



LWC

SRF

City of Fargo

**Land Development
Code Diagnostic**

**Response to RFP
June 3, 2019**

Lisa Wise Consulting, Inc.
983 Osos Street
San Luis Obispo, CA, 93401



805-595-1345



lisa@lisawiseconsulting.com



www.lisawiseconsulting.com

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COVER LETTER

June 3, 2019

City of Fargo
Auditor's Office
225 4th Street North
Fargo, ND 58102

Re: Proposal for Professional Consulting Services for Land Development Code (LDC) Diagnostic for the City of Fargo

To the Evaluators of the Proposals for Professional Consulting Services for LDC Diagnostic for the City of Fargo,

On behalf of our highly qualified and motivated team, Lisa Wise Consulting, Inc. (LWC) is pleased to submit our response to the City of Fargo LDC Diagnostic RFP.

We are extremely enthused at the opportunity to work with the City of Fargo to create an implementation framework that translates direction set in the Comprehensive Plan and provides effective and user-friendly land use and development regulations and procedures. We understand that a comprehensive, concise, and clear land development code will enable the City to strengthen its neighborhoods, preserve and revitalize the downtown and commercial centers, and incentivize development outcomes that implement the vision established in Go2030.

As an urban planning firm dedicated to creating zoning codes that lead to more resilient and vibrant cities, this is a target project for LWC. We have achieved national recognition creating and modernizing zoning ordinances and development codes that improve development outcomes and make the entitlement process easier to navigate. Our recent code diagnosis and update experience includes the Austin, TX Land Development Code Update, Phase 1 of the Oklahoma City Code Update, a phased comprehensive code update in Westerville, OH and the establishment of the first form-based code in the State of Nevada.

Our team includes **SRF Consulting, Inc.** whose local insight and experience in Fargo feature Go2030 and the Jefferson Neighborhood Historic Overlay.

As the owner and CEO of LWC, I am the Principal-in-Charge with ultimate responsibility for compliance with timeline, budget, and quality of deliverables. I will work closely with Kathryn Slama, Project Manager and primary point of contact for the City. Ms. Slama has dedicated her career to diagnosing, and preparing zoning regulations, and managing complex code engagements.

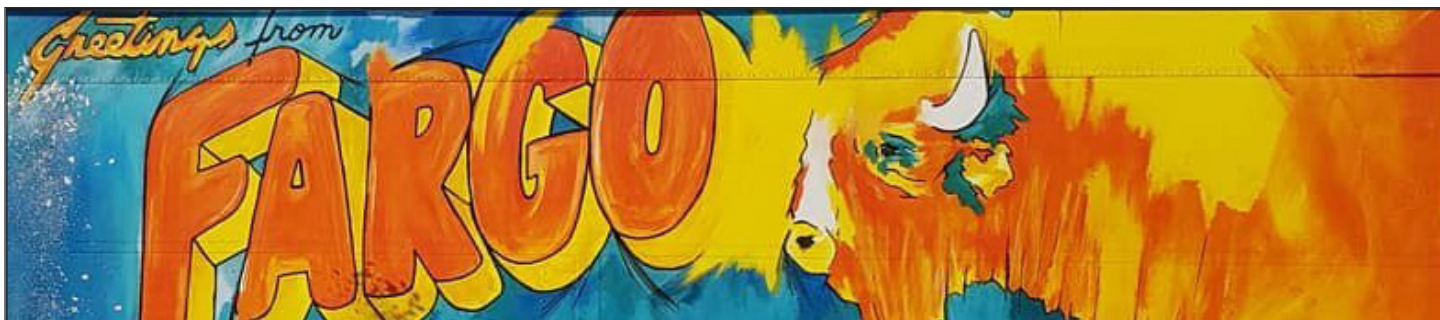
We remain available to address questions or comments, appreciate the opportunity to participate in the City of Fargo LDC Diagnostic. The prices quoted and terms of our proposal remain valid for 120 days from June 3, 2019.

Sincerely,



Lisa Wise, President and CEO,
Lisa Wise Consulting, Inc.
805.595.1345 p | 805.595.1978 f
lisa@lisawiseconsulting.com

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CONTACT SUMMARY SHEET

Firm Name: Lisa Wise Consulting, Inc.

Firm Parent or Ownership: Ownership

Firm Address: 983 Osos Street

San Luis Obispo, CA 93401

Firm Telephone Number: (805) 595-1345

Person responsible for direct contact with the City of Fargo and services required for this Request for Proposal (RFP):

Name: Lisa Wise Title: President

Telephone Number: (805) 595-1345

Email: lisa@lisawiseconsulting.com

Person responsible for day-to-day servicing of the account:

Name: Kathryn Slama Title: Senior Associate

Telephone Number: (805) 595-1345

Email: kathryns@lisawiseconsulting.com

Types of services provided by the firm: Zoning Codes and Ordinances, Form-Based

Codes, Master & Specific Plans, Market & Financial Studies, Housing Policy



PROPOSED WORK PROGRAM

1. Project Understanding and Approach
2. Scope of Work
3. Meetings and Work Products
4. Schedule

PROJECT UNDERSTANDING AND APPROACH

Project Understanding

The 2012 City of Fargo Comprehensive Plan *Go2030* represents the official policy direction of the City of Fargo with an emphasis on shared community values, ideals, and aspirations to govern growth and development through 2035. *Go2030* addresses all aspects of potential development including land use, transportation, arts and culture, education, housing, economic development, public services, sustainability and infrastructure, and open spaces, among other topics. *Go2030* emphasizes infill development in established residential neighborhoods to prevent sprawl; a physically, socially, and economically vibrant Downtown; promoting community health and wellness through access to healthy food and year-round recreational opportunities; environmental sustainability and resilience; and attracting and maintaining a diverse workforce. Common themes also include well designed and high-quality development, a variety of housing options, and a robust local economy. Even more recently, the City adopted *Downtown InFocus*, the long-range plan for Downtown Fargo, which includes seven goals to revitalize the historic core and meet the needs of those who live, work, learn, and play Downtown. The Downtown Plan introduces several strategies to achieve the vision, including recommendations to incorporate form-based elements into downtown development regulations.

The next step for the City, through the LDC Diagnostic, is to evaluate the ability of the current land development code to achieve the vision established in *Go2030* and *Downtown InFocus*. Through this project, LWC will conduct a detailed assessment of Fargo's land development code and with input from the community, City staff, local elected officials and civic leaders, establish alternatives on how best to translate the *Go2030* vision into a user-friendly, legally compliant, and effective set of regulations. The ultimate goal is to create regulations and procedures that facilitate local economic development, attract innovative, high-quality projects, and respond to the community's desire to preserve and enhance the qualities that make Fargo a great community.

The City's Land Development Code (LDC), Title 20 of the Fargo Municipal Code, has not seen a comprehensive update since it was enacted, more than 20 years ago. It has been amended numerous times, with piecemeal fixes to accommodate advancements in zoning technique and to address issues as they arise. Additionally, attempts to build in flexibility through the use of Conditional Overlays, may not lead to desired results, and is a difficult process to manage and maintain over time. While the LDC has generally worked well over the



LWC has over 10 years' experience updating development regulations in response to adopting long range plans. Recent experience includes a comprehensive update for the City of Westerville, OH and a Downtown Form-based Code for the City of Hayward, CA.

While Fargo, and North Dakota as a whole, may have trouble attracting new residents, Forbes recently ranked Fargo as the 4th fastest-growing small city in the country.

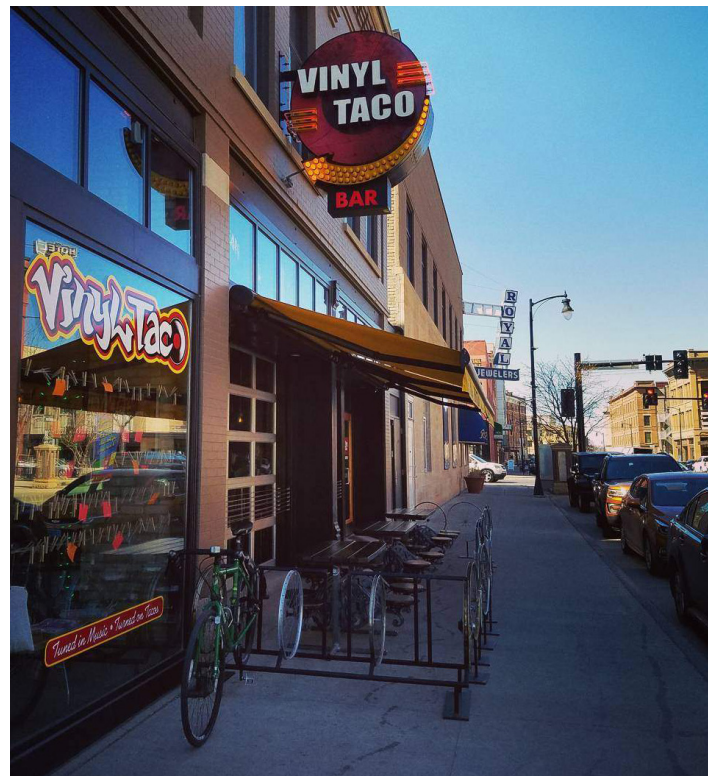
PROJECT UNDERSTANDING AND APPROACH

years and is generally more modern and user-friendly than codes in neighboring jurisdictions, as the City continues to grow, the economy diversifies, and uses modernize, the “old code” will likely grow in hindering realization of Comprehensive Plan objectives. This is most evident in priority areas that would benefit from more design-based and context sensitive applications- such as downtown, mixed-use centers, and living streets, as well as compatible infill and multi-modal walkable development.

Through the LDC Diagnostic, the City is embarking on the first phase of a multi-phase effort to update the LDC and make it a more effective tool to achieve the kind of development that Fargo wants, and is consistent with the Comprehensive Plan. The objective is to produce user-friendly regulations that provide clear direction on the City’s development expectations, facilitate development of quality projects, streamline review processes, and incorporate flexibility to adapt to changing circumstances. The first phase of the project is a comprehensive analysis of the LDC to identify shortcomings and specific changes; consider the organization, form, and style of the new code; and establish a preferred approach for the update. Along with a more effective development code, the project aims to strengthen the City’s dialogue with the community, ensure a transparent process and secure community ‘buy-in’ and consensus. The next phase (or phases) is to complete the comprehensive update. LWC has a strong resume managing and completing similar work efforts across the County and will bring this experience to serve the City of Fargo.



Regulations should be context sensitive, and help reinforce a sense of place.



Form-based design standards Downtown can help ensure new development aligns with the lively, vibrant culture, while also supporting new growth.

PROJECT UNDERSTANDING AND APPROACH

Approach

LWC is dedicated to providing highly customized and creative planning programs based on the unique opportunities and challenges facing each individual community. Our approach is grounded in extensive coordination with City staff, elected officials, civic leaders, special interest groups, as well as in thorough, objective research and best practice analysis. Each LWC code effort is unique, reflecting the needs, desires, character, social and economic realities of each community. However, each effort reflects a consistent philosophy that zoning and development regulations should:



VIABILITY

Foster development that is economically, fiscally, and politically attainable given goals for housing, employment, and access to goods and services.



QUALITY

Enable good design that positively affects the public realm and is long lasting.



CONTEXTUAL SENSITIVITY

Respond to the context and community character of neighborhoods, corridors, centers, and districts where development is occurring and likely to occur.



PREDICTABILITY

Offer a high degree of control and alignment with expectations of development outcomes for the city, property owners, businesses, and the development community.



FLEXIBILITY

Provide opportunities to accommodate reasonable adjustments in standards to secure better outcomes and community “fit”.



CLARITY

Be easy to understand for community members, developers, and City officials and staff, and enable consistent interpretation at the planning counter.



EQUITY

Ensure that the benefits and burdens of development are equitably shared across the community, expand opportunities for affordable housing and commercial space and support a diversity of businesses.

PROJECT UNDERSTANDING AND APPROACH

LWC understands what it takes for zoning and development regulations to be successful. Our staff brings decades of hands on experience from public sector and private sector planning and community development. We write codes with an understanding of the perspectives of various users. When drafting regulations, we test alternatives to make sure there are no unintended consequences. We also write with clarity, ensuring that the regulations translate logically and coherently to the rules and procedures that apply to any individual properties.

Implementing the Comprehensive Plan

Land use and development codes translate community visions and broad planning policies into rules and regulations that shape growth and development. The Comprehensive Plan provides a vision for the future and establishes a framework for how Fargo should grow and change over the next two decades. The new Comprehensive Plan embraces change, and introduces strategies to accommodate change while maintaining the characteristics that make Fargo a vibrant, attractive and friendly place.

A key first step in addressing these challenges is to understand the 2012 Comprehensive Plan, its catalyst activities, strategic recommendations, and implementation workbook items that relate to the Land Development Code. As part of the Land Development Code Diagnostic, the Team will identify inconsistencies between the existing regulations and the Comprehensive Plan, Downtown InFocus, and other policy plans and identify elements of the LDC that are ineffective or counter to creating the type of places, centers, and neighborhoods envisioned for the future of Fargo. The LWC will look closely at opportunities to integrate form-based controls to preserve, protect, and revitalize downtown and other key neighborhoods and activity centers. LWC will tie recommendations to the specific articles and sections of the Land Development Code that should be amended.



A common challenge of growing communities is how to balance new development with existing parts of town which represent the community history and define the local culture. LWC has worked in rapidly growing cities, such as Oklahoma City, OK and Austin, TX, to help address these types of challenges.

PROJECT UNDERSTANDING AND APPROACH

A “Best Practice” Approach

Because development regulation is a local process, tailored to the unique needs, circumstances, and aspirations of each municipality, a variety of codes have emerged over the years. Despite variations, most development codes incorporate some combination of use-based, form-based, incentive-based, and performance-based regulations. LWC’s approach to code diagnosis considers all possible and appropriate zoning approaches to devise a strategy tailored to the unique needs of each community and rooted in best practices. Fargo’s Land Development Code primarily follows a used-based approach with limited performance, incentive, and form-based provisions. As part of the update, the City may consider adopting a more hybrid approach. Additional urban form-based standards may help implement Comprehensive Plan and Downtown InFocus objectives, particularly related to design standards that promote walkability, create mixed-use centers, respect historic districts, and encourage infill development. Additional performance-based standards can help address potential incompatibilities among uses, while incentive zoning can effectively encourage development that implements Comprehensive Plan vision and objectives.

