

Request for Qualifications: Review of the Comprehensive Plan

Jackson | Teton County





AECOM
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Fort Collins, Colorado 80524
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November 15, 2010

Teton County Planning & Development Department
200 S. Willow Street
Jackson, WY 83001

**Re: SOQ for Professional Facilitation, Communication, Writing/Editing Services
Review of the Jackson /Teton County Comprehensive Plan**

AECOM is excited about working with the Town of Jackson and Teton County to complete a plan that represents the will of the community, staff and elected officials. AECOM (formerly EDAW) has been working for many years with communities to develop value based plans. For a planning process of this controversy, the experience and skills of the planning team are essential. For this plan AECOM has selected their Fort Collins' based planning team – a team that has worked in similar environments across the nation and that has worked with key members of Teton County's Planning staff. The Fort Collins team specializes in facilitating adoption of award-winning plans for some of our nation's most livable communities.

Leading both facilitation and the project team will be Bruce Meighen. With over 17 years of experience, his approach is simple – any process must be based on trust and credibility, with clear steps to the end. Bruce will work with the community and elected officials to ensure a product that is not diluted, that guides a path to the future, and represents the community's values. This year, Bruce assisted Salt Lake County, Utah and Osceola County, Florida in doing just that. Both of these processes have led to seven awards, five in the last year. All of these awards deal directly with Bruce's down to earth approach to public involvement and his ability to simply listen.

Bruce has also been working with communities of similar demographics. He is currently directing the public involvement and developing the plan for one of the most affluent communities in the nation, Mountain Village at Telluride in Colorado. Bruce has targeted his outreach in this community to address second- home owners, visitors and full-time residents. One effective outreach method included live feed to the communities, with over a hundred people participating in a public meeting over the web.

Bruce has also led the public involvement programs for some of the largest and most controversial actions on federal lands in the nation. He is currently guiding the public involvement program for the Corps of Engineer's Environmental Impact Statement (EIS) of the Green River Pipeline and Water Supply Project covering three states. He was also public involvement lead for the Bureau of Land Management Environmental Impact Statement for Over The River™, a Christo and Jeanne-Claude art installation on the Arkansas River.

Bruce, will be assisted by his 15 person planning team in Fort Collins, freeing City and County staff up to provide their professional opinion. Key staff members include Megan Moore and Cameron Gloss. Megan's architectural and design background allows her to develop materials and graphics that frame the discussion around growth. She specializes in providing information that simplifies the discussion related to sprawl, mixed use centers, neighborhood compatibility and transportation. Cameron, former Director of Current Planning for the City of Fort Collins, has been practicing the process of informed consent for over 20 years and has assisted in addressing growth issues in Fort Collins, City of Boulder and Boulder County.

Whether framed around specific locations, big topics or subject, the process must be mutually agreed upon. AECOM's goals are simple: utilize a clear and defensible process; rely on focused feedback from the community, staff and leaders; resolve the big issues; and create a visionary and coherent document that represents your community.

Sincerely,

Bruce Meighen, AICP
Principal

P.S. In response to the Request for Qualifications, AECOM maintains adequate insurance coverage, including Workers Compensation insurance. Our Certificate of Insurance follows this letter.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
03/31/2010

PRODUCER		THIS CERTIFICATION IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERNS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
Marsh Risk & Insurance Services CA License #0437153 777 South Figueroa Street Los Angeles, CA 90017 Attn: Lori Bryson (213)-346-5464 06510 -AECOM-CAS-10/11			
		INSURERS AFFORDING COVERAGE	NAIC #
		INSURER A: Zurich American Insurance Company	16535
		INSURER B:	
		INSURER C: Illinois Union Insurance Co	27960
		INSURER D: N/A	N/A
		INSURER E:	

COVERS

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR ADD'L LTR	INSR'D	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS
A		GENERAL LIABILITY	GLO 5965891 02	04/01/2010	04/01/2011	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES(Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 1,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000
	X	COMMERCIAL GENERAL LIABILITY				
		CLAIMS MADE <input checked="" type="checkbox"/> OCCUR				
		GENERAL AGGREGATE LIMIT APPLIES PER POLICY <input type="checkbox"/> PRO- JECT <input type="checkbox"/> LOC				
A		AUTOMOBILE LIABILITY	BAP 5965893 02	04/01/2010	04/01/2011	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	X	ANY AUTO				
		ALL OWNED AUTOS				
		SCHEDULED AUTOS				
		Hired AUTOS				
		NON-OWNED AUTOS				
		GARAGE LIABILITY				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC \$ AUTO ONLY: AGG \$
		ANY AUTO				
		EXCESS / UMBRELLA LIABILITY				EACH OCCURRENCE \$ AGGREGATE \$ \$ \$ \$
		OCCUR <input type="checkbox"/> CLAIMS MADE				
		DEDUCTIBLE				
		RETENTION \$				
		WORKERS COMPENSATION AND EMPLOYERS' LIABILITY				WC STATUTORY LIMITS \$ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
		ANY PROPRIETOR/PARTNER/EXECUTIVE Y / N OFFICER/MEMBER EXCLUDED? <input type="checkbox"/>				
		(Mandatory in NH) If yes, describe under SPECIAL PROVISIONS below				
C	OTHER ARCHITECTS & ENG. PROFESSIONAL LIAB.	EON G21654693 "CLAIMS MADE"	04/01/2010	10/08/2011	\$1,000,000 PER CLAIM/AGGREGATE DEFENSE INCLUDED	

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

*****FOR PROPOSAL PURPOSES ONLY***** / Professional Services

CERTIFICATE HOLDER

LOS-000993587-01

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE
of Marsh Risk & Insurance Services
David Denihan

IMPORTANT

If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

DISCLAIMER

This Certificate of Insurance does not constitute a contract between the issuing insurer(s), authorized representative or producer, and the certificate holder, nor does it affirmatively or negatively amend, extend or alter the coverage afforded by the policies listed thereon.



CERTIFICATE OF LIABILITY INSURANCE

4/1/2011

DATE (MM/DD/YYYY)
3/30/2010

PRODUCER Lockton Insurance Brokers, LLC 19800 MacArthur Blvd., Suite 550 CA License #0F15767 Irvine 92612 949-252-4400		THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERNS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
		INSURERS AFFORDING COVERAGE	NAIC #
INSURED 1075642 AECOM Technology Corporation AECOM Technical Services, Inc 1501 Quail St. Newport Beach CA 92660-2726		INSURER A: Travelers Property Casualty Co of America	25674
		INSURER B:	
		INSURER C:	
		INSURER D:	
		INSURER E:	

COVERAGES AECTE01 OE

THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER AND THE CERTIFICATE HOLDER.

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	ADD'L INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS		
		GENERAL LIABILITY	NOT APPLICABLE			EACH OCCURRENCE	\$ XXXXXXXX	
		COMMERCIAL GENERAL LIABILITY				DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ XXXXXXXX	
		CLAIMS MADE <input type="checkbox"/> OCCUR				MED EXP (Any one person)	\$ XXXXXXXX	
						PERSONAL & ADV INJURY	\$ XXXXXXXX	
						GENERAL AGGREGATE	\$ XXXXXXXX	
						PRODUCTS - COMP/OP AGG	\$ XXXXXXXX	
		AUTOMOBILE LIABILITY	NOT APPLICABLE			COMBINED SINGLE LIMIT (Ea accident)	\$ XXXXXXXX	
		ANY AUTO				BODILY INJURY (Per person)	\$ XXXXXXXX	
		ALL OWNED AUTOS				BODILY INJURY (Per accident)	\$ XXXXXXXX	
		SCHEDULED AUTOS				PROPERTY DAMAGE (Per accident)	\$ XXXXXXXX	
		HIRED AUTOS						
		NON-OWNED AUTOS						
		GARAGE LIABILITY	NOT APPLICABLE			AUTO ONLY - EA ACCIDENT	\$ XXXXXXXX	
		ANY AUTO				OTHER THAN EA ACC	\$ XXXXXXXX	
						AUTO ONLY: AGG	\$ XXXXXXXX	
		EXCESS/UMBRELLA LIABILITY	NOT APPLICABLE			EACH OCCURRENCE	\$ XXXXXXXX	
		OCCUR <input type="checkbox"/> CLAIMS MADE				AGGREGATE	\$ XXXXXXXX	
							\$ XXXXXXXX	
		DEDUCTIBLE <input type="checkbox"/> FORM					\$ XXXXXXXX	
		RETENTION \$					\$ XXXXXXXX	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y / N [N]	TRJUB-4245B23-1-10	4/1/2010	4/1/2011	X	WC STATU- TORY LIMITS	OTH- ER
A	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)		(AZ,MA,OR,WI)	4/1/2010	4/1/2011		E.L. EACH ACCIDENT	\$ 1,000,000
A	If yes, describe under SPECIAL PROVISIONS below		TC2JUB 4245B22 A 10	4/1/2010	4/1/2011		E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
A			(All Other States)	4/1/2010	4/1/2011		E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
	OTHER							

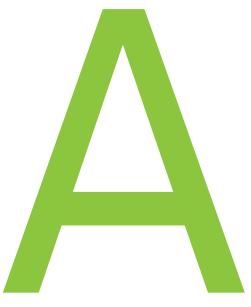
DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS

CERTIFICATE HOLDER

10838890 For Proposal Purposes Only	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE 
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Approach + Philosophy

AECOM is a new kind of practice aligning creative, analytical and technical expertise to enhance and sustain the world's built, natural and social environments. Formed from some of the world's leading consultancies, including EDAW, we combine the expertise of planners, architects, landscape architects, economists and engineers to collaborate in addressing complex challenges at all scales. We regenerate urban areas and rural regions, create distinctive buildings and public spaces, and design and deliver feasible and efficient infrastructure programs.

Our work includes crafting regional, city and town plans, revitalizing communities, developing specific district plans, street corridor design, community open space networks, and design guidelines and development standards. Wherever possible, we capitalize on unique resources, such as community character, natural features, parks, cultural centers and historical precedent to establish identity and create a true sense of place.

An effective comprehensive plan must be defensible, innovative, community-driven, multidisciplinary and focused on achieving consensus where possible. AECOM will work hand-in-hand with the Town and County to address the three outlined services: Facilitation, Communication and Editing/Writing. We anticipate working closely with Town and County staff and leaders to develop a process in order to move the Comprehensive Plan through adoption.

Throughout all our projects, we work closely with affected communities and neighborhoods, specifically elected officials, citizens' groups and committees. We collaborate with both users and implementers, incorporating their ideas into solutions. Through this collaboration, they gain excitement for the project, and take ownership and responsibility for the decisions embedded within the plan. Understanding that the process of gaining public input has already been achieved, we propose an engagement initiative that focuses on prioritizing, and clarifying that input. A focused effort will be placed on ensuring involvement from all elected officials, recognizing that perceptions, issues and expectations may be widely varied. The proposed methodology for this study is designed to ensure that the review and re-write process, as well as the documentation of input and revisions, will be open and transparent.

Decisions about the future cannot be made in isolation, but must involve all members of the community, from residents to elected officials. Future planning and development initiatives require a solid understanding of the community's collective vision for the future. However, translating the values and vision of mountain communities is somewhat of an art form. Passionate stakeholders, pristine landscapes and invaluable resources require that planning documents find common ground between differing interests while eloquently conveying innovative planning solutions. This Comprehensive Plan must effectively communicate intricate details for making land use decisions in the future, be easily understood for an array of end users, and inspire the community for years to come.

Facilitation

While outreach for the 2010 Comprehensive Plan has been extensive, the final push for acceptance and adoption of any plan is the most crucial. Prior to initiating the process, we will meet with Town/ County staff and elected officials to develop an intensive review process, while allowing for enough flexibility to accommodate additional public outreach if necessary. It is important to acknowledge the breadth of work that has been done to date, and we would propose that this be done through a series of background meetings. These meetings would also be used to reaffirm the core themes and ideas developed through the previous public involvement process. After this reconfirmation of these main goals, “red flag issues” could be identified, along with identification of steps needed to mitigate, educate or collaborate to find solutions. AECOM will be available to host workshops, breakfast meetings with elected officials, luncheons for special interest groups, educational sessions on smart growth decisions, etc. to gain the necessary support for adoption of the Comprehensive Plan.

Communication

AECOM’s goal is to serve as an extension to Town and County staff, allowing them to make informed decisions and continue ongoing dialogue with Town and County Councils, while we can efficiently handle day-to-day compilation, documentation and dissemination of continuing public input. We have recently compiled thousands of public comments into a database for the Over the River and Green River projects.

Through identifying the key core concepts and red flag issues we can appropriately tailor questions aimed at extracting public feedback. Through keeping the focus at a high level, we can allow Town and County staff to determine implementation of those ideals. One of our specialties is to be able to graphically communicate ideas and opportunities. Whether through charts and diagrams, or hand-drawn illustrations, we are able to realistically show what land use and growth decisions would look like in the future.

Writing + Editing

Readability is paramount to the quality of this document and we will write to convey technical and non-technical information as simply as possible without reducing the importance of the message. We will ensure that the comprehensive plan expresses the vision and meets both the Town and County’s goals, while being cohesive and coherent. Through excellent writing, graphics and document formatting, our team will elevate the quality of the Comprehensive Plan.

