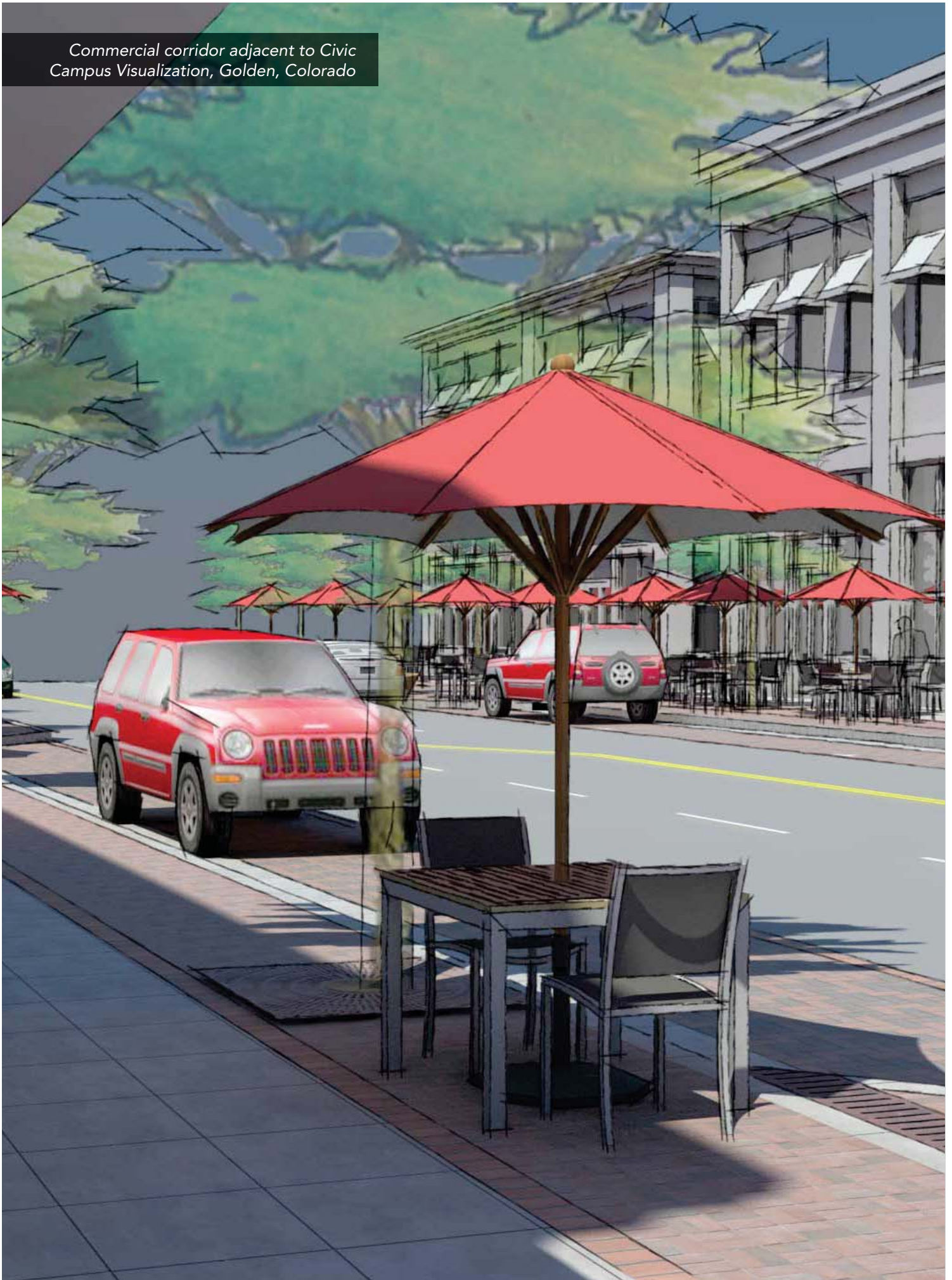
Placemaking for Existing and Future Residents – The MIG Team has a unique understanding of what potential residents and visitors of different ages, incomes, ethnicities and backgrounds are looking for in terms a living, working, playing and engaging. An important aspect of the visioning and goal setting for this project is taking a step back and deciding who the City of Northglenn is targeting as its future residential and business community. Also, who are we trying to attract to larger community events, shopping and recreational opportunities in Northglenn. This bigger picture view is a process component that MIG is especially good at teasing out, articulating and using to drive the program and design of a project.

While the scope of this work is relatively focused on the Civic Center Campus, it represents a significant portion of the future development/redevelopment potential for the City. As such, it is critical that any changes to the site move the needle significantly in the direction desired by decision-makers, key stakeholders, the community and staff. Along with just a handful of other planning and design efforts in the next year or two, the Civic Center Master Plan project represents a major opportunity for Northglenn to establish a sense of place and either strengthen, augment or change how it is perceived by existing and potential residents, employers, employees and visitors.

Infrastructure Familiarity and Creativity – Martin/Martin’s extensive experience with projects within the City of Northglenn will prove invaluable to the development team. Martin/Martin is well acquainted with the Northglenn properties west of Community Center Drive and south of 120th Avenue, as t have worked on multiple master planning and specific improvement projects directly for the City’s Public Works Department, Urban Renewal Authority, and private developers who have all contemplated projects there. These projects have included the K-Zone recreation center expansion project with BRS, the redevelopment of the northern properties for Prime West and the widening and extending the eastbound 120th Ave acceleration lane. Martin/Martin’s insight into the local utility infrastructure and drainage conditions along with their background mapping will help to provide the City with a thorough understanding of the site and associated infrastructure needs.

Innovative and sustainable opportunities will be explored to optimize the benefits of natural drainage and low impact design features. Carefully planned natural drainage features can produce a welcoming and energizing environment, promoting dual use and reduce below grade storm sewer installation and associated maintenance. Martin/Martin’s designs have worked to reach LEED Platinum levels, and in some cases, have been considered by jurisdictional review agencies as a requirement in future revisions of their standards and specifications. Martin/Martin had the opportunity to work on the 2010 Engineering News Record’s National Best of the Best Award in the category of “Green Building” for the National Renewable Energy Laboratory’s (NREL) RSF Building. In this project, storm water was conveyed through the site through a series of natural and low impact design features filtering the runoff up to seven times prior to leaving the campus. Design elements considered dual use opportunities encouraging outdoor meetings and natural watering of landscape materials resulting in the reduction of traditional storm sewer by approximately 50%.