LWC is a national leader in finding effective ways for zoning systems to function and to organize them so they are consistent and easy to use and understand. LWC is at the forefront of hybrid citywide codes, applying a combination of use-based and form-based regulations. Our hybrid approach in Flagstaff was showcased as a model in the February 2012 issue of APA’s Planning magazine and more recently in the April 2019 *Western Planner* Journal (Downtown Las Vegas Form-Based Code: A Nevada First) where the adoption of form-based overlays in key Districts in Downtown Las Vegas are applied within very traditional (Euclidean) code framework.



<https://www.westernplanner.org/articletest/2019/4/25/downtown-las-vegas-form-based-code-a-nevada-first>

PROJECT UNDERSTANDING AND APPROACH

Creating a User-Friendly Code

In addition to integrating nationwide best practice in regulatory approaches, LWC will focus on making the code easier to use and understand for all code-users and code administrators. Code users should easily be able to find, with a minimum amount of reading and searching, the rules and procedures that apply to a particular property. The Land Development Code should clearly communicate and effectively implement the City's planning policies, correct technical deficiencies identified by City staff and stakeholders, and be consistent with current state and federal law and case law. Development review procedures should provide a clear, predictable path to project review in order to promote the type of development envisioned in the General Plan. The elements of a user-friendly code are demonstrated below.

PAGE HEADER

PROMINENT HEADINGS

CONSISTENT NUMBERING

TABLES

CROSS-REFERENCES

WHITE SPACE

ILLUSTRATIONS

PAGE NUMBER

Zoning Ordinance
District Regulations

19.08.050 District Standards

Table 19.08.050A: Building Placement

Setback Distance	Front ¹ A	Corner Side ¹ B	Interior Side C	Rear D
Primary Building				
Min.	10 ft	10 ft	0 ft	10 ft
Max.	20 ft	20 ft	--	15 ft
Miscellaneous				
A building form with a chamfered corner is only allowed on corner lots and only if a corner entry is provided.				
Notes: ¹ See Section 19.16.030 for additional setback standards.				

Key for Diagram

- Lot Line
- Building Setback Line
- Buildable Area

19.08.060 Development Regulations

A. Parking Area Landscaped Setback. A landscaped setback at least 10 feet wide shall be provided between the parking area and the adjacent right-of-way. A minimum of one fifteen-gallon tree and two five-gallon shrubs shall be provided for every 40 feet of the street frontage.

Figure 19.08.060.1: Parking Area Landscaped Setback

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PROJECT UNDERSTANDING AND APPROACH

Tools for Decision Makers

LWC understands that good planning is achieved when the community is engaged and decision makers have (objective and subjective) data needed to make an informed decision. Our approach ensures that City staff, the Planning Commission, and the City Commission receive the necessary tools to guide their decisions, address important questions, reflect the input of the community, and understand the implications of proposed actions. The primary ‘tools’ are knowledge and choice.

LWC’s code diagnosis will prioritize an educational and strong “feedback” approach regarding land development codes, the limits to what can be regulated, by law, and the different tools available (See “Best Practice” Approach). LWC will make sure the community and decision makers have the knowledge of basic zoning and development regulation so they can contribute substantively and see the evidence of their participation in the final recommendations. Additionally, the Land Development Code analysis will include an assessment of legal conformity, ensuring amendments align with state and federal law, as well as a review of the relationship of the LDC to economic and fiscal performance. It is important that decision makers have a knowledge and understanding of how regulation relates to these factors in order to prevent unintended consequences and avoid legal challenges.

LWC will also provide choices for a path forward, comparing various options for updating and amending the LDC across key variables, such as time, cost, and expected degree of change. We have found this approach to be most successful when undertaking a comprehensive LDC update, as the City is able to select from several alternatives and create a preferred alternative that meets city expectations and prioritizes key indicators. Without knowing the full range of options, decision makers may be unaware that a better solution is available. The Team will provide a detailed basis for a recommendation, while providing the pros and cons of each alternative so the City is the one to determine the best approach and next steps.

Approach Comparison Table

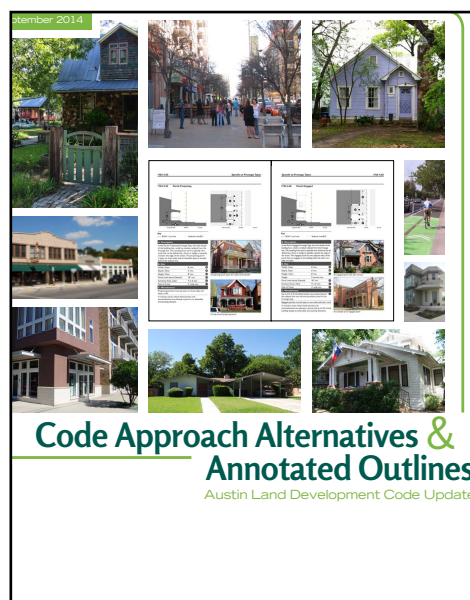
Elements

Approaches

	1	2	3
Code Format and Organization			
Format	Revise	Replace	Replace
Reorganization of Content	Limited	Extensive	Extensive
Content Rewriting	Low/Moderate	Moderate	High
Clean up for Consistency	Same Across All Approaches		
Development Review Models			
By-Right Review	Low	Medium	High
Customized Zoning	High	Medium	Low
Discretionary Review	Medium	Low	Low
Development Standards Models			
Euclidean Based	High	Medium	Low
Performance-Based	Same Across All Approaches		
Form-Based	Very Limited*	Medium	High
Hybrid Code	No	Yes	Yes

* Applied only in New Small Area Plans

Approach 2 is the CodeNEXT Team's recommended approach.



Sample pages from the Code Approach Alternatives and Annotated Outlines report for the City of Austin Texas Land Development Code update.

SCOPE OF WORK

The LWC Scope of Work identifies critical steps to undertaking a comprehensive and inclusive Land Development Code (LDC) update and is grounded in 1) working closely with City staff and the community to evaluate existing regulations, 2) identifying appropriate alternative framework approaches which will inform the overall structure of the code and 3) setting priorities for the update process. This Scope of Work is based on our national and Mid-Western States code audit experience and tailored to the needs and priorities in Fargo.

TASK 1: Project Initiation and Management

1.1 Data Needs

The LWC Team will prepare and present a list of data needs to City staff prior to the project initiation meeting, including, but not limited to, maps, GIS data, Comprehensive Plan, Area Plans, the Land Development Code, uncodified ordinances, a list of technical zoning issues or interpretations from staff, and representative projects for use in reviewing the application of specific standards.

1.2 Public Outreach Program

The LWC Team will work closely with City staff to formulate a Public Outreach Program targeted to the City of Fargo. The Public Outreach Program will outline all public meetings, work sessions, interviews, and other outreach efforts. The outreach activities identified in this Scope of Work (Tasks 2, 4, and 5) are based on our initial understanding of the project needs and objectives. The LWC Team will work with the City staff to identify the preferred combination of traditional (e.g. flyers, e-mail blasts) and modern (e.g. Facebook, twitter, Next Door) outreach techniques, so project information and meeting notices are distributed to a wide audience.

The LWC Team will work with City staff to refine a public process that enables residents, business owners and operators, property owners, City staff, Planning Commission and special interest groups to participate in the code evaluation and alternatives process and to assure that the collective community's perspective is evident in the preferred alternatives. The main objective of the outreach program is to ensure multiple and substantive opportunities for participation, and to nurture a strong sense of ownership from a wide range of the community as well as City staff and elected and appointed officials. The LWC Team's public outreach efforts are grounded in proactive and consistent messaging and regular, noticed meetings with community leaders and stakeholders aimed at transparency, and ensuring the people who live and work in the City are a partner in decisions regarding development regulations.

1.3 Project Initiation Meeting

The LWC Team will meet with City staff to discuss their aspirations and priorities for the project and the outreach process, finalize the schedule and work program, and clarify roles, responsibilities, and communication protocols. As part of the initiation meeting, the LWC Team will tour the City on foot and by car with staff to experience and understand the types and patterns of development that have occurred as a result of the current regulations.

SCOPE OF WORK

1.4 City Staff Interviews

During the Project Initiation Meeting trip, the LWC Team will conduct personal interviews with City staff from Engineering, Planning and Development, Inspections, Public Works, and other departments to get an insider's view of issues and concerns on the effectiveness and usability of the LDC, administration and enforcement issues, priority amendments, and overall desires for the LDC Update. Staff interviews will help identify the highest priority issues and inform the LWC Team's review and analysis in Task 3. Staff interviews are in addition to public and stakeholder interviews in Task 2. The LWC Team's interview methods are grounded in ethnographic research and employ a brief survey of 4-5 basic, open-ended questions (What is your relationship to the LDC? What is working well? What is not working well? What do we need to do?) that enables the respondent to drive the interview in an informal and conversational manner. This method is most effective at identifying the highest priority issues as well as areas of consensus and potential dispute.

1.5 Website Materials

Throughout the project, the LWC Team will provide material for the City's website, such as text, photographs, maps calendars and other information that describes the project process, objectives, findings, milestones, and opportunities to participate. The City will maintain the webpage and the LWC Team will work closely to provide timely, attractive, and informative material in the appropriate format.

1.6 Project Management

The LWC Team will prepare a Project Management and Communications Plan, which will provide a clear and mutually agreed upon protocol for the LDC Analysis and ensure information flows consistently among the City, LWC, and the Team and avoids misinterpretations or redundancies. Through this task the LWC Team will also identify clear lines of authority and responsibility, and when to elevate issues up the chain of command. As project lead, LWC will be responsible for ensuring quality of deliverables, monitoring and reporting on progress, maintaining "laser" focus on City objectives, open and constant communication with the City, and compliance with timeline and project budget.

LWC will participate in regularly scheduled conference calls with the City project manager and key staff, with members of the Team as needed. The purpose of the calls is to discuss project progress and upcoming milestones, coordinate on meetings and outreach events, and serve as an early warning system to issues or problems that may impact project goals.

1.7 Optional - Create Project Website.

As an optional Task, the LWC Team can create a website dedicated to the LDC Diagnostic project. This website will allow the City and LWC Team flexibility on the type, format, and frequency of posting and uploading content which may be more restricted on the City's website. The project website can be closely tied to the City's website, and even transition into a website dedicated to the future LDC Update.

SCOPE OF WORK

Task 1 Meetings

- *Project initiation meeting, staff interviews, city tour (Trip 1)*
- *Project check-in calls with staff*

Task 1 Deliverables

- *List of data needs*
- *Public Outreach Program*
- *Project Management and Communication Plan*
- *Website materials*

TASK 2: Listening, Understanding, and Education

2.1 Education Materials

The LWC Team will prepare educational materials to use during outreach and engagement events and post to the City's website. Educational Materials will include 'Land Development Code 101' memos addressing: what a Land Development Code is, how it relates to the City's Comprehensive Plan, limits of the Land Development Code (what the City can and cannot do), and descriptions and summaries of the different types of code approaches (performance-based, form-based, and use-based regulations).

2.2 Public and Stakeholder Interviews

The LWC Team will prepare for and participate in up to two days (targeting 20 interviews) of one-on-one or small group interviews with City Commissioners and officials, decision makers, code-users (property owners, business owners and operators, real estate professionals, architects, developers, etc.), the LDC Residential Task Force, the local chamber of commerce, and others with interest in or familiarity with the City's regulatory framework. City staff will be responsible for identifying and coordinating interviews with stakeholders. Issues identified by stakeholders will be classified and sorted to identify common themes and shared concerns and summarized in the Development Code Analysis Report (Task 4). Interviewees are much more likely to share personal perspectives in one-on-one and small group interviews than in larger gatherings, public settings or written surveys. The LWC Team interview methodology is grounded in ethnographic research protocols and described in Task 1.4 (Staff Interviews).

2.3 Listening to the Community Workshop

During the same trip as the stakeholder interviews, The LWC Team will conduct a public workshop to meet the community, introduce the project and the project team, develop a mutual understanding of the project, introduce the basics of land use and development controls, present the various approaches of development codes, and gather feedback on code-related issues. Following this brief presentation, the participants will break out into smaller, more intimate groups where they can pose direct questions and engage in discussion with individual LWC Team members and City Staff on specific concerns, and opportunities with development in Fargo.

SCOPE OF WORK

2.4 Planning Commission Initiation Work Session

During the same trip as the stakeholder interviews and Workshop #1, the Team will attend a Planning Commission meeting to provide an overview of the project and gather feedback from the Commission on what is, and is not working, with existing development regulations.

Task 2 Meetings

- *Public and Stakeholder Interviews (Trip 2)*
- *Listening to the Community Workshop (Trip 2)*
- *Planning Commission Initiation Work Session (Trip 2)*

Task 2 Deliverables

- *Education Materials*
- *Meeting Materials*

TASK 3: Land Development Code Analysis

The LWC Team will conduct an in-depth and multi-faceted analysis of the City's development regulations, focusing on Chapter 20 (Land Development Code) of the Fargo Municipal Code. The Team will also review and assess development standards and other regulatory codes outside of Title 20, as they relate to the project. The analysis will include the following subtasks.

3.1 Comprehensive Plan and Policy Review

The LWC Team review the *Go2030 Comprehensive Plan* and *Downtown InFocus* catalysts, opportunity sites, key initiatives, future land use map, policies, and implementation tasks as well as other relevant plans and policy documents (such as the 2015 Housing Study) and analyze the effectiveness of existing regulations and regulatory structure to implement the Comprehensive Plan, accommodate growth targets, and meet other City planning objectives. As part of this, the LWC Team will prepare a summary matrix of Comprehensive Plan goals and action items as related to the LDC and perform a consistency assessment of adopted policy and regulation. Where inconsistencies occur, the LWC Team will identify how they could be resolved in the LDC Update.

3.2 Legal Consistency Review

The LWC Team will perform a legal consistency review to identify and summarize inconsistencies between the existing LDC and State and federal law, including the 2015 federal Supreme Court case, *Reed v. Town of Gilbert*, which abolished content-based restrictions on signage. The LWC Team will coordinate this work with the City Attorney, as appropriate.

3.3 Best Practice Review

The LWC Team will conduct a technical review of the City's existing LDC and analyze the how well the development codes align with industry best practices, and align with City and community expectations for growth, flexibility, and predictability.

SCOPE OF WORK

3.4 Development Process Review

As part of the technical review, the LWC Team will analyze the permit and approval process as written, and as applied, to identify any issues with Code administration and entitlement.

3.5 User Friendliness Review

The LWC Team will analyze how effectively the current LDC meets the City planning objectives for a user friendly, easy to use Code. The analysis will focus on the LDC's structure, organization, use of cross references, general simplicity, intelligibility, and overall usability.

