

PLANNING & DEVELOPMENT DEPARTMENT
MEMORANDUM # 15-06

DATE: April 13th, 2015
TO: Honorable Mayor Joyce Downing and City Council Members
FROM: John Pick, City Manager *JP*
Brook Svoboda, Director of Planning & Development *BS*
Travis Reynolds, Planning Manager *TR*
SUBJECT: CR-48 Development Regulation Rewrite – Contract Award

BACKGROUND

The 2015 citywide budget identifies funds for the development of new citywide development regulations as a follow-up project to the 2014 Development Regulation Assessment report. Early in 2015, staff conducted a Request For Proposal (RFP) process to solicit bids from consultants. The following information summarizes the selection process and provides a recommendation for project contracting.

PROCESS

On January 14th, 2015 an Invitation for Bid (IFB 2015-06) was issued for the 2015 Development Regulation Re-write. The purpose of the solicitation was advertised as follows:

The City of Northglenn is soliciting for a consultant to provide a rewrite of the City's existing Zoning Code and Subdivision Regulations, collectively known as the Development Regulations. The first phase of the project, a Development Regulation Assessment, was completed in 2014 and will act as the foundation for the rewrite of the Development Regulations. This RFP is for the second phase of the project, a rewrite of the Development Regulations.

On February 13th, 2015, the City accepted two (2) formal bids for the 2015 Development Regulation Re-write – Clarion Associates and Fairfield & Woods LLP. The two proposals were deemed to have merit. Through the evaluation review process, the two proposals were deemed to be of near equal competency and value. As a result, interviews were held to determine the preferred candidate. **Clarion Associates** was selected as the preferred candidate, with a final negotiated price in the amount of \$173,190.00. The following factors were what lead to selecting Clarion and Associates:

- Based on the interviews and proposal materials, Fairfield and Woods proposal underrepresented the anticipated cost associated with their process.
- Fairfield and Woods approach highlighted a number of additional items that were deemed to potentially require significant staff resources and additional fees.
Clarion Associates provided a comprehensive and thoughtful approach to presenting to Council
- The Clarion Associates process was:
 - Straightforward,
 - Highlighted additional fees for use of outreach technology, and
 - Provided a focused approach to outreach that was appropriately gauged to the community of Northglenn.

SUMMARY

Staff is recommending contracting with Clarion Associates at the negotiated price depicted in the attached Professional Services Agreement – Scope of Work. The base bid provided a proposed value added service for digital outreach technology (website outreach) with their RFP submittal, Staff has incorporated this scope of services associated with using digital outreach technology for the project.

The digital outreach technology will provide a means to solicit public feedback regarding critical development regulation discussions, provide an organized platform for distribution of information created throughout the project and ultimately provide tools for key decision makers to review and comment on drafts of new regulations.

BUDGET/TIME IMPLICATIONS

This project will be appropriated from the Planning Department Operational Division’s Professional Services account line item.

Professional Services	\$580,000.00
Development Regulation Rewrite (Clarion Associates LCC)	<u>(\$173,190.00)</u>
Remaining Budget Line Item Balance	\$406,810.00

During the Council 2015 budget study sessions last fall, Staff identified a budget of \$80,000 for this project, which was based on largely on a Staff intensive effort with Consultant support. Council requested Staff pursue a project scope where the Consultant would provide the “heavy lifting” and Staff served in a support role. The proposed project scope reflects this approach. We anticipate that budgeted amount for 2015 will suffice for the project expenditures this year. The remaining balance will be reflected in the 2016 budget.

PROJECT SCHEDULE

The overall project has a schedule of seventeen months which is included in Exhibit A of the PSA.

RECOMMENDATION

Attached to this memorandum is a Council Resolution 48 that, if approved, would:

1. Authorize the Mayor to execute a contract between the City of Northglenn and Clarion Associates LLC. for the Development Regulation Rewrite, in the amount of \$173,190.00

Staff recommends approval of the proposed CR-48.

STAFF REFERENCE

Brook Svoboda, Director of Planning & Development	bsvoboda@northglenn.org	303.450.8937
Travis Reynolds, Planning Manager	treynolds@northglenn.org	303.450.8836

ATTACHMENTS

ATTACHMENT 1	CLERK CERTIFICATION OF BID SUMMARY & BID TABULATION
ATTACHMENT 2	CLARION PROPOSAL

ATTACHMENT 2

CLARION

CLARION ASSOCIATES

IN ASSOCIATION WITH:
URBAN INTERACTIVE STUDIO



NORTHGLENN, COLORADO

RFP No. 2015-006

Development Regulations Rewrite | February 13, 2015

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Clarion Associates, LLC
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303.830.2890
303.860.1809 fax

Community Planning
Zoning/Design Standards
Impact Fees
Growth Management
Sustainability

C L A R I O N

February 13, 2015

City Clerk's Office
City of Northglenn
P.O. Box 2002
Northglenn, CO 80233

Re: RFP No. 2015-006 for Northglenn Development Regulations Rewrite

Dear Members of the Evaluation Committee:

On behalf of the Clarion Associates team, I am pleased to submit this proposal for Northglenn's Development Regulations Rewrite. **Clarion Associates** is a national land-use consulting firm based in Colorado with significant experience in all the key areas of expertise required by the City's Request for Proposals. With extensive experience throughout the state and the nation, we believe that our team is uniquely qualified to assist the City with this project.

The City of Northglenn would benefit from our team's experience and expertise because:

- **We are expert code drafters.** Drafting development codes is Clarion's core practice area. Clarion principals have conducted dozens of comprehensive development codes rewrites throughout Colorado and the nation—many for medium-sized communities and in the Intermountain West. Hallmarks of Clarion-authored codes include simple language, clear procedures, measurable standards, and user-friendly formats, flexibility, and consistency with national best practices.
- **We are national leaders in zoning best practices.** Clarion team members have worked on, and have written and spoken about, zoning best practices for form-based codes, mixed-use and TOD development, corridor revitalization, planned developments, procedural streamlining, design standards, parking, landscaping, lighting, and aesthetic controls for communities across the nation.
- **We are experts at user-friendliness.** We are experts at making codes more user-friendly—through reorganization, clarification of language, and use of technology to convey complex zoning concepts in a simple manner. We routinely include visual formats to communicate details about regulations.
- **We are skilled facilitators.** We are experienced in working with citizens, staff, and elected officials to gain consensus on difficult issues. As result, many of our projects are adopted unanimously.
- **We have expertise in project management.** Projects like this require strong leadership and effective project management. We have a proven track record of effective project management, bringing projects in on time and within budget.

The attributes of our team—our enthusiasm, our approach, our depth of experience when collaborating with staff, public officials, and citizens—will lead to a successful set of development regulations for Northglenn's future, strongly grounded in public support. We enjoyed working with the City of Northglenn in 2014 on the Development Regulations Analysis and Annotated Outline and we are very excited about the prospect of working with the City again.

We welcome the opportunity to discuss our qualifications and approach with you in person. Please let me know if you have any questions or if you need additional information to evaluate our proposal. I will serve as the overall project manager and can be reached at the firm address and phone numbers noted above or via e-mail at mgoebel@clarionassociates.com. Additional contact information is located at the top of this letter.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Matt Goebel', with a stylized, sweeping flourish extending to the right.

Matt Goebel, AICP
Director

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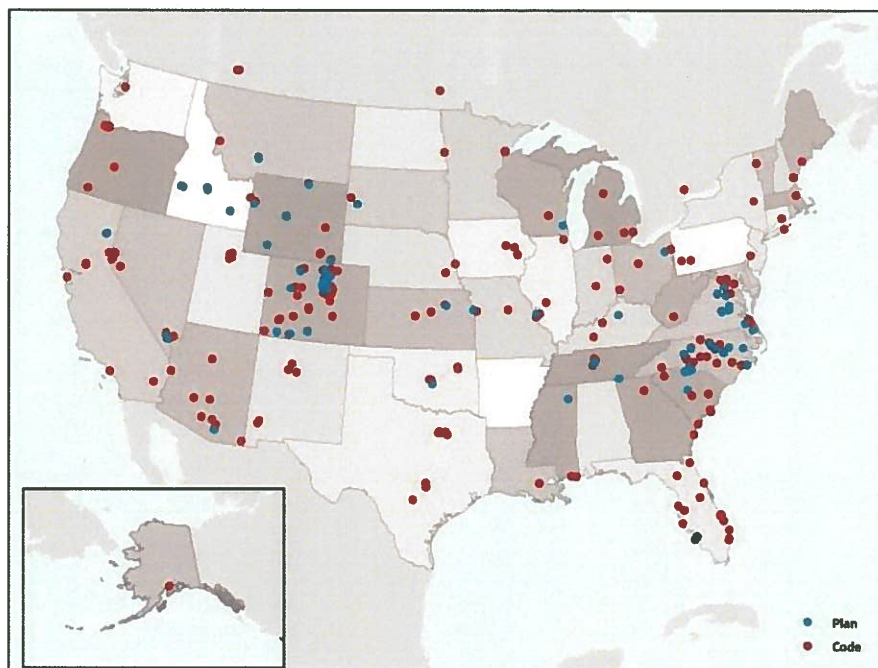
A. Introduction/Executive Summary

CLARION ASSOCIATES

Clarion Associates is a nationally recognized land-use and zoning consulting firm founded in 1992, with offices in Denver, CO and Chapel Hill, NC; and affiliate offices in Cincinnati, Chicago, and Philadelphia. The firm includes professionals with a variety of multidisciplinary backgrounds including planners, architects, landscape architects, and attorneys. No firm in the country matches the combination of land use and zoning, urban design, community development, and planning experience of Clarion's firm principals. Clarion recognized for its expertise in:

- *Development code and zoning ordinance assessments and updates;*
- *Land use and planning law;*
- *Innovative zoning ordinances that draw on best practices from a variety of organizing approaches including hybrid, traditional, form-based, and unified development codes;*
- *Codes that foster and remove obstacles to environmental stewardship and housing diversity;*
- *Codes that encourage multi-modal transportation networks;*
- *Codes that preserve community character;*
- *Creative policies and development standards that promote mixed-use, infill, and redevelopment;*
- *Sustainable development codes;*
- *Comprehensive plan and code implementation strategies; and*
- *Community, regional, and neighborhood planning.*

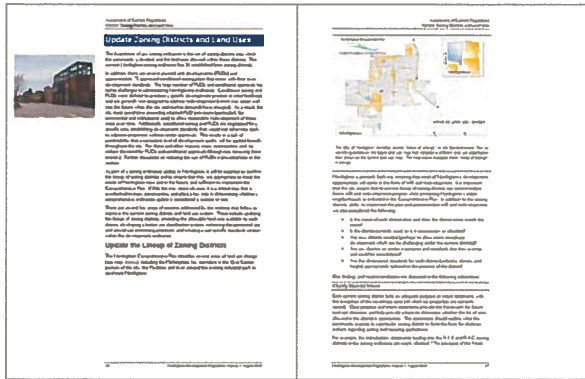
Clarion has prepared zoning regulations and plans for over 130 communities across the U.S. and Canada, as illustrated on the map below.



Depth of Experience in Colorado and Across the Country. Clarion Associates offers an unparalleled combination of national expertise and Colorado and local knowledge, combined with a long track record of success in similar projects. We have been working throughout the Colorado region since the firm's founding. We have performed a full range of planning and zoning services for communities throughout the Rocky Mountains and southwestern United States, including: Alamosa, Arvada, Aurora, Boulder, Carbondale, Colorado Springs, Englewood, Erie, Fort Collins, Frisco, Garfield County, Littleton, Longmont, Northglenn, Pagosa Springs, Pitkin County, and Steamboat Springs, Colorado; Marana, Buckeye, Apache Junction, Oro Valley, Sahuarita, and Tucson, Arizona; Boulder City, Carson City, North Las Vegas, and Henderson, Nevada; Santa Fe, New Mexico; Salt Lake County and Park City, Utah; and Cheyenne and Laramie, Wyoming.

We Know Northglenn. Clarion's recent work on the Northglenn Development Regulations Analysis and Annotated Outline gives our team first-hand knowledge of the issues Northglenn is facing, and the opportunities on the horizon. We have a deep understanding

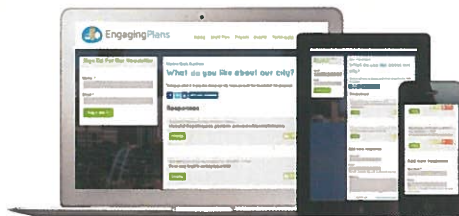
of the current regulations and we can readily begin work on a new Unified Development Ordinance based on our 2014 recommendations. We know the staff, we know the Task Force, and we know what it takes to carry Northglenn's development regulations forward to promote sustainability, take advantage of future transit, and encourage infill and redevelopment along the city's key corridors.



Our Approach

No two zoning ordinance projects are alike. Our vast experience provides Clarion with a solid foundation for developing effective zoning update processes; however, we recognize that the best work plans are crafted with staff support and are carefully tailored to best serve the community. Our suggested approach, detailed in Section D of our submittal, follows the general scope outlined in the RFP with some minor adjustments based on our experience.