*Commercial corridor adjacent to Civic
Campus Visualization, Golden, Colorado*



proposed project schedule

Civic Center Campus and Community Center Drive Master Plan Northglenn, Colorado		May	June	July	Aug	Sept	Oct	Nov	Dec
Task A	Community and Engagement Strategy								
A.1	Kick-Off Meeting (& Regular Progress Meetings) with City Staff	█							
A.2	Work sessions with elected and appointed officials	█	█						
A.3	Stakeholder Interviews	█	█						
A.3.1	Interview key City staff and community	█	█						
A.3.2	Interviews with representative of the business community	█	█						
A.3.3	Interview cross-section of residents	█	█						
A.4	Community Workshops and Open Houses								
A.4.1	Workshop #1			█					
A.4.2	Workshop #2					█			
A.4.3	Workshop #3						█		
A.4.4	Final Open House							█	
A.5	Community Intercept Events			█	█	█			
A.6	Newsletters and Project Website		█		█	█		█	
Task B	Development of Study Area Baseline Information								
B.1	Existing Conditions Analysis	█	█	█					
B.1.1	Base data collection and review	█	█	█					
B.1.2	Review of the Civic Center utilities and infrastructure	█	█	█					
B.1.3	Review existing traffic report and traffic counts	█	█	█					
B.1.4	Inventory of existing physical facilities	█	█	█					
B.1.5	Review Northglenn demographics, trends and growth	█	█	█					
B.2	Programming Analysis / Matrix								
B.2.1	Review of the Parks and Recreation Needs Assessment								
B.2.2	Review of the Police City Hall Needs Assessment								
B.3	Alternative Site Analysis (Relocation of Uses)								
B.3.1	Corridor Integration to Site and Surrounding Use Area								
B.3.2	Potential Development / Use Opportunities								
B.4	Phasing and Implementation								
B.4.1	Financing / Market / Fiscal Implications and Strategies								
Task C	Visioning Process								
C.1	Create a Vision Statement								
C.2	Develop Goals and Objectives								
C.3	Architectural Context / Character preference exercise								
C.4	Connectivity / Multimodal / Surrounding Uses Context								
C.5	Overall Site and Landscape Context								
Task D	Preliminary / Conceptual Master Planning								
D.1	Site Development Plan								
D.1.1	Case Studies								
D.1.2	Preliminary Land Use Plan options								
D.1.3	conceptual building plan								
D.2	Conceptual Design / Preliminary Infrastructure Plan								
D.3	Community Center Corridor Plan								
D.3.1	Preliminary streetscape and connectivity concepts								
D.3.2	Establish streetscape character and create corridor identity								
D.3.3	Landscape site design options								
D.3.4	Parking Study								
D.3.5	Access Control								
D.4	Consider maintenance, operations, and energy efficiency								
D.5	Identify recommended architectural vernacular								
D.6	Initial Phasing Plan								
D.7	Presentation of Master Plan design to community and to City Council								
D.8	Preliminary Plan Refinements								
D.9	Preferred Preliminary Plan Recommendation/Report Outline								
Task E	Final Master Plan Report								
E.1	Preferred concept design alternative								
E.2	Conceptual floor plans and parking layouts								
E.3	Final Infrastructure Plan								
E.4	Final Phasing Plan and Opinion of Probable Costs								
E.4.1	New Public Safety and City Administration								
E.4.2	New Recreation Center								
E.4.3	New Site work								
E.4.4	Park and Open Space Improvements								
E.4.5	Additional Parking solutions								
E.5	Identify all other project costs, soft costs, and contingencies								
E.6	Financing plan with funding options								
E.6.1	Public / Private Partnerships								
E.6.2	General Obligation Bonds and Certificate of Participation Bonding								
E.6.3	63-20 Bonds								
E.6.4	Tax Increment Financing								
E.7	Decision-maker review								
E.8	Final Revisions								

BID SUMMARY FEE ESTIMATE

Civic Campus & Community Center Dr Master Plan

MIG, Inc.

(Vendor Name)

BASE BID		
Item	Description	Total Cost
1	Communication / Engagement Plan	\$81,581
2	Development of Study Area Baseline Information	\$39,490
3	Visioning Process	\$24,401
4	Preliminary/Conceptual Master Planning	\$85,004
5	Final Master	\$62,941
6	Value Added/Missing Components/Contingencies	\$0
	TOTAL	\$293,417

Total for Base Bid \$293,417

Total in words: Two hundred and ninety-three thousand, four hundred and seventeen dollars

SPONSORED BY: MAYOR DOWNING

COUNCILMAN'S RESOLUTION

RESOLUTION NO.

No. CR-66
Series of 2015

Series of 2015

A RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF NORTHGLENN AND MIG, INC. FOR THE CIVIC CAMPUS AND COMMUNITY CENTER DRIVE CORRIDOR MASTER PLAN

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF NORTHGLENN, COLORADO, THAT:

Section 1. The Professional Services Agreement between the City of Northglenn and MIG, Inc., attached hereto, in an amount not to exceed \$318,892.00 for the Civic Campus and Community Center Drive Corridor Master Plan is hereby approved and the Mayor is authorized to execute same on behalf of the City of Northglenn.

DATED, at Northglenn, Colorado, this _____ day of _____, 2015.

JOYCE DOWNING
Mayor

ATTEST:

LISA ANDREWS, CMC
Deputy City Clerk

APPROVED AS TO FORM:

COREY Y. HOFFMANN
City Attorney

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT is made and entered into this _____ day of _____, 20____, by and between the City of Northglenn, State of Colorado (hereinafter referred to as the "City") and MIG Inc (hereinafter referred to as "Consultant").

RECITALS:

A. The City requires professional services.

B. Consultant has held itself out to the City as having the requisite expertise and experience to perform the required work for the Project.

NOW, THEREFORE, it is hereby agreed for the consideration hereinafter set forth, that Consultant shall provide to the City, professional consulting services for the Project.

I. SCOPE OF SERVICES

Consultant shall furnish all labor and materials to perform the work and services required for the complete and prompt execution and performance of all duties, obligations, and responsibilities for the Project which are described or reasonably implied from **Exhibit A** which is attached hereto and incorporated herein by this reference.

II. THE CITY'S OBLIGATIONS/CONFIDENTIALITY

The City shall provide Consultant with reports and such other data as may be available to the City and reasonably required by Consultant to perform hereunder. No project information shall be disclosed by Consultant to third parties without prior written consent of the City or pursuant to a lawful court order directing such disclosure. All documents provided by the City to Consultant shall be returned to the City. Consultant is authorized by the City to retain copies of such data and materials at Consultant's expense.

III. OWNERSHIP OF WORK PRODUCT

The City acknowledges that the Consultant's work product is an instrument of professional service. Nevertheless, the products prepared under this Agreement shall become the property of the City upon completion of the work.

IV. COMPENSATION

A. In consideration for the completion of the services specified herein by Consultant, the City shall pay Consultant an amount not to exceed Three-hundred-eighteen-thousand, eight-hundred-ninety-two dollars (\$318,892.00). Payment shall be made in accordance with the schedule of charges in Exhibit B which is attached hereto and incorporated herein by this reference. Invoices will be itemized and include hourly breakdown for all personnel and other charges. The maximum fee specified herein shall include all fees and expenses incurred by Consultant in performing all services hereunder.

B. Consultant may submit monthly or periodic statements requesting payment. Such request shall be based upon the amount and value of the work and services performed by Consultant under this Agreement except as otherwise supplemented or accompanied by such supporting data as may be required by the City.

1. All invoices, including Consultant's verified payment request, shall be submitted by Consultant to the City no later than the twenty-fourth (24th) day of each month for payment pursuant to the terms of this Agreement. In the event Consultant fails to submit any invoice on or before the twenty-fourth (24th) day of any given month, Consultant defers its right to payment pursuant to said late invoice until the twenty-fourth (24th) day of the following month.

2. Progress payments may be claimed on a monthly basis for reimbursable costs actually incurred to date as supported by detailed statements, including hourly breakdowns for all personnel and other charges. The amounts of all such monthly payments shall be paid within thirty (30) days after the timely receipt of invoice as provided by this Agreement.

C. The City has the right to ask for clarification on any Consultant invoice after receipt of the invoice by the City.

D. In the event payment for services rendered has not been made within forty-five (45) days from the receipt of the invoice for any uncontested billing, interest will accrue at the legal rate of interest. In the event payment has not been made within ninety (90) days from the receipt of the invoice for any uncontested billing, Consultant may, after giving seven (7) days written notice and without penalty or liability of any nature, suspend all work on all authorized services specified herein. In the event payment in full is not received within thirty (30) days of giving the seven (7) days written notice, Consultant may terminate this Agreement. Upon receipt of payment in full for services rendered, Consultant will continue with all authorized services.

