

Response to Facilitation Professional Interview Questions

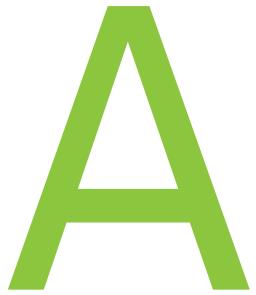
Jackson | Teton County





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AECOM

Our goal is to successfully conclude a 3-year Comprehensive Plan update process through a 6-month elected official review without diluting the content of the Plan. Put simply, let's let the best ideas win and create a great document for the community. The following are the responses to your specific questions. Additional information is contained in our response to qualifications document.

1. What is your facilitation style?

a. General philosophy?

Bruce Meighen, AICP, has over 17 years facilitating some of the largest environmental and planning projects in the country. From Jean Claude and Christos' newest art project "Over the River" in Colorado, to the adoption of three controversial master plans for Osceola County, Florida near Disney World, Bruce has objectively managed and responded to thousands of public comments this year alone.

Bruce's team is known for their casual, yet methodical approach. Based in Fort Collins, the team's style has been witnessed by Jeff Daugherty of Teton County, with their work on one of the largest projects in the Salt Lake Valley. In 2010, the team was the recipient of seven awards, all of which included demanding public processes. Overall, Bruce has received 20 awards, including participating in a team that received the Daniel Burnham Award, which is the APA's highest honor.

A key reason for this team's success in adoption comes from a strong foundation in planning, design and community involvement. The AECOM team has developed plans for great communities from Florida to Wyoming. The team's

core facilitation and public involvement team includes Bruce Meighen (planner), Megan Moore (architecture and design), Cameron Gloss (code), Melissa Sherburne (policy), Rebecca Brofft (environmental), and Joe McGrane (graphic artist). Although members of this team have technical backgrounds, all are trained in public involvement and are skilled facilitators. Furthermore, their expertise in comprehensive planning helps them to elevate the discussion and encourage the participants to focus on the subjects that truly matter. Lastly, the team understands Wyoming, having worked on PlanCheyenne, the Laramie County Comprehensive Plan, Hereford Ranch Master Plan in Cheyenne, the Gateway Plan for Sheridan, Wyoming, and the BLM's inventory for the motorized trail system for the entire State of Wyoming.

The AECOM team's philosophy comes from two sources: Values-Based Planning (based on Envision Utah techniques) and the philosophy of Informed Consent. Both systems are premised on the belief that true consensus is unrealistic, yet mutual understanding based on shared values is always possible. To achieve this, the AECOM team strives to be genuine and credible, emphasizing the importance of listening to stakeholders and deciphering the true messages that are being heard. Unlike traditional facilitators, our team is non-theatrical, does not act as a recording device, and instead, actively engages with the planning team and community.

To convey key messages, the AECOM team uses familiar language and compelling, yet simple graphics during the facilitation process. We have learned that overly technical language and jargon can only cloud the discussion, and sometimes lead people to focus on their self interests. Instead, through speaking a common language, we can identify the community's core values and shared philosophies. Such an approach is also the most credible and defensible once the plan is implemented.

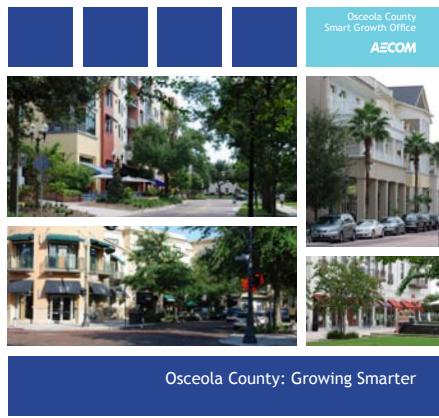
b. Specific strategies you have used in the past?

Our team's approach is always specifically tailored to each community. The following responses describe our recommended and optional approaches to facilitation of the elected officials review. Additional techniques for public involvement are found later in this document.