With our values and planning philosophy, the AECOM team sees great potential and exciting opportunities to engage the Town and County’s citizens and officials in finally implementing this dedicated process. As illustrated through our previous experience, we thrive on developing innovative and collaborative solutions to opposing ideas.

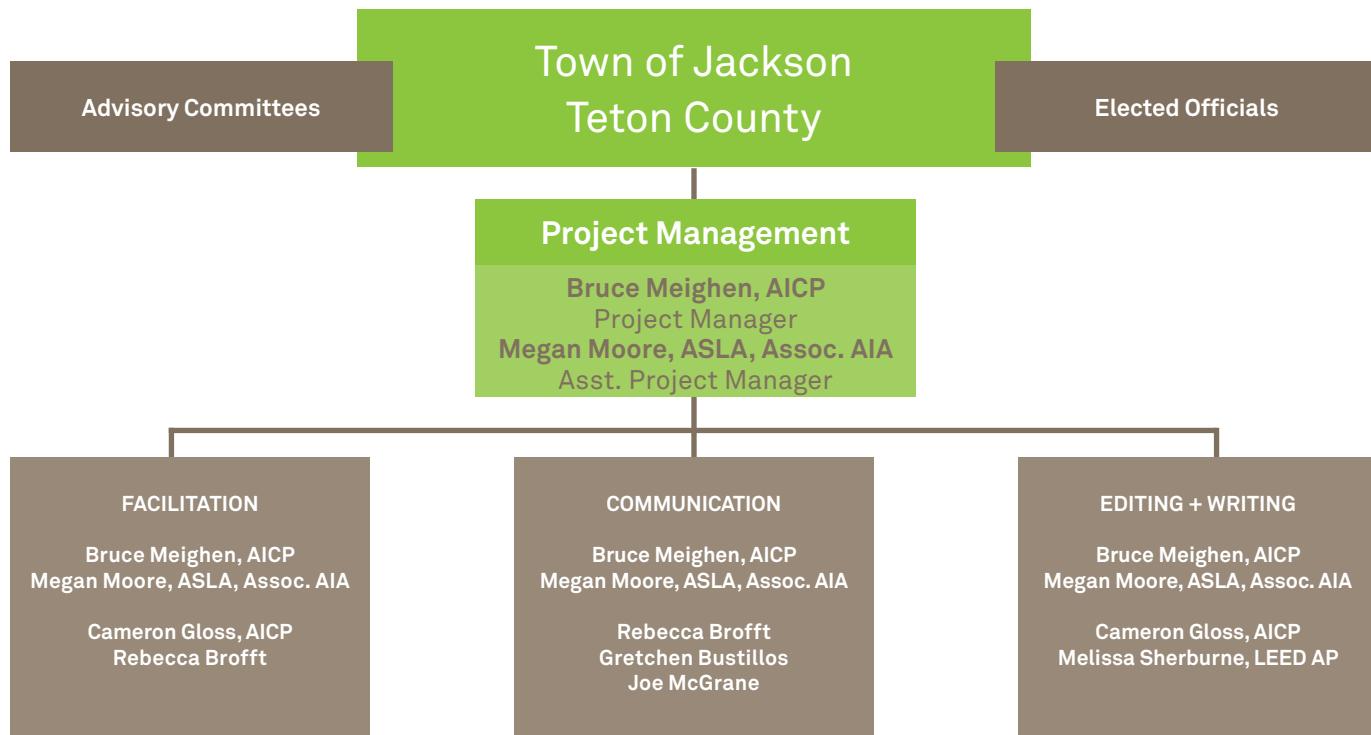
We are confident that our work will establish strong relationships, provide the foundation for adoption of the Comprehensive Plan, allowing for Town and County staff to move forward with the community’s vision.



Project Team

By selecting AECOM, the Town of Jackson will be supported by a team that is well versed in the process of developing a comprehensive plan. We are very accustomed to working in environments where people are passionate about their community. In this Statement of Qualifications we have placed our emphasis on facilitation, knowing the primary purpose of this effort is to efficiently adopt a plan that represents the will of the community, planning commission, key property owners and elected officials.

We have assigned AECOM's most senior planner and facilitator to this task, Bruce Meighen. Bruce leads a 15 person planning team in Fort Collins, Colorado. Bruce's team will assist in the other assignments as well, knowing that key staff may overlap services.



presenter review plan basis oversight

Facilitation | These team members will be the most integrated with Town and County staff and public stakeholders. Although their focus will be on running the public and municipality meetings, the interpretation of data that they will provide will serve as the integral basis of the plan.

Bruce Meighen, AICP | Project Manager

Bruce received a Bachelor of Arts degree in Urban Systems from McGill University in Montreal and a Master of City Planning from Georgia Institute of Technology. He is a certified planner and AECOM principal with over 17 years experience in public involvement and land use planning, and is a leader in AECOM's Policy Planning Practice Line. From his early career at Georgia Tech, Bruce worked as a facilitator, helping to negotiate the groundwater strategy for the State of Alabama. Over the last decade, Bruce has specialized in a nationwide practice creating sustainable quality growth and helping communities create common, enduring visions. These efforts have included award winning work with key Teton County staff members during their tenure with Salt Lake County. Just this last year, Bruce has facilitated processes for communities around Orlando, the City of San Antonio, Mountain Village at Telluride, Town of Gypsum and some of the largest federal projects in the country. His facilitation style is premised on two simple values - trust and credibility.

Bruce is currently providing public involvement and planning services through an on-call contract with one of the fastest growing counties in the United States - Osceola County, Florida, encompassing the growth areas around Disney World and Orlando. In the last year, his work has resulted in the successful adoption of three award winning subarea plans, all receiving unanimous endorsement by Planning Commission and County Commissioners. The stakeholder groups for these processes included Sierra Club, Department of Community Affairs, The Nature Conservancy, National Audubon Society, property owners and residents. He recently was requested to hold a weeklong workshop with the Narcoossee community, south of Orlando, to address the impacts of growth. The weekend long process included the participation of elected officials. This year, Bruce has assisted in the public involvement and visioning processes for the redevelopment of four creeks and their adjacent neighborhoods in San Antonio that connect to the Riverwalk System in downtown. He has also



Public meeting, Town of Mountain Village

been working with Salt Lake County and their development of a County Cooperative Plan. Bruce's role included working all the jurisdictions in the Salt Lake Valley on transit and growth. His efforts in Salt Lake resulted in four planning awards for his efforts this year alone.

Bruce has also been requested to work in very affluent communities. His success with these communities, whether the Mountain Village Plan, Rockefeller's Eagle River Ranch or management plans for the City of Steamboat Springs, has simply been based on respect of people's values. Bruce is facilitating and developing the plan for the community of Mountain Village at Telluride, one of the most affluent communities in the nation. With a similar demographic as the Town of Jackson and Teton County, their concerns include protecting the values of the area, house prices, open space, and maintaining a pristine feeling while still ensuring economic vibrancy.

Bruce has also successfully led the public involvement programs for some of the largest and most controversial actions on federal lands in the nation. He is currently guiding the public involvement program for the Corps of Engineer's Environmental Impact Statement (EIS) of the Green River Pipeline and Water Supply Project, which

management interpretation inclusion interpretation mediation



addresses the states of Utah, Colorado and Wyoming. He was also public involvement lead for the Bureau of Land Management Environmental Impact Statement for Over The River™, a Christo and Jeanne-Claude art installation that would drape portions of the Arkansas River with fabric. Bruce is also currently directing the public involvement activities to determine the recreational use of the lands surrounding Las Vegas.

Bruce's previous efforts have included the visioning processes for the last undeveloped area of Salt Lake City (the Northwest Quadrant Master Plan), the Cheyenne & Arapaho Tribes' land in Oklahoma, and the new 500,000 person West Bench Community in Salt Lake Valley. Bruce has completed comprehensive plans for some of the communities that have been rated highest in quality of life by Money Magazine, including Louisville, Colorado, Fort Collins, Colorado, and Olathe, Kansas. Bruce has also worked on land use and comprehensive plans for Laramie County, Wyoming; Weld County, Gypsum, Frisco and Fruita, Colorado.

His ability to not only create innovative and focused public involvement but to clarify and prioritize the issues identified is crucial to the success of Bruce's outcome-oriented plans. By addressing the issues head-on and creating a transparent basis for the eventual goals and policies outlined in a comprehensive plan, there is a higher likelihood of implementation and agreement from decision makers. Bruce's strength as a mediator and advocate for appropriate planning practices makes him a strong team leader, capable of guiding the Town, County and community. He will lead the consultant team with a priority focus on community engagement, and will guide the refinements and adoption of the comprehensive plan.

Megan Moore | Assistant Project Manager

Megan Moore, ASLA, Assoc. AIA, holds a Master of Architecture and Master of Landscape Architecture, which allows keen insight into issues surrounding growth. Megan works with Bruce to create processes and materials that provide a productive decision making structure. With eight years of experience, she is already the recipient of over 22 design and planning awards. Megan specializes in managing the development of plans and processes for comprehensive and subarea planning, urban revitalization, architecture and landscape architecture. Her current work as project manager for the Osceola County Conceptual Master Plans addresses tough issues surrounding growth. These plans focus on context sensitive roadway design to ensure a series of walkable, urban, mixed-use communities, served by several modes of transit.

Megan has also served as project manager for key projects in the Salt Lake Valley. She has worked with Teton County planning staff during their tenure in this community. Her work has included the West Bench General Plan, which forms the basis for Salt Lake County's Cooperative Plan and Northwest Quadrant Master Plan in Salt Lake County, Utah.

Megan is currently assisting with the public involvement program for the Cheyenne and Arapaho Comprehensive Plan. The program includes a Plan Van, electronic polling, planning booths, workshops and other innovative techniques. Megan has also been the designer on the Westside Creek Redevelopment Project in San Antonio and the planner on numerous comprehensive plans and subarea plans for the City of Olathe, Kansas; the City of Fort Collins, Colorado; and the City of Fruita, Colorado. Megan's planning background is combined with a focus on sustainability as demonstrated by her LEED certified projects.

As a planner and designer, Megan will work with Bruce to produce materials that frame issues and create a platform to make decisions.

website coordination strategy

illustration meeting materials

Communication | these team members will be responsible for the mechanisms necessary for effective public communication: the materials production, visual and aesthetic qualities, and the simplification of ideas that will reach the largest audience and promote most understanding.



visual preference

Which images best represent your view of the future for the area?

amenities

Visual Preference

RESULTS

Type	Images	Like	Dislike
Amenities	Churches/Meeting Places	13	0
	Recreation Area	15	1
	Businesses	15	0
	Defining Character Features	10	0
	Civic Buildings/Town Hall	6	12
	Amphitheater/Public Gathering Spots	13	1
	Farmers' Market	20	0
	Boat Docks/Water Access	21	0
	Community Center	21	0
Separators	Regional Park Systems	20	0
	Energy Production/Solar Panel Fields	16	5
	Landscape Features	19	0
	Natural Water Bodies	15	0
	Landscaped Formal Linear Park Systems	15	0
	Passive Recreational Open Space Trails	19	0
	Gravel/Grass/Ranching	20	0
	Canals/Waterways	9	2
	Recreational Areas	13	1
	Recreation Center	9	2
	Golf Courses	21	14
	Recreational Trails	21	0
	Regional Park Facilities	17	0
	Community Gardens	18	1
	Playgrounds	23	0
	Pathways & Trails Systems	23	0
	Skateboard Parks	7	13
	Public Parks	16	0
	Lakefront Parks	23	0

NARCOOSSEE | community plan



The Narcoossee Community Plan is addressing development issues for a small community in Osceola County, Florida. 1) Logo study created for the project; 2) Visual preference survey and results from the kickoff workshop. 3) The kickoff workshop was organized by "roads", guiding participants to materials focused on the area which would most affect them.

Rebecca Brofft | Communications Coordinator

Rebecca Brofft is an environmental planner with a background in communications and public involvement. She began her career with the Center for Public Deliberation based at Colorado State University, planning and facilitating public meetings related to the improvement of public dialogue. Most recently, Rebecca assisted in the preparation and facilitation of public workshops for both the Narcoossee Community Plan Update and the Colorado Springs Utilities' Recreational Uses on Municipal Watershed Lands projects. Rebecca has supported several regional public involvement efforts, Scoping Reports, Administrative Records, and her experience ranges from basic Environmental Assessments to more intensive EISs (federal documenting processes that determine the impact of various types of change). She has worked with Bruce Meighen to coordinate public meetings, compile, and respond to public comment on two highly contentious efforts (Green River Pipeline, with 1,500+ comments and Over The River, with more than 3,500 comments), and has managed and maintained Administrative Records for Over The River, Sloan Canyon Trails, Walking Box Ranch, Locke Mountain Fuels Managements, and the Las Vegas Recreation Area Master Plans. Her experience related to Administrative Records includes database maintenance and data entry, file management and organization, all requiring Rebecca's intensive attention to detail.