We have partnered with **Urban Interactive Studio (UIS)** on this project, should the City of Northglenn select optional website features and online engagement tools outlined in our Scope of Services.



B. Project Experience

Carbondale, Colorado | Unified Development Code

Clarion Associates is working with the Town of Carbondale to revise their current development regulations and consolidate provisions into a unified development code. During the first phase of this project (completed May 2014), Clarion prepared a detailed assessment of current regulations and an annotated outline of how a new unified development code would be organized. The assessment and annotated outline was based on a thorough review of current regulations, analysis of best practices, and feedback from extensive stakeholder outreach.



Clarion has been working diligently with staff and the Planning and Zoning Commission to ensure that the new unified development code adequately implements the recently adopted comprehensive plan. In particular, the adopted future land use plan has been a primary driver for amending Carbondale's current lineup of zoning districts and land uses.

Clarion is currently updating the Carbondale development regulations through a series of "modules" that break down the new unified development code sections into manageable parts for internal and public review. The first module was related to administration and includes general provisions and procedures for development review. The second module includes land uses and districts, and will be followed by the final module on development standards. Each module offers staff, the appointed and elected officials, and the public a chance to review and comment prior to Clarion developing a final consolidated adoption draft of the unified development code. Clarion is working closely with staff and the Planning and Zoning Commission on the execution of this project. Clarion, in partnership with Urban Interactive Studios, developed a project website (www.carbondaleudc.com) for interested parties to review documents and provide valuable feedback throughout the course of the project. The project is expected to be completed in 2015.

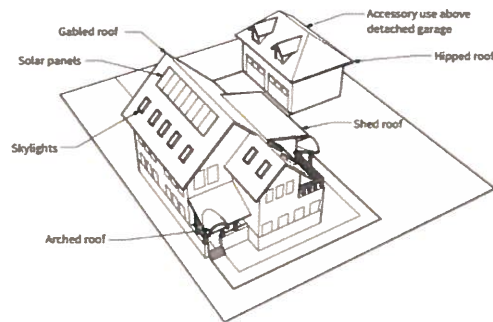
CONTACT INFORMATION

Janet Buck
Planning Director
970.510.1208
jbuck@carbondaleco.net

Frisco, Colorado | Development Regulations Assessment and Reorganization

Clarion Associates is working with the Town of Frisco to revise their current development regulations and consolidate provisions into a unified development ordinance. During the first phase of this project (completed December 2013), Clarion prepared a detailed assessment of current regulations and an annotated outline of how a new unified development ordinance would be organized. Phase II, currently underway, involves reorganizing the existing ordinances (subdivision and zoning) into a more streamlined and

user-friendly document. As part of that work, Clarion is developing dozens of graphics, flowcharts, and tables, to better illustrate the regulations. Without making any major substantive edits to the current regulations, Clarion is able to present a version of the zoning and subdivision ordinances in a format and organization that is ultimately more user-friendly and intuitive to both staff and the public.

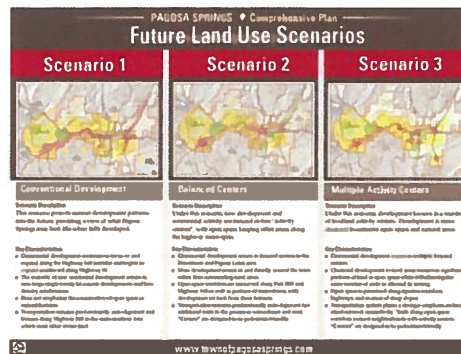


CONTACT INFORMATION

Jocelyn Mills, Community Development Director
 970.668.9130
JocelynM@townoffrisco.com

Pagosa Springs, Colorado | Comprehensive Plan and Land Development Regulations

The Town of Pagosa Springs hired Clarion to prepare a comprehensive plan and public participation strategy for this small town in Southwest Colorado. Pagosa Springs is located in rapidly growing Archuleta County—an hour east of Durango and in the San Juan River valley below Wolf Creek Ski area. One of the major challenges facing the town was coordinating on regional growth and services provision with the county and preserving the town’s “character” and heritage as the historic downtown



neighborhoods face great development pressures. Another issue was economic vitality and diversifying the job base in an economy that is heavily tourism-based. Clarion assisted staff in working with an Advisory Committee, neighborhood groups, citizens, and other interested parties in the town to craft goals, policies, and land use alternatives and address a preferred development pattern for future growth around the town.

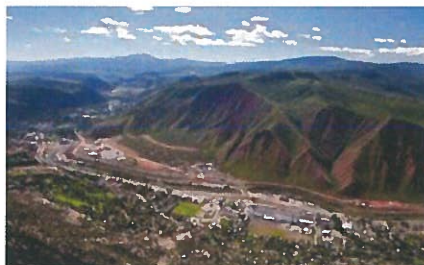
Clarion Associates was subsequently selected to revise the Land Use and Development Code (LUDC) for Pagosa Springs. The code project consequently presented an opportunity for the firm to implement goals and objectives we are already intimately familiar with for a back-to-back comprehensive plan and code process. Drawing from our in-house experience with the comprehensive plan, interviews with staff, the LUDC Advisory Committee, and elected officials, Clarion drafted a code that implements an entirely new lineup of zone districts, as well as upgraded development and design standards, encourages mixed-use, compact (clustered) development where appropriate, and provides assurances for natural resource protection as new development and redevelopment occurs.

CONTACT INFORMATION

Tamra Allen
 Former Planning Director, Town of Pagosa Springs
 (Currently Planner with Garfield County)
 970.946.3663
tallen@garfield-county.com

Garfield County, Colorado | Land Redevelopment Code Assessment & Targeted Update

Garfield County, Colorado, hired Clarion Associates to prepare a series of targeted updates to the existing land use regulations to encourage economic development. The goals for the project included: eliminating barriers to economic development, streamlining development procedures, making the overall code more efficient, and increasing the user-friendliness of the document.



Working with county staff and members of an advisory committee, Clarion identified key updates to: establish a functioning minor subdivision process, establish a design review committee, allow minor modifications to development standards, streamline submission requirements and review processes, incorporate a series of oil and gas-oriented revisions, and modernize land use approvals. Chapters of the code were reformatted to eliminate repetition and the remaining information was reorganized and converted, where possible, into a number of tables for ease of understanding and comparison.

CONTACT INFORMATION

Fred Jarman, Director of Building and Planning
970.945.8212
fjarman@garfield-county.com

Arlington, Texas | Development Code

Arlington is home to approximately 400,000 people and is centrally located mid-way between Dallas and Fort Worth. The city is home to major entertainment and sporting facilities, including the original Six Flags amusement park and the home fields for both the Texas Rangers and the relocated Dallas Cowboys. Clarion Associates was retained to lead a team to significantly reorganize and rewrite Arlington's zoning ordinance and subdivision regulations.



Because much of Arlington is dominated by post-war residential development and aging strip commercial corridors, the Clarion team developed new residential and commercial design standards to spark redevelopment that will help to revitalize the appearance and economic vitality of the city. In addition, Arlington's code had become extremely disorganized through, among other things, the inclusion of approximately 500 pages of amendments that were adopted but never incorporated into the main code, making it very difficult for users to determine the current requirements. The Clarion team consolidated and streamlined the code and amendments by significantly modernizing the menu of zoning districts, eliminating unnecessary overlays, and illustrating the new code with tables and graphics to more efficiently convey regulatory requirements.

CONTACT INFORMATION

Jim Parajon, Deputy City Manager
817.459.6100
jim.parajon@arlingtontx.gov

C. Individual Experience

Key Personnel

Clarion Associates will serve as the lead firm, providing project management and overall team coordination. **Matt Goebel, AICP**, Partner and a Director of the firm, will be the Project Manager. He will supervise all code drafting. **Tareq Wafaie, AICP**, will assist with code drafting and public involvement. **Dee Dee DeVuyst** will lead the graphics and document layout for the new development regulations, and **Eric Wencel** will develop graphics and provide planning research support. In addition, we have an arrangement with Urban Interactive Studio (UIS) to provide website development at the discretion of staff. **Chris Haller**, UIS founder and principal, will be the lead for that effort.



Matt Goebel, AICP, is a planner and attorney in the Denver office of Clarion Associates, and a Director of the firm. He works principally in the areas of planning, zoning, and historic preservation. His numerous projects have included development codes and growth management plans for dozens of large and small jurisdictions around the country. Mr. Goebel is co-author of *Rules that Shape Urban Form* and *Aesthetics, Community Character, and the Law*, published by the American Planning Association, and also principal author of award-winning studies of regulatory barriers to affordable housing and the economic benefits of historic preservation. He will be responsible for overseeing the project for its entire duration as well the individual responsible for the day-to-day management of the project. He performed similar roles for the firm's recent and ongoing work in Carbondale, Frisco, Garfield County, and Pagosa Springs, Colorado.



Tareq Wafaie, AICP, is a planner with Clarion Associates' Denver office with over nine years professional planning experience. Tareq works on projects including land use code development, natural hazard mitigation planning, urban renewal, comprehensive planning, regional planning, and sustainable code development. In addition to his work in the private sector, Tareq also has experience working in state and local government. Tareq works on projects across the nation developing strategies and implementation measures to address changing demographics, sustainability, infill and redevelopment, and other emerging planning issues. Tareq is a member of the American Planning Association, the American Institute of Certified Planners, and currently serves as the APA Colorado Chapter Professional Development Officer. He will be assisting Matt with meeting facilitation and drafting new regulations.



Dee Dee DeVuyst serves as Clarion's graphics and marketing manager, bringing a diverse academic and professional background in architecture, environmental engineering, and graphic design. Her multidisciplinary experience gives her the ability to effectively communicate and translate complex and technical information into graphics and documents that are both visually appealing and accessible to a wide variety of audiences. She has more than five years of experience in visual communications and production, working with a variety of public and private agencies and organizations, specifically within the context of environmental and sustainable design. She is fluent in a range of design and

mapping programs, including Adobe Suite, SketchUp, AutoCAD, and ArcGIS, and frequently combines them to create custom illustrations, diagrams and infographics. Dee will lead the document layout design effort and support graphics development.



Eric Wencel is a planner for Clarion Associates' Denver office, and is a recent graduate of the Master of Regional and Community Planning program at Kansas State University. Mr. Wencel has had the opportunity to work on a wide range of project types, ranging from massive regional transit projects to helping plan municipal parks in rural Kansas. Most notably, his thesis work creating long-term urban design visions and policy solutions for neighborhoods in Northeast Kansas City, MO won awards from the American

Planning Association and American Society of Landscape Architects, earned him the honor of Distinguished Graduate of his graduating class, and contributed to some of the first form-based regulations in Kansas City, MO's history. He offers strong design, communication, public engagement, problem solving, collaboration, and analytical skills. For the Northglenn project, Eric will provide planning support and develop graphics for the new development regulations.

Resumes for each individual are provided in the Appendix.

D. Proposal (Approach and Scope of Services)

This section summarizes the major work tasks and deliverables we propose for this project and identifies responsibilities for both the Clarion team and the city. The preliminary budget and timeline at the end of this section track these proposed tasks. Our proposed project approach consists of the following seven tasks, as outlined in the RFP:

- **Task A:** Project Orientation
- **Task B:** Participation Process
- **Task C:** Discussion Draft Development Regulations
- **Task D:** Discussion Draft Citywide Zoning Code Map
- **Task E:** Creation of a Public Hearing Draft Zoning Code, Subdivision Regulations, and Citywide Map
- **Task F:** Attend Public Hearing and Revise Zoning Code and Map
- **Task G:** Zoning Code Adoption and Implementation
- Optional website tasks (at staff discretion)

All elements of this work plan are flexible and open to discussion and negotiation.

TASK A. PROJECT ORIENTATION

A.1. DOCUMENT REVIEW

As a first step, using our prior work on the Development Regulations Analysis as a foundation, Clarion will review in greater detail the Northglenn Comprehensive Plan; the existing zoning and subdivision regulations; the zoning map; administrative rules; and other relevant plans, ordinances, and policies as identified by the city in the RFP. We will confirm our findings from our previous work and review any new data or information that was developed by the city since that time. This background review will form the basis for the initial meetings described below.

A.2. INITIAL PROJECT MEETINGS

Clarion will meet with the city project manager, staff, and other officials to discuss overall project goals and to finalize the project work plan and schedule. Get-acquainted (or re-acquainted) meetings will be held with the elected and appointed officials as recommended by city staff. At the discretion of staff, the team will tour targeted areas or key sites that may have changed since our work in 2014.

A.3. INITIAL TASK FORCE MEETING

Clarion will work with the city project manager to arrange the initial meeting with the Task Force. This can occur early in the process, since the Task Force has already been established. During this initial meeting, Clarion will provide an introduction to the project scope and schedule, revisit the major components of the Development Regulations Analysis, and facilitate a discussion with the Task Force related to meaningful stakeholder involvement and to learn about their overall goals for this project.