3.6 Economic and Fiscal Review

The LWC Team will evaluate commercial, industrial, and residential growth trends and development patterns in Fargo to understand how existing regulations affect the City budget, local economy and how closely they align with community goals. The Team will also work with the City to evaluate the fee schedule and discuss fee with representatives from the local development community.

Task 3 Deliverables

- Findings from Task 3 analysis will be incorporated into Task 4 and inform the development of alternatives and the preferred alternative.

TASK 4: Land Development Code Analysis Report

4.1 Administrative Draft Land Development Codes Analysis Report

Based on findings from initial outreach efforts (Planning Commission work session, stakeholder and City Staff interviews, Listening Workshop, etc.) and technical review and evaluation, The LWC Team will prepare a Land Development Code Analysis Report presenting the strengths and weaknesses of the existing Development Codes in terms of its structure, organization, clarity, ease of use, existing zoning districts and district standards, definitions, and permit and administration procedures. The objective of the report is to provide the City and stakeholders an understanding of the strengths and weaknesses of current development codes and processes, as they relate to the assessment elements in Task 3. The report will include a summary of:

- Consistencies or inconsistencies between the current LDC and City policy
- Consistencies or inconsistencies between the current LDC and state and federal law
- Fargo LDC alignment with national best practices and community expectations
- Issues and opportunities related to the City's Development review process
- Assessment of "User-friendliness" (clarity and consistency of cross references, terms, definitions, and use of graphics over lengthy narrative)
- Findings from the fiscal and economic assessment
- Summary of comments and input from stakeholder and City staff interviews, workshop, Planning Commission work session and other public input with issues classified and sorted to identify common themes and shared concerns

SCOPE OF WORK

4.2 Revised Land Development Codes Analysis Report

The LWC Team will participate in a conference call to discuss the Administrative Draft Report and review questions or comments. The LWC Team will prepare a revised report based on staff comments.

4.3 Analysis Report Joint Planning Commission and City Commission Work Session

The LWC Team will prepare for and conduct a joint work session with the Planning Commission and City Commission to present the findings of the technical review and analysis. The workshop will focus on major issues of the current regulations, Comprehensive Plan direction for new regulations, and key issues to be addressed in the update effort. The Team will solicit feedback on priorities and considerations which will inform the alternative approaches in Task 5.

Task 4 Meetings

- *Analysis Report Joint Commission Work Session (Trip 3)*

Task 4 Deliverables

- *Land Development Code Analysis Report*
- *Meeting materials*

Task 5: Alternatives and Code Update Work Plan

5.1 Alternatives City Staff Meeting

The LWC Team will participate in a conference call with City staff to discuss options and alternative approaches to the LDC update. The purpose of the meeting is to check in after the Joint Work Session on the Analysis Report (Task 4.3), discuss the range of potential alternatives, and prioritize and confirm community priorities for the LDC Update.

5.2 Land Development Code Alternatives and Recommendation Memo

In consideration of input from City staff, elected officials and civic leaders, business owners and operators, landowners, special interest groups, and the community, the LWC Team will prepare a memo summarizing up to three primary alternative approaches to updating the development code. Each alternative will include a discussion of:

- How the alternative addresses the issues identified in the Analysis Report,
- An overview of the pros and cons to the given alternative, and
- A comparison to other alternatives in terms of estimated cost, timeline to completion, and City vs. Consultant resources needed for implementation.

Alternatives may vary by techniques used (e.g. use-based, form-based, or hybrid approach) as well as degree of change (e.g. focused amendments vs. comprehensive update), or a combination of the two (e.g. form-based regulations Downtown and surrounding neighborhoods, and minimal modifications to traditional residential districts on the periphery of the City).

SCOPE OF WORK

The LWC Team will develop a clear rationale supporting one recommended alternative from the range of potential alternatives, and present to the Planning Commission and City Commission for consideration and input (see Task 5.3). The aim of the memo is to demonstrate why the recommended alternative best aligns with city goals for long-term development while addressing deficiencies identified in Tasks 3 and 4.

The LWC Team will discuss the preliminary alternatives and recommendations with City staff and make necessary revisions prior to presenting at a joint Planning Commission and City Commission work session.

5.3 Alternatives Joint Planning Commission and City Commission Work Session

The LWC Team will present the Land Development Code Alternatives and Recommendation Memo at a joint work session with the Planning Commission and City Commission and solicit input from the commissions on priorities and the preferred alternative.

5.4 Preferred Alternative and Work Plan

The LWC Team will prepare a detailed work plan for the LDC update. The Work Plan will reflect the preferred alternative based on input received at the Joint Work Session in Task 5.3, and prioritize the involvement of City staff and the community to generate a sense of ownership and commitment to the updated LDC. The LDC Update Work Plan will be based on input from City staff, Planning Commission, City Commission, and stakeholders throughout the process, include a priority list of amendments and demonstrate how the preferred framework and proposed amendments and work plan result in a new Land Development Code completed to the satisfaction of the City.

5.5 Land Development Code Update Preferred Alternative and Work Plan Work Session

The LWC Team will prepare for and conduct one work session to present the preferred alternative and introduce next steps for the Land Development Code Update. Alternatively, at the City's request, the LWC Team will attend two separate meetings, one with the Planning Commission and one with the City Commission.

Task 5 Meetings

- *Alternatives City Staff Meeting*
- *Alternatives Joint Work Session (Trip 4)*
- *Preferred Alternative and Work Plan Work Session (Trip 5)*

Task 5 Deliverables

- *Land Development Code Alternatives and Recommendations Memo*
- *Land Development Code Update Preferred Alternative and Work Plan*
- *Meeting Materials*

MEETINGS AND WORK PRODUCTS

Meetings

The LWC Team work program provides for the following meetings, as well as regular check-ins with staff:

- **TRIP 1:**
 - o Project Initiation
 - o City Staff Interviews
 - o City Tour
- **TRIP 2:**
 - o Community Interviews
 - o Listening to the Community Workshop
 - o Project Introduction Work Session *
- **TRIP 3:**
 - o Land Development Code Analysis Report Work Session *
 - o Staff Meeting**
- **TRIP 4:**
 - o Land Development Code Alternatives and Recommendation Work Session *
 - o Staff Meeting **
- **TRIP 5:**
 - o Land Development Code Preferred Alternative and Work Plan Work Session *

* Work Sessions may be Planning Commission and/or City Commission Study Sessions)

** Meetings with City staff meetings, as needed

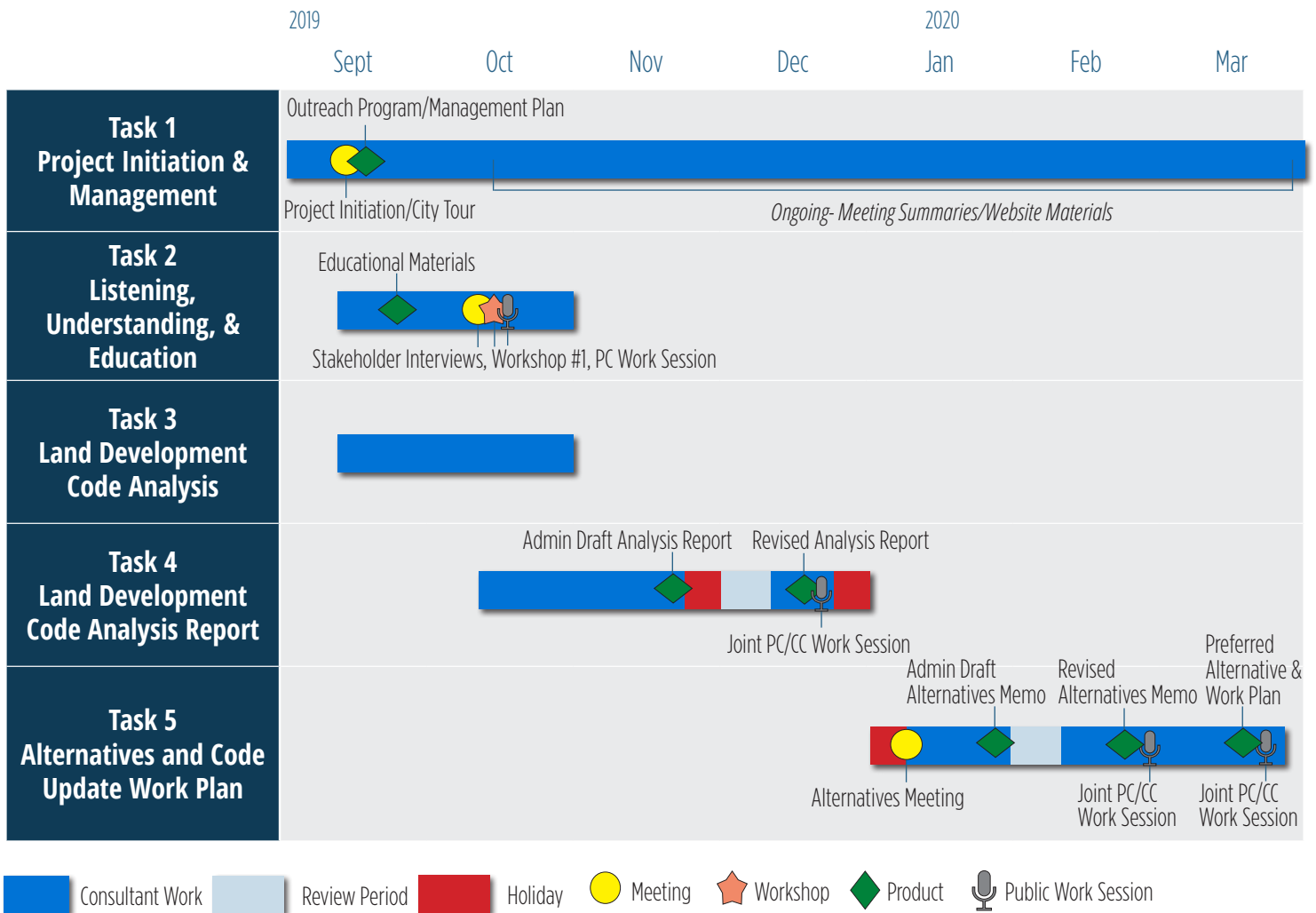
Work Products

The LWC Team work program includes preparation of the following interim and final products:

- List of data needs
- Public Outreach Program
- Project Management and Communication Plan
- Website materials
- Land Development Code Analysis Report
- Land Development Code Alternatives and Recommendation Memo
- Land Development Update Preferred Alternative and Work Plan
- Workshop materials

SCHEDULE

A proposed schedule is presented in a chart below in a six and a half-month timeframe, adjusted to account for winter holidays. This schedule is a first draft and is based on our understanding of the project and the City's goals as presented in the RFP. The LWC Team is happy to work with the City to refine the timeline to better fit the City's needs and accommodate the demands of the project.



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REFERENCES

REFERENCES

Below, please find a list of references for projects completed, or worked on, within the past five years.

LWC

ORGANIZATION/PROJECT	CONTACT NAME	PHONE NUMBER	EMAIL ADDRESS
County of Alameda, CA Ashland Cherryland Business District Specific Plan and Form-Based Code	Rodrigo Orduña, Senior Planner	510.670.6503	rodrigo.orduna@acgov.org
County of Alameda, CA Castro Valley General Plan Implementation, Zoning Code Update, and Specific Plan	Albert Lopez, Planning Director	510.670.5400	Albert.Lopez@acgov.org
Town of Arlington, MA Sign Code Update	Erin Zwirko, Assistant Planning Director	781.316.3091	ezwirko@town.arlington.ma.us
City of Austin, TX Land Development Code Update	Greg Guernsey, Director Planning and Zoning	512.974.2387	greg.guernsey@austintexas.gov
City of Beverly Hills, CA Economic Sustainability Plan	Laura Biery, Marketing and Sustainability Mgr.	310.285.1000	lbiery@beverlyhill.org
City of Chino, CA Sign Code Update	Warren Morelion, City Planner	909.334.3332	wmorelion@cityofchino.org
City of El Monte, CA Zoning Code and Design Guideline Update	Jason Mikaelian, City Planner	626.258.8626	jmikaelian@elmonteca.gov
City of Goleta, CA Zoning Ordinance and Local Coastal Plan update	Anne Wells, Planning Manager	805.961.7557	awells@cityofgoleta.org
City of Grover Beach, CA Parking Regulations Update	Matthew Bronson, City Manager	805.473.4567	mbronson@groverbeach.org

REFERENCES

ORGANIZATION/PROJECT	CONTACT NAME	PHONE NUMBER	EMAIL ADDRESS
City of Hayward, CA Form-Based Codes Update	Jeremy Lochirco, Principal Planner	510.583.4200	Jeremy.Lochirco@hayward-ca.gov
City of Hayward, CA Downtown Specific Plan and Form-Based Code	Damon Golubics, Senior Planner	510.583.4210	Damon.Golubics@hayward-ca.gov
City of Hayward, CA Industrial District Regulations Update	Leigha Schmidt, Senior Planner	510.583.4113	leigha.schmidt@hayward-ca.gov
City of Henderson, NV Development Code Update	Andrew Roether, Principal Planner	702.267.3300	Andrew.Roether@cityofhenderson.com
County of Kaua'i, HI West Kaua'i Form-Based Code	Marie Williams, Long Range Planning Manager	808.241.4050	mwilliams@kauai.gov
City of Las Vegas, NV Downtown Master Plan	Nate Cherry, Vice President	213.633.1184	ncherry@rtkl.com
City of Las Vegas, NV Downtown Form-Based Code	Robert Summerfield, Planning Section Manager	702.229.4856	mphowe@lasvegasnevada.gov
City of Livermore, CA First Street Corridor General Plan Land Use Study	Christine Rodrigues, Assistant to City Manager	925.960.4410	cnrodrigues@ci.livermore.ca.us
City of Lompoc, CA Citywide Zoning Code Update	Jeff M. Malawy, City Attorney	310.527.6660	egerli@awattorneys.com
City of Long Beach, CA Zoning Code Audit	Linda Tatum, Director, Development Services	562.570.6811	linda.tatum@longbeach.gov
County of Marin, CA Development Code Amendments	Jeremy Tejirian, Planning Manager	415.473.3798	JTejirian@marincounty.org