Rebecca will be the primary production coordinator for meetings, responsible for the organization and production of data and meeting materials necessary for running an effective communication campaign. With support from Gretchen Bustillos in graphic design and Joe McGrane for illustrations, Rebecca will be responsible for the organization and editing of content for presentation materials.

public connections production access compilation



Illustrations clockwise from left: Cheyenne & Arapaho Tribes Lodge at Canton Lake; Salt Lake Cooperative Plan; Osceola County Conceptual Master Plans/Great Neighborhoods; Town of Mountain Village

Gretchen Bustillos | Graphic Designer

Gretchen Bustillos is a graphic designer with over eight years of professional experience in a variety of creative disciplines. She holds a Bachelor of Science degree in Journalism and Mass Communication (University of Colorado, Boulder) and completed studies in graphic design at the Portfolio Center (Atlanta, GA). Not only is she well versed in strategic branding and print design, but has worked for many years in the field of environmental communications, creating wayfinding systems and enhancing spaces all over the world. Gretchen has an innate ability to connect with people through design using ink, paper, metal or glass to tell meaningful, compelling visual stories. Gretchen has created logos, branding, and/or document templates for the Narcoossee Community Plan, Town of Mountain Village Comprehensive Plan, Westside Creeks Restoration Plan, and Cheyenne & Arapaho Tribes Comprehensive Plan.

Gretchen will provide visual communications for this project based on her multidisciplinary approach to design, drawing from her wide range of skills to come up with consistently powerful ideas that create compelling experiences. She will be tasked with the branding, document theming, and visual aesthetic of presentation materials, potential website and draft comprehensive plan.

Joe McGrane | Illustrative Communications

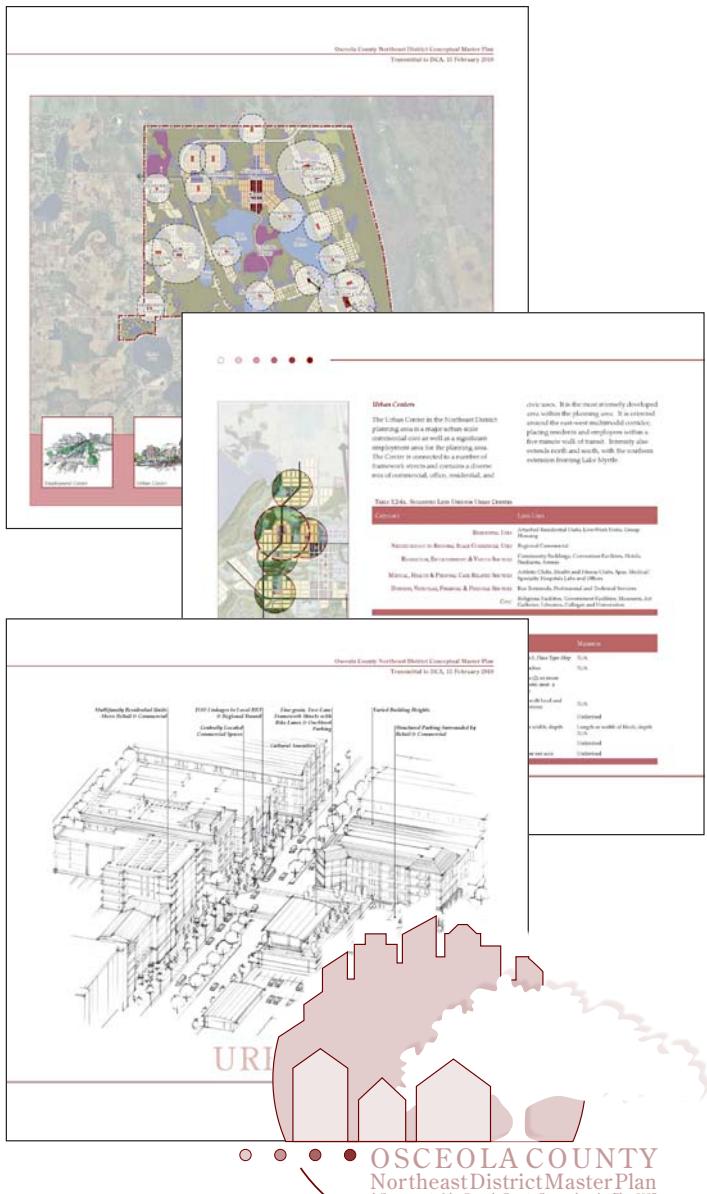
Joe McGrane is a landscape architect and faculty member in the Department of Landscape Architecture at Colorado State University. His deep understanding of design concepts and expertise in illustrative graphics would be utilized for the communication of concepts to the public. Joe has been included in many of our comprehensive planning workshops and meetings for his ability to create nearly real-time conceptual depictions of proposed recommendations. The visual pull of his work brings new light to technical terms, allowing the presentation to “speak” to our audiences and garner understanding and support.

Most recently, Joe has worked with this project team on the Cheyenne & Arapaho Comprehensive Plan, West Bench General Plan, Northwest Quadrant Master Plan, Gypsum – Eagle River Area Plan, Town of Mountain Village Comprehensive Plan, and the Narcoossee Community Plan.

Joe will be available to provide graphic illustrations at project workshops. His drawings will provide a visual context for design standards and characteristics that can assist in the Town, County, and public understanding of what future development might look like.

comprehensible diagrammatic interesting cohesive actionable

Editing+Writing | These team members will enhance and create the bulk of the plan updates, utilizing input from Town, County, stakeholders, and the Facilitation and Communication staff. The entire team will supplement their work, but shaping the plan in to a cohesive, graphic, and realistic plan will be their chief task.



Logo and document created for Osceola County, Florida: Northeast District Master Plan

Cameron Gloss, AICP | Planner

Cameron Gloss has over 20 years of public and private sector experience as a land use and development planner, with a comprehensive understanding of community design principles and objectives. He has been a successful project manager responsible for analysis, coordination, planning and design of residential, commercial and public projects, many of which have received awards at local, state and national levels.

Cameron's previous career as Current Planning Director for the City of Fort Collins provides special insight into the resolution of conflicts that arise between city and community objectives. He was responsible for oversight of City staff analysis of elements related to land development applications, and served as the Administrative Hearing officer responsible for conducting public hearings and making quasi-judicial decisions on land development applications. Cameron is highly regarded in the Fort Collins development community for building work relationships and generating innovative solutions to difficult issues, and was recognized in 2005 by the Fort Collins Coloradoan as one of the "Top 5 People Who Make a Difference". He is an articulate communicator, with presentations made on over 200 projects, including those to municipal planning boards, city councils, county commissioners, and at public meetings, workshops and charrettes.

As a planner with AECOM, Cameron is currently working with Bruce Meighen on a comprehensive plan for the Cheyenne & Arapaho Tribes of Oklahoma, with tribal workshops occurring over a 6,600+ square mile radius. Recently he completed Plan Olathe, a comprehensive plan update for a city of approximately 120,000 residents outside of Kansas City, Kansas that includes integration of an existing downtown plan, focus on sustainability, and an intensive interactive website component. His work on the Town of Milliken, Colorado's comprehensive plan addresses the issues and opportunities of a small community poised to experience considerable growth over the coming years, and utilized bilingual presentation materials and a website to reach the highest number of participants. He also provided code writing for the Gypsum - Eagle River Area Plan in Colorado, a land use plan aimed at preserving the Eagle River corridor's picturesque setting and outstanding natural resources, while also strengthening Gypsum's long-term economic and social sustainability. Cameron will work closely with Bruce Meighen to facilitate and to organize the final document in a way that meets the elected officials and community needs.

graphic
concise
transparent
realistic
understandable
layout
thorough

Melissa Sherburne | Planner

Melissa Sherburne, LEED AP, is an environmental planner with experience in community, land management, and natural resource policy and planning. She has applied these skills as a project manager and planner on a number of small and large municipal, county, and public agency projects. She is currently working in a similar community, the Town of Mountain Village, in the creation of the area's first comprehensive plan, carefully balancing the needs and desires of residents, second-homeowners, the town, and the ski industry. She has also written policy and goals for the Town of Gypsum's Eagle River Area Plan, a plan focused on strengthening Gypsum's long-term economic and social sustainability while preserving the river corridor's special character and exceptional natural resources. Her ability to merge existing data with the voice of a wide range of stakeholders is what enables citizens and municipalities to achieve success in their planning process. As the project manager for the City of Fruita's Community Plan update, she assisted in guiding future development through a detailed annexation review and the creation subdivision and zoning ordinances related to the plan's implementation.

Melissa will work with Cameron Gloss to edit the existing comprehensive plan policies to incorporate clarifications from the public involvement and Town/Council meetings held in the Facilitation and Communication portions of this project.

CHAPTER III. VISION

OVERVIEW
The Community Vision for the study area forms the foundation for policies and decisions in the study area. Based on early public outreach, this Vision reflects the community's preferences for guiding the future of the study area.

PARTNERSHIPS
"Develop meaningful partnerships between property owners, citizens, the Town, Eagle County, adjacent municipalities and agencies that are founded on respect for the Eagle River Corridor."

- Continue to work with public agencies and non-governmental organizations to ensure the scenic quality and natural setting of the Eagle River remain intact.
- Provide flexibility and predictability in the Eagle River Area Plan to ensure the most efficient use of the Eagle River Corridor in the future.
- Continue to base annexation on mutually beneficial agreements between property owners and the Town of Gypsum.

COMMUNITY CHARACTER & DESIGN
"Preserve and promote Gypsum's friendly, transparent, and unique identity within the Eagle Valley."

- Create new community gathering places in Gypsum.
- Enhance the Town's gateways with appropriate landscaping and architecture.
- Protect the scenic quality and viewsheds associated with the Eagle River, such as from Highway 6 and I-70.
- Promote a sense of community that encourages social interaction through gathering places that play off of the character of the Recreation Center and historic properties in Gypsum.

**EAGLE RIVER AREA PLAN
TOWN OF GYPSUM**

Logo and document created for the Town of Gypsum/Eagle River Area Plan

Osceola County's planning approach represents an inclusive and regional approach that promotes the economy, transportation options, and the efficient movement of people, goods and services. It further represents an approach that is strategic, measurable, innovative, and transferable to other community locations and regions.

- Philip Laurien, AICP, Executive Director | East Central Florida Regional Planning Council, in reference to the Osceola County Conceptual Master Plans

From the process, which included extensive community involvement, to the final presentation, which clearly explained the building blocks of each individual sector plan, the project offers the planning community an excellent example of sector planning, and it offers Osceola County residents a description of these future communities that's comprehensive, yet easily understood.

- Susan E. Caswell, AICP, Planning Manager | Orange County Government/ Florida, in reference to the Osceola County Conceptual Master Plans

"The Plan has NOT been a 'plan on the shelf' but instead is pulled off the shelf and used again and again to support current city actions to realize long range goals as identified in the FCP. Due to the community involvement in the Plan's creation, it has been used not only by the city staff but also city councilors, developers, and members of the public to help predict and support (or not support as the case may be) development proposals. We are now using the FCP as the jumping off point to create more detailed plans such as a parks, open space and trails plan."

- Dahna Raugh, AICP, Community Development Director | City of Fruita

The CMPs [Conceptual Master Plans] take comprehensive planning to an elevated level, focusing on specificity over generality; creating land use plans of block-level detail; illustrating layout and interconnectedness of multi-modal transportation networks; and providing specific development program targets and implementation recommendations.

- David G. Hennis, AICP, Awards Committee Chair | American Planning Association Florida Chapter, in reference to the Osceola County Conceptual Master Plans

These publicly created plans represent a conscious choice by our elected officials to transition away from non-sustainable development patterns set into motion over 40 years ago...These plans illustrate exactly what we want and present processes for how to get there.

- Fred Hawkins, Jr. Commissioner, District 5 | Osceola Board of County Commissioners, in reference to the Osceola County Conceptual Master Plans

The CMPs [Conceptual Master Plans] take comprehensive planning to an elevated level, focusing on specificity over generality; creating land use plans of block-level detail; illustrating layout and interconnectedness of multi-modal transportation networks; and providing specific development program targets and implementation recommendations.

- David G. Hennis, AICP, Awards Committee Chair | American Planning Association Florida Chapter, in reference to the Osceola County Conceptual Master Plans

"Thanks again for everyone's participation in last night's public meeting. You guys did an excellent job presenting and the group activities were a success. It went very well I think and we got a lot of excellent feedback from the groups and there didn't seem to be any huge obstacles that would be difficult to overcome. I know everyone's time is very valuable but I want to make sure you know that it was very much appreciated!"