E. Final payment shall be made within sixty (60) calendar days after all data and reports (which are suitable for reproduction and distribution by the City) required by this Agreement have been turned over to and approved by the City and upon receipt by the City of Consultant's certification that services required herein by Consultant have been fully completed in accordance with this Agreement and all data and reports for the Project.

V. COMMENCEMENT AND COMPLETION OF WORK

Within seven (7) days of receipt from the City of a Notice to Proceed, Consultant shall commence work on all its obligations as set forth in the Scope of Services or that portion of such obligations as is specified in said Notice. Except as may be changed in writing by the City, the Project shall be complete and Consultant shall furnish the City the specified deliverables as provided in Exhibit A.

VI. CHANGES IN SCOPE OF SERVICES

A change in the Scope of Services shall constitute any material change or amendment of services or work which is different from or additional to the Scope of Services specified in Section I of this Agreement. No such change, including any additional compensation, shall be effective, or paid unless authorized by written amendment executed by the City. If Consultant proceeds without such written authorization, then Consultant shall be deemed to have waived any claim for additional compensation, including a claim based on the theory of unjust enrichment, quantum merit or implied contract. Except as expressly provided herein, no agent, employee, or representative of the City shall have the authority to enter into any changes or modifications, either directly or implied by a course of action, relating to the terms and scope of this Agreement.

VII. PROFESSIONAL RESPONSIBILITY

A. Consultant hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.

B. The work performed by Consultant shall be in accordance with generally accepted professional practices and the level of competency presently maintained by other practicing professional firms in the same or similar type of work in the applicable community.

C. Consultant shall be responsible for the professional quality, technical accuracy, timely completion, and the coordination of all designs, drawings, specifications, reports, and other services furnished by Consultant under this Agreement. Consultant shall, without additional compensation, correct or resolve any errors or deficiencies in his designs, drawings, specifications, reports, and other services, which fall below the standard of professional practice, and reimburse the City for construction costs caused by errors and omissions which fall below the standard of professional practice.

D. Approval by the City of drawings, designs, specifications, reports, and incidental work or materials furnished hereunder shall not in any way relieve Consultant of responsibility for technical adequacy of the work. Neither the City's review, approval or acceptance of, nor payment for, any of the services shall be construed to operate as a waiver of any rights under this Agreement or of any cause of action arising out of the performance of this Agreement, and Consultant shall be and remain liable in accordance with applicable performance of any of the services furnished under this Agreement.

E. The rights and remedies of the City provided for under this Agreement are in addition to any other rights and remedies provided by law.

VIII. ILLEGAL ALIENS

A. Certification. By entering into this Agreement, Consultant hereby certifies that, at the time of this certification, it does not knowingly employ or contract with an illegal alien who will perform work under the Agreement and that Consultant will participate in either the E-Verify Program administered by the United States Department of Homeland Security and Social Security Administration or the Department Program administered by the Colorado Department of Labor and Employment in order to confirm the employment eligibility of all employees who are newly hired for employment to perform work under the Agreement.

B. Prohibited Acts. Consultant shall not:

1. Knowingly employ or contract with an illegal alien to perform work under this Agreement; or

2. Enter into a contract with a subcontractor that fails to certify to Consultant that the subcontractor shall not knowingly employ or contract with an illegal alien to perform work under this Agreement.

C. Verification.

1. Consultant has confirmed the employment eligibility of all employees who are newly hired for employment to perform work under this Agreement through participation in either the E-Verify Program or the Department Program.

2. Consultant shall not use the E-Verify Program or the Department Program procedures to undertake pre-employment screening of job applicants while this Agreement is being performed.

3. If Consultant obtains actual knowledge that a subcontractor performing work under this Agreement knowingly employs or contracts with an illegal alien who is performing work under the Agreement, Consultant shall:

a. Notify the subcontractor and the City within three (3) days that Consultant has actual knowledge that the subcontractor is employing or contracting with an illegal alien who is performing work under the Agreement; and

b. Terminate the subcontract with the subcontractor if within three (3) days of receiving the notice required pursuant to subparagraph (a) hereof, the subcontractor does not stop

employing or contracting with the illegal alien who is performing work under the Agreement; except that Consultant shall not terminate the contract with the subcontractor if during such three (3) days the subcontractor provides information to establish that the subcontractor has not knowingly employed or contracted with an illegal alien who is performing work under the Agreement.

D. **Duty to Comply with Investigations.** Consultant shall comply with any reasonable request by the Colorado Department of Labor and Employment made in the course of an investigation conducted pursuant to C.R.S. § 8-17.5-102(5)(a) to ensure that Consultant is complying with the terms of this Agreement.

E. If Consultant does not currently employ any employees, Consultant shall sign the NO Employee Affidavit attached hereto.

F. If Consultant wishes to verify the lawful presence of newly hired employees who perform work under the Agreement via the Department Program, Consultant shall sign the Department Program Affidavit attached hereto.

IX. INDEMNIFICATION

A. **INDEMNIFICATION – GENERAL:** The City cannot and by this Agreement does not agree to indemnify, hold harmless, exonerate or assume the defense of the Consultant or any other person or entity whatsoever, for any purpose whatsoever. Provided that the claims, demands, suits, actions or proceedings of any kind are not the result of professional negligence, the Consultant, to the fullest extent permitted by law, shall defend, indemnify and hold harmless the City, its Council members, officials, officers, directors, agents and employees from any and all claims, demands, suits, actions or proceedings of any kind or nature whatsoever, including worker's compensation claims, in any way resulting from or arising from the services rendered by Consultant, its employees, agents or subconsultants, or others for whom the Consultant is legally liable, under this Agreement; provided, however, that the Consultant need not indemnify or save harmless the City, its Council members, its officers, agents and employees from damages resulting from the negligence of the Council members, officials, officers, directors, agents and employees.

B. **INDEMNIFICATION FOR PROFESSIONAL NEGLIGENCE:** The Consultant shall, to the fullest extent permitted by law, defend, indemnify and hold harmless the City, its Council members, and any of its officials, officers, directors, and employees from and against damages, liability, losses, costs and expenses, including reasonable attorneys fees, but only to the extent caused by or arising out of the negligent acts, errors or omissions of the Consultant, its employees, agents or subconsultants, or others for whom the Consultant is legally liable, in the performance of professional services under this Agreement. The Consultant is not obligated under this subparagraph IX.B. to indemnify the City for the negligent acts of the City, its Council members, or any of its officials, officers, directors, agents and employees.

C. **INDEMNIFICATION – COSTS:** Consultant shall, to the fullest extent permitted by law, defend, investigate, handle, respond to, and provide defense for and defend against, any such liability, claims or demands at the sole expense of Consultant or, at the option of the City, agrees to pay the City or reimburse the City for the defense costs incurred by the City in connection with any such liability, claims or demands. Consultant shall, to the fullest extent permitted by law, defend and bear all other costs and expenses related thereto, including court costs and attorney fees, whether or not any such liability, claims or demands alleged are groundless, false or fraudulent. If it is determined by the final judgment of a court of any competent jurisdiction that such injury, loss or damage was caused in whole or in part by the act, omission or other fault of the City, its Council members, officials, officers, directors, agents and employees, the City shall reimburse Consultant for the portion of the judgment attributable to such act, omission or other fault of the City, its Council members, officials, officers, directors, agents and employees.

X. INSURANCE

A. Consultant agrees to procure and maintain, at its own cost, a policy or policies of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by Consultant pursuant to Section IX, above. Such insurance shall be in addition to any other insurance requirements imposed by this Agreement or by law. Consultant shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to Section IX, above, by reason of its failure to procure or maintain insurance, or by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.