A.4. PUBLIC PARTICIPATION STRATEGY

As part of Task A, we will finalize and discuss a detailed public participation process with staff and the Task Force that takes full advantage of the various forums available to the city (e.g., the city’s website) that we have found helpful in other code projects. In most of our code projects, the consultant team meets regularly with the Task Force during each of the incremental tasks of the update project and periodically with other stakeholders and the general public on an as-needed basis; local staff conducts additional follow-up meetings as necessary.

As a starting point, this Northglenn work program proposes public involvement through:

- Regular meetings with the Task Force during each of the incremental tasks of the update project;
- Regular reports to appointed and elected officials (anticipated 4-6 meetings through the course of the project); and
- Public meetings at important milestones during the process.

Kick-off meetings are identified in the summary table below, and subsequent meetings are identified later in this proposal as part of the corresponding tasks.

Clarion Associates prides itself on a strong public involvement track record in our code revision projects. We also pride ourselves on being excellent communicators, meeting facilitators and educators who can build public support for changes in land-use regulations — even on controversial issues. Regardless of the type of public input process selected, the importance of effective public input and education cannot be overstated. With a strong citizen/stakeholder involvement process, adoption of significant revisions need not be a battle. Without it, adoption is often very difficult. Consequently, this work program contemplates further discussion of this issue during the initial stage of the project.

A.5. STAKEHOLDER INTERVIEWS / STAFF SURVEY

Following the document review, and following staff’s guidance, we will oversee additional discussion of land development issues with city staff and elected and appointed officials. We could conduct one-on-one meetings with members of the City Council and the Planning Commission to better understand their goals for the project and any key issues they want addressed. We conducted an intensive interview process as part of the Development Regulations Analysis project, and we would pick up where we left off. For example, we did not yet meet with key neighborhood advocates or developers in the area. These discussions will give us a clear understanding of how the existing code works (and doesn’t work) in practice, and key issues and practical problems that need to be addressed by the new Land Development Regulations. We will also develop a survey for circulation to key staff in other departments (beyond planning) to assist in producing a methodical analysis and record of strengths and weaknesses of the existing code. We also can place the survey online to solicit feedback from the general public.

Summary of Task A: Project Orientation

Consultant Team

Responsibilities/Deliverables

- Review background documents.
- Prepare a public participation strategy.

Northglenn Staff Responsibilities

- Provide data and documents not currently available from the city’s website.
- Advise the consultant on appropriate engagement for Northglenn.

**Summary of Task A:
Project Orientation**

- Prepare survey for staff distribution.
- Distribute survey internally and make available on the city’s website.

Projected Meetings

Consultant Team Responsibilities

- Hold initial project meetings with staff.
- Hold get-acquainted meetings with City Council and Planning Commission.
- Facilitate initial meeting with the Task Force.
- Conduct stakeholder interviews.
- Conduct one-on-one elected and appointed official interviews, if requested.

Northglenn Staff Responsibilities

- Organize and provide space for initial project meetings.
- Schedule public meeting or work-session to re-introduce consultants to the decision makers.
- Organize, schedule, and provide space for initial (and subsequent) Task Force meeting(s).
- Advise the consultant as to appropriate stakeholders to meet with.
- Organize, schedule, and provide space for these meetings.

Schedule

Within two months of project initiation.

TASK B. PARTICIPATION PROCESS

We incorporated the development of the public participation strategy in Task A, Project Orientation. The remaining participation process tasks are included below.

B.1. TASK FORCE UPDATES

Throughout the course of the project, Clarion is committed to meeting with the Task Force frequently to provide updates on the project, identify key issues raised along the way, and to seek important direction for the purposes of drafting or decision-making. We recognize that the RFP requests monthly meetings with the Task Force throughout the project; however, there may be months (especially during drafting) when there is little to report and having a meeting might not be a valuable use of the Task Force member’s time. At a minimum, Clarion will provide monthly written updates to be distributed to the Task Force throughout the life of the project.

B.2. FACILITATE ADDITIONAL PUBLIC MEETINGS/PRESENTATIONS

In addition to the meetings identified in Tasks C through G, Clarion will facilitate public meetings and presentations on zoning-related issues throughout the life of the project following direction from staff. Although we do not currently anticipate major opposition to the project, we always plan for the unexpected. Should a particular topic generate substantial confusion or skepticism, we could address that issue by facilitating a special discussion dedicated to that topic. Examples might include affordable housing, building design standards, transit-oriented development, or parking standards. When and if those discussions are warranted, Clarion will prepare materials for presentation to the community. We will draft presentations for review by staff prior to finalizing them. We expect that staff will provide brief introductions during many of the public meetings, and will provide other key updates as necessary. This proposal includes facilitation of four additional meetings with the community at-large to address particular issues of interest or concern. (Additional meetings could be held on a time-and-expenses basis.)

B.3. PROJECT WEBSITE

Clarion has teamed with Urban Interactive Studio to offer Northglenn additional website engagement tools for this project. The development and content of the website are discussed below as Task H.



Summary of Task B:

Participation Process

Consultant Team

Northglenn Staff Responsibilities

Responsibilities/Deliverables

- Provide content for and facilitate Task Force and public meetings.
- Review content.

Projected Meetings

Consultant Team Responsibilities

Northglenn Staff Responsibilities

- Facilitate update meetings with the Task Force (monthly, or as needed).
- Organize meetings with Task Force and distribute background information prior to meetings.
- Facilitate 4 additional topic-specific meetings with the public, Task Force, appointed officials, elected officials, and/or other interest groups per staff recommendation.
- Organize public meetings (secure location, logistics, notices, etc.)
- Prepare draft presentations for staff review.
- Review draft presentations and provide feedback.
- Assist with staff-led presentations as appropriate.

Schedule

Continues throughout life of project.

TASK C. DISCUSSION DRAFT UNIFIED DEVELOPMENT ORDINANCE

C.1. STAFF DRAFTS

Based on our previous work on the Development Regulations Analysis and Annotated Outline, Clarion will develop new draft UDO that is user-friendly and includes the agreed-upon substantive new materials. The new document will emphasize the use of graphics, tables, and charts to explain zoning and land use concepts, instead of voluminous text. Areas that will benefit from illustrations will be noted (though actual illustrations may not be finalized until language is refined in later drafts). The draft will include commentary where necessary to explain changes from current practice and the rationale behind new provisions. The preliminary “staff draft” will be intended for review by staff to check for factual accuracy (e.g., to ensure that current procedures, if proposed to be carried forward, are described correctly) and feasibility of the draft recommendations. We recommend a limited number of key staff review this first draft (including the city attorney).

The new UDO will likely include a substantial amount of new information. It will be difficult for any review body, or the public, to digest all of the information in a single meeting. Therefore, we recommend dividing the drafting process into three manageable modules:

- Zone districts and uses;
- Development and design standards; and
- Procedures and administration.

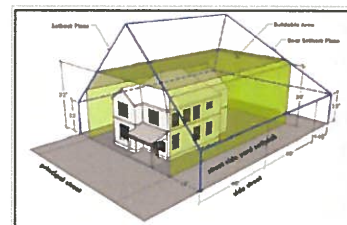
We will work with the city to identify which articles of the UDO should be included with each module. We recommend including definitions with each module, including those applicable to each module, building up to a final set of consolidated definitions.

Module 1 - Zone Districts and Uses

This component will include drafts of the proposed districts (new or existing districts, plus dimensional standards) and the uses allowed by right or by review in each district. This is the backbone of most zoning codes and it is important that zoning districts are drafted simultaneously to ensure that they use a common or consistent vocabulary and that the code does not include repetitive or overlapping districts. One important component of this work is to modernize and simplify permitted use lists and controls in order to allow flexibility for market-driven adjustments wherever possible. We presented district layout options to Northglenn staff in 2014, and expect to revisit that discussion as part of this project.

Module 2 - Development and Design Standards

This component will include standards that address the look and feel of new development and redevelopment (e.g., landscaping, parking, building design). These standards will incorporate any new recommended provisions to promote sustainability, encourage infill development, and protect existing neighborhoods. This module will address the broader application of design standards desired by the city.



Module 3 - Administration and Procedures

This component will address development review and approval procedures (including zoning and subdivision) to promote faster, more efficient, and more predictable decision-making under the new UDO provisions.

Each draft module will be accompanied by a cover memorandum that summarizes major new features in the drafts, significant changes from current provisions, and explanations of the new material. While staff is reviewing the first module, Clarion will begin drafting of the second installment. In this way, drafting and staff review proceeds in a relatively efficient process. Staff will consolidate and reconcile its comments on each module and present them in written form to the Clarion team for discussion (this can be either an electronically or hand-written redlined copy, or in memo form, or both).

C.2. DISCUSSION DRAFTS

Based on initial comments from staff, Clarion will produce a revised draft for broad distribution to the Task Force, appointed and elected officials, other key stakeholders, and the public (again, in three manageable modules). These discussion drafts will be refinements of the staff drafts. At staff's discretion, we will also hold joint meetings with the Planning Commission and City Council to orient them to each of the three modules of the discussion drafts.

C.3. TESTING AND EVALUATION

Because many of the provisions from each draft module could change over the course of the project, we recommend testing and evaluation of the new UDO occur with the consolidated public hearing draft (Task E.1). In our experience, it is best to test the regulations as they are closer to adoption to identify any final tweaks or revisions.

Summary of Task C:

Discussion Draft Unified Development Ordinance

Consultant Team

Northglenn Staff Responsibilities

Responsibilities/Deliverables

- | | |
|--|---|
| <ul style="list-style-type: none">• Prepare staff drafts of the new UDO (in three modules).• Prepare discussion drafts of the new UDO (in three modules). | <ul style="list-style-type: none">• Review drafts and provide one round of consolidated written comments on each module.• Review discussion drafts and note any further comments.• Consolidate comments from review bodies and provide one round of consolidated written comments on each module. |
|--|---|

Projected Meetings

Consultant Team Responsibilities

Northglenn Staff Responsibilities

- | | |
|--|---|
| <ul style="list-style-type: none">• Present discussion drafts of each module to the Task Force to solicit feedback.• Facilitate additional meetings with the Task Force (monthly, or as needed).• Present discussion drafts of each module to joint meetings of the City Council and Planning Commission, at staff discretion. | <ul style="list-style-type: none">• Organize meetings with the Task Force and distribute background materials prior to the meetings.• Organize meetings with Task Force and distribute background information prior to meetings.• Organize and distribute background information prior to meetings. |
|--|---|

Schedule

Deliver and hold public meetings on public review drafts by January 2016, assuming a March 2015 start date.

TASK D. DISCUSSION DRAFT CITYWIDE ZONING CODE MAP (CITY SPONSORED REZONING PROCESS)

D.1. CONCEPTUAL ZONING MAP AND APPROACH FOR FUTURE MAP CHANGES

We recommend the discussion of any changes to the Northglenn zoning map begin during this Task D, when the new UDO is being prepared. We typically recommend that actual zoning map changes be pursued following adoption of the new UDO itself; this allows public discussion to focus on the general merits of the new code language and policies, without getting bogged down in the politics of site-specific potential zoning changes. Nevertheless, the period when the new UDO is being drafted is a good time to start a high-level discussion about the process that will to be used to update the zoning map.

During this Task D, the Clarion team will work with staff to help identify general locations where any district changes may need to be considered (e.g., district consolidations, introduction of new districts, and removal of conditional zoning). This working zoning map will be more conceptual by nature, rather than a parcel-by-parcel zoning map. The conceptual map will identify the areas of change required due to the new zoning districts article, known changes in city policies, and other direction provided by staff. Clarion will provide a brief memorandum (3-5 pages) to accompany the conceptual working zoning map that outlines a recommended approach for future updates to the official citywide zoning map.

Summary of Task D: Discussion Draft Citywide Zoning Code Map	
Consultant Team Responsibilities/Deliverables	Northglenn Staff Responsibilities
<ul style="list-style-type: none"> Advise city staff on general areas where changes in the land development regulations may lead to zoning map changes. Provide conceptual working zoning map. 	<ul style="list-style-type: none"> Advise consultant as to key areas for future map changes. Consider and pursue zoning map changes.
Projected Meetings	
Consultant Team Responsibilities	Northglenn Staff Responsibilities
<ul style="list-style-type: none"> Facilitate additional meetings with the Task Force (monthly, or as needed). 	<ul style="list-style-type: none"> Organize meetings with Task Force and distribute background information prior to meetings.
Schedule	
Completed within three months following public drafts of UDO.	

TASK E. CREATION OF A PUBLIC HEARING DRAFT UNIFIED DEVELOPMENT ORDINANCE AND CITYWIDE MAP

E.1. TESTING AND EVALUATION

Even the most popular and reasonable-sounding zoning provisions need to be tested for their impact on typical development scenarios, and on both regular and irregular sites. This process could include evaluation of new procedures as well as testing new building types, uses, and development and design standards.

Despite everyone’s best efforts in the code negotiation and drafting process, many zoning provisions have unintended consequences that can raise barriers to investment, sustainability, and efficient administration. Staff can help identify where that occurs in the existing ordinance, but testing prior to adoption can ensure that the new code works the way it is intended to work.

Testing Ordinance Language for Clarity and Effectiveness. The new UDO language will be tested by our team to identify effectiveness, appropriateness, practical and legal problems, and to ensure that the form of the new ordinance language will be simplified and user-friendly.