REFERENCES

ORGANIZATION/PROJECT	CONTACT NAME	PHONE NUMBER	EMAIL ADDRESS
City of Morgan Hill, CA Freeway Oriented Sign Standards and Guidelines	John Baty, Principal Planner	408.310.4635	John.baty@morganhill.ca.gov
City of Newark, CA Zoning Ordinance Update	Terrence Grindall, Assistant City Manager	510.578.4330	terrence.grinall@neward.Org
City of Oklahoma City, OK Land Development Code Diagnosis	Aubrey McDermid, Planning Director	405.297.1679	aubrey.hamoontree@okc.gov
City of Orange, CA Sign Code Update	Chad Ortieb, Senior Planner	714.744.7237	cortieb@cityoforange.org
City of Tehachapi, CA Zoning Ordinance Update	Jay Schlosser, Development Services Director	661.822.2200	jschlosser@tehachapicityhall.com
City of Vacaville, CA Land Development Code Audit, and Citywide Code Update	Fred Buderer, City Planner	707.449.5307	fred.buderer@cityofvacaville.com
City of West Sacramento, CA Zoning Modernization	David Tilley, Principal Planner	916.617.4645	david@cityofwestsacramento.org
City of Westerville, OH Zoning Code Update	Kimberly Sharp, Deputy Planning Director	614.901.6650	kimberly.sharp@westerville.org

REFERENCES



ORGANIZATION/ PROJECT	NAME	PHONE NUMBER	EMAIL ADDRESS
City of Beulah, ND Zoning Ordinance Diagnostic Analysis and Zoning Ordinance Rewrite	Russell Duppong, City Coordinator	701.873.4637	beulahcoord@westriv.com
City of Fargo, ND Jefferson District Historic Overlay	Maegin Elshaug, Planning Coordinator	701.241.1474	melshaug@FargoND.gov
City of Fargo, ND Go 2030 Comprehensive Plan	Nicole Crutchfield, Planning Director	701.241.1474	ncrutchfield@FargoND.gov
DLN Consulting Inc. Vision West ND Planning and Zoning Manual	Deb Nelson, President	701.483.2801	deb@dlnconsulting.com
City of Williston, ND US Highway 2/85 Corridor Land Use and Zoning Review	Rachel Laqua, Principal Planner	701.577.8104	rachell@ci.williston.nd.us
City of Jamestown, ND Planning Assistance	Jamison Veil, City Assessor	701-252.5900	jveil@jamestownnd.gov
City of Minot, ND Zoning Ordinance Update	Lance Lang, Principal Planner	701.857.4108	lance.lang@minotnd.org

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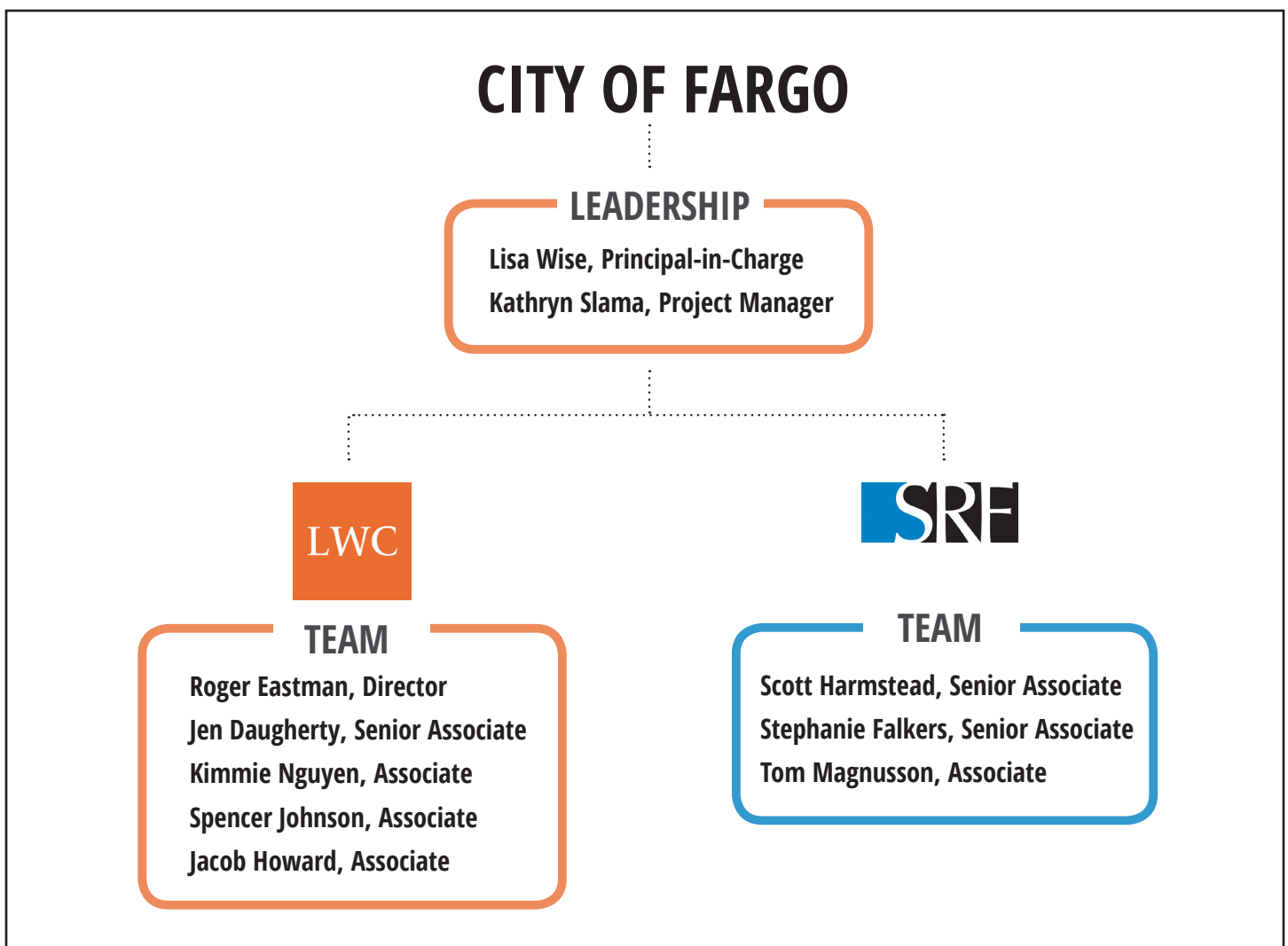
PROJECT TEAM INFORMATION AND QUALIFICATIONS

1. Introduction to the Team
2. Firm Profiles
3. Project Managers and Key Personnel
4. Breakdown of Hours

INTRODUCTION TO THE TEAM

Lisa Wise Consulting, Inc. (LWC), the lead firm, has achieved national recognition creating and modernizing zoning ordinances, development codes, and specific plans, including city-wide zoning code updates in California, the Western region, and throughout the country. We utilize the whole menu of zoning approaches, including form-based, performance-based, and Euclidean – to devise a strategy tailored to the unique needs of each community. Our codes effectively implement a community's vision, improve the outcome of development, and make the entitlement process easier to navigate. Our work has won awards from the American Planning Association, Congress for New Urbanism, and Form-Based Codes Institute.

LWC has assembled a team that includes SRF Consulting Group, Inc. (SRF), a local consulting firm with expertise in community land use planning, zoning regulations, public outreach, architecture, and urban design, with offices in Bismark, ND and Fargo, ND. SRF has worked with communities across the Midwest, recently assisting the City of Fargo with the *Go2030* Comprehensive Plan update. SRF will assist the LWC team on technical analysis and act as a local liaison and support in community outreach efforts.



FIRM PROFILES

LWC

Lisa Wise Consulting, Inc. (LWC)

LWC is an award-winning firm that specializes in land use planning and zoning aimed at promoting pedestrian and transit-oriented neighborhoods, revitalizing built environments, and facilitating sustainable, well-designed places to live, work, and recreate. LWC is distinguished by consistent commitment to client service and the development and application of innovative solutions. The LWC team addresses each engagement with a deep understanding of zoning principles and best practices, strong project management skills and experience professional writing skills, and community outreach capabilities. The LWC team also has a proven history of working with local government and state and federal agencies. LWC was founded in 2006, incorporated in 2008 with offices in Los Angeles, San Francisco, and San Luis Obispo, California. LWC core competencies include:

- Zoning Ordinances, Development Codes, and Form-Based Codes
- Community Land Use Planning
- Economic and Market Analyses and Strategies
- Public Engagement and Community Consensus Modeling
- Housing Strategies and Affordable Housing Policy

LWC has a strong national resume in long-range planning engagements and zoning ordinance diagnosis reports, amendments, rewrites, and updates, with a constant focus on community involvement, economic revitalization, and the built environment. LWC is experienced with implementing community vision and goals through state-of-the-art-codes, which feature informative and attractive graphics in a clear, succinct narrative.

For the Fargo LDC Analysis, we will leverage our 13 years of corporate experience working with over 100 local governments as well as neighborhood groups and community-based organizations in California, Arizona, Nevada, Texas, Ohio, Hawaii, Oklahoma, Maine, Iowa, and Massachusetts. We have successfully completed 60 comprehensive code updates, diagnoses, and regulatory compliance assessments; 16 sign code updates; and over 130 long range planning, housing, economic, and finance projects on time and to our client's satisfaction. It is this depth of experience and breadth of knowledge that makes LWC the perfect team to work with the City of Fargo. LWC is a certified Disadvantaged Business Enterprise in the State of California (UCP Firm Number 40054).



FIRM PROFILES

SRF Consulting Group, Inc. (SRF)



Founded in 1961, SRF Consulting Group, has offered comprehensive, integrated consulting services to clients across the Midwest. SRF is headquartered in Minneapolis with offices in Fargo and Bismarck. Today, we employ over 300 knowledgeable and creative professionals of skills in diverse disciplines.

SRF's land use and community planners embrace these fundamental goals of planning. We also provide clients with expertise in:

- Comprehensive, growth management and land use planning
- Zoning ordinance and subdivision regulations
- Urban design, small area plans and master plans
- Transportation planning
- Planning technical assistance – ongoing or a case-by-case basis
- Training of staff, planning commissions and elected officials
- Environmental planning and analysis
- Municipal and highway Engineering
- Landscape architecture
- Municipal and highway engineering
- Traffic engineering

SRF's North Dakota Planning group includes four planning professionals who maintain extensive experience with clients across North Dakota and surrounding states.



PROJECT MANAGERS AND KEY PERSONNEL

The project will be led by **Kathryn Slama, Senior Associate**, who will be the Project Manager. Ms. Slama will provide overall direction for the project, lead the technical analysis, guide the audit and alternatives framework, and attend all project meetings and community outreach events. She will also be the key point of day-to-day contact for the City.

Ms. Slama will be assisted by firm President, **Lisa Wise, AICP**, and Director **Roger Eastman, AICP**. Lisa has over 30 years of experience in development regulation, is considered a national expert on code reform and housing policy, and makes presentations on the topics regularly at State and National APA, League of California Cities, the Urban Land Institute, and the New Partners for Smart Growth conferences. Roger has over 30 years of code and urban planning experience including 10 years as the Comprehensive Planning and Code Administrator for the City of Flagstaff and 15 years with the City of Sedona, AZ.

Jen Daugherty, AICP, Senior Associate with expertise in public and private regulatory assessment and code development, will support the technical review and analysis of LDC, focusing on economic and fiscal performance indicators. Associates **Spencer Johnson, CNU-A**, **Kimmie Nguyen, AICP**, and **Jacob Howard** will support the technical analysis, research, formatting, graphics, document production, and develop meeting materials.

SRF Senior Associate, **Scott Harmstead, AICP**, brings over 13 years of planning experience in developing comprehensive plans, zoning administration, code writing, and code interpretation. Scott leads SRF's North Dakota planning group, and will be supported by **Stephanie Falkers**, Senior Associate and **Timothy Magnusson**, Associate. Both Stephanie and Timothy are based in Fargo, with experience assisting the City of Fargo on a variety of planning and development code projects.

LWC has decades of experience performing legal compliance assessments on code update engagements across the country including Ohio, Texas, Nevada, Arizona, California, Oklahoma, Maine, and Massachusetts. Our Director level staff and Project Managers are also adept at working with City Attorneys on a collaborative and ongoing basis. However; LWC has also identified and reserved project budget to engage a legal counsel subconsultant if needed, and we have contacted and spoken with several attorneys in the state of North Dakota in advance.

Bios of key personnel follow. Resumes are located in Appendix A.

PROJECT MANAGERS AND KEY PERSONNEL

Lisa Wise | AICP | President/CEO | LWC

As a certified planner, Lisa has over 30 years of professional experience in zoning codes, economic development strategies, financial analysis and managing complex engagements. Her resume includes projects in California, Western Region and throughout the U.S. Lisa has been directly responsible for 34 code updates, 35 economic projects, 23 master and specific plans, and 20 housing policy engagements. Lisa is considered a national expert in the field of zoning, housing and code reform, served as the Chair of the Form-Based Code Institute (FBCI) and recently received the Congress for New Urbanism (CNU) Paul Crawford award for Excellence in Planning. Lisa is also adjunct faculty of Cal Poly, San Luis Obispo, where she lectures on urban planning and real estate finance.



Kathryn Slama | Senior Associate | LWC

Kathryn has over seven years' experience in project management, policy development, and community engagement, specializing in zoning and development code updates, master and specific plans, and affordable housing policy. Kathryn is experienced in understanding, preparing, and implementing zoning regulations for cities across the country, as well as managing multi-disciplinary teams diagnosing existing regulatory conditions, structuring calibrated zoning recommendations, coordinating community outreach, and producing final code documents. Recent project management experience includes the Long Beach, CA Zoning Code Audit, the first phase of a multi-phase comprehensive zoning code update; LWC's contribution to one of the largest land development code updates in the country in Austin, TX; and a \$1.1 million project in the Bay Area of California which included a Downtown Plan, a Form-based Code, and coordinating a team of six sub-consulting firms. Kathryn holds a Master of City and Regional Planning from California Polytechnic State University, San Luis Obispo and Bachelor of Arts degree in Environmental Studies from University of California, Santa Barbara.



Roger E. Eastman | AICP | Director | LWC

Roger brings over 30 years of land use planning experience with an emphasis on writing effective land development codes, leading successful community engagement efforts and code compliance. As the Comprehensive Planning and Code Administrator for the City of Flagstaff for over 10 years, Roger oversaw a comprehensive review and update of the City's Zoning Code that won two Arizona Planning Association Awards. Roger is a confident public speaker, instructor for the Form-Based Code Institute (FBCI), and, in 2012, was acknowledged by his peers as the Arizona Distinguished Planner of the Year. Roger has served on the Board of the Arizona Chapter of the American Planning Association and is currently Chapter Treasurer. He also serves as Vice-Chair of the FBCI, a program of Smart Growth America.