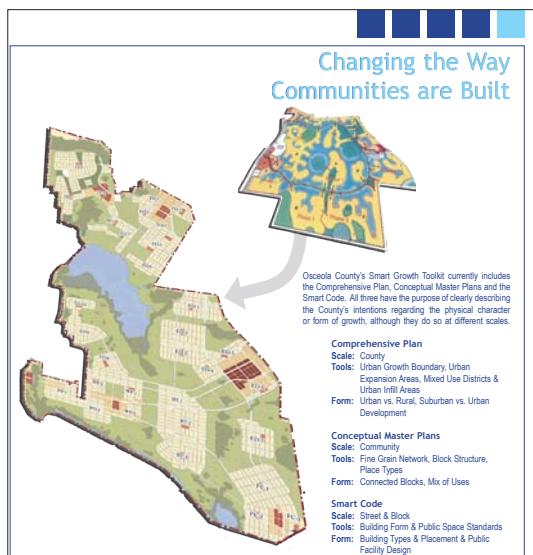
Recommended Strategy 1. Educational Sessions and Background

Although many will wish us to jump to conclusions, it is important to provide adequate education, discussion and background to ensure the integrity of the final plan. Educational sessions could be held as part of joint work sessions or as separate public events.

Example. Osceola County Training Educational Materials



Osceola County: Growing Smarter

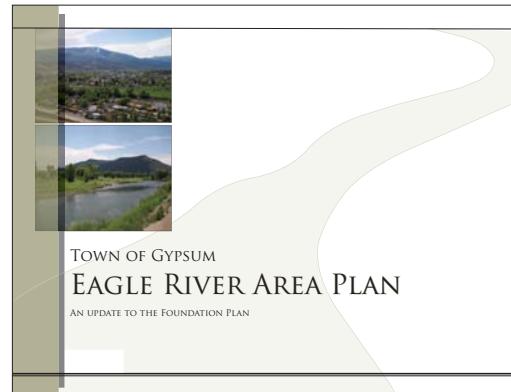
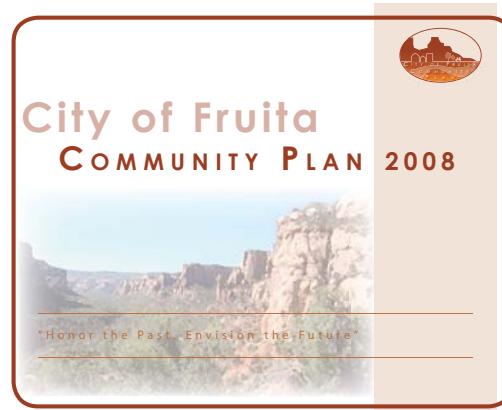


Recommended Strategy 2. Early Wins Based on Common Values

When there is tension about growth in the community, AECOM recommends the development of a vision document that is formally adopted by elected officials. This adopted document becomes an early success based on a set of common values and provides a road map for future decisions. This document should be general enough to provide guidance, and not too detailed to limit all future decisions. Alternatively, the communities could adopt a set of core concepts, which are the principles that are necessary to keep its integrity (e.g., transit, neighborhood perseverance, conservation, and centers).

Example. Vision and Values Documents.

The AECOM team has employed these methods for the City of Olathe, Kansas; Fort Collins, Colorado; Salt Lake City, Utah; Fruita, Colorado; Mountain Village at Telluride, Colorado; and Gypsum, Colorado. Joe McGrane, our graphic artist, will hand-draw key ideas that illustrate the core values.



Recommend Strategy 3. Red Flag Theme Discussions

A second strategy after the adoption of a vision document should include the identification of “Red Flag” topics by theme. Once identified, “these flagged” items form the work plan and discussion items for the upcoming months. This strategy keeps the discussion at the “30,000 foot” level about topics the entire community cares about. Items from the Commissioners will also provide “Red Flag” topics. A discussion of each topic would begin with a quick educational session, followed by the reason the topic has been red flagged. After a discussion, a series of changes will be recommended for each topic.

Example. West Bench Council of Government Summits Were Focused on Key Themes



Recommended Strategy 4. Breakfast with Elected Officials

Casual work sessions during breakfast can create the informal atmosphere for great discussions. Open to the public, these joint work sessions could be used to discuss “Red Flag” items.

Example. City of Fruita Comprehensive Plan included a series of breakfasts with Council.



Recommended Strategy 5. Plan Graphics and Editing

Consistent messaging and tailored graphics can assist in the acceptance of common values and core themes, leading to a smooth and predictable adoption process. Our team is trained in the development of compelling graphics that are catered to the area and clearly illustrate the community's goals.