- Lana Gallegos, Senior Planner | Town of Gypsum



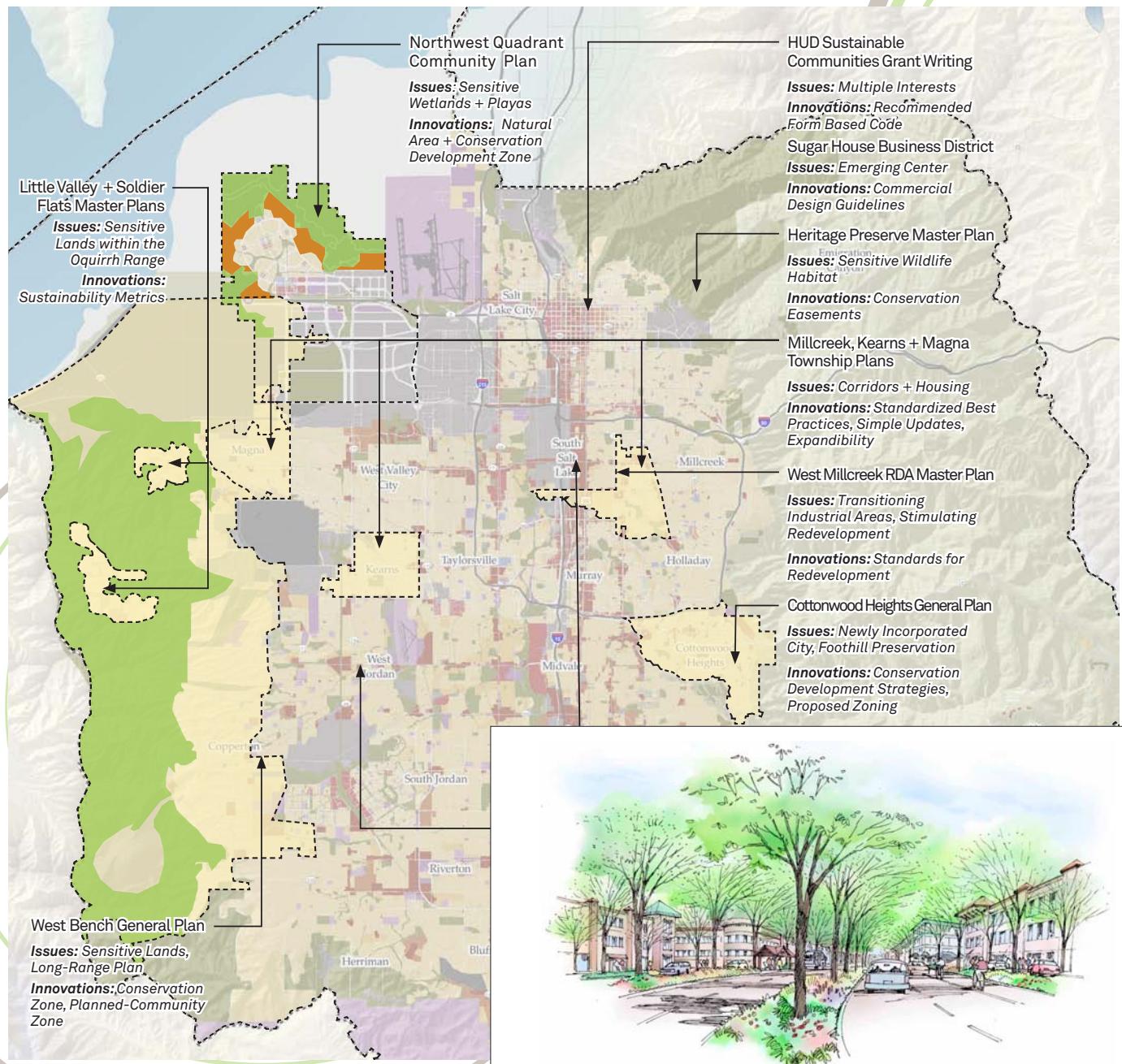
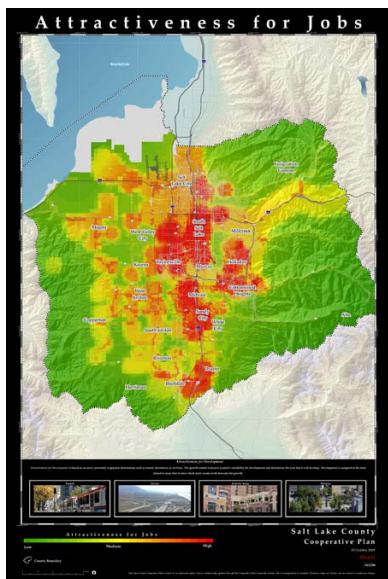
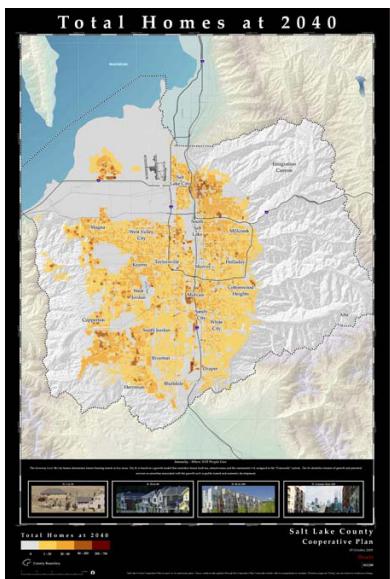
Project Experience + Letters of Reference

While the AECOM team prides ourselves on our experience and success of our comprehensive plans, we're perhaps more fortunate to have worked with communities who share our enthusiasm and commitment to creating an overarching vision, and dedicating themselves to making change happen.

Although we've included project descriptions within this section to portray a range of comprehensive plans that balance Facilitation, Communication and Writing/Editing, we feel that ongoing relationships with our clients stand out as exemplary in illustrating our breadth of experience.

Three main examples highlight our ability to provide all services as one team, from visioning to policy planning; from creating new infill incentives to measuring greenhouse gas reductions; and from incorporating new technologies to educating residents, developers and elected officials. These projects preclude our other project experience.

We have included letters of reference as required by the Request for Qualifications following our project experience.



salt lake county, utah

Comprehensive Planning + Transitioning into Sustainable Forms of Development

Reference

David White, AICP, Long Range Planner
Salt Lake County
Salt Lake County Government Center
2001 South State Street, #N3600
Salt Lake City, UT 84190-4050
801.468.2072
ddwhite@slco.org

Awards

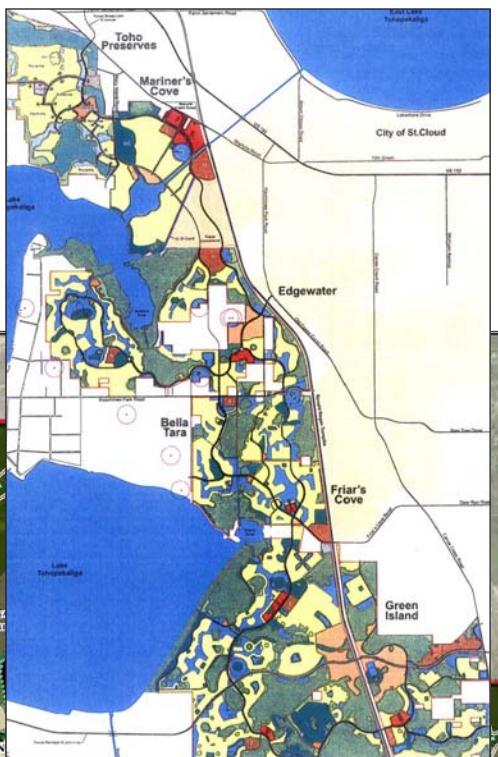
- Future of Salt Lake County Map Series and Crosswalk Portal, a Component of the County Cooperative Plan; Outstanding Achievement Award in Technology, American Planning Association, Utah Chapter, 2010
- West Salt Lake County Transit Plan; Outstanding Achievement Award in Urban Design, American Planning Association, Utah Chapter, 2010
- West Salt Lake County Transit Plan; American Planning Association, Utah Chapter, 2010
- West Salt Lake County Transit Plan; Engineering Excellence Award, CEC-Utah Chapter, 2010
- Salt Lake County Cooperative Plan; Governor's Quality Growth Award, Envision Utah, 2010
- West Bench General Plan, Merit Award for Planning and Urban Design, American Society of Landscape Architects, Colorado Chapter, 2007
- West Bench Planning Summits for Public Involvement for 2005 Council of Government Summits; Governor's Quality Growth Award, Envision Utah, 2006

AECOM has been assisting the Salt Lake Valley and its municipalities in their evolution to more sustainable forms of development. In the last five years alone, our projects have included over 15 plans, including comprehensive plans for the last undeveloped area of Salt Lake City - the Northwest Quadrant Community Plan, the undeveloped areas of Salt Lake County - the West Bench General Plan, components of the County's Cooperative Plan, 2 sustainability master plans and over 5 transit plans.

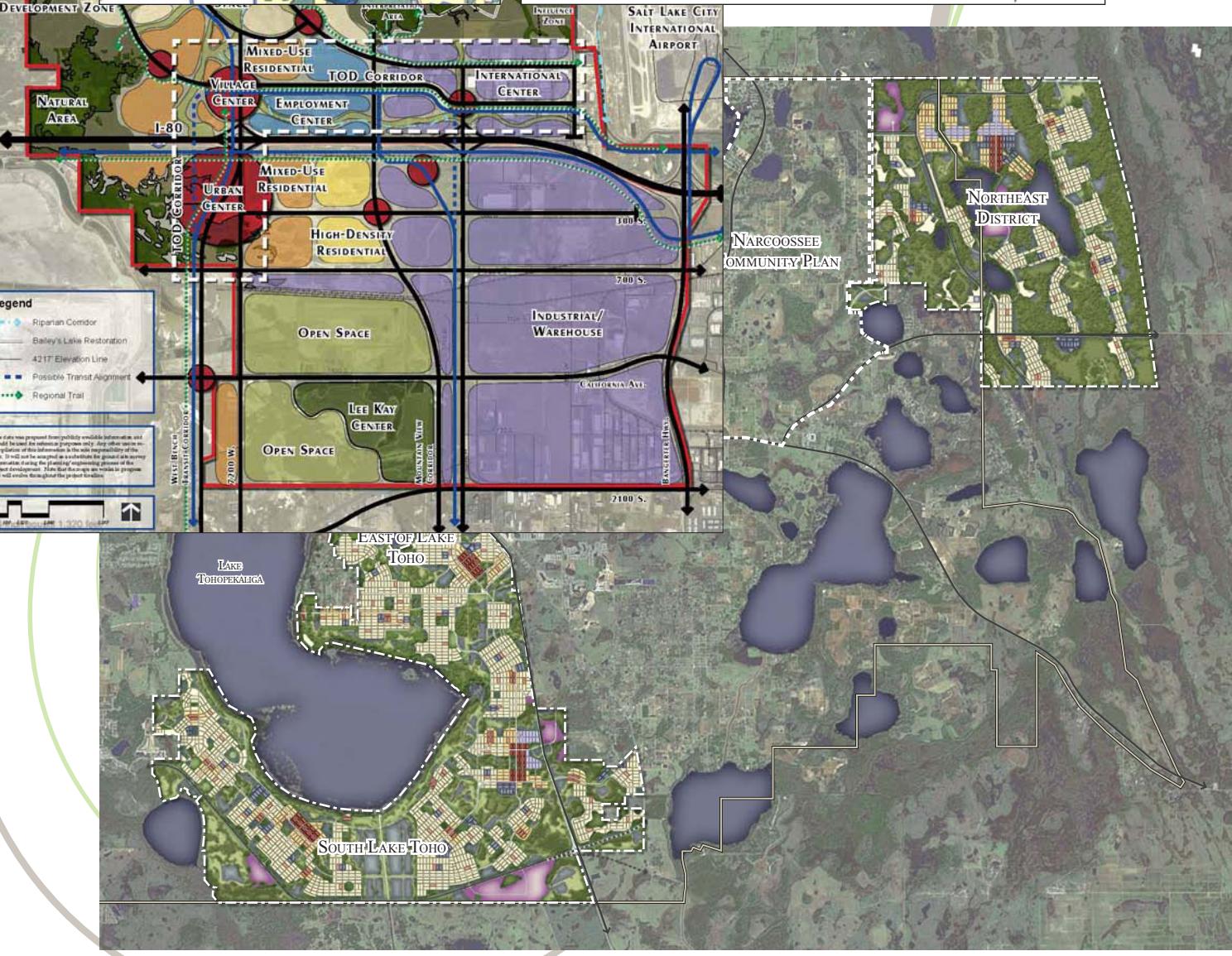
We started our planning projects with a challenging assignment: creating a public general plan for an area 75,000 acres in size, 25 miles long from north to south, bordering five municipalities and two townships with a nearly 6,000-foot elevation change. The West Bench General Plan (completed in 2006), was built around the core concepts of open space and greenways, a hierarchy of mixed-use transit-oriented centers, a 20-mile transit boulevard spine, diverse neighborhoods and a parks and trails network. Making the strategic plan work in the real world required a reality-based understanding of residential and employment market demands, necessary infrastructure and services, the fiscal viability of each phase and unique approaches to local governance and public/ private partnerships.

The Northwest Quadrant Community Plan (ongoing) was initiated with clear direction from the City's leaders: whatever is created must be sustainable. Essentially a 19,000-acre infill project, the result proposes 60,000 jobs, convergence of 3 dedicated modes of transit including light rail, interurban rail and BRT; a diversity of housing, providing needed workforce jobs adjacent to the airport; and over 7,500 acres of preserved habitat and open space. Innovative planning tools and policies included a flexible Buffer Toolbox to determine buffer distance as a ratio dependent on use type and intensity, LEED-ND neighborhood policies, local energy production and continuation of local agriculture.

Most recently, AECOM has also been assisting with the Salt Lake County Cooperative Plan (2010), which includes key components of AECOM's West and East Salt Lake Transit Studies (2009) and the Rocky Mountain Power Electrical Plan (2010), interlacing transportation, infrastructure, housing and employment. It also utilizes AECOM's Crosswalk Cooperative Planning™ web interface tool, a web-based forecasting system created by AECOM to integrate land use and transportation datasets from dozens of jurisdictions into one seamless layer. The Cooperative Plan will soon culminate in a living plan that helps guide growth in communities throughout the Valley.



