

EXHIBIT A

Scope of Work

PHASE 1 ASSESSMENT AND PROCESS

In Phase 1, we will inventory needs and issues, collect the data necessary for the General Plan update, and review the County's existing plans, policies, and goals. We will initiate a targeted and tailored public outreach process to effectively reach and maintain open channels of communication with community groups. Work sessions will be conducted with Planning Commission and County Commission at key points in the processes. This internal and external feedback will set the stage for the General Plan's vision and future decisions while generating support from the public, community leaders, and elected officials.

TASK 1.1 PROJECT START-UP/INITIATION

An initial kick-off meeting will be held with County planning staff and consultants (referred to as the Planning Team [PT]); Advisory Committee (AC); Ogden Valley Township Planning Commission (PC); and Weber County Commissioners (CC) to introduce all members of the team and identify and discuss ways to build upon existing information from past studies, plans, and documents. LSD will provide a detailed work plan. In addition, the role of County staff will be discussed. Expected roles include participation in relevant meetings, including public engagement meetings. Staff will also be needed for the provision of relevant data and reports as well as review of materials. The emphasis of this phase is to build on existing information in order to avoid "reinventing the wheel" and use funding most efficiently. This kick-off meeting will also provide the opportunity to discuss mapping/ GIS standards; document formatting; and graphics to tie into the Ogden Valley brand.

Deliverables and Meetings

- Meeting materials and meeting summary
- Communication protocol/directories and draft public involvement plan
- Final schedule of project services and responsibilities, fee, and overall schedule
- Mapping/GIS standards and graphic formats • PT Kick-off Meeting #1; AC Meeting #1
- Website development and social media

TASK 1.2 INVENTORY AND ANALYSIS/REVIEW DOCUMENTS

Building upon the information gathered at the kick-off meeting, we will collect all remaining available mapping data and existing plans. Data could include:

- Aerial photography
- Existing and future land use
- Transportation
- Sewer systems and other utilities

- Public services
- Cultural and historic resources and landmarks
- State and federal lands
- Recreation, parks, open space, and trails
- Natural resources
- Economics and tourism
- Proposed development and redevelopment areas
- Local development codes, policies, and regulations

The PT will also conduct a thorough review of County and community documents and plans. This includes the planning documents from the incorporated and unincorporated towns within Ogden Valley, and specifically includes, but is not limited to the following:

- Ogden Valley General Plan (1998)
- Ogden Valley Transportation Master Plan
- Ogden Valley General Plan Recreation Element (2005)
- Huntsville General Plan
- Weber County Land Use Code
- Ogden Valley Pathways Master Plan (2013)
- Ogden-Weber Area Uniform Trail Signage
- Weber County Moderate Income Housing Plan
- Western Weber General Plan
- Air quality or water quality requirements
- State and federal agency resource management plans

Deliverables and Meetings

- Planning context maps (i.e. existing and future land use; transportation; hydrology; topography; land ownership; natural hazards and constraints; natural resources; public facilities; parks, trails and recreation; and infrastructure)

TASK 1.3 PUBLIC INVOLVEMENT PLAN

The PT will prepare an outline of the public outreach goals; activities; venues; and County/consultant team responsibilities. This living document will serve as the one-stop repository for meetings and activities throughout the plan. Specific focus will be placed on reaching out to the greatest cross-section of people to garner constituent support, ultimately leading to plan adoption and implementation. Our public involvement plan includes several outreach methods, including social media, open houses, community workshops, AC meetings, stakeholder interviews and mobile planning hubs. Mobile planning hubs include having a presence at established events that draw segments of the community together. Examples include having a booth at the Farmers' Markets; participating in the Ogden Valley Balloon & Artist Festival; Art and Planning in the Park event; and having a display at the Huntsville Square Summer Concert Series. These casual venues encourage people to stop and chat, obtain information, and updates on Plan progress and offer feedback.

Early in the process, we will conduct one-on-one or small group stakeholder interviews (Task 1.4) with key public and private sector representatives with specialized knowledge or

access to resources relative to the planning process.