B. Consultant shall procure and maintain, and shall cause any subcontractor of Consultant to procure and maintain, the minimum insurance coverages listed below. Such coverages shall be procured and maintained with forms and insurers acceptable to the City. All coverages shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by Consultant pursuant to Section IX, above. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain such continuous coverage.

1. Workmen's compensation insurance to cover obligations imposed by applicable laws for any employee engaged in the performance of work under this Agreement, and Employer's Liability insurance with minimum limits of five hundred thousand dollars (\$500,000) each accident, one million dollars (\$1,000,000) disease - policy limit, and one million dollars (\$1,000,000) disease - each employee. Evidence of qualified self-insured status may be substituted for the workmen's compensation requirements of this paragraph.

2. Commercial general liability insurance with minimum combined single limits of one million dollars (\$1,000,000) each occurrence and two million dollars (\$2,000,000) general aggregate. The policy shall be applicable to all premises and operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall contain a severability of interests provision.

3. Professional liability insurance with minimum limits of six hundred thousand dollars (\$600,000) each claim and one million dollars (\$1,000,000) general aggregate.

C. The policy required by paragraph 2. above shall be endorsed to include the City and the City's officers, employees, and consultants as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the City, its officers, its employees, or its consultants shall be excess and not contributory insurance to that provided by Consultant. No additional insured endorsement to the policy required by paragraph 1. above shall contain any exclusion for bodily injury or property damage arising from completed operations. Consultant shall be solely responsible for any deductible losses under any policy required above.

D. The certificate of insurance provided for the City shall be completed by Consultant's insurance agent as evidence that policies providing the required coverages, conditions, and minimum limits are in full force and effect, and shall be reviewed and approved by the City prior to commencement of the Agreement. No other form of certificate shall be used. If the City is named as an additional insured on any policy which does not allow for the automatic addition of additional insureds, the Consultant's insurance agent shall also provide a copy of all accompanying endorsements recognizing the City as an additional insured. The certificate shall identify this Agreement and shall provide that the coverages afforded under the policies shall not be cancelled, terminated or materially changed until at least thirty (30) days prior written notice has been given to the City. The completed certificate of insurance shall be sent to:

City of Northglenn
 Attn: Brook Svoboda
 11701 Community Center Drive
 Northglenn, Colorado 80233-8061

E. Failure on the part of Consultant to procure or maintain policies providing the required coverages, conditions, and minimum limits shall constitute a material breach of agreement upon which the City may immediately terminate this Agreement, or at its discretion, the City may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by the City shall be repaid by Consultant to the City upon demand, or the City may offset the cost of the premiums against any monies due to Consultant from the City.

F. The City reserves the right to request and receive a certified copy of any policy and any endorsement thereto.

G. The parties hereto understand and agree that the City, its officers, and its employees, are relying on, and do not waive or intend to waive by any provision of this Agreement, the monetary limitations (presently three hundred fifty thousand dollars (\$350,000) per person and nine hundred ninety thousand dollars (\$990,000) per occurrence) or any other rights, immunities, and protections provided by the Colorado Governmental Immunity Act, Colo. Rev. Stat., §§ 24-10-101, et seq., as from time to time amended, or otherwise available to the City, its officers, or its employees.

XI. NON-ASSIGNABILITY

Neither this Agreement, nor any of the rights or obligations of the parties hereto, shall be assigned by either party without the written consent of the other.

XII. TERMINATION

This Agreement shall terminate at such time as the work in Section I is completed and the requirements of this Agreement are satisfied, or upon the City's providing Consultant with seven (7) days advance written notice, whichever occurs first. In the event the Agreement is terminated by the City's issuance of said written notice of intent to terminate, the City shall pay Consultant for all work previously authorized and completed prior to the date of termination. If, however, Consultant has substantially or materially breached the standards and terms of this Agreement, the City shall have any remedy or right of set-off available at law and equity. If the Agreement is terminated for any reason other than cause prior to completion of the Project, any use of documents by the City thereafter shall be at the City's sole risk, unless otherwise consented to by Consultant.

XIII. CONFLICT OF INTEREST

The Consultant shall disclose any personal or private interest related to property or business within the City. Upon disclosure of any such personal or private interest, the City shall determine if the interest constitutes a conflict of interest. If the City determines that a conflict of interest exists, the City may treat such conflict of interest as a default and terminate this Agreement.

XIV. VENUE

This Agreement shall be governed by the laws of the State of Colorado, and any legal action concerning the provisions hereof shall be brought in the County of Adams, State of Colorado.

XV. INDEPENDENT CONTRACTOR

Consultant is an independent contractor. Notwithstanding any provision appearing in this Agreement, all personnel assigned by Consultant to perform work under the terms of this Agreement shall be, and remain at all times, employees or agents of Consultant for all purposes. Consultant shall make no representation that it is the employee of the City for any purposes.

XVI. NO WAIVER

Delays in enforcement or the waiver of any one or more defaults or breaches of this Agreement by the City shall not constitute a waiver of any of the other terms or obligation of this Agreement.

XVII. ENTIRE AGREEMENT

This Agreement and the attached Exhibits A and B is the entire Agreement between Consultant and the City, superseding all prior oral or written communications. None of the provisions of this Agreement may be amended, modified, or changed, except as specified herein.

XVIII. SUBJECT TO ANNUAL APPROPRIATION

Consistent with Article X, Section 20 of the Colorado Constitution, any financial obligations of the City not to be performed during the current fiscal year are subject to annual appropriation, and thus any obligations of the City hereunder shall extend only to monies currently appropriated.

XIX. NOTICE

Any notice or communication between Consultant and the City which may be required, or which may be given, under the terms of this Agreement shall be in writing, and shall be deemed to have been sufficiently given when directly presented or sent pre-paid, first class United States Mail, addressed as follows:

The City: City of Northglenn
 11701 Community Center Drive
 Northglenn, Colorado 80233-8061

Consultant: MIG Inc
 4696 Broadway
 Boulder, CO 80304

IN WITNESS WHEREOF, the parties hereto each herewith subscribe the same in duplicate.

CITY OF NORTHGLENN, COLORADO

By: _____

Print Name

ATTEST:

Johanna Small, CMC
City Clerk Date

Title Date

APPROVED AS TO FORM:

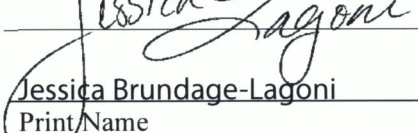
Corey Y. Hoffmann
City Attorney Date

CONSULTANT:

By: 

Jeffrey T. Winston
Print Name

ATTEST:

By: 

Jessica Brundage-Lagoni
Print Name

Principal 5/11/15
Title Date

Service Area Administrator 5/11/15
Title Date

City's Project Manager

EXHIBIT A

Northglenn Civic Campus and Community Center Drive Master Plan

MIG and its subconsultants will work as a single team, facilitating an inclusive planning process with the City's core administrators, key staff and the community at large. Our process will involve developing an initial program for the civic center facilities, and providing a master plan that includes directives for sustainability, economic feasibility and architectural character. Our design work will be grounded in community outreach and engagement. Developing concept options for placemaking, connectivity and livability will be integral to the design strategy of the overall site master plan.

Task 1: Community and Engagement Strategy (MIG Lead, Team Support)

A hallmark of our practice has been the development of an effective, consensus-based communications and engagement process that is applicable to large multifaceted user groups as well as specific neighborhood communities. We believe that the input of key stakeholders from the start of any project ensures a sense of ownership, support, and first hand assessment of community needs. It provides a solid, defensible basis for the master plan's recommendations and action plan. Through the engagement of the community we will develop a new program for the Civic Center that newly defines the Public Safety and City Administration Building, Recreation Center, and public open spaces to serve immediate and future community needs. The comprehensive outreach program will be designed to obtain input from a variety of stakeholders at key milestones and throughout the planning and design process with a particular focus on the vision process, preliminary master plan and the final master plan.