Clockwise from top-left: Pre-CMP Development Plans; Proposed Urban Center; Consolidated Illustrative Plan



osceola county, florida

Comprehensive Planning + Educating for Smart Growth

Reference

Jeffrey Jones, AICP, Smart Growth Director
Osceola County, Florida
1 Courthouse Square, Suite 1100
Kissimmee, FL 34741
407.742.2395
jjon3@osceola.org

Awards

Osceola County Conceptual Master Plans + Smart Code, Award of Merit in Best Practices Category, American Planning Association, Florida Chapter, 2010

AECOM recently completed three Conceptual Master Plans (CMPs) as part of the 2007 Comprehensive Plan Update for Osceola County (adopted in August 2010). Currently continuing to implement the direction of growth for the County, we are simultaneously leading the creation of the SmartCode, specifically addressing the livable components of the CMPs, initiating a subarea plan for a rural community adjacent to the Northeast District CMP, and coordinating both a County-wide transportation build-out analysis and a Northeast District transit feasibility study. In addition to these plans, we have created educational materials and handbooks for both County elected officials, developers and public to inform and offer explanations of what this future growth will look like, and how it will be implemented and funded. We are currently expanding the educational focus to include staff training programs on interpreting CMPs and SmartCode, e-cards and handbooks to illustrate changing densities and energy conservation metrics, and visualization tools, including a robust SketchUp model illustrating code language and intent.

Unanimously adopted by the Osceola County Board of County Commissioners, the CMPs have codified the largest public master plan of this detail in the nation. The CMPs take comprehensive planning and smart growth metrics to an unprecedented level, combating growth pressures, and redirecting the existing suburban model of development, ultimately identifying build-out scenarios supported by walkable centers and connected by multimodal networks.

The plans focus on specificity over generality, essentially creating a 44,750-acre master plan of block-level detail. This unparalleled action illustrates how defined urban form can achieve the County's goal of creating transit-supportive, complete communities combined with an

essential job base. Integrated within a 26,000-acre framework of dedicated open space, 103,000 households and 109,000 new jobs are strategically located in and around a hierarchy of walkable neighborhood, community and urban centers, offering a structure for future growth and a sustainable legacy for the County.

Perhaps most important to the successful creation and ultimate implementation of the CMPs is the education and inclusion of the County's elected officials to ensure full County support. Working hand-in-hand with local planners and developers to identify alternatives to typical arterial and cul-de-sac developments, the County resolved financing and entitlement concerns. These same planners are currently resubmitting development plans meeting the new goals and requirements of mix of uses, street connectivity, maximum block sizes and transit right-of-way preservation.

Implementing the Northeast District plan alone will add 40,000 jobs to the County, which would double the current total and capitalize on the medical and university growth to the north, signifying the largest economic catalyst since Disney's opening in the 1970s. Implementation methods that will ensure success of the plan include:

- Fiscal impact model showing anticipated net positive benefit
- Targeted industry analysis proposing strategies for each master plan, matching place types with industry
- Developer-funded business recruitment plan, staffing and facilities proactively attracting high-wage, research and bio-tech businesses
- Multimodal Transportation District and land dedication policies providing structure, phasing and implementation requirements
- Phasing schedule identifying key benchmarks, specifying employment and housing metrics necessary in order to build subsequent phases
- Detailed public facilities analyses, including phasing schedules and impact analyses for water, wastewater, reclaimed water, stormwater, transportation, transit, schools and parks, and supported by letters of agreement from utility providers, alleviates level of service deficiencies, lessens road expansion projects and opens opportunities for stormwater consolidation, multipurpose projects and district-wide financing

city of fort collins, colorado

Creating and Implementing the Vision From CityPlan to Over 20 Public Sector Planning Projects

Reference

Joe Frank, Director
City of Fort Collins Advance Planning Department
281 North College Avenue, PO Box 580
Fort Collins, CO 80522-0582
970.221.6505

Awards

Urban Design Award, City of Fort Collins, Mason Corridor, 2008
Chapter Award, Colorado Chapter, American Planning Association, East Mulberry Corridor Plan, 2003
Chapter Award, Colorado Chapter of the American Planning Association, Northern Colorado Community Separator Study, 1999

Our firm has over 20 years implementing the vision of Fort Collins, a community the approximate size as Fargo, and rated one of the 100 Best Places to Live. The multi-discipline nature of the our firm has allowed us to undertake projects including the comprehensive plan; redevelopment and infill study; over 5 subarea and corridor plans; funding critical interstate interchange improvements; and construction management of one of the first bus rapid transit systems for a city of this size.

AECOM assisted in updating the City's comprehensive land use plan (CityPlan, 2004) coinciding with the update of their transportation master plan. This update process was designed to address local and regional changes, incorporate other plans adopted since 1997, and to test the City's progress in successfully implementing each plan's vision. Difficult issues of maintaining the current growth management boundary vs. modifying it, and how the City wanted to handle future growth were at the forefront of the update.

As an implementation action of the comprehensive plan, AECOM undertook the redevelopment and infill study (ReFill, completed in 2006). The citizens of Fort Collins place great importance on the benefits of redevelopment, and this plan revised the City's codes and policies to ensure that exemplary infill and redevelopment projects become a reality, as best intentions do not always materialize into anticipated projects. ReFill examined changes in city codes and processes that would facilitate redevelopment and densification in a community accustomed to traditional greenfield projects. Due to the uncommon nature of redevelopment projects, developers frequently faced financial challenges related to obsolete structures, contamination and poor access to utilities, as well as perceived barriers during the City review process. Through a two-week workshop and three public meetings, developers, planners and City staff identified issues, clarified goals, generated incentives, and established streamlined processes and drafted code changes to attract infill projects. ReFill II, begun last year, now identifies strategic redevelopment sites and opportunities, and markets them to potential developers.

Osceola County Conceptual Master Plans, Osceola County, FL

Client: Osceola County

Planning 45,000 acres of Osceola County is no small task, and includes hundreds of stakeholders. In order engage stakeholders, residents, elected officials, and agency representatives, an extensive public involvement strategy was developed, including widespread notification, one-on-one interviews, Stakeholder Working Group meetings, public workshops, Planning Commission and Board of County Commissioners workshops and continuing meetings with the Florida Department of Community Affairs.

Through all three Conceptual Master Plan processes, the County and consultant team interviewed over 150 stakeholders representing high-level public agency representatives, environmental groups, metro districts, property owners, residents, developers and County staff.

Other nontraditional methods of public involvement were also used. With only one property owner for the Northeast District planning area, the County met with the Sungrove consultant team on a regular basis throughout the two-year process, and they recently acknowledged full support of the plan in front of the Board of County Commissioners. The County also organized the successful East Narcoossee Community Workshop for over 150 residents adjacent to the Northeast District planning area. Numerous residents live within the East of Lake Toho planning area, and while public workshops would serve as an appropriate vehicle for outreach, they do not always attract all residents. The County started meeting individually with property owners in late summer of 2009, and continues to meet with concerned citizens over changes to theirs and neighboring properties.

Lastly, and perhaps most important, was the education and inclusion of the County's elected officials. In order to foster collaboration and sense of ownership, ensuring full County support, monthly workshops and/or individual meetings were held with each Planning and County Commissioner. This allowed each elected official the opportunity for thorough understanding of what the three Conceptual Master Plans entailed, and how each met the goals of the previously adopted Comprehensive Plan. Additionally, these meetings allowed the Commissioners a chance to offer their own expertise; in one case, it meant solidifying partnerships with a Northeast District landowner to fund, staff and recruit high-tech businesses to the area, resulting in the next step of the targeted industry study completed as part of the Conceptual Master Plans.



The Smart Growth document for Osceola County, Florida was created as a booklet for readability and simplification.

In addition to an intensive meeting schedule, a twenty-page Smart Growth Handbook was developed summarizing the County's existing Comprehensive Plan goals and how these goals would be achieved within the three Conceptual Master Plans. Originally created for elected officials, the Handbook has served as a successful tool defining the County's ideal future growth scenario by illustrating a series of community building blocks. The success of the Handbook is in its focus on graphics and illustrations rather than the usual verbose and convoluted policy text. While the more technical comprehensive plan serves as a line by line reference, this handbook has been distributed to the public and serves as a conversation piece for neighborhoods within the planning area. Visually interesting and comprehensible, the handbook has not only enhanced understanding of the County's vision, but increased public support for these goals.

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A BRIEF HISTORY OF NARCOOSSEE

Narcoossee was founded in 1884 by Virginia entrepreneur E. Nelson Fell, and by English immigrants who were lured to Florida to grow oranges and prosper.

By 1888, the St. Cloud and Sugar Bell Railway ran through Narcoossee, increasing the possibility of citrus shipping and tourism. The town became a popular vacation destination, experiencing growth in the early 1890s, and soon the town became a thriving commercial center. Narcoossee boasted a large hotel, numerous citrus groves, and a large orange packing house and citrus packing house. Famous Narcoossee oranges were treated with special care, each one wrapped individually before shipped off all over the world.

The name
Narcoossee comes from
the Creek Indian word for
"Little Bear"

Photo: Florida Memory

The well-known Florida
freeze of 1894 and 1895
killed most of the area's
citrus crop and subsequently,

The Fell's Mortuary Cemetery (Narcoossee Cemetery)
and Fell's Point in Narcoossee are both named for
E. Nelson Fell

Photo: Florida Memory

the area's economy suffered significantly. This led to a large amount of land becoming available for new development.

Families decided to move to Narcoossee. The Colmar bolt a packhouse in 1902, which still stands today and is the oldest in the United States. Both families found success in Narcoossee and St. Cloud in the years after the drought.

Two miles west of Narcoossee was home to a group of Shakers in 1802. By 1860, when they were able to grow many successful crops and gardens, their most notable crop was pineapple, which they exported to Cuba. In 1911, the Shakers sold their property to the Fell family, who named the tuberculosis ridden "sister," Sadie Merchant. Unable to convert the property, the prospects of the community diminished; by 1924, the community had left Florida and moved to New York.

By this time, Narcoossee had already attracted many individual farmers and investors who continued to develop the fertile pastures along the eastern shores of East Lake Telepogata.

Photo: Florida Memory

These new changes brought mixed reviews from local residents.

Citizens feared smaller lot sizes would result in more people, which would increase vegetation, traffic congestion and crime. Most of the new residents favored larger lots, which would attract mobile homes to five-acre lots and single-family homes to two-acre lots. The mobile home industry was able to reduce the number of mobile homes, due to their low tax base.

Photo: Florida Memory

In August of 1986, the Orlando Sentinel ran an article entitled,

"Growth Overlarding Narcoossee." According to this article, growth had concentrated on Narcoossee Road, where many lots were up for sale and being sold to investors and homeowners.

existing conditions 7

RECENT GROWTH AND COMMUNITY ATTITUDES

The Narcoossee Community has primarily been a rural landscape with many acres occupied by natural and agricultural land uses, such as pasture, citrus groves, rapeseed, lakes and woodlands. Recent growth in the area began between 1980 and 1990, and only in the 1970's, a spurt of new homes came from summer vacation offerings and ridge in a country setting.

In 1983, the County assumed responsibility of Narcoossee Road and developed plans to expand the road to four lanes. During this time, Narcoossee was zoned agricultural with a minimum lot size of five acres, but the County's plan was to add to the 1979 Comprehensive Plan called for a "suburban type development" of two dwelling units per acre.

Photo: Florida Memory

These new changes brought mixed reviews from local residents. Citizens feared smaller lot sizes would result in more people,

which would increase vegetation, traffic congestion and crime. Most of the new residents favored larger lots, which would attract mobile homes to five-acre lots and single-family homes to two-acre lots. The mobile home industry was able to reduce the number of mobile homes, due to their low tax base.

In August of 1986, the Orlando Sentinel ran an article entitled, "Growth Overlarding Narcoossee." According to this article, growth had concentrated on Narcoossee Road, where many lots were up for sale and being sold to investors and homeowners.

8 narcoossee community plan



A weekend-long fair was held for the Narcoossee community, focused on making growth work for the residents of the County.

Narcoossee Community Plan, Osceola County, FL

Client: Osceola County

It is always a challenge when growth has the potential to influence a rural community uninspired by change. In north-central Osceola County, the Orlando metropolitan area has all but engulfed a rural community of farmers, equestrians and others who enjoy a quiet way of life. Narcoossee is a community of 5- to 10-acre lots, scattered low-density subdivisions, very limited commercial development and substantial tracts of undeveloped land.

Through a grassroots effort, AECOM and the County reached out to the group of residents and property owners to begin a dialogue about how growth and increasing density could incorporate their vision, and to find common goals for the future, particularly given their location within the Urban Growth Boundary. A three-day workshop kicked off the Community Plan in 2009, providing an opportunity to hold informal discussions about the growth pressures this rural community is facing.

Instead of the typical formal planning process, our strategy was to encourage hands-on planning activities at a local community center. The 3-day long weekend charrette was a huge success, educating residents on the possibilities and benefits of densification, addition of small, walkable community centers, and increased road connectivity. Possible solutions to these growth pressures were identified, such as rural ranching and agricultural overlay

zoning areas, conservation and cluster development enclaves and transitional density and buffering policies – these strategies were even illustrated on-site, hand-in-hand with attendees and displayed on the last day. Ultimately, the weekend resulted in a land use concept that was well-received by residents, land owners and public officials, and culminated in an illustrative summary that is now serving as the foundation for a formal Community Plan.