Throughout the process, we will attend and facilitate AC meetings which provide a starting point for decision-making and where the majority of the work will be accomplished. At key points, we will conduct community workshops: County Vision Workshop #1 (Task 2.1); "What If?" Workshop #2 (Task 3.1); and Community Choices Workshop #3 during which work can be presented to the public for feedback. The General Plan AC, who will serve as the community's representatives, will be instrumental in reaching key decisions and helping to determine the content of the Plan. The PT will provide guidance and serve as facilitators when needed. The AC should include a very broad cross-section of respected residents, business owners, and area leaders. These committees provide an essential link between the PT and the public, and help ensure that the Plan addresses key concerns. During the AC's work sessions, we will establish spokespeople or leaders who will present the Committees' work to the broader community at the larger community workshops. Spokespeople from this Committee will demonstrate that the ideas are not the consultant's or staff's, but the community's, reinforcing that this is their Plan. The AC's close and continuous connection to the planning process creates strategic advocacy for planning outcomes.

To bring the community workshops to those who may not be able to attend, our public involvement process offers opportunities to take the information directly to businesses, homeowner's associations, civic organizations, and other groups by creating road shows, as well as online activities and discussion venues to reach a younger, or busier demographic. These rely on citizen volunteers and/or County staff to provide supplemental outreach in a cost-effective way. Road shows are often given at regularly scheduled business, civic, religious or neighborhood events such as monthly meetings, making it the most convenient option for many residents. Volunteers will provide a presentation to facilitate discussion. We will apply additional technology such as Envision Tomorrow Plus and electronic polling when appropriate, but not at the expense of having true discussions about realistic opportunities. Our team will focus on consensus-building by being transparent with General Plan objectives, clearly defining the problems the Plan is trying to solve, and methodically identifying the range potential solutions and tradeoffs so that informed decisions can be made. With this approach, we find that citizens are able to support the Plan knowing that an open, honest process addressing their concerns were heard, and that all efforts have been made to address issues, even if not entirely to their satisfaction.

We will take advantage of technology and multi-media outlets to get the word out and solicit feedback from the community. We will help County Planning staff build a unique website that

solidifies a consistent brand for the General Plan update, and provide continuous updates throughout the planning process. We will help County staff compose press releases, newsletters, and radio interviews. Live streaming or web meeting access on the internet is also an option for public workshops so that out-of-town second homeowners can attend.

Regular, ongoing briefings with decision-makers ensure that the General Plan adheres to the County's regulatory requirements and is a true reflection of the community's best interests. We propose that after each community workshop and at key milestones, the PT brief the PC and CC on the Plan's progress. County leaders always offer constructive insight on the planning process and approach, ultimately improving the quality of the final plan. Our inclusive public involvement plan will help create a General Plan with broad public support that reflects the community's vision for Weber County.

Deliverables and Meetings

- Final public involvement plan
- Branded project logo, name, and website
- Project press releases
- Listed within subsequent tasks, totaling 10 PT Meetings, 10 AC Meetings, 80 stakeholder interviews, three community workshops, and work sessions and briefings to the PC and CCs
- Four workshops/open houses
- Four online surveys
- Two hearings

TASK 1.4 STAKEHOLDER INTERVIEWS

One-on-one interviews with key individuals from around the County will provide information that no other outreach tool can. This format allows people to express specific concerns and build trust for the PT early in the process. Interviews are the best method to drill into the community's niche issues, be it for a specific subarea, property owner, or developer. Stakeholder interviews are better tailored to hear this perspective than a public workshop or broader outreach event, and will help the planning team immediately understand the most prevalent issues and opportunities. Stakeholder interviews will be held over a two-day period and include scheduled interviews with elected officials; public agencies; business associations; key citizens and property owners; and other County departments.