Testing Ordinance Regulations for Development Quality. The testing team will test the proposed new UDO on sample sites or areas that will be identified by the team and staff, based on projects that have already gone through the city’s development review and approval process, or are expected to develop or redevelop in the near future. For discussion purposes, this might roughly include industrial, commercial, mixed-use, and residential sites throughout the city. The test case studies will demonstrate how the application of the new zoning tools would impact existing land uses and the types of changes (in land uses, building form, and overall development quality) that could be expected under the new standards. The test case studies will demonstrate how the recommended new zoning tools would encourage desirable change and implement Northglenn’s plans and policies. The level of design review will be conceptual (as opposed to preparing complete site plans.) The exact nature of the testing will require further discussion to clarify the city’s goals for this effort.

Clarion will make revisions to the draft UDO based on the results of that testing and evaluation process.

E.2. CONSOLIDATED PUBLIC HEARING DRAFT

Based on comments received from staff, the Task Force, and other stakeholders, we will revise the public review drafts to create a final, consolidated draft of the new UDO (in both Microsoft Word format and PDF) to be carried forward into the adoption process. This draft would include final versions of all illustrations. We would also prepare a final cover memorandum in a format that allows for comparisons between the current and proposed ordinance, summarizing all major changes.

The mapping element was incorporated into Task C, above.

Summary of Task E:

Creation of a Public Hearing Draft Unified Development Ordinance

Consultant Team

Northglenn Staff Responsibilities

Responsibilities/Deliverables

- | | |
|---|--|
| <ul style="list-style-type: none"> • Conduct testing of UDO on targeted sites across the city. • Revise UDO as necessary based on testing results. • Prepare public hearing draft UDO (one consolidated document). | <ul style="list-style-type: none"> • Work with consultant to identify case study sites or areas. • Organize review and adoption meetings/hearings. |
|---|--|

Projected Meetings

Consultant Team Responsibilities

Northglenn Staff Responsibilities

- | | |
|---|--|
| <ul style="list-style-type: none"> • Facilitate additional meetings with the Task Force (monthly, or as needed). | <ul style="list-style-type: none"> • Organize meetings with Task Force and distribute background information prior to meetings. |
|---|--|

Schedule

Complete three to four months following public UDO drafts. Deliver consolidated public hearing draft within two months of receipt of consolidated written comments on all public drafts in Task C.2.

TASK F. ATTEND PUBLIC HEARING AND REVISE UNIFIED DEVELOPMENT ORDINANCE

F.1. PUBLIC HEARINGS AND WORKSHOPS

Clarion will provide support, in the form of materials or presentation assistance, during the code adoption process. Key Clarion team members would be available for attendance at public workshops and/or hearings on the new UDO before the Planning Commission and/or City Council. The proposed budget includes a set figure for such attendance, and Clarion would be available to attend additional meetings on a time and expenses basis.

If there are numerous groups who the city wishes to involve in the adoption process, one possible would be to hold a consolidated public hearing. This approach allows all board members and the public to attend a single public hearing where the consultant team and staff will make presentations and the public may comment. This approach has the added benefit of allowing concerned citizens to appear at a single meeting, rather than having to take time to attend multiple hearings. Actual action on the adoption could take place at that meeting or at subsequent, regularly-scheduled, City Council meetings.

Summary of Task F:

Attend Public Hearing and Revise Unified Development Ordinance

Projected Meetings

Consultant Team Responsibilities

- Participate in public hearings and workshops.
- Facilitate additional meetings with the Task Force (monthly, or as needed).

Northglenn Staff Responsibilities

- Provide one round of consolidated written feedback from public hearings and workshops, which Clarion will use to prepare the final draft UDO.
- Organize meetings with Task Force and distribute background information prior to meetings.

Schedule

Hearings TBD.

TASK G. UNIFIED DEVELOPMENT ORDINANCE ADOPTION AND IMPLEMENTATION

G.1. FINAL UNIFIED DEVELOPMENT ORDINANCE

Based on direction from staff, we will revise the public hearing draft to create the final adopted draft of the new UDO for the city’s files. This final draft will be prepared to live on the City of Northglenn website in a user-friendly and searchable format. We can also discuss with staff other opportunities for developing an interactive web format for the new Unified Development Ordinance.

G.2. TRAINING AND TECHNICAL ASSISTANCE MATERIALS

Clarion will prepare training materials to be delivered both in person and online. We will record a webinar on the key aspects of using the new UDO, which can be uploaded to the city’s website. We will provide in-person training for both staff, and other interested stakeholder groups (up to three sessions) to walk through the changes from the old regulations to the new UDO, and to highlight some of the new features. We will also prepare handouts as directed by staff for either online or printed distribution.

Summary of Task G:

Unified Development Ordinance Adoption and Implementation

Consultant Team

Responsibilities/Deliverables

- Prepare final Unified Development Ordinance.
- Prepare training materials and guidance documents.

Northglenn Staff Responsibilities

- Review training materials.
- Distribute training materials and upload to city website.

Projected Meetings

Consultant Team Responsibilities

- Facilitate up to 3 in-person training sessions with staff and/or other interested stakeholders.

Northglenn Staff Responsibilities

- Participate in live training sessions.
- Organize sessions and distribute background materials prior to training.

Schedule

Timeline for delivery of final Unified Development Ordinance TBD based on review schedule established by the city and the consultant.

TASK H. WEBSITE AND ENGAGEMENT TOOLS

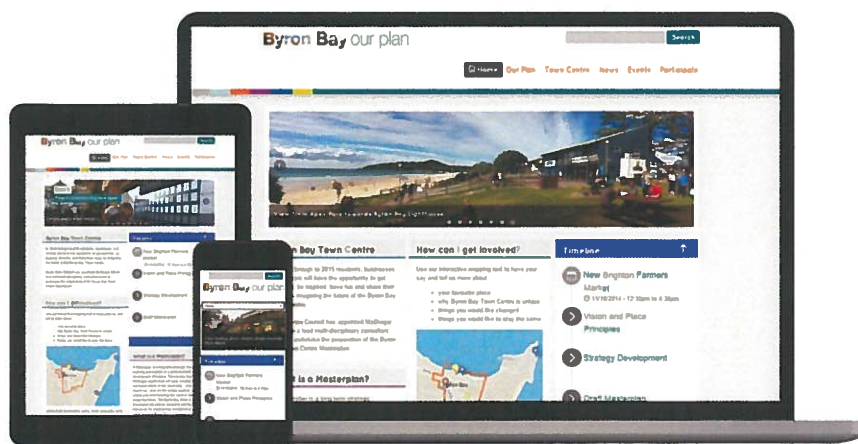
BACKGROUND

The field of public engagement is rapidly evolving. Increasing use of digital and mobile technology has altered typical patterns of communication. This shift has generated a growing need for outreach and engagement efforts that maximize inclusion by offering a variety of ways to participate in public process.

Emerging practices in the field of online engagement indicate that the web is not replacing traditional methods of civic engagement— rather, it's expanding the set of tools in the box. Urban Interactive Studio (UIS) offers a range of web-based tools and services to engage the public, which are typically part of a multi-channel engagement strategy that supplements and encourages face-to-face participation.

UIS focuses on creating intuitive digital engagement solutions. As part of this philosophy, we pride ourselves on customizing and designing online engagement activities that translate complex information into accessible, interactive content that is easy to understand and engage with. Our EngagingPlans platform is a powerful tool for content-centered engagement, and our cross-disciplinary team of expert planners, designers, and developers guides you through the whole process, from early concepts to setup and implementation.

EngagingPlans from Urban Interactive Studio is a powerful, feature-rich website package that allows planning firms, government agencies, and other organizations to facilitate broad-scale public outreach and participation. With EngagingPlans, you can easily maintain an interactive website with a broad range of capabilities to enable intuitive online public involvement. Beyond the scope of EngagingPlans, UIS offers a flexible Engagement Suite of apps, including Community Mapping, Online Workbooks and Interactive Plans. Utilizing our pre-configured web apps, UIS can quickly launch your tailored public engagement platform for sharing information and updates, collecting input, reviewing and managing comments, responding to inquiries, and more!



The online engagement site will provide information resources to citizens and stakeholders in an efficient and visually compelling way. The design will reflect and highlight the project's brand and scope. Online engagement elements will be front and center on your

EngagingPlans site with easy-to-use search and navigation elements to make the most important part of the website more easily accessible to visitors. Using a comprehensive administrator dashboard provides simple workflows that will allow staff members to keep the website up to date with minimal effort.

ENGAGINGPLANS

EngagingPlans is a digital engagement platform that enables project teams to reach out broadly to the public, efficiently share project news and updates, and effectively involve the community. The interface is optimized for both smartphones and tablets, in order to reach audiences who primarily access the Internet via mobile devices. This "responsive" web design re-sizes and re-flows website elements based on the screen resolution of the device being used to access the site. By making information readily available to more constituents, the project's reach increases - ultimately resulting in greater support for the project's outcomes.

EngagingPlans provides a website module to easily maintain a project micro-site that covers all public information needs like project updates, event management, a searchable document library, and FAQs. Intuitive information architecture and search tools help citizens, stakeholders, media, city officials, and project staff locate relevant information quickly. A comprehensive administrator dashboard provides simple workflows, enabling the project team to keep the website up-to-date with minimal effort. For example, EngagingPlans features a self-maintaining event calendar: Upcoming events are displayed in chronological order on both the home page and on a more detailed list within the navigation. After the event date passes, the system automatically moves them to the Past Events section, eliminating the need for staff to update the site immediately after events.

Social media channels are seamlessly integrated into the website. Icons for Facebook and Twitter profiles make it easy for users to connect, while a variety of Like/Share buttons for popular social media sites are automatically added to shareable content -- so visitors can easily recommend content to their peers.

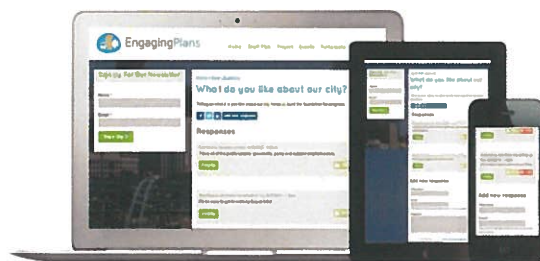
EngagingPlans also includes mailing list subscriptions to keep participants engaged throughout the project. Subscribers can either be downloaded or directly synced with email marketing services such as Constant Contact, Emma, or MailChimp (recommended by UIS based on its segmentation capabilities, CAN-SPAM compliance, and analytics. It also allows up to 2,000 subscribers and 12,000 emails for free per month.) Users can subscribe via a small form on the homepage and in side blocks.

ENGAGINGPLANS SUITE - DIGITAL ENGAGEMENT APPS

Surveys and Discussions

EngagingPlans' survey builder fosters community input from any device. Surveys can handle a variety of data inputs and all content is exportable, allowing for in-depth data analysis.

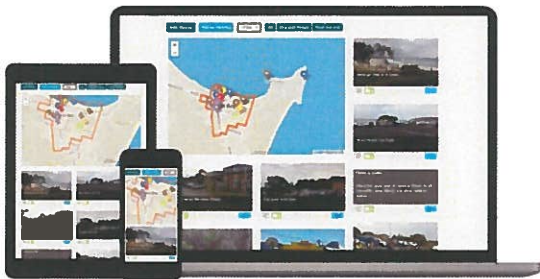
EngagingPlans also includes discussion and debate using Open Questions. Posing open questions for participants to discuss fosters collaborative problem-solving and builds shared understanding. Users can rate responses



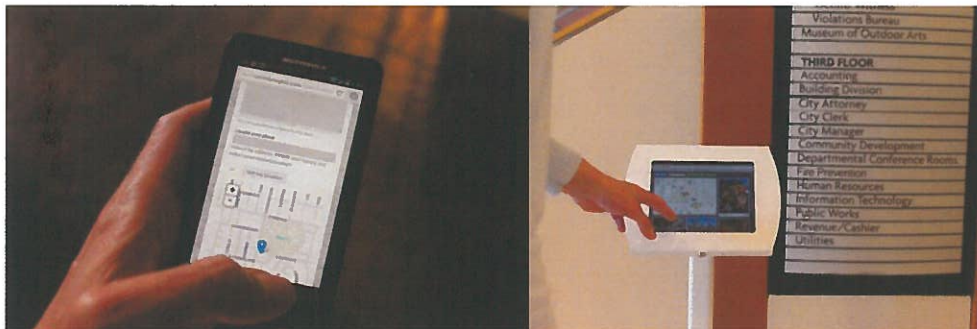
to provide support for the best ideas or suggestions, and administrators and project staff can moderate comments and engage directly in the discussion.

Community Mapping

The best insights about a neighborhood come from those who live, work, and play there. Community mapping invites citizens to identify and discuss existing conditions, places they love, or areas for improvement. Places can be submitted from any device and then be discussed and rated by other users, opening the door for collaborative brainstorming and problem-solving.



This app includes extensive facilitation features that allow moderators to monitor submissions, instantly respond via email notifications, and keep the conversation on target. UIS will customize the fields and categories and upload a custom GIS layer to meet the needs of your particular project. Places will be collected as point data for easy export and analysis in a GIS system.