Example: For the Mountain Village Comprehensive Plan, the planning team evaluated various report formats to ensure the end product was something that accurately reflected the community's vision for the plan, and was a format that would be effectively put into practice upon adoption. The result is a format that is less policy document and more high-end magazine, yet one that still meets the requirements and expectations of a traditional comprehensive plan. "Articles" highlight the tough choices the community faced throughout the planning process, which typically are not laid out so candidly, but in reality are what people are most interested in, and how the comprehensive plan addresses them. This format is exceptionally graphic and readable, which we hope ultimately leads to a more successful and actionable plan for the community.



Three conceptual layouts for the comprehensive plan centered on traditional, coffee table and magazine format.

Optional Strategy 1 - Field Tours

AECOM will tour elected officials around our most successful projects to share with them what has worked, and how strategies might be translated to the Jackson community. Whether it is the protection of viewsheds for Sheridan, Wyoming, our work in Celebration, Florida, the redevelopment of Stapleton in Denver, or our 100,000-person quality growth development associated with Ladera Ranch in Southern California, real examples can enrich the discussion and lead to the most creative and effective solutions for the plan.

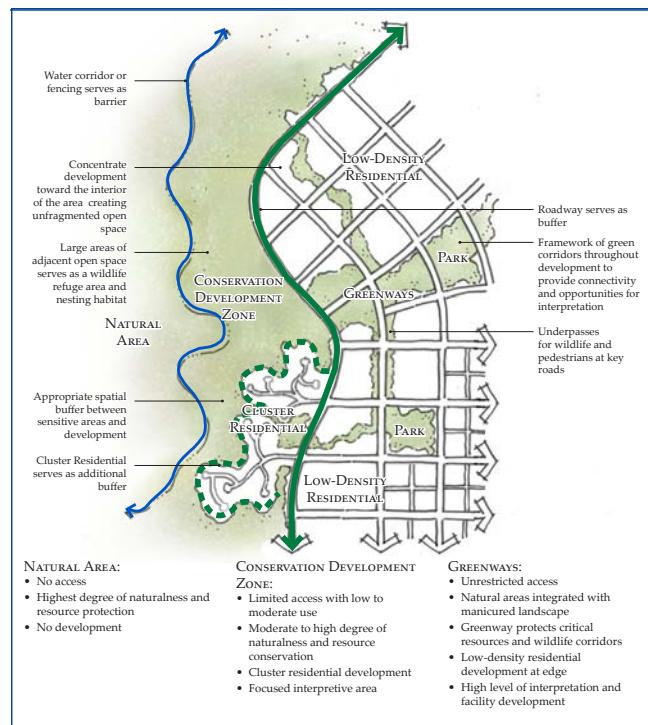
Example. As part of the West Bench Plan in Salt Lake County, decision makers toured AECOM's Stapleton redevelopment project.



Optional Strategy 2 - Focus Groups For Key Issues

Focus groups can be developed to discuss key issues and recommend solutions. Especially in a community such as Jackson, where stakeholder groups represent a wide range of perspectives, it is often beneficial to work directly with those groups to identify core values and a common vision. We have found this strategy allows people to be more candid and less confrontational than in a public group setting, ultimately leading to more constructive and meaningful input.

Example. Property owners and environmental groups held small group meetings to develop solutions for the last large undeveloped area of Salt Lake City.



Optional Strategy 3 - Community Fairs and Events

Key social events to discuss issues in a casual atmosphere could be held in different locations to not only get valuable public input, but to really celebrate the community and highlight the achievements made in the planning process. These meetings would include the attendance of elected officials to answer questions and engage community members in developing a truly enduring plan

Example. AECOM assisted commissioners with the Narcoosee Community Event.



This is time to enjoy and celebrate the community. It is the beginning of a larger dialogue. The goals of this three day workshop are: values, vision, goals, opportunities to accomplish the vision, how to make growth work for the area, how to continue to build communities rather than build subdivisions, how to translate general comp plan guidance into a community plan. This may sound like it supports growth but we are all going to work together and listen to each other. The overall plan will become reference of how your community envisions the future.