Deliverables and Meetings

- Stakeholder interview materials, facilitation, and summaries
- PT Meeting #2; AC Meeting #2; stakeholder interviews (up to 80 representatives interviewed individually or within small groups over a two-day period)

TASK 1.5 EXISTING CONDITIONS SNAPSHOTS

Based on the previous research, a glossy existing conditions snapshot will be produced that can be posted on the web-site, provided to community leaders, and used in the vision phase described below. These five-page snapshots for economics, social, and environmental topics will include a brief description of community concerns; relevant documents; existing conditions; best practices from regional plans (e.g. Wasatch 2040); design principals; opportunities; constraints; and associated graphics. For example, the economic snapshot could include population and related growth trends, including number of residents, households and employment through year 2040, using data available through ESRI Business Systems, U.S. Census Bureau, U.S. Bureau of Labor Statistics, the Governor's Office of Management and Budget, and U.S. Bureau of Economic Analysis. We will then work with County staff to adjust projections where appropriate. Key highlights would address:

- A resident market overview that focuses on population and households, household size, age cohorts and household incomes
- A workforce overview that consists of a review of labor force size, industry sector employment, wage distribution, educational attainment, and associated trends as appropriate
- The tourist market overview will focus on overnight and day trip tourists, seasonality, origins, purpose of trips, spending, and accommodations

We will also prepare an overview of market considerations of major land use categories. The market overview will consider characteristics such as market size; new development (permits, built space); leasing activity/absorption and vacancy rates; sale prices and/or rental/lease rates, and population and employment forecasts.

The natural resources snapshot may choose to highlight key factors about the natural environment. In addition, it may wish to address alternatives to traditional Transfer Development Rights (TDR) programs that have been used elsewhere as demonstrated in our work in Jackson/Teton Wyoming. In these cases, bonuses other than the transfer of density are used to incentivize clustering and preservation of sensitive and agricultural lands. Our work on their comprehensive plan and their rural land development regulations focus on options where "the economics work" rather than a theoretical planning concept. The snapshot would also highlight opportunities and constraints. This could include a map that would classify areas of:

- Change: areas in which most of the community would agree that change would be beneficial
- Transition: areas currently experience change
- Stability: current areas in which no change is necessary; however, recommendations for character preservation may be necessary

Our team will also identify any opportunities on which County leaders may choose to capitalize. Potential sites for redevelopment may include vacant parcels, redevelopment areas, and other strategic sites. The team will consider the economic potential of these sites in the context of the vision (Phase 2), coupled with market realities based on the market overview. While market realities are important, a central purpose of the General Plan will be to harness market opportunities that can achieve larger community goals. Therefore, the team will prepare an initial set of key areas for catalyst projects.

Deliverables

- Existing conditions snapshots
- Opportunities and constraints

PHASE 2 VISIONING

Visioning is a critical step for every planning process; adding defensibility and creating a foundation for more effective community engagement. Visioning also ensures that County residents' values and goals are accurately reflected in the Plan's elements, policies, and land use scenarios. The visioning process is incremental, building off the early public outreach, stakeholder interviews, initial materials, and meetings with County staff and the AC.

TASK 2.1 COMMUNITY VISIONING WORKSHOP #1

At Community Visioning Workshop #1, we will include an exhibit of existing conditions and key issues that were mentioned during the initial outreach. We will also present boards for each Plan element displaying a series of guiding statements and ask for public feedback on each. This exercise will be tailored to the County, ensuring the most constructive input possible. For example, in some places we provide a more structured format for comments by asking specific questions or giving participants "love it" or "leave it" stickers; or give participants markers to write their comments directly onto the boards. We also have the option to use in-house polling software, enabling the community to see survey results immediately.

A visual preference exercise could be used to determine support for different development patterns, or community or neighborhood types. The County may also choose to add this visual preference exercise to the website to obtain broader input. We could include a brief presentation on the importance of using tools for quality growth, sustainable development, and rural and agricultural preservation; and present case studies of successes and failures in managing growth and associated economic repercussions. In order to reach the largest number of people possible, we recommend that this workshop be taken out to the residents through road shows methods (Task 1.3). The workshop materials can also be added to the Ogden Valley General Plan

webpage and possibly even streamed live on the internet or recorded for future download.