Online Workbook

Online Workbooks allow audiences to explore project concepts and strategies through rich, interactive content. The display is customizable and intuitive, and includes either interest-based or step-by-step navigation so that users can easily jump to topics that are most relevant. Using Online Workbooks as a supplement to in-person workshops results in more robust participation and more valuable feedback.

Draft Review

We will use our Draft Review app to collect feedback on the draft modules and chapters. Users can interactively explore, jump to specific sections, and offer feedback right next to the content. The app can be customized to feature concepts separately or to compare differences across a project or plan. Stakeholders will be given protected access so they can leave comments or suggestions directly on the draft. All input can be easily downloaded, sorted, and analyzed.

REACH CITIZENS ANYWHERE

Engaging citizens while they are on-the-go is now possible with the widespread adoption of smartphones. And while all our public engagement tools are mobile-optimized, mobile participation is mainly driven by discovery, rather than providing a certain technology. Therefore we offer a range of outreach materials:

Outreach Materials

To get people engaged while they are waiting for the bus, sit on the light rail or walk down mainstreet, we will provide materials – mobile connectors - that bridge the physical world that people occupy on a daily basis and our apps. We will accomplish this by ensuring that our materials are:

- Context-specific;
- Strong call to action;
- Spark curiosity;
- Short and precise instructions;
- Noticeable placement; and
- Positioned where people stop.

This could include postcards, window posters, yard signs or other materials based on our available templates. We will work with client to identify the best solutions to reach your target audience.

Connectors-as-Partners Program

To increase participation in each online engagement phase, we will set up a Connectors-as-Partners program with local organizations, such as the chamber of commerce, neighborhood associations, church groups, etc., to help us expand our reach. First, we will identify and contact community organizations to cultivate reciprocal relationships, giving them visibility on the website, newsletters, etc, and highlighting them as supporters in our efforts to enhance the quality of life in Northglenn. In return, we would ask them to include two or three calls-to-action on our behalf in their newsletter or other communications, to promote participation in online engagement activities to their members and audience. For this project, potential partners could include:

- Northglenn Urban Renewal Authority
- Metro North Chamber of Commerce
- Northglenn Community Foundation
- and many others.



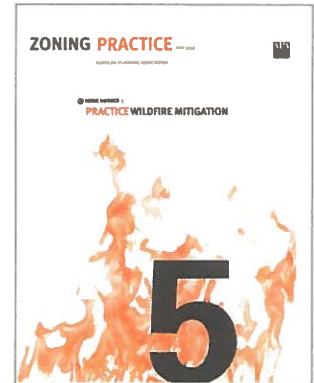
E. Specialized Services

Leaders in Sustainable Best Practices. Clarion is recognized as a national leader in creating the concept of sustainable development codes and conducting sustainability audits of codes. The firm takes particular pride in its innovative approach to using incentives and flexibility to achieve sustainability goals. We recognize that there are no “one-size-fits-all” approaches to natural resource regulations, and that standards for Northglenn must be tailored to build on the city’s existing efforts—and also be effective, practical, and politically acceptable. Our work in this area includes revisions to the St. Louis County, Missouri zoning and subdivision regulations to incorporate new sustainable regulations addressing green infrastructure, mixed-use infill development, alternative energy production, and accessory dwelling units and completion of sustainable code audits for Washington, D.C., and Salt Lake City, Utah, that have garnered national attention. We also produced an extensive analysis for the National Fire Protection Association on the effectiveness of wildfire regulations used around the country and identified best practices and recommendations for adoption of new wildfire regulations. We have worked recently or currently for cities as varied as Douglas County (Colorado), Salt Lake City, Tucson, Miami-Dade County on major code amendments to identify barriers to sustainable development and to implement sustainability policy goals.

Procedural Streamlining and User-Friendly Codes. Clarion has been retained by a number of communities across the United States to streamline procedures, reorganize and reformat codes, and make them more user-friendly. We use a wide variety of tools, ranging from relatively simple formatting techniques to highly sophisticated, interactive, web-friendly computerized codes. Like many codes, Northglenn’s development ordinances have been amended in a piecemeal fashion over the years to remedy particular problems. The result is a set of regulations that appear to contain redundancies and sometimes conflicting information, which can be frustrating for Town staff and other code users. We will identify and remove redundant or conflicting information, and streamline the provisions so that the new regulations are easier to understand. Most importantly, we understand that the new Northglenn code should rely heavily on graphics and illustrations to explain complex concepts and to illustrate how regulations are applied. The ability to find and understand the law is not just a key to good development — it’s a key to good governance in general.

Infill and Mixed-Use. Clarion has drafted numerous regulations and policies that differentiate between infill development and new development at the edge of communities, in terms of both design and development standards and review procedures. We also recognize that many cities need a hierarchy of mixed-use districts that range from high-intensity areas surrounding transit stops and key activity nodes, to smaller-scale mixed-use areas that integrate well with established neighborhoods. Many other Clarion projects have addressed these issues, such as Austin, Texas; Portsmouth, Virginia; Duluth, Minnesota; and Winnipeg, Manitoba.

Protecting and Enhancing Community Character. Clarion team members have significant experience in drafting standards to ensure that development respects and protects established neighborhoods and community character and meets local goals for high-quality building and site design. Our general approach is to keep design standards as focused as possible. Standards that are too rigid and overly complex can often emerge from a design standards effort, and as a result the standards are neither supported by the development community nor effective in achieving the quality of development desired. It is important to “pick the battles” that are key to encouraging desired development patterns. We target prescriptive approaches only on those aspects of site and building design that that are



essential to meeting community goals. Guidelines or more flexible standards can address other important, but not fundamental, topics. We also strongly support building flexibility and incentives into the code, to help avoid monotonous results and support creativity.

Historic Preservation. Clarion has worked on numerous projects aimed at revitalizing and redeveloping historic areas, such as our recent completion of the new San Antonio Historic Design Standards. Our expertise includes crafting historic district zoning and regulation guidelines, economic analysis of historic restoration, integrating new development projects, and developing heritage tourism initiatives. Principals have produced significant publications on the issue: *A Handbook on Historic Preservation Law*, *Preparing a Historic Preservation Ordinance*, and *Preparing a Historic Preservation Plan*.

Land Use Law. Clarion staff includes some of the country's most experienced land-use law practitioners. Team members have detailed knowledge of U.S. constitutional and federal land use law, including how to avoid takings claims, deal with First Amendment issues (signs, adult uses), and ensure that standards meet due process requirements.

A Focus on Plan Implementation. We never lose sight of the fact that land use regulations are intended to implement the community's preferred vision for the future. In this case, the work that has gone into Northglenn's recent planning efforts must be respected, and we anticipate the need for multiple linkages between new regulations and the adopted Comprehensive Plan. We can suggest new tools, such as overlay districts or other land use approaches, to implement specific plan objectives. We also know that not all plan goals can be effectively addressed through land use regulations. Many of our zoning ordinance projects have come on the heels of a new Comprehensive Plan, and we have considerable experience drafting new regulations to implement plan policies in places like Pagosa Springs and Erie, Colorado; Anchorage, Alaska; Cary, North Carolina; Rowlett, Texas; Winnipeg, Manitoba; Cedar Rapids, Iowa; and Aurora, Illinois.

"Of all the consulting firms that I have worked with in the past 25 years in both the private and public sectors, Clarion is ranked at the top of my list. I highly recommend them to any entity seeking the most professional, knowledgeable, comprehensive and innovative solutions to local/regional planning and development regulation needs."

*Salt Lake City Mayor
Ralph Becker, FAICP*

G. Schedule

Based on our experience, we believe that a schedule of 12-18 months is realistic for a project of this magnitude. We have outlined a process in this proposal that we believe works and that meets the city's desired timeframe. We are happy to further discuss alternatives with you at the discretion of staff and/or the evaluation committee. Dates are based on a March 2015 start date; to be adjusted upon actual kick-off.

	2015												2016					
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Task A: Project Orientation	●	●																
Task B: Participation Process																		
Task Force written updates (each month when no meeting is scheduled)			●		●	●		●	●		●		●			●	●	
Topic-specific public meetings	<i>Four total, shown as first four red stars below; specific dates to be determined</i>																	
Task C: Discussion Draft UDO																		
Module 1 – Districts and Uses			SD	●	DD★													
Module 2 – Development and Design Standards						SD	●	DD★										
Module 3 – Administration and Procedures									SD	●	DD★							
Task D: Discussion Draft Citywide Zoning Code Map												●						
Task E: Creation of a Public Hearing Draft UDO and Citywide Map													●					
Task F: Attend Public Hearing and Revise UDO														●	★	★		
Task G: UDO Adoption and Implementation																		●
KEY:	SD = Staff Draft DD = Discussion Draft ● = Task Force Meeting ★ = Public Meeting / Hearing																	

F. Fee Schedule

A preliminary project budget, broken down by tasks, is summarized below. It includes all professional fees, travel, and other reimbursable expenses. This cost estimate is based on the firm’s extensive experience with similar code rewrite projects. All numbers are preliminary and open to discussion and negotiation. We are flexible and committed to developing a work plan, division of labor, and budget consistent with the city’s resources and objectives.

Clarion Associates has an enviable record of completing projects within budgeted amounts. We maintain that record by developing a budget allocation, by task, with our client, at the start of the project. We maintain flexibility to reallocate a budget between tasks with the consent of the client, but our task-based approach allow us to carefully track our level of effort at each phase in order to spot potential overruns well in advance. In almost all cases, we are able to make mid-course adjustments to the workflow in order to complete the entire project within budget.

Below is a snapshot of the bid summary form. The form is included in the appendices. A detailed budget broken down by subtasks is also included in the appendices.

BID SUMMARY

February 13, 2015

Clarion Associates, LLC

(Vendor Name)

Hereby submits to the City of Northglenn, Colorado the following bid items complete and in place as specified for the:

Development Regulation Rewrite

BASE BID		
Item	Description	Total Cost
A	Project Orientation	\$16,250.00
B	Participation Process	\$30,260.00
C	Discussion Draft Development Regulations	\$61,920.00
D	Discussion Draft Citywide Zoning Map	\$7,280.00
E	Public Hearing Draft Development Regulations and Map	\$22,820.00
F	Attend Public Hearing and Revise Zoning Code Map	\$11,400.00
G	Zoning Code Adoption and Implementation	\$7,460.00
H	Online Engagement and Web Tools (UIS)	\$14,300.00
TOTAL		\$171,690.00

Total for Base Bid \$171,690.00 plus expenses of \$1,500.00 = TOTAL \$173,190.00

Total in words One hundred seventy-three thousand one hundred ninety dollars and 00/100

SPONSORED BY: MAYOR DOWNING

COUNCILMAN'S RESOLUTION

RESOLUTION NO.

No. CR-48
Series of 2015

Series of 2015

A RESOLUTION APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF NORTHGLENN AND CLARION ASSOCIATES, LLC FOR THE DEVELOPMENT REGULATION REWRITE PHASE 2 PROJECT

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 Clarion Associates, LLC, attached hereto, in an amount not to exceed \$173,190.00 for the Development Regulation Rewrite Phase 2 Project 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:

JOHANNA SMALL, CMC
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 Clarion Associates LLC (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. Consultant shall retain the right to use the products of this Agreement in its marketing efforts.

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 One Hundred Seventy Three Thousand, One Hundred and 90 Dollars (\$173,190.00). 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 meruit 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. 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: Travis Reynolds
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: Clarion Associates LLC
 621 17th Street, Suite 2250
 Denver, CO 80293

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

CITY OF NORTHGLENN, COLORADO

By: _____

Joyce Downing
Print Name

Mayor
Title Date

ATTEST:

Johanna Small, CMC Date
City Clerk

APPROVED AS TO FORM:

Corey Y. Hoffmann Date
City Attorney

CONSULTANT:

By: Donald L Elliott

DONALD L ELLIOTT
Print Name

Director April 3, 2015
Title Date

ATTEST:

By: _____
Loretta S. Knack
Print Name

Business Manager 4/3/15
Title Date

City's Project Manager

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

FROM: CLARION ASSOCIATES, LLC
(Prospective Consultant)

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

Project Name Development Regulations Rewrite

Bid Number RFP No. 2015-006 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 3rd day of April, 2015.

Prospective Consultant Clara Associates, LLC

By: Donald Le Elliott

Title: Director

DEPARTMENT PROGRAM AFFIDAVIT

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

I, Loretta J. Krook, 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.

[Signature]
Consultant Signature

4/3/15
Date

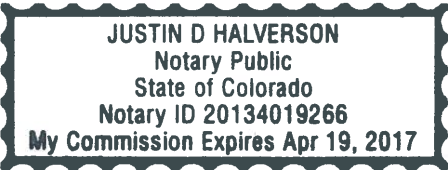
STATE OF COLORADO)
) ss.
COUNTY OF Denver)

The foregoing instrument was subscribed, sworn to and acknowledged before me this 3rd day of April, 2015, by Loretta J Krook as Business Manager of Clanton Associates LLC.