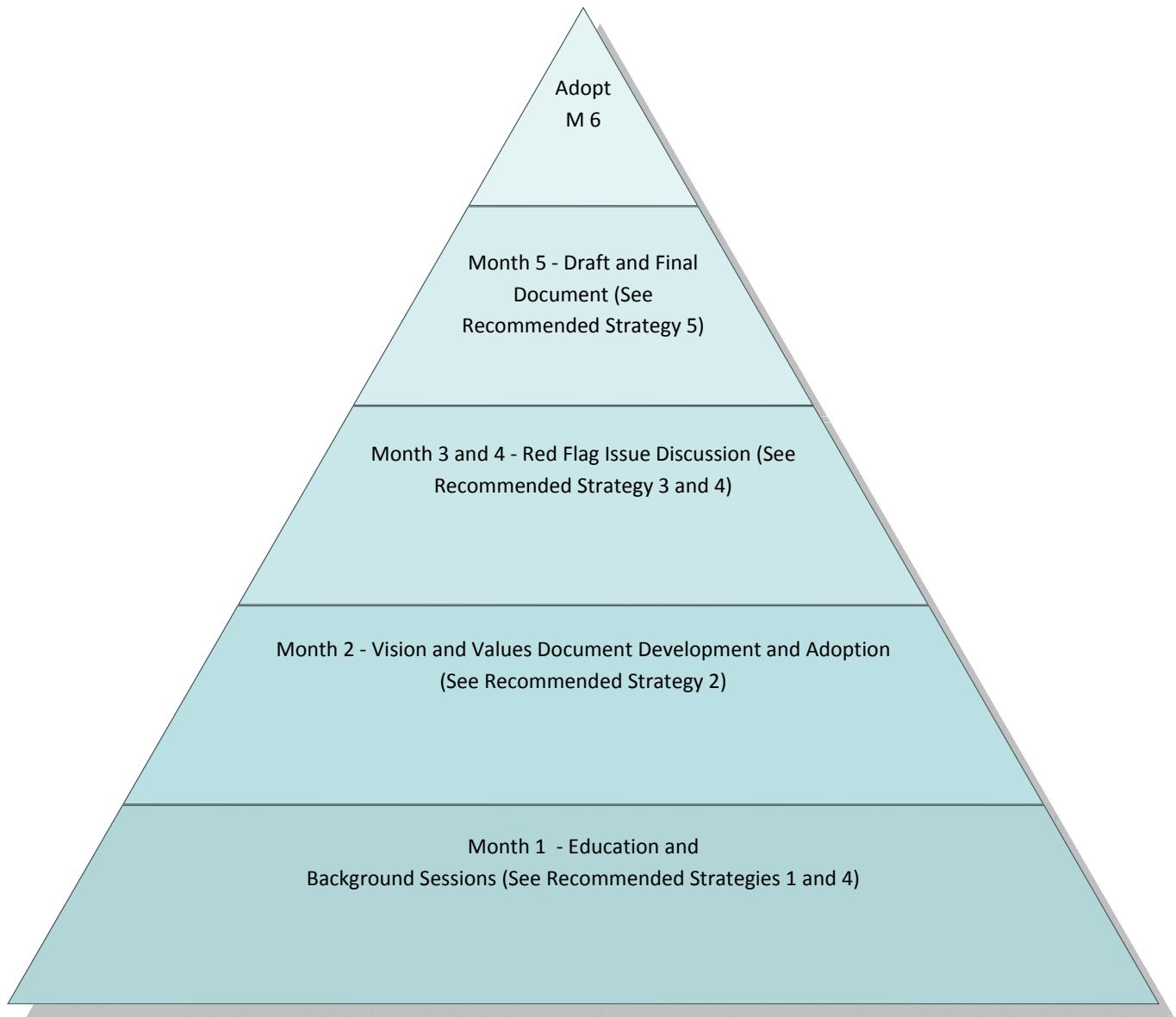
We want to build on common values. Respect for private property and community, respect for neighborhoods, compatibility with development, preservation of rural atmosphere even with new growth. We are asking you to think big and be visionaries this weekend. Think of a new downtown, a high tech industry and community center.

The consultants, staff, and I are here for you. We are taking time to be here to move this along. I don't know another area in Osceola County like the Narcoosee community. I know most of you and I am glad to deal with you. This is my community as well, I live in the area.

We are going to be proactive, not reactive. This is not about the past, it is about the future. Given the growth that is happening within and outside the study area, how can we make this work? We must understand that there are some givens that we must work with.

District 5, County Commissioner Fred Hawkins, Jr.

c. An outline of the process you might use to achieve the identified goal?



d. How have you incorporated citizen participation into meeting facilitation in the past?