- 1.1 Kick-Off Meeting and Regular Progress Meetings with City Staff Working Group** – The MIG Team will meet with City staff for a kick-off session and regular work sessions (at least monthly) throughout the planning and design process
- 1.2 Work sessions with elected and appointed officials such as the City Council and Northglenn Urban Renewal Agency (NURA) Board** – The MIG Team will plan and facilitate up to six work sessions with elected and appointed officials. The first or second work session will include a driving tour in City-provided vehicles to visit and discuss successful civic campus development around the area. MIG and EPS have a strong track record with engaging City Council and NURA in meaningful discussions and interactive work sessions. The conversations will focus on providing necessary information, analysis and planning and design thought to support a path of critical decision making
- 1.3 Stakeholder Interviews** – The MIG Team will conduct a series of stakeholder interviews in the first month of the project and then follow up with these and other stakeholders as deemed appropriate and necessary throughout the remainder of the effort.
 - 1.3.1 Interview key City staff and community participants** to understand the history and basis for the decisions made in the Police City Hall Needs Assessment and the Parks and Recreation Needs Assessment studies.
 - 1.3.2 Interviews with representative of the business community** including Webster Lake Promenade, potential developers for vacant parcels in the Civic Center area, and business / retail representatives for nearby properties
 - 1.3.3 Interviews with an invited cross-section of Northglenn residents** to gain insights into the community's assessment of the current conditions and a vision for the future.
- 1.4 Community Workshops and Open House** – We will have four community meetings with a combination of interactive workshops and an open house. MIG will plan, facilitate and summarize the community meetings. City staff will be expected to secure a location, promote the meetings and provide refreshments at the events.
 - 1.4.1 Workshop #1** – The first interactive community workshop will focus on gathering community input on the vision, programming and potential character of community facilities and the larger Civic Center area. The MIG Team will use existing information and stakeholder interview input to provide initial thoughts for community members to respond to.

- 1.4.2 Workshop #2 – The second interactive community workshop will focus on review and discussion of a presentation and input on the preliminary Master Plan alternatives.
- 1.4.3 Workshop #3 – The third interactive community workshop will include a presentation and opportunity for the community and stakeholders to provide input on the Draft Civic Campus & Community Center Master Plan.
- 1.4.4 **Final Open House** – The final public event will be organized in an open house format. The primary contents will include an overview of the planning process and community input from throughout, presentation of the Final Civic Campus & Community Center Master Plan, implementation plan, and other major recommendations.
- 1.5 **Community Intercept Events** – The MIG Team will work with the City to identify and leverage existing community events to leverage and gather additional input on the planning process, vision and potential master plan recommendations. The MIG Team will staff at least three intercept events and prepare materials that will be used during these three events and available for City staff to use at additional outreach opportunities.
- 1.6 **Stakeholder and Community Engagement Summary Report** – MIG will maintain a record of stakeholder and community engagement conducted throughout the process and prepare a summary report of the overall process, an overview of participation and summaries of key themes heard throughout the process.
- 1.7 **Newsletters and Project Website** – MIG will work with City communications staff to identify the goals and timing for a Master Plan newsletter and website. MIG will develop and maintain the project website and develop a template for up to four digital newsletters for distribution throughout the process. MIG and City staff will collaborate on developing content for the newsletter and MIG will populate the newsletter template.

Task 2: Development and Refinement of Study Area Baseline Information

In order to continue the master planning process, we need to establish the process for moving forward. We do not intend to duplicate the process completed to develop the programming and conceptual design effort for the Recreation Center or the Public Safety and City Administration Complex. We propose the initial steps to begin the process of creating a unified vision for the Civic Campus:

2.1 Existing Conditions Analysis

- 2.1.1 **Base data collection and review** – maps, aerial photographs, previous planning documents, general and specific area plans, joint-use agreements, zoning, etc. MIG will collect and format existing base mapping provided by the City of Northglenn
- 2.1.2 **Utility and infrastructure review** – Martin-Martin will complete a due diligence review of the Civic Center utilities and infrastructure to identify capacity, necessary upgrades, services provided by private utility providers, etc. Martin-Martin will estimate contribution from the proposed development and coordinate with the City based on their data on capacities. The base effort does not include analyzing overall systems or modeling the systems. For dry utilities, the MIG Team can provide basic coordination with the providers related to routing, but capacities and loads would not be a part of the baseline effort.
- 2.1.3 **Review of existing drainage master plan** for the Civic Campus study area – The MIG Team will evaluate the proposed scenario relative to the existing Master report and provide estimates for water quality and detention but will not perform any major basin routing.
- 2.1.4 **Review of existing geotechnical studies and reports**
- 2.1.5 **Review of existing traffic studies** – FTH will review the existing traffic report for Community Center Drive completed by FHU and traffic counts and studies completed for the Webster Lake Promenade

- 2.1.6 **Review existing parking capacity and parking demand** identified in the programming documents for the Recreation Center and the Police City Hall Needs Assessment
- 2.1.7 **Physical Facility Inventory** – The MIG Team will inventory existing physical facilities that comprise the Civic Center. MIG will lead the team in an evaluation of the quality of streetscapes and open space, confirm site conditions, parking demand, and natural and cultural factors.
- 2.1.8 **Tour existing Public Safety and City Administration Building and the Recreation Center** with members of the MIG Team.
- 2.1.9 **Future population analysis** – EPS will review Northglenn demographics, anticipated future trends, growth. This effort will be informed significantly by the Citywide Sustainability Assessment effort.
- 2.2 **Programming Analysis / Matrix**
 - 2.2.1 **Review Parks and Recreation Needs Assessment** – BRS and MIG will meet with Parks and Recreation Staff to review the Parks and Recreation Needs Assessment to confirm assumptions and update the findings to reflect new trends or recent improvements.
 - 2.2.2 BRS will review the Police City Hall Needs Assessment and meet with Public Safety staff to confirm the program needs and assumptions.
- 2.3 **Alternative Site Analysis (Relocation of Uses)** (MIG and EPS)
 - 2.3.1 **Corridor Integration to Site and Surrounding Use Area** – MIG and EPS will examine existing and planned development adjacent to and near the Civic Center Campus study area and identify alternative uses and locations for civic and other uses.
 - 2.3.2 **Potential Development / Use Opportunities** – In our experience, a thriving center of any kind has a mix of uses to help activate spaces and places at all times of day and throughout the week. MIG and EPS will work with the City to test various uses and development concepts prior to developing overall site development concepts.
- 2.4 **Phasing and Implementation (EPS)**
 - 2.4.1 **Financing / Market / Fiscal Implications and Strategies** – The financing of the project is a critical component of the process that provides a realistic approach to financing the improvements and funding the construction. The financing options and preferences can also have important implications for planning, design and phasing.

Task 3. Visioning Process

- 3.1 **Create a Vision Statement** (MIG Lead, Team Support) – The MIG Team will integrate all previous work, stakeholder input and community visioning input from the first community workshop into a working vision statement for review and refinement throughout the planning process. City Council and NURA input will also be important at this critical phase to ensure that all aspects of the project are moving in the right direction.
- 3.2 **Develop Goals and Objectives** (MIG Lead, Team Support) – The MIG Team will also establish preliminary goals and objectives for the process based upon the various input and feedback received throughout the initial portion of the process. Goals and objectives will be vetted with decision makers, staff, key stakeholders and the community. With buy off on the preliminary goals and objectives, the MIG Team will utilize the vision, goals and objectives framework as an evaluation tool for formulating and evaluating potential site development alternatives.
- 3.3 **Architectural Context / Character Preference Exercise** (BRS Lead, MIG Support) – While it is certainly impossible to please everyone from a design perspective, the look and feel of potential development will be critical in communicating the ideas and garnering community support moving forward. BRS and MIG will develop a preference exercise for use with stakeholders and the community. The results will help to inform and support height, massing, architectural style and character of the recommended scenarios and eventual projects.