My commission expires: (S April 19, 2017)

E A L)

[Signature]
Notary Public



D. Proposal (Approach and Scope of Services)

This section summarizes the major work tasks and deliverables we propose for this project and identifies responsibilities for both the Clarion team and the city. The preliminary budget and timeline at the end of this section track these proposed tasks. Our proposed project approach consists of the following seven tasks, as outlined in the RFP:

- **Task A:** Project Orientation
- **Task B:** Participation Process
- **Task C:** Discussion Draft Development Regulations
- **Task D:** Discussion Draft Citywide Zoning Code Map
- **Task E:** Creation of a Public Hearing Draft Zoning Code, Subdivision Regulations, and Citywide Map
- **Task F:** Attend Public Hearing and Revise Zoning Code and Map
- **Task G:** Zoning Code Adoption and Implementation
- Optional website tasks (at staff discretion)

All elements of this work plan are flexible and open to discussion and negotiation.

TASK A. PROJECT ORIENTATION

A.1. DOCUMENT REVIEW

As a first step, using our prior work on the Development Regulations Analysis as a foundation, Clarion will review in greater detail the Northglenn Comprehensive Plan; the existing zoning and subdivision regulations; the zoning map; administrative rules; and other relevant plans, ordinances, and policies as identified by the city in the RFP. We will confirm our findings from our previous work and review any new data or information that was developed by the city since that time. This background review will form the basis for the initial meetings described below.

A.2. INITIAL PROJECT MEETINGS

Clarion will meet with the city project manager, staff, and other officials to discuss overall project goals and to finalize the project work plan and schedule. Get-acquainted (or re-acquainted) meetings will be held with the elected and appointed officials as recommended by city staff. At the discretion of staff, the team will tour targeted areas or key sites that may have changed since our work in 2014.

A.3. INITIAL TASK FORCE MEETING

Clarion will work with the city project manager to arrange the initial meeting with the Task Force. This can occur early in the process, since the Task Force has already been established. During this initial meeting, Clarion will provide an introduction to the project scope and schedule, revisit the major components of the Development Regulations Analysis, and facilitate a discussion with the Task Force related to meaningful stakeholder involvement and to learn about their overall goals for this project.

A.4. PUBLIC PARTICIPATION STRATEGY

As part of Task A, we will finalize and discuss a detailed public participation process with staff and the Task Force that takes full advantage of the various forums available to the city (e.g., the city’s website) that we have found helpful in other code projects. In most of our code projects, the consultant team meets regularly with the Task Force during each of the incremental tasks of the update project and periodically with other stakeholders and the general public on an as-needed basis; local staff conducts additional follow-up meetings as necessary.

As a starting point, this Northglenn work program proposes public involvement through:

- Regular meetings with the Task Force during each of the incremental tasks of the update project;
- Regular reports to appointed and elected officials (anticipated 4-6 meetings through the course of the project); and
- Public meetings at important milestones during the process.

Kick-off meetings are identified in the summary table below, and subsequent meetings are identified later in this proposal as part of the corresponding tasks.

Clarion Associates prides itself on a strong public involvement track record in our code revision projects. We also pride ourselves on being excellent communicators, meeting facilitators and educators who can build public support for changes in land-use regulations — even on controversial issues. Regardless of the type of public input process selected, the importance of effective public input and education cannot be overstated. With a strong citizen/stakeholder involvement process, adoption of significant revisions need not be a battle. Without it, adoption is often very difficult. Consequently, this work program contemplates further discussion of this issue during the initial stage of the project.

A.5. STAKEHOLDER INTERVIEWS / STAFF SURVEY

Following the document review, and following staff’s guidance, we will oversee additional discussion of land development issues with city staff and elected and appointed officials. We could conduct one-on-one meetings with members of the City Council and the Planning Commission to better understand their goals for the project and any key issues they want addressed. We conducted an intensive interview process as part of the Development Regulations Analysis project, and we would pick up where we left off. For example, we did not yet meet with key neighborhood advocates or developers in the area. These discussions will give us a clear understanding of how the existing code works (and doesn’t work) in practice, and key issues and practical problems that need to be addressed by the new Land Development Regulations. We will also develop a survey for circulation to key staff in other departments (beyond planning) to assist in producing a methodical analysis and record of strengths and weaknesses of the existing code. We also can place the survey online to solicit feedback from the general public.

Summary of Task A:

Project Orientation

Consultant Team

Northglenn Staff Responsibilities

Responsibilities/Deliverables

- | | |
|--|---|
| <ul style="list-style-type: none"> • Review background documents. | <ul style="list-style-type: none"> • Provide data and documents not currently available from the city’s website. |
| <ul style="list-style-type: none"> • Prepare a public participation strategy. | <ul style="list-style-type: none"> • Advise the consultant on appropriate engagement for Northglenn. |



Summary of Task A:

Project Orientation

- Prepare survey for staff distribution.
- Distribute survey internally and make available on the city's website.

Projected Meetings

Consultant Team Responsibilities

- Hold initial project meetings with staff.
- Hold get-acquainted meetings with City Council and Planning Commission.
- Facilitate initial meeting with the Task Force.
- Conduct stakeholder interviews.
- Conduct one-on-one elected and appointed official interviews, if requested.

Northglenn Staff Responsibilities

- Organize and provide space for initial project meetings.
- Schedule public meeting or work-session to re-introduce consultants to the decision makers.
- Organize, schedule, and provide space for initial (and subsequent) Task Force meeting(s).
- Advise the consultant as to appropriate stakeholders to meet with.
- Organize, schedule, and provide space for these meetings.

Schedule

Within two months of project initiation.

TASK B. PARTICIPATION PROCESS

We incorporated the development of the public participation strategy in Task A, Project Orientation. The remaining participation process tasks are included below.

B.1. TASK FORCE UPDATES

Throughout the course of the project, Clarion is committed to meeting with the Task Force frequently to provide updates on the project, identify key issues raised along the way, and to seek important direction for the purposes of drafting or decision-making. We recognize that the RFP requests monthly meetings with the Task Force throughout the project; however, there may be months (especially during drafting) when there is little to report and having a meeting might not be a valuable use of the Task Force member's time. At a minimum, Clarion will provide monthly written updates to be distributed to the Task Force throughout the life of the project.

B.2. FACILITATE ADDITIONAL PUBLIC MEETINGS/PRESENTATIONS

In addition to the meetings identified in Tasks C through G, Clarion will facilitate public meetings and presentations on zoning-related issues throughout the life of the project following direction from staff. Although we do not currently anticipate major opposition to the project, we always plan for the unexpected. Should a particular topic generate substantial confusion or skepticism, we could address that issue by facilitating a special discussion dedicated to that topic. Examples might include affordable housing, building design standards, transit-oriented development, or parking standards. When and if those discussions are warranted, Clarion will prepare materials for presentation to the community. We will draft presentations for review by staff prior to finalizing them. We expect that staff will provide brief introductions during many of the public meetings, and will provide other key updates as necessary. This proposal includes facilitation of four additional meetings with the community at-large to address particular issues of interest or concern. (Additional meetings could be held on a time-and-expenses basis.)

B.3. PROJECT WEBSITE

Clarion has teamed with Urban Interactive Studio to offer Northglenn additional website engagement tools for this project. The development and content of the website are discussed below as Task H.



Summary of Task B:

Participation Process

Consultant Team

Responsibilities/Deliverables

- Provide content for and facilitate Task Force and public meetings.

Northglenn Staff Responsibilities

- Review content.

Projected Meetings

Consultant Team Responsibilities

- Facilitate update meetings with the Task Force (monthly, or as needed).
- Facilitate 4 additional topic-specific meetings with the public, Task Force, appointed officials, elected officials, and/or other interest groups per staff recommendation.
- Prepare draft presentations for staff review.

Northglenn Staff Responsibilities

- Organize meetings with Task Force and distribute background information prior to meetings.
- Organize public meetings (secure location, logistics, notices, etc.)
- Review draft presentations and provide feedback.
- Assist with staff-led presentations as appropriate.

Schedule

Continues throughout life of project.

TASK C. DISCUSSION DRAFT UNIFIED DEVELOPMENT ORDINANCE

C.1. STAFF DRAFTS

Based on our previous work on the Development Regulations Analysis and Annotated Outline, Clarion will develop new draft UDO that is user-friendly and includes the agreed-upon substantive new materials. The new document will emphasize the use of graphics, tables, and charts to explain zoning and land use concepts, instead of voluminous text. Areas that will benefit from illustrations will be noted (though actual illustrations may not be finalized until language is refined in later drafts). The draft will include commentary where necessary to explain changes from current practice and the rationale behind new provisions. The preliminary “staff draft” will be intended for review by staff to check for factual accuracy (e.g., to ensure that current procedures, if proposed to be carried forward, are described correctly) and feasibility of the draft recommendations. We recommend a limited number of key staff review this first draft (including the city attorney).

The new UDO will likely include a substantial amount of new information. It will be difficult for any review body, or the public, to digest all of the information in a single meeting. Therefore, we recommend dividing the drafting process into three manageable modules:

- Zone districts and uses;
- Development and design standards; and
- Procedures and administration.

We will work with the city to identify which articles of the UDO should be included with each module. We recommend including definitions with each module, including those applicable to each module, building up to a final set of consolidated definitions.

Module 1 - Zone Districts and Uses

This component will include drafts of the proposed districts (new or existing districts, plus dimensional standards) and the uses allowed by right or by review in each district. This is the backbone of most zoning codes and it is important that zoning districts are drafted simultaneously to ensure that they use a common or consistent vocabulary and that the code does not include repetitive or overlapping districts. One important component of this work is to modernize and simplify permitted use lists and controls in order to allow flexibility for market-driven adjustments wherever possible. We presented district layout options to Northglenn staff in 2014, and expect to revisit that discussion as part of this project.

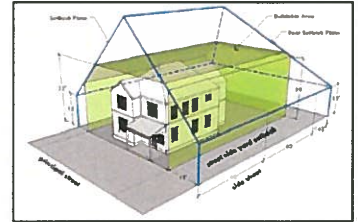
Module 2 - Development and Design Standards

This component will include standards that address the look and feel of new development and redevelopment (e.g., landscaping, parking, building design). These standards will incorporate any new recommended provisions to promote sustainability, encourage infill development, and protect existing neighborhoods. This module will address the broader application of design standards desired by the city.

Module 3 - Administration and Procedures

This component will address development review and approval procedures (including zoning and subdivision) to promote faster, more efficient, and more predictable decision-making under the new UDO provisions.

Each draft module will be accompanied by a cover memorandum that summarizes major new features in the drafts, significant changes from current provisions, and explanations of the new material. While staff is reviewing the first module, Clarion will begin drafting of the second installment. In this way, drafting and staff review proceeds in a relatively efficient process. Staff will consolidate and reconcile its comments on each module and present them in written form to the Clarion team for discussion (this can be either an electronically or hand-written redlined copy, or in memo form, or both).



C.2. DISCUSSION DRAFTS

Based on initial comments from staff, Clarion will produce a revised draft for broad distribution to the Task Force, appointed and elected officials, other key stakeholders, and the public (again, in three manageable modules). These discussion drafts will be refinements of the staff drafts. At staff's discretion, we will also hold joint meetings with the Planning Commission and City Council to orient them to each of the three modules of the discussion drafts.

C.3. TESTING AND EVALUATION

Because many of the provisions from each draft module could change over the course of the project, we recommend testing and evaluation of the new UDO occur with the consolidated public hearing draft (Task E.1). In our experience, it is best to test the regulations as they are closer to adoption to identify any final tweaks or revisions.

Summary of Task C:

Discussion Draft Unified Development Ordinance

Consultant Team

Northglenn Staff Responsibilities

Responsibilities/Deliverables

- | | |
|--|---|
| <ul style="list-style-type: none">• Prepare staff drafts of the new UDO (in three modules).• Prepare discussion drafts of the new UDO (in three modules). | <ul style="list-style-type: none">• Review drafts and provide one round of consolidated written comments on each module.• Review discussion drafts and note any further comments.• Consolidate comments from review bodies and provide one round of consolidated written comments on each module. |
|--|---|

Projected Meetings

Consultant Team Responsibilities

Northglenn Staff Responsibilities

- | | |
|--|---|
| <ul style="list-style-type: none">• Present discussion drafts of each module to the Task Force to solicit feedback.• Facilitate additional meetings with the Task Force (monthly, or as needed).• Present discussion drafts of each module to joint meetings of the City Council and Planning Commission, at staff discretion. | <ul style="list-style-type: none">• Organize meetings with the Task Force and distribute background materials prior to the meetings.• Organize meetings with Task Force and distribute background information prior to meetings.• Organize and distribute background information prior to meetings. |
|--|---|

Schedule

Deliver and hold public meetings on public review drafts by January 2016, assuming a March 2015 start date.

TASK D. DISCUSSION DRAFT CITYWIDE ZONING CODE MAP (CITY SPONSORED REZONING PROCESS)

D.1. CONCEPTUAL ZONING MAP AND APPROACH FOR FUTURE MAP CHANGES

We recommend the discussion of any changes to the Northglenn zoning map begin during this Task D, when the new UDO is being prepared. We typically recommend that actual zoning map changes be pursued following adoption of the new UDO itself; this allows public discussion to focus on the general merits of the new code language and policies, without getting bogged down in the politics of site-specific potential zoning changes. Nevertheless, the period when the new UDO is being drafted is a good time to start a high-level discussion about the process that will be used to update the zoning map.