Deliverables and Meetings

- Workshop agenda, materials, attendance, facilitation and summary
- Vision Workshop #1; PT Meeting #3; AC Meeting #3, On-line Questionnaire # 1

TASK 2.2 VISION DOCUMENT

Based on the outcome of the Community Visioning Workshop, stakeholder interviews, and other inputs, the team will refine the community's comments and compile the results into the vision document. This document will contain the overall vision, with supporting plan elements, guiding statements, and illustrations that are widely valued by the community.

A key difference in our vision documents is that we illustrate what a vision statement actually means to the community. It will also provide the framework for the next phase of the planning process, land use scenarios, and plan elements. In our experience, the vision document has proven to be a document the community highly regards and leads to the most effective General Plan. Our vision process also creates the framework and agreements necessary to tackle tough issues.

The vision document will then be presented to the County staff, AC, PC, and CC for endorsement. This ensures the community, consultants, property owners, and public are on the same page before considering alternatives. This initial sign-off ultimately allows for a smoother adoption process.

Deliverables and Meetings

- Vision document
- PT Meeting #4; AC Meeting #4; PC presentation, CC presentation •

PHASE 3 "WHAT IF?"

TASK 3.1 LAND USE SCENARIOS/"WHAT IF?"WORKSHOP #2

During Phase 3, the PT will engage the citizens in development and testing of "What If" scenarios to physically define the goals within the vision document. To do this, we will pose a series of "What If?" questions to explore the range of planning options and their consequences. During the subsequent Community Choices Workshop #3, big ideas will be tested, massaged, and refined to reflect community preferences. These ideas will be based on prior public input in the process as well as technical data, such as the evaluation of projected changes to the Ogden Valley population and demographics.

Four land use scenarios or key options will be developed with

the County staff, highlighting opportunity areas of the County, such as the implementation of village centers and location of their growth boundaries, as well as methods for conserving open space for areas outside proposed growth boundaries. These scenarios will illustrate key opportunities, relationship to public lands, transportation, and regional connections. Other methods could include dividing the area into character districts (see Jackson/Teton Plan) or using a landscape based approach to determine land use types (see Teton, Idaho Plan). Our team handles scenarios in a different way than other consultants. Instead of polarizing scenarios where people must choose the best, we focus on opportunities to improve the lives of County residents, and evaluate the good, better, and best options for development types based on defined metrics. The goal in this case is to "optimize" our preferred choices based on the community vision instead of debate non-compatible land use types. Illustrative drawings to capture the character of these planning opportunities will be developed to enhance the ideas of each scenario. The team could also use decision support programs (such as Envision Tomorrow Plus, CommunityViz, Google Earth and SketchUp); visual simulations; and other techniques to communicate scenarios to residents, PC, and the CC.

Deliverables and Meetings

- Overall County land use alternatives/options (4); Community Workshop #2; PT Meeting #5; AC Meeting #5; Summary Online Questionnaire # 2 •

TASK 3.2 COMMUNITY CHOICES WORKSHOP #3

Our team will lead a Community Choices Workshop #3 using creative and interactive methods to solicit citizen input regarding the land use scenarios. County choices could be presented as well, allowing each participant to be aware of the trade-offs and potential benefits that could result from each choice. In presenting the relationship between these scenarios, it is important for the public, PC, and CC to understand the true costs and benefits of the Plan's goals and objectives in order to make informed land use decisions. The remainder of the meeting will include small workgroup sessions focused on the development of each specific scenario. Case studies could also be presented, illustrating the choices made by other communities and the resulting benefits and consequences. Following the public workshop, the PT will conduct a joint work session with the PC and CC to review community preferences toward each land use scenario and County choices. Whichever scenario the County ultimately selects, the result will be a successfully implemented plan that creates County identity and pride.

Deliverables and Meetings

- County choice evaluation
- Community Choices Workshop #3; PT Meeting #6; AC Meeting #6; Joint PC and CC Work Session and Summary;

Online Questionnaire # 3

TASK 3.3 PREFERRED ALTERNATIVE

Crafted from technical data, County input and community indicators, the alternatives can be tested in the public arena and refined to reflect community preferences. Vision and value statements will form the primary qualitative assessment measure. Evaluation and selection of the opportunity area alternatives and selection of the preferred options will be an open, consensus-based process involving staff, the AC, PC, and CC.