- 3.4 Connectivity / Multimodal / Surrounding Uses Context** (FTH Lead, MIG Support) – FTH and MIG will establish a high level framework for connectivity and mobility throughout the Civic Center campus area and identify key aspects of increasing access to and through the site for all modes of transportation. The result will be a hierarchy of circulation route types and the identification of critical connections that should be addressed in all scenarios.
- 3.5 Overall Site and Landscape Context** (MIG Lead, Team Support) – The MIG Team will develop an overall palette of development types, open space character and landscape context for the site. Alternatives will be created and then tested with key stakeholders and the community. A preferred palette will be created and integrated into the final recommendations.

Task 4: Preliminary / Conceptual Master Planning

4.1 Site Development Plan

- 4.1.1 Case Studies and Best Practices** – The MIG Team will gather and summarize successful case studies and best practices of other civic centers to better understand the concepts and components that help these districts thrive (MIG Lead, Team Support)
- 4.1.2 Preliminary Land Use Plan Options for the Campus** (MIG Lead, Team Support) – The Land Use Plan options will include maps with land use bubbles, estimates of total acreage and estimates of development program capacity (square feet of built structures, residential units if applicable, parking and open space).

BRS, with MIG support, will develop conceptual building plan layouts for:

- 4.1.3 The Public Safety and City Administration Building**
- 4.1.4 The Recreation Center**
- 4.1.5 Access and Code Compliance** – BRS will conduct meetings with Fire department and with the relevant review agency officials to identify access and code compliance issues
- 4.2 Conceptual Design / Preliminary Infrastructure Plan** (Martin-Martin) – Based on the utility due diligence, Martin-Martin will prepare a preliminary utility plan for water, sanitary, storm, drainage and dry utilities. Utility routing will be coordinated with the overall layout and road configuration to pinpoint efficient routings. Drainage coordination will include review of grading prepared by MIG to incorporate needed drainage elements. Feasibility of gravity connections will be reviewed. A critical aspect of the site layout will be providing for adequate water quality and detention as dictated by the City. Adequate on-site space will be provided for these features within the site plan. Outfall will need to be coordinated with available storm facilities. We are adept at accommodating drainage in tight sites based on our extensive experience in downtown Denver including “urban” water quality and detention design including underground vaults, rain gardens, porous landscaping detention, sand filters, vortex separators and more.
- 4.3 Community Center Drive Corridor Plan**
- 4.3.1 Preliminary Streetscape Design for Community Center Drive** – MIG and FTH will collaborate to create the preliminary streetscape and connectivity concepts for the Civic Campus. MIG and FTH will incorporate complete streets principles to comfortably accommodate pedestrians and non-motorized uses along Community Center Drive as well as connections to Webster Lake Promenade, regional trails, and EB Rains Memorial Park. MIG and FTH will also identify gateways and potential gateway locations and potential treatments for non-motorized and vehicular entry points.
- 4.3.2 Detailed Streetscape Design for Community Center Drive** – MIG will establish the streetscape character and create an identity for the corridor. This will include typical cross sections, a single line drawing of the corridor, landscaping opportunities and a preferred palette, preliminary materials recommendations, and specific crossing treatments. An emphasis will be on creating a complete street that sufficiently moves

traffic while creating a safe and inviting place for pedestrians, cyclists and transit users.

- 4.3.3 Landscape Site Design Options** – MIG and FTH will develop landscape site design options for the Civic Center including WLP Pocket Park, plazas and public gathering spaces, site parking design, service and delivery, etc.
- 4.3.4 Parking Study** – FTH will determine the best solutions for meeting the parking demand. Any parking structure concept, underground or free standing, will be integral to the master plan and will have significant impacts to the overall site plan and financial plan. FTH will study vehicle circulation and parking patterns and consider security, maintenance and ease of operations.
- 4.3.5 Demand Management and Access Control** (FTH Lead; MIG Support) – FTH will develop specific strategies and recommendations in a variety of areas specific to access control and ensuring that future users of the Civic Center campus have a broad range of choices from a transportation perspective. Most importantly, the strategies will help to ensure that transportation is a supportive use and not an overpowering aspect of the site design and character. With that said, there may be opportunities to integrate aspects of the infrastructure to create a stronger sense of place and unique identity features. These include a high level concept for signage and wayfinding and other end-of-tip facilities.
- 4.4 Consider maintenance, operations, and energy efficiency** – BRS and Martin-Martin will lead the MIG Team in making recommendations for short and long-term maintenance, operations and energy efficiency. Long term sustainability and creating a more timeless Civic Center will be a focus throughout the project. Innovative and sustainable opportunities will be explored to optimize the benefits of natural drainage and low impact design features.
- 4.5 Architectural Vernacular** – BRS and MIG will identify a recommended architectural vernacular for the new buildings and site improvements.
- 4.6 Initial Phasing Plan** (EPS and JLL co-lead, Team Support) – EPS will lead the team in establishing a phasing scenario that integrates the financing strategies and market conditions developed for the project.
- 4.7 Presentation of Master Plan Design to Community and to City Council**, including 3-D visualizations (MIG Lead, Team Support) – MIG will develop 3-D visualizations of the recommended master plan build out that will be used to showcase various aspects of the plan and to illustrate project phasing.
- 4.8 Preliminary Plan Refinements** (MIG Team) – The MIG Team will refine the recommended plan based upon feedback from the community, staff, appointed and elected leaders and key stakeholders.
- 4.9 Preferred Preliminary Plan Recommendation/Report Outline** (MIG Team) – The MIG Team will provide a detailed annotated report outline with key content and graphics. The annotated outline will be used to refine major content and organizational elements of the documents prior to developing the entire report.

Task 5: Final Master Plan Report

The final Civic Campus & Community Center Master Plan document presents the culmination of the planning process outlining recommendations for community and decision-maker review; a clear, concise, easy-to-use document to be put into use by City staff. Action plan recommendations are described in text and shown graphically, priorities are defined, community input documented, and development costs are estimated. The Master Plan includes:

- 5.1 Preferred concept design alternative** including supporting site and building plans, building perspectives, and other graphic documents (MIG and BRS Lead, Team Support) – The MIG Team will develop a suite of graphics for each of the major plan elements.