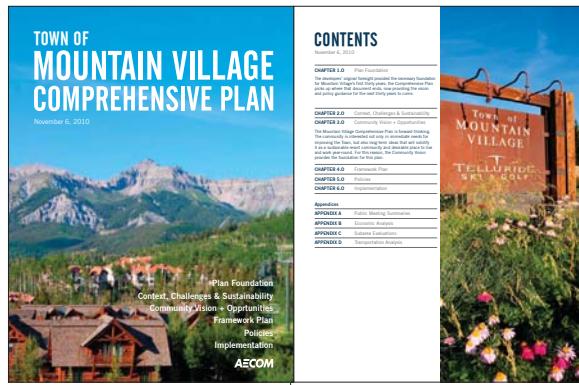
The illustrative summary has since been posted on the county's website, and has served as a reminder throughout the past year of the County's commitment to the 2010 Narcoossee Community Plan. Officially kicked off in late October, the outreach and communication process not only includes the obligatory advisory committees and public workshops, but also a Citizens' Advisory Committee (CAC). The CAC will serve as liaisons between the County and the over 5,000 residents in the area. CAC members will be trained by AECOM and County staff and armed with meetings materials, handouts and presentations so that they may host "living room meetings" with their neighbors. While County staff may attend as well, it is intended that residents will openly discuss issues, opportunities and solutions with others in the same situation, allowing for a level of accessibility and transparency rarely achieved.

Mountain Village Comprehensive Plan, Mountain Village, CO

Client: Town of Mountain Village

The Mountain Village Comprehensive Plan is a highly unique planning project, given the complex challenges that the town and community face as a remote resort destination. Being the town's first comprehensive plan, it will be instrumental in guiding future land use and redevelopment activities that support the community's vision for year-round economic sustainability, character preservation and social fabric. Also, as the sister community to the historic town of Telluride, the plan will address regional issues such as affordable housing, recreation, and the environment. A highly detailed level of design, including 3D visual modeling and volumetrics analysis, creative and extensive public outreach, and detailed implementation strategies, are important project elements.

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.



One of the conceptual layouts for the comprehensive plan centers on a magazine style

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 accommodate second homeowners in particular, the Mountain Village Vision Workshop was streamed live over the internet. People were able to call in remotely and ask questions via the internet live during the workshop for the planning team to address. Even small group exercises were recorded by sub-area, so that no page was left unturned for remote participants. An archived video of this presentation can be found at <http://telluridewebsite.com/telluridevideoarchives/>.

The final document for Town of Mountain Village Comprehensive Plan will be unlike any other comprehensive planning document. The community there has high expectations, and the comprehensive plan was no exception. Our team of planners, architects, and graphic designers developed a document format that will read more like a copy of Sunset Magazine, with typical chapters written in the form of feature articles, including "Taking the Lead: The Next 30 Years in Mountain Village", and "The Good Life: A Community's Vision". Within that format are inspiring illustrations, renderings, photographs, and depictions of what Mountain Village will look like at build out, without coming across too strong as an advertisement for the resort. The goal is to ensure that the comprehensive plan answers the big questions, provides the right details to solving the Town's greatest issues, and accurately conveys the community's vision for the future.



Northwest Quadrant Community Plan, Salt Lake City, UT

Client: Salt Lake City Planning Commission

Salt Lake City's northwest edge consists of 19,000 acres of the last prime infill development area within the metropolitan area. Located adjacent to the Salt Lake City International Airport and International Center and bisected by Interstate 80, the area seems ideal to accommodate additional growth. However, much of the land consists of Great Salt Lake shorelands and wetlands, many of which have hemispherical significance as migratory bird habitat and nesting grounds. While two other planning processes had engaged residents and officials and final drafts produced, both plans had met intense opposition from environmental groups and were never adopted.

At this Plan's inception, City leaders had already determined that growth would occur in this area based the concepts of environmental, social and economic sustainability. Highly contentious due to the sensitivity of the Great Salt Lake, the process required extensive public outreach to environmental agencies, property owners and community leaders to educate and obtain feedback while achieving collaboration for the preservation of these important shorelands and accommodating new neighborhoods and employment areas.

In order to garner uncontested support for future policy guidance, a more general Vision Document was developed, identifying the necessary core items that stakeholders, public, committee members, staff and elected officials could agree on and rally around. Endorsed by both Planning Commission and City Council, the Vision Document then served as the foundation for the policy- level planning document.

Due to the sensitive attitude that we found still evident regarding development in the area, we conducted two ground-level site tours, one helicopter tour, and numerous collaborative meetings between environmental agency representatives and property owners in addition to the requisite public workshops, committee meetings and stakeholder interviews. These tours and meetings served to be the single most important outreach event in developing a common ground for environmentalists and property owners. It allowed both parties to brainstorm opportunities for both environmental preservation and development, eventually resulting in innovative ideas, pushing the envelope of what type of restoration and enhancement is achievable. Policies, partnerships and implementation action items were then identified within the plan to ensure this collaboration continues.

SOCIAL INDICATORS

#1: SMART GROWTH NEIGHBORHOODS

- 1 Urban Center, 4 Community Centers, and 19 Neighborhood Centers
- Compact, walkable neighborhoods based on 800 – 1,200 units each
- Diversified housing: a range of density of multifamily & single-family neighborhoods
- 9 Elementary Schools, 2 Middle Schools, and 3 High Schools within walking distance of neighborhoods

#2: ACCESS TO TRANSIT

- Over 40,000 new jobs within walking distance to regional transit connections
- Light rail service central to the planning area with connections to Medical City and Downtown Orlando
- Bus rapid transit service provides connections throughout the area
- Local bus service provides additional options

#3: ACCESS TO PARKS & TRAILS

- Approximately 4,000 acres of public parks & gardens, recreational fields, playgrounds and passive open space
- Over 20 miles of on and off-street trails

ECONOMIC INDICATORS

#1: JOBS/ HOUSING BALANCE

- Proposed jobs to housing ratio is 1.5 to 1, increasing the County's overall jobs/ housing ratio of 0.2 to 1

#2: JOB CREATION

- Over 44,000 employees

#3: CENTERS

- 19 Neighborhood & 4 Community Centers provide neighborhood and community services within walking distance of the majority of residences
- An Urban Center provides regional services in close proximity to all neighborhoods
- Over 1.8 million square feet of retail and over 6.7 million square feet of office/ industrial

#4: ECONOMIC CLUSTERS/ BRANDING

- Drug & pharmaceutical manufacturing
- Medical research, testing & laboratories
- Research, engineering & design of specialized products
- Motion pictures & sound recording industries

Eagle River Area Plan, Gypsum, CO

Client: Town of Gypsum

The Town of Gypsum is a gateway to Eagle County for travelers flying into Eagle County airport or driving east along I-70. Its picturesque setting within the Eagle River Valley lends itself to recreation and tourism, although much of the Town has not yet made the most of this asset. The Eagle River Area Plan is the update to the Comprehensive Plan and is focused on the approximately 5-mile stretch along the Eagle River between Highway 6 and I-70 and the east and west town limits, and will result in a land use concept plan that best meets the community's goals for the future.

Currently, the study area is home to gravel mining operations, agriculture and some conservation lands owned and managed by the Division of Wildlife. While a large portion of the area is constrained by the floodplain of the Eagle River and other important natural resources, it is the intent of the Plan to identify land uses in the remaining parts of the study area that will complement these resources and promote the economic and social sustainability for Gypsum. These uses could include additional parks and trails, tourist or river-based retail, multi-modal transportation connections, and new residential areas.

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.

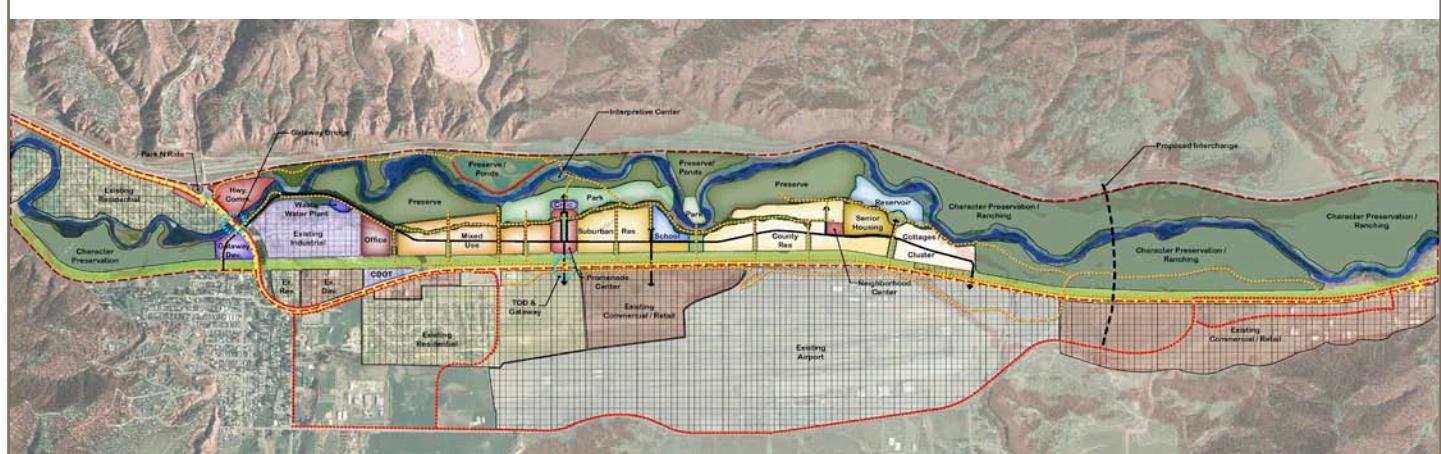
One of the primary goals was to develop a highly actionable plan so that any member of the community could easily access and use the document. AECOM presented the plan in a guidebook format, with policies regarding everything from density to sustainability to parks standards that can be found quickly and easily applied to specific projects. Powerful graphics to illustrate the community's vision for new development areas infused the plan, so that there is no question what was meant once the plans are put to practice.

City and County Cooperation

The Eagle River Area Plan (Gypsum Comprehensive Plan Update) is a model of city and county cooperation. The plan respected both parties wishes over this traditionally controversial area.

Concepts included community separators, conservation, cluster development, economic development, trails, and walkable mixed-use neighborhoods.

Earlier this year, the plan was unanimously jointly adopted by the Town of Gypsum and Mesa County, providing a collective map to this important gateway.



Fruita Comprehensive Plan Update, Fruita, CO

Client: City of Fruita

Fruita is one of Colorado's tourism gems with strong cultural roots. World-renowned for its mountain biking trails, Fruita's tradition is founded in the Grand Valley's agricultural way of life. The city has managed to maintain its charming character and small size, but the secret of its fantastic access to recreation, ideal climate, and friendly community has gotten out. Every year, new residents, from retirees to young families, relocate to Fruita for its high quality of life.

The last decade brought rapid growth to Fruita. Between 2000 and 2005, the population expanded from 6,478 to 9,393 residents – a 31% increase. The community was at an important juncture where they needed to weigh their values in order to balance the preservation of their distinctive qualities with reasonable, strategic growth.

Fruita exemplifies the growth issues seen throughout the West. Through strong community involvement and forward-thinking planning, AECOM had the opportunity to establish a comprehensive plan that allowed the community to benefit from smart growth, while keeping the city's ideal traits intact.

Working in a small Western community, in which the traditional paradigm favors land owner rights, requires an extensive public process. 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. It was not our role to change stakeholders' minds about the Plan, but to find the common vision for the future. The public involvement process for the 2008 Fruita Community Plan was unique because the project team was committed to hearing opinions from every facet of the community. Whether input was positive or negative, all was regarded as constructive and helped guide the final document. In addition to stakeholder interviews, we held monthly Citizen's Steering Committee meetings, 3 public workshops, 2 public input events, Technical Advisory Committee meetings (comprised of City and Mesa County staff), and numerous work sessions with the Fruita Planning Commission and City Council.



Adopted visioning document for the City of Fruita, featuring Cultural Resources, Intergovernmental Coordination, Community Character, and other guiding principle categories

We also used direct mailings and newsletters to each household to keep people informed. Additionally, a citizen survey was conducted, 3 City Link bulletins were published and a website and email address was provided to the public to further encourage participation. 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.

The 2008 Fruita Community Plan is highly graphic and uniquely formatted to add to its longevity and usability. Colorful renderings throughout the plan are based on real locations in Fruita that offer promising opportunities to achieve the Plan. Photos from Fruita are used abundantly to show local examples of where they are already achieving their vision. Formatting choices were made to highlight key concepts, such as sustainability, LEED ND, performance-based zoning and density criteria. Overall, the Plan reads more like a handbook than a traditional policy document, making it more accessible to the widest possible audience, and providing clear examples of what the community envisioned for implementation.