PROJECT MANAGERS AND KEY PERSONNEL

Jen Daugherty | AICP | Senior Associate | LWC



Jen brings over ten years of public planning and economic development experience on engagements including specific plans, master plans, zoning code updates, housing elements, annexation studies, and economic revitalization plans. Jen's strengths are analysis and approvals of complex entitlement projects, housing code and fee updates, short-term rental programs, environmental review, and project management. At LWC, her focus is assisting municipal, non-profit, real estate development, and academic clients seeking feasible and implementable solutions to land use planning and correlated issues. Jen has led comprehensive zoning code updates in Westerville, OH and Lompoc, CA. Jen holds a Master of Business Administration from Indiana University and Bachelor of Arts degrees in Environmental Studies and Geography from University of California, Santa Barbara.

Kimmie Nguyen | Associate | LWC



Kimmie brings strong public-sector experience in project review and the analysis of use permit entitlements with a focus on implementation of land use policy aimed at achieving community objectives as well as fiscally and economically feasible outcomes. Kimmie has taken mixed use and affordable housing development projects through the approval process and participated in the review and approval of zoning code amendments and Transit Oriented Development station area plans. She has a keen sense of how urban design affects the user experience and how to apply a holistic approach that includes building mass, setbacks, façade design, sidewalks and streetscapes. Kimmie holds a Bachelor of Science in Urban and Regional Studies and a Minor in Architecture from Cornell University, and a Master of Planning from University of Southern California, Price School of Public Policy.

Spencer Johnson | CNU-A | Associate | LWC



Spencer is an Associate Planner/Designer with Lisa Wise Consulting, Inc., where he focuses on long-range planning, urban and graphic design, hybrid and form-based codes, and land use economics. Spencer has worked on a wide range of high profile zoning code and long-range planning projects at LWC, with a strong New Urbanist approach. He serves as Deputy Project Manager on LWC projects, including the Las Vegas Downtown Form-Based Code and Code Update in Henderson Nevada, where he helped facilitate formal educational sessions, drafted development standards, and documented and analyzed development patterns and conditions in the key corridors and districts.

PROJECT MANAGERS AND KEY PERSONNEL

Jacob Howard | Associate | LWC

Jacob brings an economic perspective and expertise to LWC's long-range planning practice by focusing on fiscal impacts, financial modeling, demographic trends, and creating informed economic development strategies. Jacob has experience on public- and private-sector projects, including market studies, fiscal impact reports, general plan updates, zoning code updates, specific plans, and master plans. Jacob holds a Master of City and Regional Planning from California Polytechnic State University, San Luis Obispo and a Bachelors in Economics and Psychology from the University of Texas at Austin.



Scott Harmstead | Senior Associate | SRF

Scott has 13 years of planning experience in the public and private sectors. His work has included the development of comprehensive and other long-range plans, zoning administration, code writing, and code interpretation. Scott began his career in land use planning on the West Coast and has worked across the Midwest for the past seven years. Scott's long-range planning and zoning projects involved experience in older urban areas, rapid-growth communities, and rural unincorporated communities. Scott leads SRF's North Dakota planning group.



Stephanie Falkers | Senior Associate | SRF

Stephanie has ten years of experience in community planning. At SRF, she works on zoning ordinance administration and analysis; zoning ordinance updates; environmental documentation and permitting; land use; growth management; comprehensive plans; and master planning. With a degree in landscape architecture, she provides a unique perspective to a variety of planning projects.



Tim Magnusson | Associate | SRF

Tim is a planner with 33 years of experience in comprehensive plan and zoning development and administration. He also brings experience in GIS application and mapping. Since joining SRF, he has worked on planning and zoning administration primarily for the cities of Fargo, Jamestown, and Minot North Dakota. He also assists the planning team with public involvement preparation and events. Prior to joining SRF, Tim worked for Clay County, MN as the Director of Planning and Environmental Programs. While in this role Tim was involved with plan and ordinance preparation and administration, land use permitting, floodplain management, shoreland management, hazard mitigation, environmental review and GIS mapping.



BREAKDOWN OF HOURS

Breakdown of Hours

The table below summarizes the hours by task for key staff. When involvement on a task is shared by multiple staff, the staff role (e.g. Senior Associate, Associate) is listed. The table also summarizes level of effort dedicated to each task. For more information regarding staff hours by task, please see detailed budget in Appendix B.

	Project Initiation and Management		Listening, Understanding, and Education		Land Development Code Analysis		Land Development Code Analysis Report		Alternatives and Code Update Work Plan		Project Total	
STAFF	Hours	Percent	Hours	Percent	Hours	Percent	Hours	Percent	Hours	Percent	Hours	Percent
Lisa Wise Consulting, Inc.												
Lisa Wise	8	3%	6	4%	13	5%	6	4%	13	6%	46	5%
Roger Eastman	32	14%	22	13%	13	5%	16	10%	18	8%	101	10%
Kathryn Slama	80	35%	36	22%	46	19%	30	19%	60	27%	252	25%
Associates	62	27%	54	33%	60	24%	60	38%	62	28%	298	29%
SRF Consulting												
Senior Associates	31	13%	31	19%	56	23%	37	23%	57	26%	212	21%
Associates	8	3.5%	12	7%	28	11%	6	4%	8	4%	62	6%
Admin. Assistant	1	0.4%	2	1%	0	0%	0	0%	3	1%	6	1%
Legal Assessment												
Staff	8	3%	0	0%	32	13%	5	3%	0	0%	45	4%
Task Total	230	100%	163	100%	248	100%	160	100%	221	100%	1022	100%
Project Total	23%		16%		24%		16%		22%		100%	

WHY us?



- Industry Leaders
- Problem Solvers
- Innovative Approaches
- "Behind the Counter" Experience
- Successful Implementation
- Economics and Market Knowledge
- Educators in Planning and Real Estate
- Deep Understanding of Planning



COST

Based on the tasks identified in the Scope of Work, we are pleased to offer to complete the City of Fargo Land Development Code Diagnostic for a budget of \$197,433. We have budgeted for all of the tasks with a level of effort that we believe is necessary to meet the project objectives and achieve success. This budget is summarized in the table below. The detailed budget worksheet is provided in Appendix B, and shows the number of hours for each member of the project team broken out by Task, hourly rates, and total costs for each subtask.

The project budget is based on the following assumptions:

- **Documents and GIS Data.**

We assume links to all relevant planning and zoning materials, ordinances, any related uncoded ordinances, and any pertinent reports and GIS data will be provided.

- **Meeting Attendance.**

The project budget includes attendance at the meetings identified in the Scope of Work and Schedule. We assume the City will be responsible for securing meeting location and preparing and mailing required notices.

- **Consolidated Comments and Direction.**

City staff will provide a single set of non-conflicting, consolidated comments on the review drafts of all documents.

- **Reimbursable Expenses.**

The budget includes direct costs related to the project, including travel expenses, mailing and printing costs, and other similar reimbursable expenses.

- **Additional Services.**

Additional services beyond those identified in the Scope of Work will be provided at the market billing rates of the firm at the time the additional services are requested.

- **Budget Allocation.**

LWC reserves the right to reallocate budget between various Team members and between tasks, provided the overall project budget does not change.

COST

Fargo Land Development Code Diagnostic

		Project Initiation and Management	Listening, Understanding, and Education	Land Development Code Analysis	Land Development Code Analysis Report	Alternatives and Code Update Work Plan	Project Total
Lisa Wise Consulting, Inc.							
Principal	Hours	8	6	13	6	13	46
	Fee	\$2,200	\$1,650	\$3,575	\$1,650	\$3,575	\$12,650
Director	Hours	32	22	13	16	18	101
	Fee	\$6,560	\$4,510	\$2,665	\$3,280	\$3,690	\$20,705
Senior Associate	Hours	80	36	46	30	60	252
	Fee	\$14,400	\$6,480	\$8,280	\$5,400	\$10,800	\$45,360
Associate	Hours	62	54	60	60	62	298
	Fee	\$8,990	\$7,830	\$8,700	\$8,700	\$8,990	\$43,210
Expenses		\$1,960	\$4,280	\$0	\$1,960	\$3,920	\$12,120
SRF Consulting							
Senior Associate	Hours	31	31	56	37	57	212
	Fee	\$5,030	\$5,030	\$9,087	\$6,004	\$9,249	\$34,399
Associate	Hours	8	12	28	6	8	62
	Fee	\$1,181	\$1,771	\$4,132	\$885	\$1,181	\$9,150
Admin Assistant	Hours	1	2	0	0	3	6
	Fee	\$80	\$160	\$0	\$0	\$241	\$481
Expenses		\$678	\$930	\$0	\$500	\$1,500	\$3,608
Legal Assessment							
Staff	Hours	8	0	32	5	0	45
	Fee	\$2,800	\$0	\$11,200	\$1,750	\$0	\$15,750
TOTAL	Hours	230	163	248	160	221	1,022
	Fee	\$43,879	\$32,641	\$47,639	\$30,129	\$43,145	\$197,433

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WORK SAMPLES

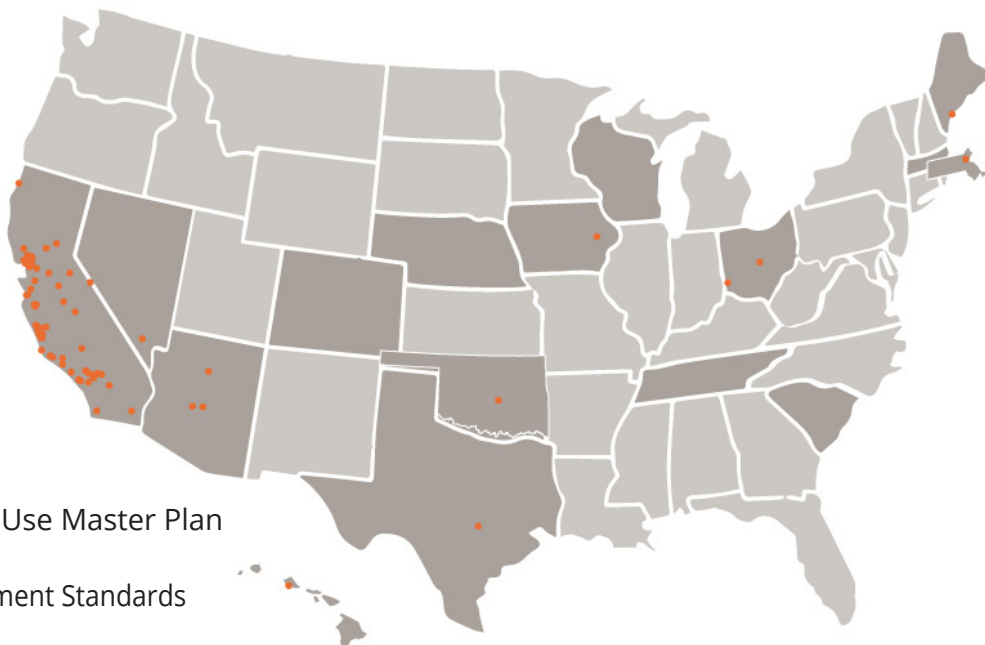
1. Relevant Experience
2. Project Examples

RELEVANT EXPERIENCE

LWC's code experience extends, in scope and geography, from sign code updates in Portland, Maine to zoning ordinance updates in Westerville, Ohio, Las Vegas, Nevada, and Kauai, Hawaii. LWC's resume includes zoning code updates in small towns like Tehachapi, California, with a population of just over 12,500 to Las Vegas and Oklahoma City at almost 650,000. We have also completed code updates in mid-sized but growing towns like Westerville, Ohio, at 40,000 and Flagstaff, Arizona at 71,000 people. Each place brings its own set of opportunities and constraints in the level of readiness of civic leaders, community interest and participation, priorities of homeowners and the business community, and access to funding for implementation. Similarly, our experience ranges from very targeted sign code updates, to code diagnosis and compliance memos, to overlay zones, and to city-wide, comprehensive code updates. We will bring ALL of this experience to the Fargo project and will work closely with the City to assure that we refine our approach to achieve the City's goals and exceed the expectations of the community.

60

Zoning and
Development Codes
completed by LWC



CALIFORNIA

Benicia, CA, Downtown Mixed-Use Master Plan and Form-Based Code
 Burbank, CA, Mixed-Use Development Standards Ordinance
 Livermore, CA, Development Code Update (Hybrid Code)
 Lompoc, CA, Zoning Ordinance Update
 Long Beach, CA, Zoning Code Audit
 Malibu, CA, Zoning Code Update
 Marin County, CA, Development Code Amendments
 Morro Bay, CA, Comprehensive Zoning Code and Coastal Implementation Plan Update
 Newark, CA, Comprehensive Zoning Ordinance Update
 Richmond, CA, Livable Corridors Plan and Form-Based Code
 Tehachapi, CA, Zoning Code Update (Hybrid Code)
 Tiburon, CA, Zoning Ordinance Update
 Vacaville Code Audit and Development Code Update
 West Sacramento, CA, Zoning Modernization

NATIONAL

Austin, TX, Land Development Code Update (Hybrid Code)
 Cincinnati, OH, Unified Development Code
 Flagstaff, AZ, Zoning Ordinance Update (Hybrid Code)
 Grover Beach, CA, Development Code Update
 Henderson, AZ, Comprehensive Code Update
 Iowa City, IO, South District Code
 Las Vegas, NV, Downtown Form-Based Code
 Mesa, AZ, Form-Based Code and Regulating Plan
 Oklahoma City, OK, Code Diagnosis
 Kaua'i County, HI, West Kaua'i Form-Based Code
 Westerville, OH, Zoning Ordinance Update (Hybrid Code)

PROJECT EXAMPLES

LWC

CITY OF WESTERVILLE

Zoning Code Update (Phases 1-4)

STATUS:

In Progress -
Adoption 2020

TIMEFRAME:

2015 - Present

BUDGET:

\$490,000

REFERENCE:

Kimberly Sharp, AICP
Deputy Director of Planning
and Development
City of Westerville
64 E Walnut St,
Westerville, OH 43081
(614) 901-6895
kimberly.sharp@westerville.org

PARTNER:

MKSK Landscape Architects

The City of Westerville, Ohio, a suburb of Columbus, retained LWC to lead an update to its Zoning Code. The updated Zoning Code will implement the City's Comprehensive Plan (Plan), which identifies the community's vision, including complete and "place-based" neighborhoods, attractive built and natural environments, historic preservation, increased multi-modal transportation options, and economic vitality.

Prior to adoption of the Plan, the City sought to understand the potential implications of the Plan on its Codified Ordinances, particularly the Zoning Code. Therefore, Phase 1 prioritized the identification of inconsistencies between the draft Plan and the City's existing Zoning Code, as well as specific recommendations to resolve inconsistencies and ensure effective implementation of the Plan.