The result will be a preferred land use scenario. By coordinating long-range land use and transportation planning for such a large area, there is an unusual opportunity to balance jobs and housing and provide a match between transportation demand and transportation supply. Creative new forms of development are envisioned that can offer choices for both existing and future residents, responding to a range of households, lifecycles, and lifestyles.

Deliverables and Meetings

- Preferred alternative and evaluation matrix • PT Meeting #7; AC Meeting #7

PHASE 4 PLAN DEVELOPMENT

TASK 4.1 DRAFT PLAN COMPONENTS

A final outline of the Plan will be jointly developed with County staff and the AC. The PT will then incorporate results from all previous tasks, to prepare draft Plan components. The Plan shall consider previous and existing conditions, trends, desirable goals and objectives, or desirable future conditions for each planning component. The Plan shall be based on the following components as they may apply to land use regulations and actions, unless otherwise noted. Plan Components include Land Use, Transportation, Housing including Moderate Income, Economic Development, and Parks/Rec/Trails. Other elements will be added as necessary to encompass the comprehensive nature of the plan. Goals and objectives for each planning element will be integrated with hand-drawn renderings; computer-based diagrams; and/or realistic photo simulations, allowing the scenario to come to life. This will create a truly visionary document whose pages depict the vision of Weber County. As sections of the draft Plan components are completed, they will be presented to the AC for review and comments.

Deliverables Meetings

- Draft Plan components with associated maps and graphics/illustrations/visual simulations
- PT Meeting #8; AC Meeting #8

TASK 4.2 IMPLEMENTATION STRATEGY AND ACTION PLAN

Our team will prepare a general Implementation strategy and action plan for Weber County. The implementation strategy and action plan will be prepared in a narrative summary report and matrix format and will consist of specific projects and programs, which could be a component of the General Plan. A timetable will be prepared that includes short-term (i.e. 12 months); mid-term (five years); and long-term (10+ years) action items, assignments of roles and responsibilities, and sources of revenue. The implementation strategy and action plan will be organized for easy and effective use by County staff and will include:

- Implementation action chart that will be broken out into each Plan component and its policy recommendations and highlight catalytic projects.
- Regulatory mechanisms appropriate for implementation.
- Organizational structure identifying the agencies within the County that should have ownership of a given issue. Linking responsible parties to specific actions will increase the success of implementation.
- Funding mechanisms and implementation tools for funding and administrative mechanisms for proposed projects. We will outline the variety of financing tools and sources that can be used to advance the Vision, including tax increment financing, special assessment districts, leases, bond financing, community development block grants, urban development action grants, private investment dollars, and other programs.
- Sequencing and time line for each action item, including a five-year monitoring schedule. Land use code and planning specialists will review and recommend changes to implementation tools, such as annexation policies, subdivision and zoning ordinances, and other pertinent documents that relate to the implementation of the General Plan.
- Financial and environmental impacts related to growth and land use.

The implementation strategy and action plan will look at recent and future changes in growth patterns in Weber County, the development of infrastructure to serve the County as it grows, and other metrics deemed important to the community. The PT will also determine key projects that should be part of Weber County's Capital Improvement Program.

Deliverables and Meetings

- Implementation strategy and action plan • PT Meeting #9; AC Meeting #9

TASK 4.3 DRAFT GENERAL PLAN

It is our goal to not only develop an innovative plan, but one that truly improves the quality of life and fiscal health of those who live in Weber County. With completion of Task 4.2, and continuous feedback from the AC on Task 4.1, we will incorporate the draft Plan components and the implementation strategy and action plan to produce a user-friendly

and accessible draft General Plan update. The document will include, but not be limited to, the following:

- A description of how to use the Plan
- Review and recommendation of changes needed in the implementation tools, such as subdivision and zoning ordinances, to match the goals of the new General Plan
- Review procedures for proposals that deal with all elements of the General Plan
- A list of goals, policies, and strategies that apply to each plan element
- A list of questions to help the County in the evaluation of development proposals, addressing its impacts on the County, and its relationship to the General Plan
- Integration of public vision statements throughout the document
- Supporting maps, illustrations, photos, and figures of Ogden Valley.