Yampa River Management Plan, Steamboat Springs, CO

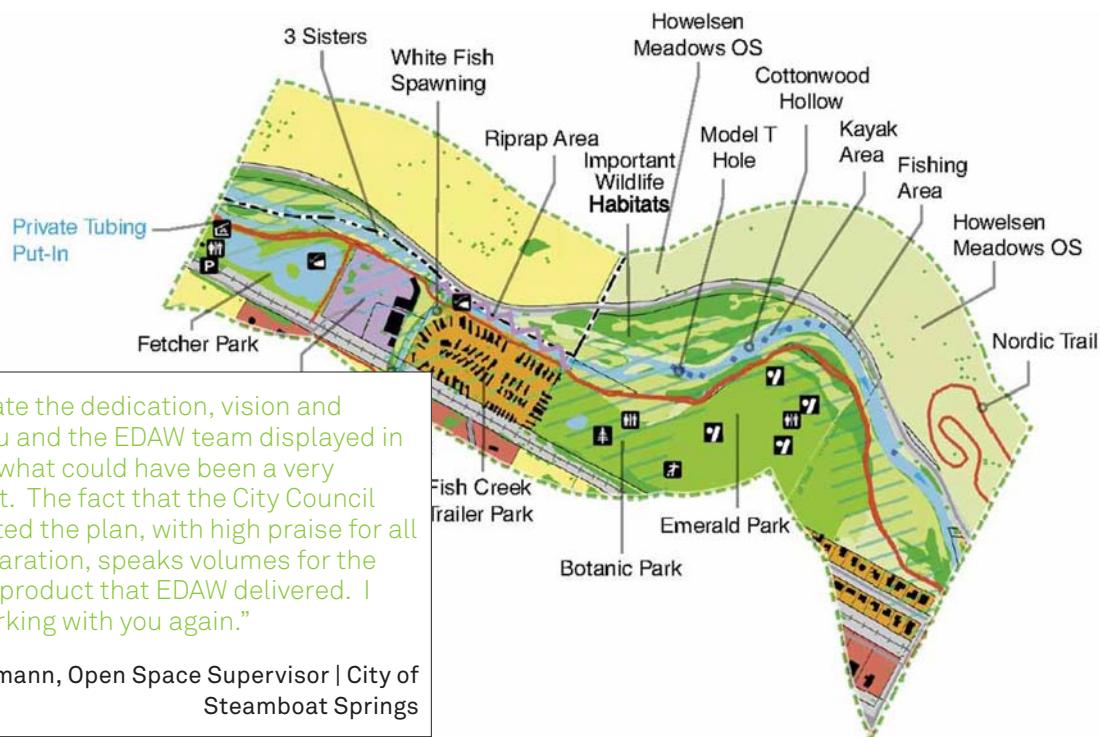
Client: City of Steamboat Springs

Increasing recreational activities and demands upon the Yampa River over the last decade have created the need for managing uses on and near the river to protect the health of this priceless resource. The Yampa River Management Plan began in 2003 to help ensure protection of the biological integrity of the river and manage recreational uses at sustainable levels. A plan was developed in conjunction with residents of Steamboat Springs, City staff, a Citizens Advisory Committee (CAC) and consultants; a vision statement was developed by the CAC to guide the plan.

The Yampa River will always be a flourishing, vibrant, bio-diverse, natural river corridor that is enjoyed, respected, protected and supported by its community with commitment, education and sensible regulation. Upon completion of the Master Management Plan, we were contracted to develop a concept study for the development and restoration of the river access areas along the 10-mile river corridor. Seventeen access areas were evaluated and opportunities and constraints were reported. Improvement recommendations were made for these areas, including restoration and redevelopment.

This six-month planning process built upon a decade of previous efforts. The plan was conceived over a decade ago and a number of attempts to create a management plan have occurred. However, controversy prevented the completion of a successful plan until now. Getting buy-in into the process, listening, and being honest has led to a community-based plan that was recommended unanimously by the CAC, the River and Trails Committee and City Council. Ordinances implementing recommendations were applied as soon as the plan was approved.

We worked closely with a Citizen's Advisory Committee and the River and Trails Committee, and sought advice from the residents of Steamboat Springs. A project website and press releases broadened the invitation for informed public participation. Needs and preferences were evaluated through public meetings, interviews with residents, interviews and outings with commercial river operations, and a recreational survey. Together, these groups found a common goal - to protect the river.



Green River Pipeline Regional Watershed Supply Project, WY

Client: U.S. Army Corps of Engineers

The Million Conservation Resource Group (MCRG), a private entity, is pursuing construction of the Regional Watershed Supply Project designed to provide approximately 250,000 acre-feet (AF) per year of firm yield to meet a portion of the projected water supply needs of southeastern Wyoming and the Front Range of Colorado. Prior to construction of the proposed project, MCRG is seeking federal authorization from the U.S. Army Corps of Engineers Omaha District (COE), U.S. Bureau of Land Management, U.S. Bureau of Reclamation and U.S. Forest Service. As part of an Environmental Impact Statement (EIS) being prepared by AECOM, we are completing the Draft EIS Affected Environment, the Draft EIS Environmental Consequences, and the Draft EIS Alternatives Analysis portions, as well as coordinating public involvement and completing the 404(B) (1) Alternatives Assessment.

The water would be delivered via a large pipeline (between 72-120 inches in diameter) extending from two points of diversion (POD) in Wyoming to a storage facility at the end of the pipeline system near Pueblo, Colorado. The project would involve water withdrawal from the Green River and the Flaming Gorge Reservoir using intake facilities at the diversion points. From the PODs, water would be pumped through an approximately 560-mile long pipeline. Water storage is anticipated at existing and new storage reservoir sites, with a new regulating reservoir located near the Green River end of the pipeline system. Additionally, water treatment facilities would be part of the intake systems and water storage reservoirs.

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Source number:	174	Source post date:	Comment Form	Written Scoping 1
Source name number:	1001	Source entry date:	Comment location	Written
Source date:	9/2/2009	Source Receipt date:		
Letter number:	1			

ENTER COMMENTS

Letter Page	Line Num	Comment Summary	Agriculture	Air and Noise	Alternatives	Aquatic Sp
1	1	Opinion in support of No Action alternative.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
1	2	Impact of water withdrawal on water quality, quantity and wildlife in Southwestern Wyoming.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	6	Impact of project activities on Kokanee Salmon fisheries in the Green River and Flaming Gorge Reservoir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1	8	Impact of project activities on endangered species recovery efforts in the Green and Colorado Rivers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1	10	Impact of project activities on riparian systems and wildlife, including moose and mule deer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	12	Impact of project activities on fish-dependent species, including bald eagles, ospreys and pelicans.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1	14	Impact of project activities on crown jewels of the public lands system, including Seedskadee National Wildlife Refuge.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	17	Impact of project activities on wildlife and fisheries.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1	18	Impact of reduced flows in the Green and Colorado River on whitewater recreation, angling, hunting,...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
1	21	Economic impacts of reduced flows on the recreation industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1	25	Impact of project activities on water resources, wildlife, and quality of life in the Colorado River water...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Record: 14 - 1 of 11 | Back | First | Search | 4

AECOM led the public involvement program, which included nine public scoping meetings in Wyoming, Utah and Colorado and included over 700 participants. A mailing to over 6,000 people has brought 1,500 comments to date, which are managed, categorized, and synthesized by the project team in a Microsoft Access electronic database. The comment database is linked to the Administrative Record.



Over The River Environmental Impact Statement, Cañon City, CO

Client: Bureau of Land Management, Royal Gorge Field Office / Over the River Corporation

An integrated AECOM team is preparing a comprehensive EIS to analyze the impacts of the Over The River™ Project (the OTR project), a work of art proposed by the artists Christo and Jeanne-Claude. The OTR project involves the temporary suspension of approximately 5.9 miles of fabric panels over the Arkansas River in eight select areas within a 42-mile stretch of the river between Cañon City and Salida, Colorado.

The artists, renowned for works such as "The Gates" in Central Park and "Wrapped Reichstag" in Berlin, have applied to the BLM for a Land Use Authorization and Permit in order to realize this work. It is anticipated that nearly 350,000 visitors would view the art during the two-week period if the art project is approved by the BLM. Given this level of visitation and the scale of the art project, a number of issues required careful consideration, including traffic, recreation, public safety, and effects on wildlife species such as bighorn sheep. The AECOM team worked closely with the BLM and several cooperating agencies to address the impacts of this complex and unprecedented undertaking.

In addition to the EIS, AECOM is responsible for preparing an event management plan for the art project, one that details strategies for handling the large number of visitors expected and minimizing effects on traffic flow, public safety, and recreational uses. AECOM is also preparing a comprehensive mitigation and monitoring plan for the project.

The OTR project is a highly publicized and controversial endeavor, so effective stakeholder involvement has been essential. Throughout the project, AECOM and the BLM

have closely collaborated with city, county, state and Federal agencies to identify issues, develop alternatives, analyze impacts, and prepare the EIS, event management plan, and mitigation and monitoring plan. In addition to agency coordination, a series of local open houses and public hearings were held to provide information and solicit public input. AECOM and BLM resource specialists were available during the open houses to discuss issues and concerns with participants. In the following public hearings, an AECOM facilitator and a certified court reporter gathered public comments on the Draft EIS. During the public comment period, AECOM received, processed, and summarized over 3,500 public comments.

Information about the OTR project was prepared and distributed to the public during the public comment period for the Draft EIS. Fact sheets describing the project, potential impacts of the project, and proposed mitigation measures were prepared as handouts for the public open houses. Displays for the open houses included information on the NEPA process, public involvement, alternatives, potential impacts, and proposed mitigation. A postcard mailing and press release were prepared and distributed, announcing the release of the Draft EIS and the upcoming public meetings.

The AECOM team is preparing and editing all components of the EIS, including alternatives, affected environment, environmental consequences, mitigation and monitoring, and event management plan. AECOM designed and prepared all maps for the OTR project, as well.

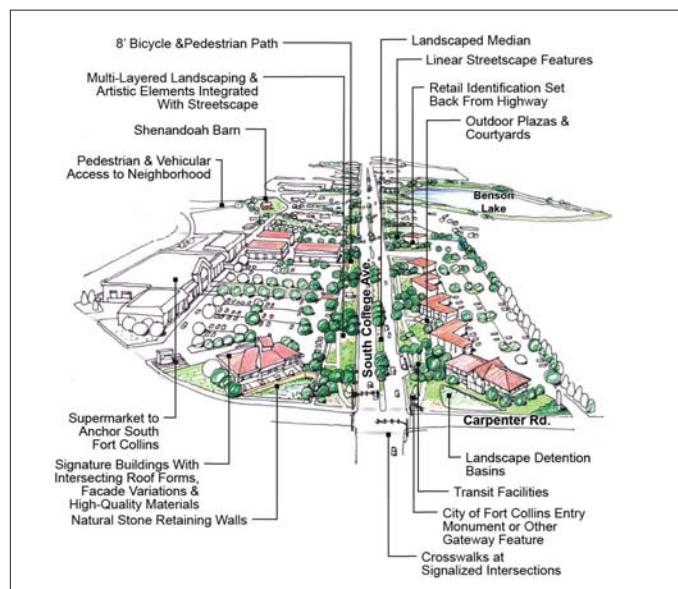
The Draft EIS was released in July 2010 and a Record of Decision (ROD) is expected in May 2011. If approved, construction of the OTR project will begin in 2012 and the exhibition period will occur in the summer of 2014.

South College Corridor, Fort Collins, CO

Client: City of Fort Collins

After a contentious annexation process, the City of Fort Collins selected AECOM to work with the City's newest residents to prepare a community-based vision for the South College Corridor. The South College Corridor Plan covers 608 acres, entirely within the City limits, along four miles of College Avenue from Harmony Road to Carpenter Road. The plan encompasses all of the functions and subject matter related to the physical growth of the City such as land use, transportation, urban design, building and zoning, infrastructure, and open space, and is long range (20 years). The Plan will guide City leaders in achieving the community's vision for the corridor through policies and implementation strategies.

An extensive 18-month public involvement process was conducted, with diverse activities including online and cable-channel videos, business leader forums, one-on-one meetings with property owners, businesses and residents, pancake breakfasts at parks along the corridor, evening barbeques complete with balloon artists for children, and newsletters. The plan was unanimously approved by City Council in March of 2009.



To garner interest in the South College corridor project in Fort Collins, CO, a pancake breakfast was held with presentations and an opportunity to view the corridor firsthand.



"Kudos on great work by the whole team! These meetings were the best I've been a part of. Your professionalism really was apparent - thank you very much for your hard work."