- 5.2 Conceptual floor plans and parking layouts** (BRS and FTH Lead, MIG Support) – The MIG Team will develop conceptual floor plans and parking layouts for each of the key projects recommended as part of the overall site master plan.
- 5.3 Final Infrastructure Plan (30% Civil Design Development)** – Martin-Martin will develop 30% Civil Design Development drawings depicting key infrastructure improvements to support the master plan recommendations. A Final infrastructure plan will be developed based on the selected Master Plan. A critical component of the plan will be prioritized phasing to support the Master Plan improvements including line upsizing, rerouting, system connectivity and life safety. For example, downstream elements of gravity lines will have priority over upstream lines, shared drainage elements shown to be installed in the initial phase and fire suppression facilities installed based on first need. Drainage elements will be orchestrated with the overall layout and concept grading by MIG.
- 5.4 Final Phasing Plan and Opinion of Probable Costs** – The MIG Team will collaborate to develop a revised phasing plan. JLL will lead the MIG Team in developing opinions of probable costs for the key elements of the master plan. Key elements are expected to include:
- 5.4.1 New Public Safety and City Administration**
 - 5.4.2 New Recreation Center**
 - 5.4.3 Recreation Center**
 - 5.4.4 Community Center Drive and Other Streetscape Improvements**
 - 5.4.5 Surface Parking Improvements**
 - 5.4.6 Site Utilities**
 - 5.4.7 Park and Open Space Improvements**
 - 5.4.8 Additional Parking Solutions**
- 5.5 Identify all other project costs, soft costs, and contingencies** (MIG Team) – The MIG Team is including a task for unanticipated costs, as well as the incorporation of all other project costs, soft costs and contingencies.
- 5.6 Financing Plan with Funding Options** – JLL will explore a number of financing and funding options working with staff. EPS will test various financing strategies using a customized model that builds on the Citywide Sustainability Assessment.
- 5.6.1 Public / Private Partnerships**
 - 5.6.2 General Obligation Bonds and Certificate of Participation Bonding**
 - 5.6.3 63-20 Bonds**
 - 5.6.4 Tax Increment Financing**
- 5.7 Administrative Draft and Public Review Draft Master Plan Report** (MIG Lead, Team Support) – The MIG Team will provide a full draft report for staff review. The administrative draft will be provided in Microsoft Word with graphics in a separate PDF file for staff review. The Public Review Draft will be highly graphic and integrate narrative and graphics in an InDesign template.
- 5.8 Decision-Maker Review** (MIG Lead, Team Support) – The MIG Team will provide briefings to decision-makers and reserve at least one of the six work sessions identified in Task A to present and discuss the ‘final’ recommendations.
- 5.9 Final Revisions** (MIG Team) – After the decision-maker review, final revisions are made and the Final Master Plan is presented to Council a final time.

proposed project schedule

Civic Center Campus and Community Center Drive Master Plan Northglenn, Colorado		May	June	July	Aug	Sept	Oct	Nov	Dec
Task A	Community and Engagement Strategy								
A.1	Kick-Off Meeting (& Regular Progress Meetings) with City Staff	■							
A.2	Work sessions with elected and appointed officials	■	■						
A.3	Stakeholder Interviews	■	■						
A.3.1	Interview key City staff and community	■	■						
A.3.2	Interviews with representative of the business community	■	■						
A.3.3	Interview cross-section of residents	■	■						
A.4	Community Workshops and Open Houses			■		■		■	■
A.4.1	Workshop #1			■					
A.4.2	Workshop #2					■			
A.4.3	Workshop #3						■		
A.4.4	Final Open House								■
A.5	Community Intercept Events			■	■	■			
A.6	Newsletters and Project Website		■		■	■		■	■
Task B	Development of Study Area Baseline Information								
B.1	Existing Conditions Analysis	■	■	■					
B.1.1	Base data collection and review	■	■	■					
B.1.2	Review of the Civic Center utilities and infrastructure	■	■	■					
B.1.3	Review existing traffic report and traffic counts	■	■	■					
B.1.4	Inventory of existing physical facilities	■	■	■					
B.1.5	Review Northglenn demographics, trends and growth	■	■	■					
B.2	Programming Analysis / Matrix		■	■	■				
B.2.1	Review of the Parks and Recreation Needs Assessment		■	■	■				
B.2.2	Review of the Police City Hall Needs Assessment		■	■	■				
B.3	Alternative Site Analysis (Relocation of Uses)		■	■	■				
B.3.1	Corridor Integration to Site and Surrounding Use Area		■	■	■				
B.3.2	Potential Development / Use Opportunities		■	■	■				
B.4	Phasing and Implementation			■	■				
B.4.1	Financing / Market / Fiscal Implications and Strategies			■	■				
Task C	Visioning Process								
C.1	Create a Vision Statement			■	■				
C.2	Develop Goals and Objectives			■	■				
C.3	Architectural Context / Character preference exercise			■	■	■			
C.4	Connectivity / Multimodal / Surrounding Uses Context			■	■	■			
C.5	Overall Site and Landscape Context			■	■	■			
Task D	Preliminary / Conceptual Master Planning								
D.1	Site Development Plan				■	■			
D.1.1	Case Studies			■					
D.1.2	Preliminary Land Use Plan options				■	■			
D.1.3	conceptual building plan				■	■			
D.2	Conceptual Design / Preliminary Infrastructure Plan				■	■			
D.3	Community Center Corridor Plan				■	■	■		
D.3.1	Preliminary streetscape and connectivity concepts				■	■			
D.3.2	Establish streetscape character and create corridor identity					■	■		
D.3.3	Landscape site design options					■	■		
D.3.4	Parking Study					■	■		
D.3.5	Access Control					■	■		
D.4	Consider maintenance, operations, and energy efficiency				■	■	■		
D.5	Identify recommended architectural vernacular				■	■			
D.6	Initial Phasing Plan						■	■	
D.7	Presentation of Master Plan design to community and to City Council							■	
D.8	Preliminary Plan Refinements							■	
D.9	Preferred Preliminary Plan Recommendation/Report Outline							■	
Task E	Final Master Plan Report								
E.1	Preferred concept design alternative							■	■
E.2	Conceptual floor plans and parking layouts							■	■
E.3	Final Infrastructure Plan							■	■
E.4	Final Phasing Plan and Opinion of Probable Costs							■	■
E.4.1	New Public Safety and City Administration							■	■
E.4.2	New Recreation Center							■	■
E.4.3	New Site work							■	■
E.4.4	Park and Open Space Improvements							■	■
E.4.5	Additional Parking solutions							■	■
E.5	Identify all other project costs, soft costs, and contingencies							■	■
E.6	Financing plan with funding options							■	■
E.6.1	Public / Private Partnerships							■	■
E.6.2	General Obligation Bonds and Certificate of Participation Bonding							■	■
E.6.3	63-20 Bonds							■	■
E.6.4	Tax Increment Financing							■	■
E.7	Decision-maker review								■
E.8	Final Revisions								■

EXHIBIT B

BID SUMMARY FEE ESTIMATE

Civic Campus & Community Center Dr Master Plan

MIG, Inc.
 (Vendor Name)

BASE BID									
Item	Description	Total Cost	MIG	FTH	BRS	M/M	EPS	JLL	5% Admin Fee for Subs
1	Communication / Engagement Plan	\$79,381	\$59,300	\$5,560	\$8,160	\$0	\$3,500	\$2,000	\$861
2	Development and Refinement of Study Area Baseline Information	\$48,690	\$12,300	\$7,080	\$7,420	\$12,300	\$5,000	\$3,000	\$1,590
3	Visioning Process	\$31,076	\$19,200	\$6,480	\$3,330	\$0	\$1,500	\$0	\$566
4	Preliminary/Conceptual Master Planning	\$90,504	\$34,100	\$4,180	\$13,400	\$19,400	\$11,500	\$5,500	\$2,424
5	Final Master	\$68,491	\$24,700	\$1,240	\$5,380	\$22,300	\$8,500	\$4,500	\$1,871
6	Value Added/Missing Components/Contingencies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL		\$318,892	\$149,600	\$24,540	\$37,690	\$54,000	\$30,000	\$15,000	\$8,062

Total for Base Bid **\$318,892**

Total in words: Three hundred and eighteen thousand, eight hundred ninety-two dollars

PROSPECTIVE CONSULTANT'S CERTIFICATE REGARDING EMPLOYING OR CONTRACTING WITH AN ILLEGAL ALIEN

FROM: _____
(Prospective *Consultant*)

TO: City of Northglenn
PO Box 330061
11701 Community Center Drive
Northglenn, CO 80233

Project Name _____

Bid Number _____ Project No. _____

As a prospective Consultant for the above-identified bid, I (we) do hereby certify that, as of the date of this certification, I (we) do not knowingly employ or contract with an illegal alien who will perform work under the Agreement and that I (we) will confirm the employment eligibility of all employees who are newly hired for employment to perform work under the Agreement through participation in either the E- Verify Program administered by the United States Department of Homeland Security and Social Security Administration or the Department Program administered by the Colorado Department of Labor and Employment.