Phase 2 consisted of a Code Diagnosis, which analyzed broad deficiencies in the Zoning Code, expanded on Phase 1, and was followed by the development of options for the Zoning Code update. LWC presented options that ranged from strategic revisions to address the most pressing challenges to a comprehensive update. Phases 3 and 4 include the administrative, screencheck, and public review draft Zoning Code.

LWC and the City worked together to develop and apply a hybrid approach to the Zoning Code update, which includes maintaining conventional zones in areas where little change is expected (i.e. single family residential), and Form-Based zones along South State Street, a significant corridor that the City has identified for growth and transformation.

Follow Link Below to Access
Westerville Work Sample:

[Code Diagnosis Report](#)



PROJECT EXAMPLES

LWC

CITY OF OKLAHOMA CITY

Land Development Code Update (Phase 1)

STATUS:

Phase 1 Complete

TIMEFRAME:

January - August 2017

BUDGET:

\$79,996

REFERENCE:

Sarah Welch, AICP
Program Planner
Oklahoma City Planning
Department
200 N Walker Ave
Oklahoma City, OK 73102
(405) 297-2283
sarah.welch@okc.gov

PARTNER:

Opticos Design, Inc.
Peter J. Park, LLC

LWC was part of a team led by Opticos Design, Inc., to comprehensively update the Land Development Code utilizing a multi-phased approach.

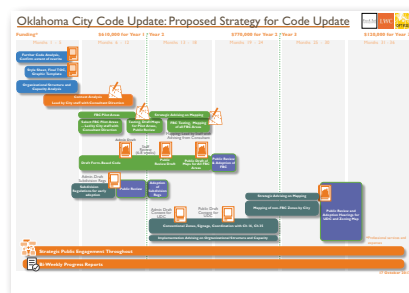
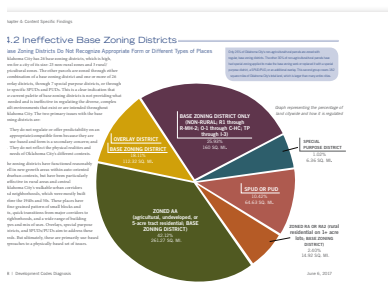
The first phase of this project included an assessment and diagnosis of the effectiveness of the existing zoning and subdivision code codes in implementing the City's recently adopted comprehensive plan, *planOKC*. This phase of work also included recommendations to ensure compliance with state and local laws. The consultant team created a "road map" for a Unified Development Code

that outlined a proposed strategy for the successful completion of a comprehensive code update that may include both conventional and form-based code standards.

Oklahoma City is the capital of Oklahoma and ranks as eighth-largest city by land area in the United States. With a population of 631,346, it is the largest City in the state and offers a significant stop along the I-35 Corridor, one of the primary transportation corridors of the United States.

Follow Link Below to
Access Oklahoma City
Work Sample:

[Development Code
Diagnosis](#)



PROJECT EXAMPLES

LWC

CITY OF VACAVILLE

Land Use and Development Code Audit

STATUS:

Complete

TIMEFRAME:

November 18 - March 2019

BUDGET:

\$74,000

REFERENCE:

Fred Buderl
 City Planner
 City of Vacaville
 Community Development
 Department
 650 Merchant Street
 Vacaville, CA 95688
 (707) 449-5307
 fred.buderl@
 cityofvacaville.com

LWC completed an audit of the City of Vacaville's Land Use and Development Code, the first phase of a two-phase effort to comprehensively update the Code and repurpose it as a flexible, effective, user-friendly tool to implement the General Plan. The objective was to produce a user-friendly set of regulations that provide clear direction about the City's expectations and to facilitate development of quality projects by making standards clear and effective, streamlining review processes, and incorporating flexibility to adapt to specific circumstances.

Vacaville's Land Use Development Code was last updated in 1996 and has seen many amendments. While this approach worked in the short-term, it has led to inconsistencies, omissions and duplications. These shortcomings have made the code difficult to use and interpret and have not generated the kind of development that Vacaville has targeted for the future. The City identified addressing these deficiencies as part their 2015

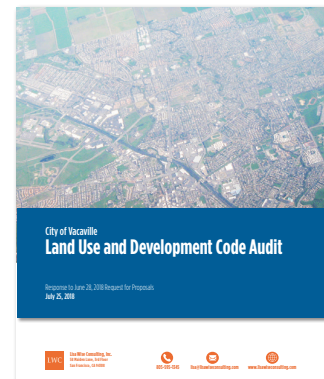
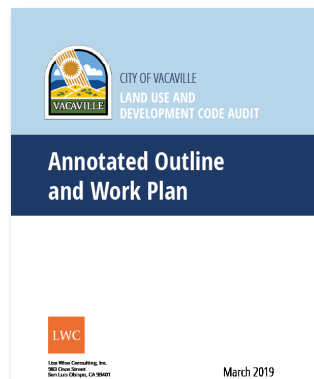
General Plan Update by updating their development code as a priority project. The City Council's vision for the code update emphasized local economic development and attracting high quality projects. The vision went further to identify key goals of Phase 1 (Land Development Code Audit) and Phase 2 (Comprehensive Code Update):

- Flexibility
- Compliance
- Prioritized efforts
- Pinpoint chapters in the General Plan that require updating
- Improved organization and structure
- A detailed, feasible and logical workplan

The Land Use and Development Code Audit identified items for improvements, recommended changes to be made; presented a state-of-the-art organization, form, and style for a new code; and established a work plan a comprehensive update. The second phase, the Code update, is underway.

Follow Link Below to
 Access Vacaville Work
 Sample:

[Code Audit and
 Recommendations Report](#)



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APPENDIX A

Resumes

RESUMES

LWC

LISA WISE, AICP

President, Owner

As a certified planner and public accountant, Lisa has over 30 years of experience in zoning code updates, land use economics, housing policy, financial feasibility analysis, and the management of complex projects. Lisa is considered a national expert on code reform and housing policy and presents on the topics regularly at State and National APA, League of California Cities, ULI, and the New Partners for Smart Growth conferences. Lisa recently received the CNU Paul Crawford award for Excellence in Planning. She is the former Chair and currently serves on the Steering Committee of the Form Based Code Institute, as adjunct faculty and lectures on Urban Planning and Real Estate Finance at California Polytechnic State University in San Luis Obispo and on the Dean's Leadership Council.

Lisa has been directly responsible for a breadth of large-scale projects that assess land use policy and economic performance, and ultimately make recommendations for more vibrant and resilient communities. These include 34 code updates, 35 economic projects, 23 master and specific plans, 20 housing elements, and several inclusionary and employee housing studies.

Prior to starting LWC in 2006, Lisa worked for land use planning firm Crawford, Multari & Clark Associates. From 1990 to 1999, Lisa was a Manager at PricewaterhouseCoopers (PwC), one of the "Big Four" international accounting, financial services and management consulting firms. At PwC, Lisa's responsibilities included managing large financial services engagements, building client relationships, mentoring staff, and teaching in-house classes.

Relevant Project Experience:

- Alameda County, CA, Ashland Cherryland Business District Specific Plan Update and Form Based Code
- Austin, TX, Land Development Code Update
- Benicia, CA, Mixed-Use Master Plan and Form Based Code
- Beverly Hills, CA, Economic Sustainability Plan
- Cincinnati, OH, Neighborhood Annexation Form Based Code Study
- Flagstaff, AZ, Zoning Ordinance Update
- Grover Beach, CA, Zoning Code Update and West Grand Ave. Master Plan
- Hayward, CA, Downtown Specific Plan and Form Based Code
- Kingsburg, CA, Development Code Update, Form Based Code, and Economic Study
- Las Vegas, NV, Downtown Form-Based Code
- Livermore, CA, Development Code Update
- Lompoc, CA, Zoning Code Update
- Long Beach, CA, Short Term Rental Housing Program and Regulations
- Malibu, CA, Zoning Code and Local Implementation Plan Update
- Mesa, AZ, Form Based Code and Regulating Plan
- Petaluma, CA, SMART Rail Station Areas: TOD Master Plan
- Richmond, CA, Livable Corridors Plan and Form Based Code
- San Luis Obispo, CA, Economic Development Strategic Plan
- Soledad, CA, Downtown Specific Plan, Vision, and Form Based Code
- Tehachapi, CA, Zoning Code Update, Housing Element 4th/5th Cycle
- Westerville, OH, Zoning Code Update

**PAST WORK EXPERIENCE****California Polytechnic State University**

San Luis Obispo, CA, Adjunct Faculty, 2002 - Present

Crawford, Multari & Clark Associates

San Luis Obispo, CA, Professional Consultant, 2001 - 2006

San Luis Obispo County

San Luis Obispo, CA, Staff Planner, 2000 - 2001

Governor's Office of Planning & Research

Sacramento, CA, Intern, 1999 - 2000

PricewaterhouseCoopers, LLP

New York, NY, Financial Services Manager, 1990 - 1999

NBD Chicago Bank

Chicago, IL, Personal Banking Representative, 1988 - 1989

EDUCATION**California Polytechnic State University**

San Luis Obispo, CA, Master of City & Regional Planning, 2001

DePaul University

Chicago, IL, M.S. Accountancy, 1990

University of Cincinnati

Cincinnati, OH, B.S. Business Administration in Marketing & Finance, 1987

CERTIFICATIONS & MEMBERSHIPS**American Planning Association (APA)**

2001 - Present

Certified Public Accountant, 1991**Congress for New Urbanism**

2003 - Present

Paul Crawford Award for Excellence in Planning, 2017

Form-Based Code Institute

Chair, 2015 - 2018; Treasurer, 2014 - 2015

Dean's Leadership Council

California Polytechnic, School of Architecture 2018-Present

RESUMES

KATHRYN SLAMA

Senior Associate

LWC

Kathryn has over seven years of hands-on zoning code, housing, station area planning, and project management experience, and is the Senior in charge of LWC's Los Angeles office. Kathryn leads the team on detailed policy and regulatory analysis, formulation of implementation strategies, housing policy, and streamlined and compliant zoning codes. Kathryn has worked with communities large and small across the country to reach consensus on priorities and develop strategies to clarify, streamline, and modernize development codes, with a focus on economic revitalization, resilience, and enabling well-designed places to live, shop, and do business. At LWC, Kathryn has managed several technical analysis and code engagements, in Alameda County, Austin TX, Las Vegas, NV, Hayward, Hermosa Beach, Livermore, Long Beach, and Malibu, CA.

Kathryn holds a Bachelor of Arts degree in Environmental Studies from University of California, Santa Barbara and a Master of City and Regional Planning degree from California Polytechnic University, San Luis Obispo, where she graduated at the top of her class. Kathryn brings strong writing and graphic skills, and a fresh perspective on technical planning theory, and practice to the firm.

Relevant Project Experience:

- Alameda County, CA, Ashland Cherryland Business District Specific Plan Update and Form Based Code
- Alameda County, CA, Castro Valley General Plan Implementation, Zoning Code Update, and Specific Plan
- Austin, TX, Land Development Code Update
- Burbank, CA, Mixed Use Development Standards Ordinance
- Calipatria, CA, Zoning Ordinance Update
- Hayward, CA, Downtown Specific Plan and Form-Based Code
- Hayward, CA, Form-Based Codes Update
- Hermosa Beach, CA, General Plan Update
- Kaua'i County, West Kaua'i Form Based Code
- Las Vegas, NV, Downtown Master Plan
- Lompoc, CA, Zoning Code Update
- Long Beach, CA, Zoning Code Audit
- Malibu, CA, Zoning Code and Local Implementation Plan Update
- Pacific Grove, CA, Development Code Update
- Rancho Cucamonga, CA, North Eastern Sphere Annexation Project
- San Luis Obispo County, CA, Oceano Revitalization Plan
- Soledad, CA, Downtown Specific Plan, Vision, and Form Based Code
- Tehachapi, CA, Zoning Ordinance Update



PAST WORK EXPERIENCE

California Polytechnic State University
San Luis Obispo, CA, Teaching Assistant
January 2013 - June 2013

City of Clearlake, CA
Graduate Student Planner
September 2012 - June 2013

City of Carpinteria, CA
Graduate Student Planner
March 2012 - June 2012

EDUCATION

California Polytechnic State University
San Luis Obispo, CA, Master of City & Regional Planning

University of California, Santa Barbara
B.A., Environmental Studies

CERTIFICATIONS & MEMBERSHIPS

American Planning Association
2011 - Present

Cal Poly Graduate Student Planning Association
2011 - 2013

RESUMES

LWC

ROGER E. EASTMAN, AICP

Director of Development Codes & Planning

Roger brings over 30 years of land use planning experience to LWC with an emphasis on writing effective land development and sign codes, form-based codes, specific plans and master plans, strong public engagement skills and expertise at ensuring consistency and compliance with jurisdictional land use policy.

As the Comprehensive Planning and Code Administrator for the City of Flagstaff for over 10 years, Roger oversaw a comprehensive review and update of the City's Zoning Code that was approved unanimously by City Council and won two Arizona APA Chapter awards in 2012. As part of this code update, Roger led a three-year community engagement effort with over 300 public meetings to educate and engage community groups, landowners, business owners, City staff, and City leadership on best practices to set the stage for an effective land development code. Previously, Roger served as Senior Planner with the City of Sedona, AZ from 1991 to 2006.

Roger's experience includes direct responsibility for successful code engagements, including:

- Comprehensive amendments to the City of Flagstaff's sign standards following *Reed v. Town of Gilbert*
- After the City's incorporation, wrote the first comprehensive sign code for the City of Sedona;
- Drafted sign codes for the City of Lompoc, County of Marin, City of Orange, and City of Vallejo, CA
- Environmentally Sensitive Lands regulations;
- Programs and standards to support and incentivize affordable housing;
- Property Maintenance Ordinance regulations;
- Sound control regulations;
- Design Review Manual; and
- Building Height, FAR and massing standards.

Relevant Project Experience:

- Arlington, MA, Sign Code Update
- Austin, TX, Land Development Code Update
- Chino, CA, Sign Code Update
- Compton, CA, Artesia Station Transit-Oriented Development Specific Plan
- Las Vegas, NV, Downtown Form-Based Code
- Lompoc, CA, Zoning Code Update
- Marin County, CA, Code Amendments
- Morgan Hill, CA, Freeway Oriented Sign Standards and Guidelines
- Orange, CA, Sign Regulations Update
- Portland, ME, Comprehensive Sign Code Update
- Richmond, CA, South Shore Specific Plan
- Rohnert Park, CA, Form-Based Code for the Downtown District Amenity Zone
- San Carlos, CA, Strategic Zoning Ordinance
- Tempe, AZ, Transportation Overlay District Code Update
- Vallejo, CA, Zoning Ordinance Update
- Westerville, OH, Zoning Code Update



PAST WORK EXPERIENCE

City of Flagstaff, AZ
Comprehensive Planning and Code Administrator
April 2006 - June 2016

City of Sedona, AZ
Senior Planner
February 1991 - April 2006

Vincent Leggo & Associates
Consultant Planner
1983-1985

EDUCATION

University of Witwatersrand, Johannesburg
B.S., Town and Regional Planning

CERTIFICATIONS & MEMBERSHIPS

AGTS Supervisors Academy
Certificate in Supervision Skills

Congress for the New Urbanism

Form-Based Code Institute (FBCI)
Steering Committee member FBCI. Frequently leads courses on Form-Based Codes, most recently in Las Vegas in 2017.