During this Task D, the Clarion team will work with staff to help identify general locations where any district changes may need to be considered (e.g., district consolidations, introduction of new districts, and removal of conditional zoning). This working zoning map will be more conceptual by nature, rather than a parcel-by-parcel zoning map. The conceptual map will identify the areas of change required due to the new zoning districts article, known changes in city policies, and other direction provided by staff. Clarion will provide a brief memorandum (3-5 pages) to accompany the conceptual working zoning map that outlines a recommended approach for future updates to the official citywide zoning map.

Summary of Task D:	
Discussion Draft Citywide Zoning Code Map	
Consultant Team Responsibilities/Deliverables	Northglenn Staff Responsibilities
<ul style="list-style-type: none"> • Advise city staff on general areas where changes in the land development regulations may lead to zoning map changes. • Provide conceptual working zoning map. 	<ul style="list-style-type: none"> • Advise consultant as to key areas for future map changes. • Consider and pursue zoning map changes.
Projected Meetings	
Consultant Team Responsibilities	Northglenn Staff Responsibilities
<ul style="list-style-type: none"> • Facilitate additional meetings with the Task Force (monthly, or as needed). 	<ul style="list-style-type: none"> • Organize meetings with Task Force and distribute background information prior to meetings.
Schedule	
Completed within three months following public drafts of UDO.	

TASK E. CREATION OF A PUBLIC HEARING DRAFT UNIFIED DEVELOPMENT ORDINANCE AND CITYWIDE MAP

E.1. TESTING AND EVALUATION

Even the most popular and reasonable-sounding zoning provisions need to be tested for their impact on typical development scenarios, and on both regular and irregular sites. This process could include evaluation of new procedures as well as testing new building types, uses, and development and design standards.

Despite everyone’s best efforts in the code negotiation and drafting process, many zoning provisions have unintended consequences that can raise barriers to investment, sustainability, and efficient administration. Staff can help identify where that occurs in the existing ordinance, but testing prior to adoption can ensure that the new code works the way it is intended to work.

Testing Ordinance Language for Clarity and Effectiveness. The new UDO language will be tested by our team to identify effectiveness, appropriateness, practical and legal problems, and to ensure that the form of the new ordinance language will be simplified and user-friendly.

Testing Ordinance Regulations for Development Quality. The testing team will test the proposed new UDO on sample sites or areas that will be identified by the team and staff, based on projects that have already gone through the city’s development review and approval process, or are expected to develop or redevelop in the near future. For discussion purposes, this might roughly include industrial, commercial, mixed-use, and residential sites throughout the city. The test case studies will demonstrate how the application of the new zoning tools would impact existing land uses and the types of changes (in land uses, building form, and overall development quality) that could be expected under the new standards. The test case studies will demonstrate how the recommended new zoning tools would encourage desirable change and implement Northglenn’s plans and policies. The level of design review will be conceptual (as opposed to preparing complete site plans.) The exact nature of the testing will require further discussion to clarify the city’s goals for this effort.

Clarion will make revisions to the draft UDO based on the results of that testing and evaluation process.

E.2. CONSOLIDATED PUBLIC HEARING DRAFT

Based on comments received from staff, the Task Force, and other stakeholders, we will revise the public review drafts to create a final, consolidated draft of the new UDO (in both Microsoft Word format and PDF) to be carried forward into the adoption process. This draft would include final versions of all illustrations. We would also prepare a final cover memorandum in a format that allows for comparisons between the current and proposed ordinance, summarizing all major changes.

The mapping element was incorporated into Task C, above.

Summary of Task E: Creation of a Public Hearing Draft Unified Development Ordinance	
Consultant Team Responsibilities/Deliverables	Northglenn Staff Responsibilities
<ul style="list-style-type: none"> Conduct testing of UDO on targeted sites across the city. Revise UDO as necessary based on testing results. Prepare public hearing draft UDO (one consolidated document). 	<ul style="list-style-type: none"> Work with consultant to identify case study sites or areas. Organize review and adoption meetings/hearings.
Projected Meetings	
Consultant Team Responsibilities	Northglenn Staff Responsibilities
<ul style="list-style-type: none"> Facilitate additional meetings with the Task Force (monthly, or as needed). 	<ul style="list-style-type: none"> Organize meetings with Task Force and distribute background information prior to meetings.

Schedule
 Complete three to four months following public UDO drafts. Deliver consolidated public hearing draft within two months of receipt of consolidated written comments on all public drafts in Task C.2.

TASK F. ATTEND PUBLIC HEARING AND REVISE UNIFIED DEVELOPMENT ORDINANCE

F.1. PUBLIC HEARINGS AND WORKSHOPS

Clarion will provide support, in the form of materials or presentation assistance, during the code adoption process. Key Clarion team members would be available for attendance at public workshops and/or hearings on the new UDO before the Planning Commission and/or City Council. The proposed budget includes a set figure for such attendance, and Clarion would be available to attend additional meetings on a time and expenses basis.

If there are numerous groups who the city wishes to involve in the adoption process, one possible would be to hold a consolidated public hearing. This approach allows all board members and the public to attend a single public hearing where the consultant team and staff will make presentations and the public may comment. This approach has the added benefit of allowing concerned citizens to appear at a single meeting, rather than having to take time to attend multiple hearings. Actual action on the adoption could take place at that meeting or at subsequent, regularly-scheduled, City Council meetings.

Summary of Task F:

Attend Public Hearing and Revise Unified Development Ordinance

Projected Meetings

Consultant Team Responsibilities

- Participate in public hearings and workshops.
- Facilitate additional meetings with the Task Force (monthly, or as needed).

Northglenn Staff Responsibilities

- Provide one round of consolidated written feedback from public hearings and workshops, which Clarion will use to prepare the final draft UDO.
- Organize meetings with Task Force and distribute background information prior to meetings.

Schedule

Hearings TBD.

TASK G. UNIFIED DEVELOPMENT ORDINANCE ADOPTION AND IMPLEMENTATION

G.1. FINAL UNIFIED DEVELOPMENT ORDINANCE

Based on direction from staff, we will revise the public hearing draft to create the final adopted draft of the new UDO for the city’s files. This final draft will be prepared to live on the City of Northglenn website in a user-friendly and searchable format. We can also discuss with staff other opportunities for developing an interactive web format for the new Unified Development Ordinance.

G.2. TRAINING AND TECHNICAL ASSISTANCE MATERIALS

Clarion will prepare training materials to be delivered both in person and online. We will record a webinar on the key aspects of using the new UDO, which can be uploaded to the city’s website. We will provide in-person training for both staff, and other interested stakeholder groups (up to three sessions) to walk through the changes from the old regulations to the new UDO, and to highlight some of the new features. We will also prepare handouts as directed by staff for either online or printed distribution.

Summary of Task G:

Unified Development Ordinance Adoption and Implementation

Consultant Team

Responsibilities/Deliverables

- Prepare final Unified Development Ordinance.
- Prepare training materials and guidance documents.

Northglenn Staff Responsibilities

- Review training materials.
- Distribute training materials and upload to city website.

Projected Meetings

Consultant Team Responsibilities

- Facilitate up to 3 in-person training sessions with staff and/or other interested stakeholders.

Northglenn Staff Responsibilities

- Participate in live training sessions.
- Organize sessions and distribute background materials prior to training.

Schedule

Timeline for delivery of final Unified Development Ordinance TBD based on review schedule established by the city and the consultant.

TASK H. WEBSITE AND ENGAGEMENT TOOLS

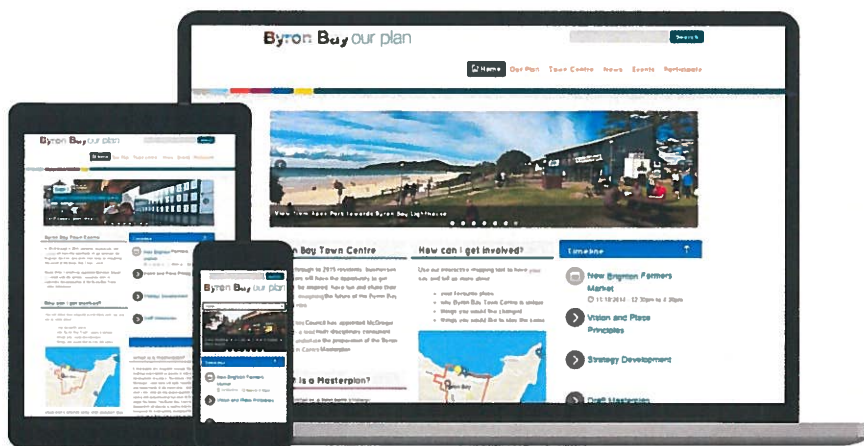
BACKGROUND

The field of public engagement is rapidly evolving. Increasing use of digital and mobile technology has altered typical patterns of communication. This shift has generated a growing need for outreach and engagement efforts that maximize inclusion by offering a variety of ways to participate in public process.

Emerging practices in the field of online engagement indicate that the web is not replacing traditional methods of civic engagement— rather, it's expanding the set of tools in the box. Urban Interactive Studio (UIS) offers a range of web-based tools and services to engage the public, which are typically part of a multi-channel engagement strategy that supplements and encourages face-to-face participation.

UIS focuses on creating intuitive digital engagement solutions. As part of this philosophy, we pride ourselves on customizing and designing online engagement activities that translate complex information into accessible, interactive content that is easy to understand and engage with. Our EngagingPlans platform is a powerful tool for content-centered engagement, and our cross-disciplinary team of expert planners, designers, and developers guides you through the whole process, from early concepts to setup and implementation.

EngagingPlans from Urban Interactive Studio is a powerful, feature-rich website package that allows planning firms, government agencies, and other organizations to facilitate broad-scale public outreach and participation. With EngagingPlans, you can easily maintain an interactive website with a broad range of capabilities to enable intuitive online public involvement. Beyond the scope of EngagingPlans, UIS offers a flexible Engagement Suite of apps, including Community Mapping, Online Workbooks and Interactive Plans. Utilizing our pre-configured web apps, UIS can quickly launch your tailored public engagement platform for sharing information and updates, collecting input, reviewing and managing comments, responding to inquiries, and more!



The online engagement site will provide information resources to citizens and stakeholders in an efficient and visually compelling way. The design will reflect and highlight the project's brand and scope. Online engagement elements will be front and center on your

EngagingPlans site with easy-to-use search and navigation elements to make the most important part of the website more easily accessible to visitors. Using a comprehensive administrator dashboard provides simple workflows that will allow staff members to keep the website up to date with minimal effort.

ENGAGINGPLANS

EngagingPlans is a digital engagement platform that enables project teams to reach out broadly to the public, efficiently share project news and updates, and effectively involve the community. The interface is optimized for both smartphones and tablets, in order to reach audiences who primarily access the Internet via mobile devices. This "responsive" web design re-sizes and re-flows website elements based on the screen resolution of the device being used to access the site. By making information readily available to more constituents, the project's reach increases - ultimately resulting in greater support for the project's outcomes.

EngagingPlans provides a website module to easily maintain a project micro-site that covers all public information needs like project updates, event management, a searchable document library, and FAQs. Intuitive information architecture and search tools help citizens, stakeholders, media, city officials, and project staff locate relevant information quickly. A comprehensive administrator dashboard provides simple workflows, enabling the project team to keep the website up-to-date with minimal effort. For example, EngagingPlans features a self-maintaining event calendar: Upcoming events are displayed in chronological order on both the home page and on a more detailed list within the navigation. After the event date passes, the system automatically moves them to the Past Events section, eliminating the need for staff to update the site immediately after events.

Social media channels are seamlessly integrated into the website. Icons for Facebook and Twitter profiles make it easy for users to connect, while a variety of Like/Share buttons for popular social media sites are automatically added to shareable content -- so visitors can easily recommend content to their peers.

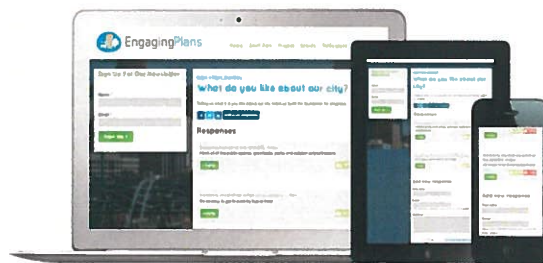
EngagingPlans also includes mailing list subscriptions to keep participants engaged throughout the project. Subscribers can either be downloaded or directly synced with email marketing services such as Constant Contact, Emma, or MailChimp (recommended by UIS based on its segmentation capabilities, CAN-SPAM compliance, and analytics. It also allows up to 2,000 subscribers and 12,000 emails for free per month.) Users can subscribe via a small form on the homepage and in side blocks.

ENGAGINGPLANS SUITE - DIGITAL ENGAGEMENT APPS

Surveys and Discussions

EngagingPlans' survey builder fosters community input from any device. Surveys can handle a variety of data inputs and all content is exportable, allowing for in-depth data analysis.