Executed this _____ day of _____, _____.

Prospective Consultant _____

By: _____

Title: _____

NO EMPLOYEE AFFIDAVIT

1. Check and complete one:

I, _____, am a sole proprietor doing business as _____ . I do not currently employ any individuals. Should I employ any individuals during the term of my Agreement with the City, I certify that I will comply with the lawful presence verification requirements outlined in that Agreement.

OR

I, _____, am an owner/member/shareholder of _____, a _____ [specify type of entity-*i.e.*, corporation, limited liability company], that does not currently employ any individuals. Should I employ any individuals during the term of my Agreement with the City, I certify that I will comply with the lawful presence verification requirements outlined in that Agreement.

2. Check one.

I, _____, am a United States citizen or legal permanent resident.

The City must verify this statement by reviewing one of the following items:

- o A valid Colorado Driver's license or a Colorado identification card*
- o A United States military card or a military dependent's identification card*
- o A United States Coast Guard Merchant Mariner card*
- o A Native American tribal document or*
- o In the case of a resident of another state, the driver's license or state-issued identification card from the state of residence, if that state requires the applicant to prove lawful presence prior to the issuance of the identification card*
- o Any other documents or combination of documents listed in the City's "Acceptable Documents for Lawful Presence Verification" chart that prove both the consultant's citizenship/lawful presence and identity.*

OR

I am otherwise lawfully present in the United States pursuant to federal law.

Consultant must verify this statement through the federal systematic alien verification of entitlement program, the "SAVE" program, and provide such verification to the City.

Signature

Date

**ACCEPTABLE DOCUMENTS FOR
LAWFUL PRESENCE VERIFICATION for
the NO EMPLOYEE AFFIDAVIT**

Documents that Serve to Prove Citizenship/Lawful Presence and Identification:

- Colorado Driver's License or Identification Card
- Out of State drivers license from: AL, AZ, AR, CA, CT, DE, DC, FL, GA, ID, IN, IA, KS, KY, LA, ME, MN, MS, MO, MT, NV, NH, NJ, NY, ND, OH, OK, PA, RI, SC, SD, VA, WV, WY
- A United States Military Card of a Military Dependent's Identification Card
- A United States Coast Guard or Merchant Mariner Card
- A Native American Tribal Document
- Certificate of Naturalization with Photograph
- Certificate of U.S. Citizenship with Photograph
- U.S. Passport (less than 5 years old)
- Northern Mariana Identification Card with Photograph

OR

Documents that Only Serve to Prove Citizenship/Lawful Presence:

- U.S. Birth Certificate
- Certification of Report of Birth from Department of State
- Report of Birth Abroad of a U.S. Citizen
- U.S. Citizen Identification Card
- Final Adoption Decree
- Evidence of U.S. Civil Service Employment before June 1, 1976
- Statement Provided by U.S. Consular Officer Certifying Citizenship
- Religious Records Recorded in the 50 states, D.C., or a U.S. Territory Showing Birth Date or Child's Age and Location of Birth in U.S.
- Early School Records
- Census Records
- Other Documents that Establish a U.S. Place of Birth or in Some Way Indicates U.S. Citizenship

AND

Documents that Serve to Prove Identification:

- A Driver's License or Identification Card Regardless of the State of Issuance
- School Identification Card with Photograph
- Identification Card Issued by Federal, State or Local Government
- A Driver's License Issued by a Canadian Government Authority

DEPARTMENT PROGRAM AFFIDAVIT

(To be completed if Consultant participates in the Department of Labor Lawful Presence Verification Program)

I, _____, as a public contractor under contract with the City of Northglenn (the "City"), hereby affirm that:

1. I have examined or will examine the legal work status of all employees who are newly hired for employment to perform work under this public contract for services ("Contract") with the Town within twenty (20) days after such hiring date;

2. I have retained or will retain file copies of all documents required by 8 U.S.C. § 1324a, which verify the employment eligibility and identity of newly hired employees who perform work under this Contract; and

3. I have not and will not alter or falsify the identification documents for my newly hired employees who perform work under this Contract.

Consultant Signature

Date

STATE OF COLORADO)
) ss.
COUNTY OF _____)

The foregoing instrument was subscribed, sworn to and acknowledged before me this ____ day of _____, _____, by _____ as _____ of _____.

My commission expires: (S

E A L)

Notary Public

LISTS OF ACCEPTABLE DOCUMENTS
All documents must be UNEXPIRED

Employees may present one selection from List A
or a combination of one selection from List B and one selection from List C.

LIST A Documents that Establish Both Identity and Employment Authorization	OR	LIST B Documents that Establish Identity	AND	LIST C Documents that Establish Employment Authorization
<ol style="list-style-type: none"> 1. U.S. Passport or U.S. Passport Card 2. Permanent Resident Card or Alien Registration Receipt Card (Form I-551) 3. Foreign passport that contains a temporary I-551 stamp or temporary I-551 printed notation on a machine-readable immigrant visa 4. Employment Authorization Document that contains a photograph (Form I-766) 5. For a nonimmigrant alien authorized to work for a specific employer because of his or her status: <ol style="list-style-type: none"> a. Foreign passport; and b. Form I-94 or Form I-94A that has the following: <ol style="list-style-type: none"> (1) The same name as the passport; and (2) An endorsement of the alien's nonimmigrant status as long as that period of endorsement has not yet expired and the proposed employment is not in conflict with any restrictions or limitations identified on the form. 6. Passport from the Federated States of Micronesia (FSM) or the Republic of the Marshall Islands (RMI) with Form I-94 or Form I-94A indicating nonimmigrant admission under the Compact of Free Association Between the United States and the FSM or RMI 		<ol style="list-style-type: none"> 1. Driver's license or ID card issued by a State or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address 2. ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color, and address 3. School ID card with a photograph 4. Voter's registration card 5. U.S. Military card or draft record 6. Military dependent's ID card 7. U.S. Coast Guard Merchant Mariner Card 8. Native American tribal document 9. Driver's license issued by a Canadian government authority <p align="center">For persons under age 18 who are unable to present a document listed above:</p> <ol style="list-style-type: none"> 10. School record or report card 11. Clinic, doctor, or hospital record 12. Day-care or nursery school record 		<ol style="list-style-type: none"> 1. A Social Security Account Number card, unless the card includes one of the following restrictions: <ol style="list-style-type: none"> (1) NOT VALID FOR EMPLOYMENT (2) VALID FOR WORK ONLY WITH INS AUTHORIZATION (3) VALID FOR WORK ONLY WITH DHS AUTHORIZATION 2. Certification of Birth Abroad issued by the Department of State (Form FS-545) 3. Certification of Report of Birth issued by the Department of State (Form DS-1350) 4. Original or certified copy of birth certificate issued by a State, county, municipal authority, or territory of the United States bearing an official seal 5. Native American tribal document 6. U.S. Citizen ID Card (Form I-197) 7. Identification Card for Use of Resident Citizen in the United States (Form I-179) 8. Employment authorization document issued by the Department of Homeland Security

Illustrations of many of these documents appear in Part 8 of the Handbook for Employers (M-274).

Refer to Section 2 of the instructions, titled "Employer or Authorized Representative Review and Verification," for more information about acceptable receipts.