Our team thrives in using innovative and creative outreach methods, including newsletters, radio, websites, press releases, newspaper articles, and/or email newsletters. Additionally, we will develop or tailor new methods of outreach that are specific to Jackson/Teton County, based on your demographic and level of existing community involvement. A few examples of specialized outreach techniques that our team has used recently include:

- **Mountain Village Comprehensive Plan, Colorado, 2009/2010:** In a tourism-driven economy, it is not always easy to schedule meetings to accommodate every member of the community. In Mountain Village, Colorado, a primary goal of the planning team was to obtain as much feedback from their permanent and second homeowner populations as possible. Unfortunately, the times of the year when the greatest number of visitors and second homeowners are in town are when the town's permanent population is busy working. To provide a solution to this dilemma, the planning team created a "Workshop To-Go", in which residents who could not attend the public workshop could pick up a box from the planning department that was filled with all the materials needed to conduct the same exercises that took place at the workshop. People were able to either complete the materials on their own, or assemble into small groups at their homes, a restaurant, etc. to complete the materials. To specifically accommodate second homeowners, the Mountain Village Vision Workshop was streamed live over the internet. An archived video of this presentation can be found at <http://telluridewebtv.com/telluridevideoarchives/>.
- **Eagle River Area Plan, Gypsum, Colorado, 2009:** In addition to our regular series of public workshops, there was a need to speak directly with property owners within the study area. To do this, we held a landowner charrette where each person was able to voice their greatest issue and greatest opportunity they envisioned for their property. Given that most land was in the County, these one-on-one meetings were crucial. As a result, a "Frequently Asked Questions" sheet was documented, sent to landowners, and posted on the Gypsum website. The public workshop and barbecue dinner that followed were far more productive, having already addressed landowner concerns.

- **Cheyenne-Arapaho Tribal Comprehensive Plan, Oklahoma, 2009/2010:** In order to reach community members across the expansive tribal service area (almost 7,000 square miles), our team developed a "Plan Van" that will tour the region with materials about the project. The Plan Van made its first voyage the second week of November 2010, allowing those living in more remote areas to become involved.



- **Plan Olathe Comprehensive Plan, Kansas, 2009 - 2010:** Olathe is a large suburban community outside Kansas City with residents spread over a large area. Because it is difficult to reach everyone at once and in person, we developed a website (www.planolathe.com) that posted latest news, upcoming dates, videos from elected officials and citizens, and draft materials of the comprehensive plan. Furthermore, it enabled people to comment during the various planning phases through the use of specific questions, providing ongoing public input. The

website became the springboard to an interactive “living” comprehensive plan website once the Plan was adopted (see www.planolathe.org). The planning team also prepared “road show” materials that the Olathe staff provided to neighborhood groups, homeowner’s associations, the Chamber of Commerce and numerous civic organizations. By taking PlanOlathe on the road, hundreds of citizens became involved in the process that would have otherwise not contributed.

- **Fruita Community Plan, Colorado, 2008:** In Fruita, Colorado there was no shortage of willing participants for the Fruita Community Plan Update. As a result, the challenge was to filter the breadth of information into meaningful goals, principles, and ultimately, policies. Perhaps the most powerful tool in doing so was through stakeholder interviews. We conducted over 75 interviews with individuals identified by the City, including developers, the Land Trust, school district, lifetime residents, mountain biking groups, fire department, etc. We also used direct mailings and newsletters to each household to keep people informed. Because so many people were directly involved, the community had a strong sense of ownership in the final plan. The final Community Plan was adopted in early 2008, and received a Merit Award from the Colorado Chapter of the American Society of Landscape Architects.
- **East Narcoossee Community Workshop, Osceola County, Florida, 2009:** In addition to ongoing Working Group meetings, a three-day community design workshop was held within the East Narcoossee Community, which lies immediately west of the Northeast District Conceptual Master Plan area. This is a community of 5- to 10-acre lots, scattered low density subdivisions, very limited commercial development, and substantial tracts of undeveloped land. The workshop’s purpose was to explore with both residents and property owners alternative futures for the area, given their location within the Urban Growth Boundary and the changing character of the areas around them.
- **South College Corridor Plan, Fort Collins, Colorado, 2008-2009:** The South College Corridor has been one of the most contentious areas of the City. Having been annexed after a court battle that reached the State Supreme Court, the land and business owners were not initially excited about another planning effort. Through a series of public events, including a business forum with local leaders, pancake breakfasts at parks along the corridor, and evening barbeques complete with balloon artists for children, we managed to gain constructive insight from a broad range of stakeholders. The plan was unanimously approved by City Council in March of 2009.