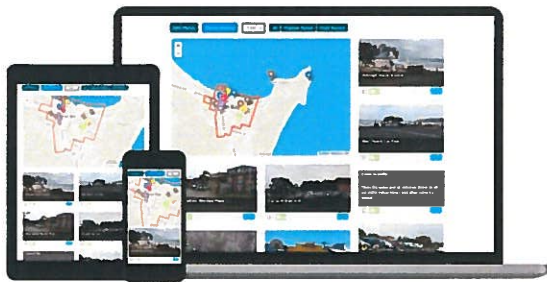
EngagingPlans also includes discussion and debate using Open Questions. Posing open questions for participants to discuss fosters collaborative problem-solving and builds shared understanding. Users can rate responses



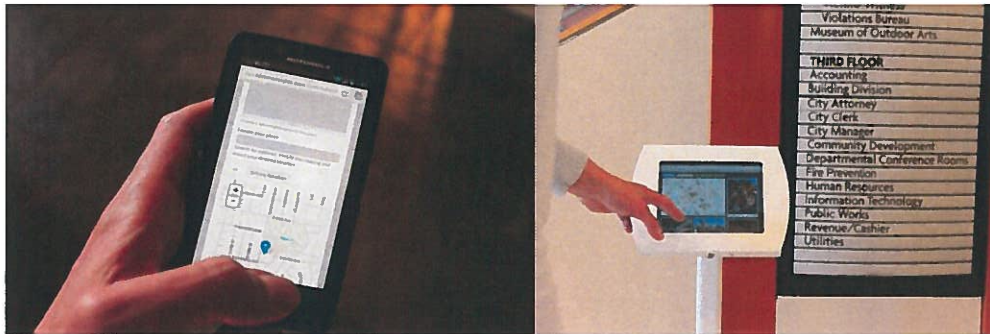
to provide support for the best ideas or suggestions, and administrators and project staff can moderate comments and engage directly in the discussion.

Community Mapping

The best insights about a neighborhood come from those who live, work, and play there. Community mapping invites citizens to identify and discuss existing conditions, places they love, or areas for improvement. Places can be submitted from any device and then be discussed and rated by other users, opening the door for collaborative brainstorming and problem-solving.



This app includes extensive facilitation features that allow moderators to monitor submissions, instantly respond via email notifications, and keep the conversation on target. UIS will customize the fields and categories and upload a custom GIS layer to meet the needs of your particular project. Places will be collected as point data for easy export and analysis in a GIS system.



Online Workbook

Online Workbooks allow audiences to explore project concepts and strategies through rich, interactive content. The display is customizable and intuitive, and includes either interest-based or step-by-step navigation so that users can easily jump to topics that are most relevant. Using Online Workbooks as a supplement to in-person workshops results in more robust participation and more valuable feedback.

Draft Review

We will use our Draft Review app to collect feedback on the draft modules and chapters. Users can interactively explore, jump to specific sections, and offer feedback right next to the content. The app can be customized to feature concepts separately or to compare differences across a project or plan. Stakeholders will be given protected access so they can leave comments or suggestions directly on the draft. All input can be easily downloaded, sorted, and analyzed.

REACH CITIZENS ANYWHERE

Engaging citizens while they are on-the-go is now possible with the widespread adoption of smartphones. And while all our public engagement tools are mobile-optimized, mobile participation is mainly driven by discovery, rather than providing a certain technology. Therefore we offer a range of outreach materials:

Outreach Materials

To get people engaged while they are waiting for the bus, sit on the light rail or walk down mainstreet, we will provide materials – mobile connectors - that bridge the physical world that people occupy on a daily basis and our apps. We will accomplish this by ensuring that our materials are:

- Context-specific;
- Strong call to action;
- Spark curiosity;
- Short and precise instructions;
- Noticeable placement; and
- Positioned where people stop.

This could include postcards, window posters, yard signs or other materials based on our available templates. We will work with client to identify the best solutions to reach your target audience.

Connectors-as-Partners Program

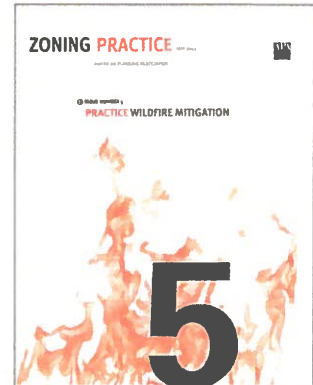
To increase participation in each online engagement phase, we will set up a Connectors-as-Partners program with local organizations, such as the chamber of commerce, neighborhood associations, church groups, etc., to help us expand our reach. First, we will identify and contact community organizations to cultivate reciprocal relationships, giving them visibility on the website, newsletters, etc, and highlighting them as supporters in our efforts to enhance the quality of life in Northglenn. In return, we would ask them to include two or three calls-to-action on our behalf in their newsletter or other communications, to promote participation in online engagement activities to their members and audience. For this project, potential partners could include:

- Northglenn Urban Renewal Authority
- Metro North Chamber of Commerce
- Northglenn Community Foundation
- and many others.



E. Specialized Services

Leaders in Sustainable Best Practices. Clarion is recognized as a national leader in creating the concept of sustainable development codes and conducting sustainability audits of codes. The firm takes particular pride in its innovative approach to using incentives and flexibility to achieve sustainability goals. We recognize that there are no “one-size-fits-all” approaches to natural resource regulations, and that standards for Northglenn must be tailored to build on the city’s existing efforts—and also be effective, practical, and politically acceptable. Our work in this area includes revisions to the St. Louis County, Missouri zoning and subdivision regulations to incorporate new sustainable regulations addressing green infrastructure, mixed-use infill development, alternative energy production, and accessory dwelling units and completion of sustainable code audits for Washington, D.C., and Salt Lake City, Utah, that have garnered national attention. We also produced an extensive analysis for the National Fire Protection Association on the effectiveness of wildfire regulations used around the country and identified best practices and recommendations for adoption of new wildfire regulations. We have worked recently or currently for cities as varied as Douglas County (Colorado), Salt Lake City, Tucson, Miami-Dade County on major code amendments to identify barriers to sustainable development and to implement sustainability policy goals.



Procedural Streamlining and User-Friendly Codes. Clarion has been retained by a number of communities across the United States to streamline procedures, reorganize and reformat codes, and make them more user-friendly. We use a wide variety of tools, ranging from relatively simple formatting techniques to highly sophisticated, interactive, web-friendly computerized codes. Like many codes, Northglenn’s development ordinances have been amended in a piecemeal fashion over the years to remedy particular problems. The result is a set of regulations that appear to contain redundancies and sometimes conflicting information, which can be frustrating for Town staff and other code users. We will identify and remove redundant or conflicting information, and streamline the provisions so that the new regulations are easier to understand. Most importantly, we understand that the new Northglenn code should rely heavily on graphics and illustrations to explain complex concepts and to illustrate how regulations are applied. The ability to find and understand the law is not just a key to good development — it’s a key to good governance in general.



Infill and Mixed-Use. Clarion has drafted numerous regulations and policies that differentiate between infill development and new development at the edge of communities, in terms of both design and development standards and review procedures. We also recognize that many cities need a hierarchy of mixed-use districts that range from high-intensity areas surrounding transit stops and key activity nodes, to smaller-scale mixed-use areas that integrate well with established neighborhoods. Many other Clarion projects have addressed these issues, such as Austin, Texas; Portsmouth, Virginia; Duluth, Minnesota; and Winnipeg, Manitoba.

Protecting and Enhancing Community Character. Clarion team members have significant experience in drafting standards to ensure that development respects and protects established neighborhoods and community character and meets local goals for high-quality building and site design. Our general approach is to keep design standards as focused as possible. Standards that are too rigid and overly complex can often emerge from a design standards effort, and as a result the standards are neither supported by the development community nor effective in achieving the quality of development desired. It is important to “pick the battles” that are key to encouraging desired development patterns. We target prescriptive approaches only on those aspects of site and building design that that are

essential to meeting community goals. Guidelines or more flexible standards can address other important, but not fundamental, topics. We also strongly support building flexibility and incentives into the code, to help avoid monotonous results and support creativity.

Historic Preservation. Clarion has worked on numerous projects aimed at revitalizing and redeveloping historic areas, such as our recent completion of the new San Antonio Historic Design Standards. Our expertise includes crafting historic district zoning and regulation guidelines, economic analysis of historic restoration, integrating new development projects, and developing heritage tourism initiatives. Principals have produced significant publications on the issue: *A Handbook on Historic Preservation Law*, *Preparing a Historic Preservation Ordinance*, and *Preparing a Historic Preservation Plan*.

Land Use Law. Clarion staff includes some of the country's most experienced land-use law practitioners. Team members have detailed knowledge of U.S. constitutional and federal land use law, including how to avoid takings claims, deal with First Amendment issues (signs, adult uses), and ensure that standards meet due process requirements.

A Focus on Plan Implementation. We never lose sight of the fact that land use regulations are intended to implement the community's preferred vision for the future. In this case, the work that has gone into Northglenn's recent planning efforts must be respected, and we anticipate the need for multiple linkages between new regulations and the adopted Comprehensive Plan. We can suggest new tools, such as overlay districts or other land use approaches, to implement specific plan objectives. We also know that not all plan goals can be effectively addressed through land use regulations. Many of our zoning ordinance projects have come on the heels of a new Comprehensive Plan, and we have considerable experience drafting new regulations to implement plan policies in places like Pagosa Springs and Erie, Colorado; Anchorage, Alaska; Cary, North Carolina; Rowlett, Texas; Winnipeg, Manitoba; Cedar Rapids, Iowa; and Aurora, Illinois.

"Of all the consulting firms that I have worked with in the past 25 years in both the private and public sectors, Clarion is ranked at the top of my list. I highly recommend them to any entity seeking the most professional, knowledgeable, comprehensive and innovative solutions to local/regional planning and development regulation needs."

*Salt Lake City Mayor
Ralph Becker, FAICP*

G. Schedule

Based on our experience, we believe that a schedule of 12-18 months is realistic for a project of this magnitude. We have outlined a process in this proposal that we believe works and that meets the city's desired timeframe. We are happy to further discuss alternatives with you at the discretion of staff and/or the evaluation committee. Dates are based on a March 2015 start date; to be adjusted upon actual kick-off.

	2015												2016					
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Task A: Project Orientation	●	●																
Task B: Participation Process																		
Task Force written updates (each month when no meeting is scheduled)			●		●	●		●	●		●		●			●	●	
Topic-specific public meetings	<i>Four total, shown as first four red stars below; specific dates to be determined</i>																	
Task C: Discussion Draft UDO																		
Module 1 – Districts and Uses			SD	●	DD★													
Module 2 – Development and Design Standards						SD	●	DD★										
Module 3 – Administration and Procedures									SD	●	DD★							
Task D: Discussion Draft Citywide Zoning Code Map												●						
Task E: Creation of a Public Hearing Draft UDO and Citywide Map													●					
Task F: Attend Public Hearing and Revise UDO														●	★	★		
Task G: UDO Adoption and Implementation																		●
KEY:	SD = Staff Draft DD = Discussion Draft ● = Task Force Meeting ★ = Public Meeting / Hearing																	

EXHIBIT B

F. Fee Schedule

A preliminary project budget, broken down by tasks, is summarized below. It includes all professional fees, travel, and other reimbursable expenses. This cost estimate is based on the firm's extensive experience with similar code rewrite projects. All numbers are preliminary and open to discussion and negotiation. We are flexible and committed to developing a work plan, division of labor, and budget consistent with the city's resources and objectives.

Clarion Associates has an enviable record of completing projects within budgeted amounts. We maintain that record by developing a budget allocation, by task, with our client, at the start of the project. We maintain flexibility to reallocate a budget between tasks with the consent of the client, but our task-based approach allow us to carefully track our level of effort at each phase in order to spot potential overruns well in advance. In almost all cases, we are able to make mid-course adjustments to the workflow in order to complete the entire project within budget.

Below is a snapshot of the bid summary form. The form is included in the appendices. A detailed budget broken down by subtasks is also included in the appendices.

BID SUMMARY

February 13, 2015

Clarion Associates, LLC

(Vendor Name)

Hereby submits to the City of Northglenn, Colorado the following bid items complete and in place as specified for the:

Development Regulation Rewrite

BASE BID		
Item	Description	Total Cost
A	Project Orientation	\$16,250.00
B	Participation Process	\$30,260.00
C	Discussion Draft Development Regulations	\$61,920.00
D	Discussion Draft Citywide Zoning Map	\$7,280.00
E	Public Hearing Draft Development Regulations and Map	\$22,820.00
F	Attend Public Hearing and Revise Zoning Code Map	\$11,400.00
G	Zoning Code Adoption and Implementation	\$7,460.00
H	Online Engagement and Web Tools (UIS)	\$14,300.00
		TOTAL \$171,690.00

Total for Base Bid \$171,690.00 plus expenses of \$1,500.00 = TOTAL \$173,190.00

Total in words One hundred seventy-three thousand one hundred ninety dollars and 00/100