Intl. Association of Public Participation
Certificate in Public Participation

American Planning Association (APA)
Member 1993-Present
Board member Arizona Chapter- Membership Director and Professional Development Officer
2015-2017

Southwest Leadership Program for State and Local Governments

RESUMES

JEN DAUGHERTY, AICP

Senior Associate



Jen holds a Master of Business Administration from Indiana University and has over ten years of economic, financial, and land use planning experience. At LWC, Jen focuses on managing complex economic, financial and long-range planning projects, developing projections, and assuring LWC's deliverables exceed client expectations and are submitted on time and within budget. Jen's public sector experience includes fiscal impact analysis, implementation plans, entitlement projects, zoning code updates, specific plans, and master plans. As part of LWC's Senior Management Team, Jen has been responsible for leading market analysis, finance, annexation and code projects from kick off to adoption in Beaumont, Long Beach, Morgan Hill, Rancho Cucamonga, Seaside and Westerville, Ohio. She also holds Bachelor of Arts degrees in Environmental Studies and Geography from University of California, Santa Barbara.

Jen has strong public engagement skills and experience grounded in maintaining open lines of communication, raising public awareness, and building relationships aimed at feasible implementation strategies.

Relevant Project Experience:

- Beaumont, CA, General Plan Update, Market Report, and Economic Development and Fiscal Elements
- Beverly Hills, CA, Economic Sustainability Plan
- Chino, CA, Economic Assessment of Sphere of Influence (SOI) Annexation Areas
- Hayward, CA, Market Analysis and Pro Forma Development for Downtown Specific Plan and Code
- Local Government Commission, Local Funding Guidebook
- Livermore, CA, General Plan Land Use Conversion Study Fiscal Impact Analysis
- Lompoc, CA, Zoning Ordinance Update and EIR
- Long Beach, CA, Short Term Rental Housing Program and Regulations
- Marin County, CA, Short-Term Vacation Rentals Report
- Morgan Hill, CA, Monterey Corridor Market and Land Use Capacity Study
- Rancho Cucamonga, CA, Market Study and Pro Forma Development for the North Eastern Sphere Annexation Specific Plan Transfer of Development Rights Analysis
- San Francisco State University, Infrastructure Master Plan Financial Analysis
- San Pablo, CA, Priority Development Area Implementation Plan
- Seaside, CA, General Plan Update, Market Report, and Economic Development Element
- University of Hawaii, Infrastructure Master Plan Financial Analysis
- Westerville, OH, Zoning Code Update



PAST WORK EXPERIENCE

Town of Mammoth Lakes, CA

Senior Planner

March 2014 - August 2015

Town of Mammoth Lakes, CA

Associate Planner

December 2007 - February 2014

Town of Mammoth Lakes, CA

Assistant Planner

June 2006 - November 2007

EDUCATION

Indiana University, Bloomington, IN

Master of Business Administration

University of California, Santa Barbara

B.A., Environmental Studies

B.A., Geography

CERTIFICATIONS & MEMBERSHIPS

American Institute of Certified Planners

2015 - Present

License # 027972

American Planning Association

2013 - Present

Association of Environmental Professionals

2013 - Present

California Polytechnic State University, San

Luis Obispo

Adjunct Faculty, Real Property Development

Principles

Spring 2019

RESUMES

KIMMIE NGUYEN, AICP

Associate

LWC

Kimmie supports LWC's long-range planning efforts through policy regulatory frameworks and spatial data analysis, and production of client deliverables and outreach materials. Kimmie brings strong public-sector experience in project review and analysis of use permit entitlements with a focus on implementation of land use policy aimed at achieving community objectives and economic and fiscal feasibility. She has a keen sense of how urban design affects the user experience and how to apply a holistic approach, taking into account building mass, setbacks, façade design, sidewalks and streetscapes. Kimmie has excellent written and spoken communication skills, and is adept at managing correspondence with clients and government agencies, or taking meticulous field notes from stakeholder interviews, workshops, and public meetings.

Prior to LWC, Kimmie was a Planner at Sonoma County, where she reviewed and processed affordable housing developments, design review projects, and zoning code amendments. She also served as a staff liaison to the County's Landmarks Commission, overseeing grant programs to preserve and rehabilitate historic resources. She has also worked in Los Angeles Metro's Planning Division to establish standardized station design elements. Kimmie holds a Bachelor of Science in Urban and Regional Studies and a Minor in Architecture from Cornell University, and a Master of Planning from University of Southern California, Price School of Public Policy.

Relevant Project Experience:

- Alameda County, CA, Castro Valley General Plan Implementation
- Arlington, MA, Sign Regulations Update
- Buena Park, CA, City Yard Form-Based Code
- Grover Beach, CA, Parking Regulations Update
- Half Moon Bay, CA, Poplar Beach Gateways Plan
- Hayward, CA, Industrial District Regulations Update
- Los Angeles County, CA, Metro Purple Line Extension and Regional Connector Station Area Plans
- Morgan Hill, CA, Freeway Oriented Sign Ordinance and Design Guidelines
- Morro Bay, CA, Comprehensive Zoning Code and Local Coastal Implementation Plan Update
- Orange, CA, Comprehensive Sign Code Update
- Portland, ME, Comprehensive Sign Code Update
- Sonoma County, CA, Roseland Village Mixed-Use Development Plan
- Vacaville, CA, Land Use and Development Code Audit
- West Sacramento, CA, Zoning Modernization Project

PAST WORK EXPERIENCE

County of Sonoma

Planner I

November 2016 - November 2017

Los Angeles County Metropolitan Transportation Authority

Intern, Systemwide Planning & Design

January 2016 - November 2016

City of West Hollywood

Intern, Current & Historic Preservation Planning

January 2015 - February 2016

City of Buena Park

Intern, Planning Division

May 2011 - August 2011

EDUCATION

University of Southern California

Master of Planning

Cornell University

B.S., Urban and Regional Studies

Minor, Architecture

MEMBERSHIPS

American Institute of Certified Planners

2019 - Present

American Planning Association (APA)

2014 - Present

RESUMES

SPENCER JOHNSON, CNU-A

Associate Planner / Designer

LWC

Spencer specializes in long-range planning, urban and graphic design, hybrid codes, land use economics, and developing deliverables that cater to the client's needs. He works closely with the LWC team, subconsultant partners, and clients to develop graphics, conduct research, and produce effective reports and facilitate training and community engagement efforts. Spencer brings strong technical expertise in graphic design and modeling software (Adobe Creative Suite and SketchUp) and participates in all aspects of LWC projects from initiation to completion.

Spencer has served as Deputy Project Manager on several LWC projects, including the Las Vegas Downtown Form-Based Code and Henderson, NV Development Code Update, where he helped facilitate formal educational activities, and documented and analyzed development patterns and conditions in key corridors, and nodes. In May 2018, Spencer earned the Congress for New Urbanism accreditation (CNU-A) through the University of Miami School of Architecture and he currently serves as the Membership Inclusion Officer of the American Planning Association (APA), California Central Coast Chapter.

Prior to LWC, Spencer worked at the San Francisco-based urban design and architecture firm, Van Meter Williams Pollack LLP (VMWP) where he assisted in the design of several TOD and affordable housing projects around the Bay Area. Spencer holds a Bachelor of Science degree in City & Regional Planning from California Polytechnic State University, San Luis Obispo.

Relevant Project Experience:

- Austin, TX, Land Development Code Update
- Compton, CA, Artesia Station Transit-Oriented Development Specific Plan
- Hayward, CA, Downtown Specific Plan and Code
- Henderson, NV, Development Code Update
- Las Vegas, NV, Downtown Form-Based Code
- Lompoc, CA, Zoning Code Update
- Marin County, CA, Code Amendments
- Marin County, CA, Short-Term Vacation Rentals Report
- Paso Robles, CA, Beechwood Specific Plan
- San Luis Obispo, CA, San Luis Ranch Specific Plan
- Seaside, CA, General Plan Update Market Report
- Tehachapi, CA, Oak Tree Village Specific Plan
- Tempe, AZ, Transportation Overlay District Code Update
- Vallejo, CA, Zoning Code Update
- Westerville, OH, Zoning Code Update



PAST WORK EXPERIENCE

Van Meter Williams Pollack LLP

San Francisco, CA, Intern, Urban Design
January 2015 - September 2015

Northern Tool & Equipment

Faribault, MN, Intern, Design Engineering
June 2014 - August 2014

California Polytechnic State University

San Luis Obispo, CA, Event Planner
August 2013 - June 2016

EDUCATION

California Polytechnic State University

San Luis Obispo, CA, B.S., City & Regional Planning

CERTIFICATIONS & MEMBERSHIPS

Congress for New Urbanism

Accredited Professional, 2018 - Present

American Planning Association

Membership Inclusion Officer, CA Central Coast,
2018 - Present
Member, 2015 - Present

California Polytechnic State University

'Best Collaborator' Designation
Associated Students in Planning, Vice President,
2013 - 2014

League of American Bicyclists

Bicycle Friendly Communities Gold Rating
Contributor for San Luis Obispo

RESUMES

LWC

JACOB HOWARD

Associate

Jacob brings an economic perspective and expertise to LWC's long-range planning practice through research, assessment and reporting on fiscal performance, financial modeling, demographic trends, and creating informed economic development strategies. Jacob's experience includes market studies, fiscal impact reports, general plan updates, Economic and Fiscal Elements zoning code updates, specific plans, and master plans for public and private sector clients.

Jacob holds a Master of City and Regional Planning from California Polytechnic State University, San Luis Obispo and a Bachelors in Economics and Psychology from the University of Texas at Austin.

Relevant Project Experience:

- Beaumont, CA, General Plan Update, Market Report, and Economic Development and Fiscal Elements
- Chino, CA, Market Analysis of Sphere of Influence Annexation Areas
- Guadalupe, CA, Guadalupe Mobility and Revitalization Plan, Opportunity and Constraints Analysis
- Las Vegas, NV, Downtown Form-Based Code
- Lompoc, CA, Zoning Code Update
- Long Beach, CA, Short Term Rental Housing Program and Regulations
- Marin County, CA, Short-Term Vacation Rentals Report
- Morgan Hill, CA, Monterey Corridor Market and Land Use Capacity Study
- Orange, CA, Comprehensive Sign Code Update
- Portland, ME, Comprehensive Sign Code Update
- Rancho Cucamonga, CA, Market Study and Pro Forma Development for the North Eastern Sphere Annexation Specific Plan Transfer of Development Rights Analysis
- Richmond, CA, Pt. Molate Reuse Plan
- Tempe, AZ, Transportation Overlay District Code Update
- Tuolumne County, CA, Agritourism Market Study
- Westerville, OH, Zoning Code Update



PAST WORK EXPERIENCE

Oracle Corporation,
Austin, TX,
Business Development Consultant
July 2015 - January 2017

Energy Maintenance Services
Houston TX,
Assistant to the Foreman
August 2014 - September 2014

EDUCATION

California Polytechnic State University
San Luis Obispo, CA, Masters of City & Regional
Planning

University of Texas, Austin
Austin, TX,
B.A., Economics
B.A., Psychology

MEMBERSHIPS

American Planning Association (APA)
2017 - Present

RESUMES

Scott Harmstead, AICP

Senior Associate – North Dakota Community Planning Lead



Scott has 13 years of planning experience in the public and private sectors. His work has included the development of comprehensive and other long-range plans, zoning administration, code writing, and code interpretation. Scott began his career in land use planning on the West Coast and has worked across the Midwest for the past seven years. Scott's long-range planning and zoning projects involved experience in older urban areas, rapid-growth communities, and rural unincorporated communities. Scott leads SRF's North Dakota planning group.

Areas of Expertise

- Long-Range Planning
- Zoning and Development Codes
- Transportation Planning
- Public Involvement and Committee Facilitation
- Geographic Information Systems (GIS)
- Urban Design

Education

Bachelor of Science in City and Regional Planning, California Polytechnic State University, San Luis Obispo, 2006

Certification

American Institute of Certified Planners #026027

Professional Affiliations

American Planning Association

North Dakota Planning Association
– Past President

Awards

Central California Regional Obesity Prevention Program, Cultivator Award. Recognition of efforts to plan for active living environments

Relevant Experience

Zoning Ordinance Diagnostic Analysis and Rewrite, Beulah, North Dakota.

After preparing a diagnostic analysis of the zoning ordinance, lead a comprehensive update of the city's land development regulations. Updated an ordinance from 1977 and numerous related ordinances into one document in a user-friendly format.

Vision West North Dakota Planning and Zoning Training Manual, Western North Dakota. Led the latest update to the state's go-to manual for the ins and outs of planning in North Dakota. Help to lead training sessions across the western part of the state based on the first version of the manual.

Zoning Ordinance Update, Minot, North Dakota. Recently developed an approach document to updating the city's zoning ordinance. Currently engaged with the city on a zoning ordinance update with a primary focus on user experience and organization.

US Highway 2/85 Corridor Land Use and Zoning Review, Williston, North Dakota. Managed the land use and zoning analysis of a highway corridor in the City of Williston slated to transition from industrial to commercial in the City comprehensive plan. Analyzed more than 100 properties and worked with a City committee and the public to gather input to assist the City with appropriate zoning changes.

Downtown Parking Overlay Zone Analysis and Update, Rochester, Minnesota. Assisted the City with a new parking overlay zone compatible with the new Destination Medical Center Plan currently underway.

Planning Services, Jamestown, North Dakota. Currently providing planning assistance to the city, primarily with development review and processing, as well as code updates.

Planning Services, Tioga, North Dakota. Updated zoning district sections to simplify use allowances.

Planning Services, McKenzie County, North Dakota. Served as an extension of the County's planning staff. Completed staff reports for development applications, zoning ordinance amendments, training of planning department staff, and provided support to staff at Planning Commission meetings.

Planning Services, Killdeer, North Dakota. Provide land use entitlement processing and land development code updates as needed.