- Timothy Wilder, AICP, Senior City Planner | City of Fort Collins

Cheyenne & Arapaho Tribes Comprehensive Plan, Western OK

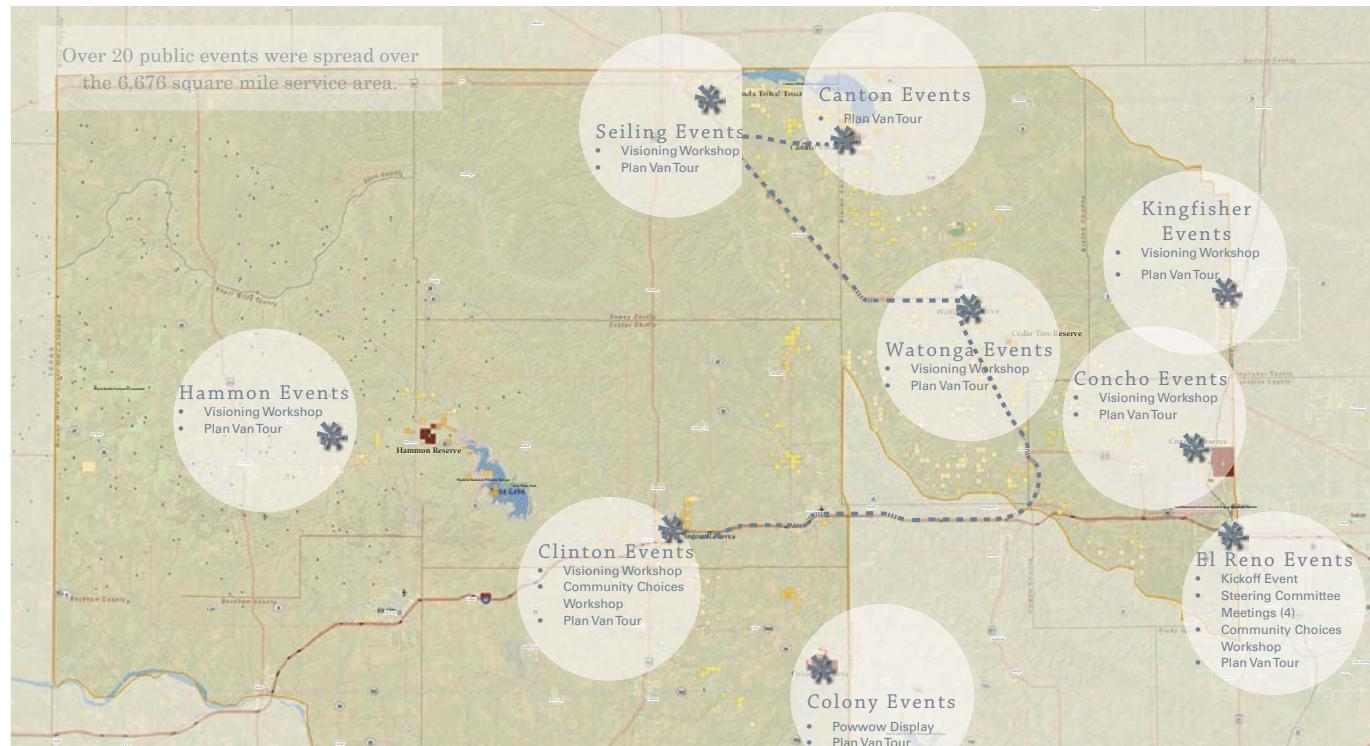
Client: Cheyenne & Arapaho Tribes

For most communities, there is no single vision that reflects the hopes, concerns and desires of all residents. However, there are common threads that provide a direction for a shared vision. We are working with the Cheyenne & Arapaho Tribes to develop a comprehensive plan based on kindred societies, a plan that will reflect desired public policy in terms of economic development, transportation systems, utilities, land use patterns, recreation, employment and housing.

This plan will embody the distinct culture of the Tribes, incorporating values gleaned from intensive public workshops, a plan website and Tribal Council meetings. Included are realistic elements such as catalyst development sites (shown), that can be implemented over time to guide the character of development throughout Tribal owned land throughout the state, with each community emerging as a significant 'place' within the state.

For the Cheyenne and Arapaho Tribes, their culture and heritage is consistently noted as the most important element of the Comprehensive Plan, though they struggle with younger generations not participating in the traditions, not speaking the language and not knowing their history. As part of the Comprehensive Plan for the Tribes, we organized a student art competition that asked students to illustrate their vision for the future of the tribes. While entries ranged from a "Sponge Bob Cheyenne-Arapaho" to intricate beadwork, all entries exemplified the tribes' younger generation, and will form the basis for the Comprehensive Plan document.

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, which is set to make its voyage the second week of November 2010, allows those living in more remote areas to become involved.



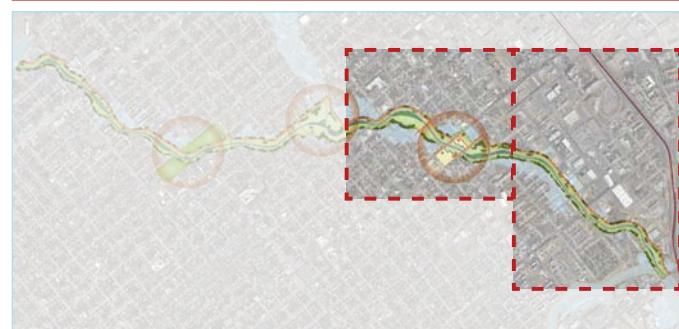
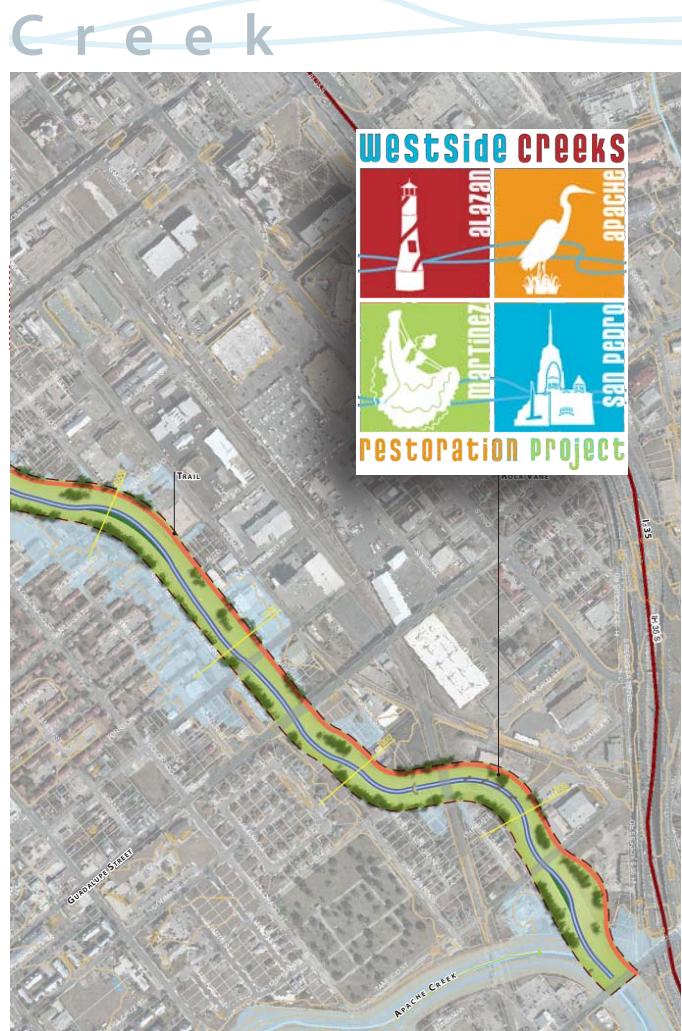
Public involvement spanned over 6,000 square miles for the Cheyenne & Arapaho Tribes' Plan, and included a "Plan Van" Tour.

Westside Creeks Restoration, San Antonio, TX

Client: San Antonio River Authority

Westside Creeks Restoration project is an ambitious urban drainage master plan initiated by the San Antonio River Authority. Working through an extensive public involvement process, issues addressed include fundamental goals of reducing flooding and improving water quality, as well as bike, pedestrian and transit connectivity, social justice, provision of parks and open space in severely underserved lower income neighborhoods. The final plan will include channel reconfiguration to more resemble natural drainage pattern, habitat restoration, continuous multi-use trail

We held an all-day long open house in conjunction with the city's Earth Day celebration. Participation was remarkable, with residents of all ages, families, and even local decision-makers taking part throughout the day. These events always include fun activities for adults and children for us to build upon or include in future materials, such as a short questionnaire or a cooperative children's mural. This is a time for the community to celebrate the Vision Initiative being set into motion.



Alazán Creek Framework Plan, one of the four creeks addressed in the Westside Creeks Restoration. Catalyst areas are highlighted. Inset: Logo created for the project.



PETER M. CORROON
Salt Lake County Mayor

Linda Hamilton
Public Works Department
Director

**PLANNING &
DEVELOPMENT
SERVICES**

Rolen Yoshinaga
Planning & Development
Division Director

Salt Lake County
Government Center
2001 South State Street
Suite N-3600
Salt Lake City, UT
84190-4050

801 / 468-2000
801 / 468-2169 fax

November 12, 2010

Bruce Meighen
Senior Associate, AECOM
240 East Mountain Avenue
Fort Collins, CO 80524

RE: Reference Letter

Dear Bruce:

The experience provided by the AECOM, Fort Collins office in a series of planning and development projects has created tangible and practical solutions for Salt Lake County. The experience is based on consistency to listening, understanding and then crafting the best practices and outcomes; both in the immediate public process and in the long term implementation.

Through facilitation, verbal and written illustration, and computer generated mapping, the AECOM team demonstrates, solid experience and problem solving skills. The Fort Collins team's integrity in the West Bench Project, when representing the applicant, maintained their perspective and created a solid planning foundation. In the Salt Lake County Cooperative Plan the ability to create simple understandable products were the key to successfully communicating to the public, staff and elected officials.

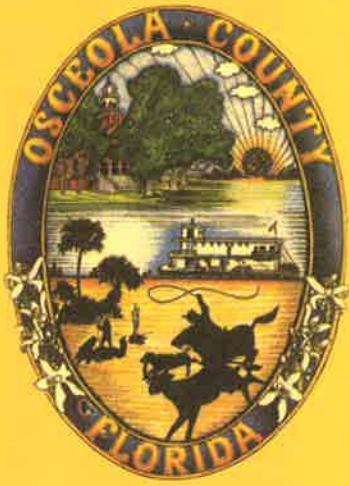
Your team has successfully written studies and plans based on solid communication, beginning with your facilitation skills to practical planning tools which we use everyday at the permit counter, to public meetings, to implementation by elected officials through the budget process to implement the County's plans.

Your team was always available and aware of our needs within our resources. We are available to answer any questions about your work and our experience.

Best Regards,

David Duncan White, AICP
Principle Planner

Max Johnson, AICP
Planner



12 November 2010

Teton County Planning & Development Department
PO Box 1727, 200 South Willow Street
Jackson, WY 83001

Attn: Jeff Dougherty and Alex Norton

RE: Letter of Reference

Jeff and Alex:

I have had the opportunity to work with Bruce Meighen and Megan Moore, both of the Fort Collin's AECOM office for almost three years now. They have worked on three Conceptual Master Plans for over 45,000 acres of land within our Urban Growth Boundary, and recently have started work on a number of new task orders, including the Narcoossee Community Plan, review and graphics support for a County SmartCode, 3-D Graphics development and modeling, and a future transportation and transit study.

While working on these Conceptual Master Plans, they have diligently worked to find common ground between stakeholders, residents and elected officials, while creating plans that reflect the County's goals for future development and smart and compact growth. Through listening, mediating and thoroughly documenting meetings, workshops and individual discussions they have proven to residents that their opinions and ideas do matter, and can have great impact on the final outcome.

Even though these CMPs essentially redesigned private development plans, they worked hand in hand with these property owners and developers to incorporate the original strategies and ideals into more compact, connected and complete communities. These same land owners and developers acknowledged full support of these Plans during the public hearings.

Not only did they create the documents for the three Conceptual Master Plans and coordinating appendices, but have developed a Smart Growth Handbook, that was distributed to all Planning Commission and County Commissioners as a briefing tool. All materials that they have produced, including public meeting materials have been professional, yet interesting and engaging for attendees.

Their expertise and dedication has recently resulted in the unanimous adoption of all three Conceptual Master Plans for the County, as well as a Best Practices Award of Merit from the Florida Chapter of the American Planning Association.

Feel free to give me a call to talk further about this team and their capabilities.

Sincerely,

A handwritten signature in black ink that reads "Jeffrey Jones".

Jeffrey Jones, AICP
Director of Strategic Initiatives

**Osceola
County**

November 15, 2010

To whom it may concern,

This letter is to acknowledge what a wonderful job Bruce Meighen and his team from AECOM did to get our recent Eagle River Area Plan adopted. We were looking for a group who would meet with stakeholders individually to allow open conversations on what they felt would benefit the community, organize and lead public meetings to discuss concept plans and goals for the area, arrange the goals and strategies necessary when we are ready to implement the plan, and finalize the plan with approvals from our Planning Commission as well as our Town Council.

They did an excellent job in achieving these tasks within our anticipated timeline. They also provided our little town with a tool that will provide protection of our river corridor, allow development to occur, and achieve a place with a real sense of community.

We highly recommend this group for your own community needs as we certainly will think of AECOM again should we decide to create additional plans for other areas of our town.

Sincerely,

Lana Gallegos

Lana Gallegos
Senior Planner

COMMUNITY
DEVELOPMENT

Planning
Lana Gallegos
524-1729

Cindy Schwartz
524-1750

Engineering
Jim Hancock, PE
524-1728

Jerry Law, PE
524-1744

Ross Morgan
524-1751



Writing Samples

We have included one copy each of three writing samples with this submittal: an excerpt from the West Bench General Plan, Northwest Quadrant Community Plan Visioning Document, and an excerpt from the South Lake Toho Conceptual Master Plan for Osceola County. We feel that these representations show our exceptional writing as well as graphic understanding and layout.