2. Jackson and Teton County have decided to separate facilitation services from the other services sought in the RFQ.

a. Can you provide solely facilitation services?

The AECOM team would be available to provide solely facilitation services. With Bruce Meighen as our project manager, we feel this may be our strongest area of expertise.

b. If yes, who would be your facilitator(s)?

Bruce Meighen will serve as our prime project manager and lead facilitator, managing meetings, interviews and/or workshops with City/ County staff, stakeholders, public and elected officials. Through his experience detailed above, we feel he is our strongest representative in facilitating this highly contested public process. His skills at emanating a certain unbiased opinion throughout public processes, while extracting the biggest issues and finding common ground between elected officials, stakeholders, and public representatives has resulted in proven success for numerous plans.

Megan Moore will serve as facilitation support, attending meetings, strategizing ways to represent information to the public in a compelling and results-oriented way, compiling and documenting meeting notes, key issues and discussion items and outcomes.

Both Bruce and Megan will work with City and County staff prior to these meetings in determining the correct approach and coordinating outcome.

c. What role would support staff play in providing this service?

The support staff identified within the RFQ will still be utilized within the facilitation-only process. Cameron Gloss, a former Current Planning Director for the City of Fort Collins, will be consulted prior to strategic meetings on the approach and sensibility behind our strategy, and will be available to serve as additional facilitation during public meetings if necessary.

Melissa Sherburne and Rebecca Brofft, experienced in resort towns and high-profile contentious projects, will both serve as an additional sounding boards and meeting facilitation resources.

Joe McGrane, listed in our RFQ response as part of the Communication Team, will still serve as a viable resource in creating interesting, understandable graphics for meetings and workshops. His skill in easily identifying concerns and ideas, and graphically illustrating them on paper has been instrumental in creating buy-off for numerous past projects.

Maria Michieli-Best, though listed as part of our Editing/Writing Team, will serve as quality assurance and conduct reviews on all meeting materials, summaries, etc.

3. What are your rates and availability (January 2010 to July 2010 with possible extensions) to attend meetings in Jackson, including travel and all meeting preparation and summary

The following is AECOM's billing rate table for staff assigned to this project. For this project we will not be charging labor time while travelling.

Staff	Hourly Billing Rate
Bruce Meighen	\$190.00
Megan Moore	\$92.00
Cameron Gloss	\$138.78
Melissa Sherburne	\$94.12
Rebecca Brofft	\$58.91
Joe McGrane	\$58.91
Maria Michieli-Best	\$78.02

We also anticipate the following expenses:

- Airfare - averaging between \$300 – 400 round trip/person
- Hotel - \$100 - 150/person
- Food – approximately \$100/person/day

a. Per individual meeting?

Depending on project needs, AECOM anticipates sending 1-2 people to assist the City and County at individual meetings. Average time will range from several hours for a single meeting to a multiple day trip. However, acknowledging the importance of this project, and the sensitivities in this economy, we will strive to find efficiencies in the costs associated with travelling.

b. Per multi-day block of meetings?

The cost of a block of multiple meeting days would be labor (at 8 hours per day), plus expenses. Total costs per meeting will also vary depending on the advance preparation time, the complexity of each task, and the number of staff requested.

4. Can you work with a separate communications entity? If not, why do you believe the services need to be provided by one team?

Of course. While we have facilitated the majority of our public processes alone, both Bruce and Megan have worked with outside public relations/ communications and outreach consultants for many projects. In our experience, we've seen these firms to be reliable in the logistics of meeting setup and documentation, meaning that they have mostly handled locations and notification of meetings, and photographed and / or filmed meetings while they're in progress. This specific element has proved to be an immense help in thoroughly documenting meetings.

5. Are you available for a video conference interview on 12/7/2010 between 1:00pm and 4:00pm?

Of course, though we would be available and willing and excited to attend an interview in person. Bruce is conducting workshops on 12/7/10 and 12/8/10. Ideal dates to come to discuss this important project either by conference call or in person are 12/9/10 or 12/10/10. However, we are willing to adjust if only 12/7/10 works for your team.