RESUMES

Stephanie Falkers, AICP, Associate ASLA

Senior Associate – Community Planning



Stephanie has ten years of experience in community planning. At SRF, she works on zoning ordinance administration and analysis; zoning ordinance updates; environmental documentation and permitting; land use; growth management; comprehensive plans; and master planning. With a degree in landscape architecture, she provides a unique perspective to a variety of planning projects.

Areas of Expertise

- Zoning/Land Development Codes
- Land Use & Comprehensive Planning
- Agency Coordination
- Public Involvement
- Environmental Documentation
- Site Analysis & Development
- Growth Management Planning
- Urban Development
- Community Transportation Planning

Education

Bachelors of Landscape Architecture,
North Dakota State University, 2010

Bachelor of Science in
Environmental Design, North
Dakota State University, 2010

Certification

American Institute of Certified
Planners #027118

Professional Affiliations

Great Plains Chapter of American
Society of Landscape Architects

American Planning Association

American Society of Landscape
Architects

Relevant Experience

Planning Services, Fargo, North Dakota. Stephanie assisted the City of Fargo Planning and Community Development staff with on-call planning assistance. She completed an assessment of the City's existing conditional overlays to inform the development of a commercial design zoning district for consideration by the Planning Commission. She also completed master plans for primary growth areas for the city to be used as a development tool when working with prospective developers and the Planning Commission. This master plan considered the existing/future zoning and dimensional standards, stormwater requirements, floodplain requirements, and the effective extension of the transportation system.

City of Fargo Comprehensive Plan, Fargo, North Dakota. Stephanie participated as part of the consultant team, led by BNIM, to update the City of Fargo's Comprehensive Plan, GO 2030. Stephanie participated in various levels of the planning process including public outreach exercises and plan development.

Planning Services, Jamestown, North Dakota. Stephanie worked with the City of Jamestown, North Dakota to provide on-going planning services.

Zoning Ordinance Updates, Bowman, North Dakota. As an implementation measure of the Bowman Comprehensive Plan, Stephanie completed an assessment of the City's current zoning ordinance for compliance with the vision, goals, and objectives of the newly adopted plan.

West Lincoln Avenue Zoning Study, Fergus Falls, Minnesota. Stephanie assisted the City of Fergus Falls with a sub-area zoning study for a transitioning area outside of the city's downtown. This study reviewed potential zoning scenarios for the primarily residential area in an effort to still allow commercial growth of the downtown. As an implementation measure of the study, Stephanie drafted a Downtown Mixed-Use Zoning District.

FM Metro COG Southwest Metro Transportation Plan, Fargo, North Dakota. Stephanie assisted the development of the Southwest Metro Transportation Plan in south Fargo and Horace through public engagement, data collection, and transportation/land use planning.



RESUMES

Timothy Magnusson

Associate – Community Planning



Tim is a planner with 33 years of experience in comprehensive plan and zoning development and administration. He is also brings experience in GIS application and mapping. Since joining SRF, he has worked on planning and zoning administration primarily for the cities of Fargo, Jamestown, and Minot North Dakota. He also assists the planning team with public involvement preparation and events. Prior to joining SRF, Tim worked for Clay County, MN as the Director of Planning and Environmental Programs. While in this role Tim was involved with plan and ordinance preparation and administration, land use permitting, floodplain management, shoreland management, hazard mitigation, environmental review and GIS mapping.

Areas of Expertise

- Comprehensive/Land Use Planning
- Zoning development and administration
- Environmental Review
- Geographic Information Systems (GIS)
- Public Involvement

Education

Bachelor of Arts in Geography
Moorhead State University, 1981

Master of Community and Regional
Planning, NDSU, 1985

Professional Affiliation

North Dakota Planning Association

Relevant Experience

Jefferson Neighborhood Historic Overlay Zoning District, Fargo, North Dakota. Authored special development standards to be included in an historic overlay zoning district in the Jefferson Neighborhood of Fargo, ND. The overlay is designed to protect the historic nature of a segment of the neighborhood where over 85% of the existing structures were constructed before 1940. Tim lead a neighborhood meeting of citizens affected by the proposed overlay district to explain the project and gather public support for it.

Zoning Ordinance Update, Minot, North Dakota. Assistant project manager in the development of the zoning ordinance into a user-friendly document.

Planning Services, Jamestown, North Dakota. Tim is responsible for site plan and application review for Jamestown, ND. Tim has overseen multiple plat and parcel re-plat applications and applications for rezoning. He is also involved in amending the subdivision ordinance and drafting amendments to the off-street parking regulations.

Clay County Comprehensive Plan, Clay County Minnesota. Responsible for updating existing conditions, demographic and socioeconomic data, natural resources data and other information required for plan production. Tim also lead community meetings to gather public input on goals and objectives which would play a vital role in future land use planning.

Clay County Land Development Ordinance, Clay County Minnesota.

Responsible for updating Land Development Ordinance (zoning ordinance) upon completion of the Comprehensive Plan. Assisted with community meetings to get public input on ordinance update.

Applicant Support, Dunn County, North Dakota. Assisted Dunn County citizen with an issue arising from a Dunn County Planning Commission decision. Conducted research on the issue including North Dakota Century Code and Dunn County ordinances. Tim represented the client at a Dunn County Board of Commissioners meeting where a final, positive action on was taken.

Clay County Floodplain Mitigation, Clay County, Minnesota. Tim authored successful grant applications for three floodplain mitigation projects to remove flood damaged or flood prone homes from the floodplain of the Red River of the North and Buffalo River. He acted as the liaison between Clay County and FEMA and administered all aspects of the grants from property acquisition thru building demolition and site reclamation.



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APPENDIX B

Detailed Budget

DETAILED BUDGET

Detailed Budget Spreadsheet

Fargo, ND Zoning Code Audit		Lisa Wise Consulting, Inc.										SRF Consulting								Legal Assessment		Project Total			
		Principal	\$ 275	Director	\$ 205	Senior Associate	\$ 180	Associate	\$ 145	Expense	Subtotal		Senior Associate	\$ 162	Associate	\$ 148	Admin. Assistant	\$ 80	Expense	Subtotal			Associate	\$ 350	
		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost		Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost		Hours	Cost		Hours	Cost	
TASK 1	Project Initiation and Management																						Cost		
1.1		Data needs	0	\$ -	0	\$ -	2	\$ 360	8	\$ 1,160		10	\$1,520	0	\$ -	0	\$ -	0	\$ -		0	\$ -	0	\$ -	\$1,520
1.2		Public Outreach program	0	\$ -	2	\$ 410	6	\$ 1,080	12	\$ 1,740		20	\$3,230	0	\$ -	0	\$ -	0	\$ -		0	\$ -	0	\$ -	\$3,230
1.3		Project Initiation Meeting	0	\$ -	12	\$ 2,460	12	\$ 2,160	4	\$ 580	\$ 1,960	28	\$7,160	15	\$ 2,434	0	\$ -	0	\$ -	\$ 328	15	\$ 2,762	0	\$ -	\$9,922
1.4		Staff Interviews	0	\$ -	10	\$ 2,050	12	\$ 2,160	6	\$ 870		28	\$5,080	8	\$ 1,298	8	\$ 1,181	1	\$ 80	\$ 350	17	\$ 2,909	8	\$ 2,800	\$10,789
1.5		Website Materials	0	\$ -	0	\$ -	8	\$ 1,440	16	\$ 2,320		24	\$3,760	0	\$ -	0	\$ -	0	\$ -		0	\$ -	0	\$ -	\$3,760
1.6		Project Management	8	\$ 2,200	8	\$ 1,640	40	\$ 7,200	16	\$ 2,320		72	\$13,360	8	\$ 1,298	0	\$ -	0	\$ -		8	\$ 1,298	0	\$ -	\$14,658
		SUBTOTAL	8	\$ 2,200	32	\$ 6,560	80	\$ 14,400	62	\$ 8,990	\$ 1,960	182	\$34,110	31	\$ 5,030	8	\$ 1,181	1	\$ 80	\$ 678	40	\$ 6,969	8	\$ 2,800	\$43,879
TASK 2	Listening, Understanding, and Education																								
2.1		Education Materials	2	\$ 550	4	\$ 820	8	\$ 1,440	24	\$ 3,480		38	\$6,290	0	\$ -	0	\$ -	0	\$ -		0	\$ -	0	\$ -	\$6,290
2.2		Stakeholder Interviews	2	\$ 550	12	\$ 2,460	16	\$ 2,880	8	\$ 1,160	\$ 2,280	38	\$9,330	23	\$ 3,732	8	\$ 1,181	0	\$ -	\$ 930	31	\$ 5,843	0	\$ -	\$15,173
2.3		Listening Workshop	2	\$ 550	4	\$ 820	8	\$ 1,440	16	\$ 2,320	\$ 2,000	30	\$7,130	4	\$ 649	4	\$ 590	2	\$ 160		10	\$ 1,400	0	\$ -	\$8,530
2.4		PC Initiation Work Session	0	\$ -	2	\$ 410	4	\$ 720	6	\$ 870		12	\$2,000	4	\$ 649	0	\$ -	0	\$ -		4	\$ 649	0	\$ -	\$2,649
		SUBTOTAL	6	\$ 1,650	22	\$ 4,510	36	\$ 6,480	54	\$ 7,830	\$ 4,280	118	\$24,750	31	\$ 5,030	12	\$ 1,771	2	\$ 160	\$ 930	45	\$ 7,891	0	\$ -	\$32,641
TASK 3		Land Development Code Analysis																							
3.1	Comp Plan Review		2	\$ 550	0	\$ -	6	\$ 1,080	4	\$ 580		12	\$2,210	40	\$ 6,490	20	\$ 2,952	0	\$ -		60	\$ 9,442	0	\$ -	\$11,652
3.2	Legal Review		1	\$ 275	1	\$ 205	8	\$ 1,440	0	\$ -		10	\$1,920	0	\$ -	0	\$ -	0	\$ -		0	\$ -	32	\$ 11,200	\$13,120
3.3	Best Practice Review		2	\$ 550	4	\$ 820	6	\$ 1,080	12	\$ 1,740		24	\$4,190	8	\$ 1,298	4	\$ 590	0	\$ -		12	\$ 1,888	0	\$ -	\$6,078
3.4	Development Process Review		2	\$ 550	2	\$ 410	8	\$ 1,440	12	\$ 1,740		24	\$4,140	8	\$ 1,298	4	\$ 590	0	\$ -		12	\$ 1,888	0	\$ -	\$6,028
3.5	User-Friendliness Review		0	\$ -	2	\$ 410	2	\$ 360	8	\$ 1,160		12	\$1,930	0	\$ -	0	\$ -	0	\$ -		0	\$ -	0	\$ -	\$1,930
3.6	Economic and Fiscal Review		6	\$ 1,650	4	\$ 820	16	\$ 2,880	24	\$ 3,480		50	\$8,830	0	\$ -	0	\$ -	0	\$ -		0	\$ -	0	\$ -	\$8,830
	SUBTOTAL		13	\$ 3,575	13	\$ 2,665	46	\$ 8,280	60	\$ 8,700	\$ -	132	\$23,220	56	\$ 9,087	28	\$ 4,132	0	\$ -	\$ -	84	\$ 13,219	32	\$ 11,200	\$47,639
TASK 4	Land Development Code Analysis Report																								
4.1		Admin Draft LDC Analysis Report	4	\$ 1,100	8	\$ 1,640	12	\$ 2,160	36	\$ 5,220		60	\$10,120	16	\$ 2,596	4	\$ 590	0	\$ -		20	\$ 3,186	0	\$ -	\$13,306
4.2		Revised LDC Analysis Report	2	\$ 550	4	\$ 820	8	\$ 1,440	16	\$ 2,320		30	\$5,130	10	\$ 1,623	2	\$ 295	0	\$ -		12	\$ 1,918	5	\$ 1,750	\$8,798
4.3		PC/CC Analysis Report Work Session	0	\$ -	4	\$ 820	10	\$ 1,800	8	\$ 1,160	\$ 1,960	22	\$5,740	11	\$ 1,785	0	\$ -	0	\$ -	\$ 500	11	\$ 2,285	0	\$ -	\$8,025
		SUBTOTAL	6	\$ 1,650	16	\$ 3,280	30	\$ 5,400	60	\$ 8,700	\$ 1,960	112	\$20,990	37	\$ 6,004	6	\$ 885	0	\$ -	\$ 500	43	\$ 7,389	5	\$ 1,750	\$30,129
TASK 5	Alternatives and Code Update Work Plan																								
5.1		Alternatives Meeting	2	\$ 550	4	\$ 820	8	\$ 1,440	2	\$ 290		16	\$3,100	11	\$ 1,785	0	\$ -	1	\$ 80	\$ 500	12	\$ 2,365	0	\$ -	\$5,465
5.2		Alternatives and Recommendation Memo	6	\$ 1,650	4	\$ 820	24	\$ 4,320	32	\$ 4,640		66	\$11,430	20	\$ 3,245	6	\$ 885	0	\$ -		26	\$ 4,131	0	\$ -	\$15,561
5.3		PC/CC Alternatives Work Session	2	\$ 550	4	\$ 820	10	\$ 1,800	8	\$ 1,160	\$ 1,960	24	\$6,290	11	\$ 1,785	0	\$ -	1	\$ 80	\$ 500	12	\$ 2,365	0	\$ -	\$8,655
5.4		Preferred Alternative and Work Plan	1	\$ 275	2	\$ 410	6	\$ 1,080	12	\$ 1,740		21	\$3,505	4	\$ 649	2	\$ 295	0	\$ -		6	\$ 944	0	\$ -	\$4,449
5.5		PC/CC Preferred Alternative Work Session	2	\$ 550	4	\$ 820	12	\$ 2,160	8	\$ 1,160	\$ 1,960	26	\$6,650	11	\$ 1,785	0	\$ -	1	\$ 80	\$ 500	12	\$ 2,365	0	\$ -	\$9,015
		SUBTOTAL	13	\$ 3,575	18	\$ 3,690	60	\$ 10,800	62	\$ 8,990	\$ 3,920	153	\$30,975	57	\$ 9,249	8	\$ 1,181	3	\$ 241	\$ 1,500	68	\$ 12,170	0	\$ -	\$43,145
	TOTAL BASE FEE	46	\$ 12,650	101	\$ 20,705	252	\$ 45,360	298	\$ 43,210	\$ 12,120	697	\$134,045	212	\$ 34,399	62	\$ 9,150	6	\$ 481	\$ 3,608	280	\$ 47,638	45	\$ 15,750	\$197,433	



SAN LUIS OBISPO



SAN FRANCISCO



LOS ANGELES