Deliverables and Meetings

- Draft of the Plan
- PT Meeting #10; AC Meeting #10

TASK 4.4 DRAFT PLAN OPEN HOUSE # 4

When the draft General Plan is completed, it will be made readily available to the public through the Ogden Valley General Plan website and other avenues. After the community has had adequate time to review the draft Plan, we will hold a public open house in order to provide another public feedback loop to make sure the Plan reflects the County's vision. This open house will be an unstructured four-hour gathering where members of the public can come and talk to members of the PT, AC, and County staff about their thoughts, ideas, and concerns. This meeting will have several stations with pertinent text and graphics that relate to each of the Plan components. Each station will be staffed by members of the AC who will be available to answer questions. There will be several means for leaving feedback during this public review period, including electronic commenting via the Ogden Valley General Plan website, completing written comment sheets available at the open house or the Weber County Planning Department, or one-on-one verbal communication during the open house.

Deliverables and Meetings

- Public input period summary
- Community Draft Plan Open House/Workshop #4 , Online Questionnaire # 4

TASK 4.5 GENERAL PLAN APPROVAL BY THE PC

After the draft Plan is completed and presented to the public at the open house, we will incorporate comments and feedback gathered into a second draft General Plan. This second draft will be presented to the PC at a public hearing for their

recommended approval.

Deliverables and Meetings

- Second draft General Plan

EXHIBIT D

Schedule

PHASE 1: ASSESSMENT AND PROCESS		PHASE 2: VISIONING		PHASE 3: "WHAT IF?"		PHASE 4: PLAN DEVELOPMENT	
TIMELINE							
August - October 2014		November - January 2015		February - April 2015		May - August 2015	
TASKS							
Task 1-1 Project Start-Up + Initiation		Task 2-1 Community Visioning Workshop #1		Task 3-1 Land Use Scenarios + "What if?" Workshop #2		Task 4-1 Draft Plan Components	
Task 1-2 Inventory + Analysis / Review of Documents		Task 2-2 Vision Document		Task 3-2 Community "Community Choices" Workshop #3		Task 4-2 Implementation Strategy + Action Plan	
Task 1-3 Public Involvement Plan				Task 3-3 Preferred Alternative		Task 4-3 Draft General Plan	
Task 1-4 Stakeholder Interviews						Task 4-4 Draft Plan Open House	
Task 1-5 Existing Conditions Snapshots						Task 4-5 General Plan Approval by Planning Commission	
						Task 4-6 Final General Plan + Adoption by County Commission	
DELIVERABLES + MEETINGS							
<ul style="list-style-type: none"> • Communication Protocol/ Directories • Final Schedule of Project Services + Responsibilities, Fee + Overall Schedule • Public Involvement Plan • Planning Context Maps • Project logo, name and website • Kick-off Meeting • Stakeholder Interviews • Areas of Change, Transition + Stability Summary • Opportunities + Constraints Analysis Summary • Market Overview 		<ul style="list-style-type: none"> • Workshop Materials + Summary • Vision Workshop #1 • Vision Document • Online Questionnaire #1 • Planning Commission Presentation • County Commission Presentation 		<ul style="list-style-type: none"> • Overall County Land Use Alternatives / Options • Planning Team and Advisory Committee Meetings • County Choice Evaluation • Workshop Material + Summary • Community Workshops • Online Questionnaires • Joint Planning Commission + County Commission Worksession • Preferred Alternative • Evaluation Matrix 		<ul style="list-style-type: none"> • Planning Team and Advisory Committee Meetings • Plan Components with Associated Maps + Graphics • Implementation Strategy + Action Plan • Public Input Period Summary • Online Questionnaire • Draft Plan Open House/ Workshop • Planning Commission Public Hearing • Final General Plan Update • Electronic versions of all documents + maps • County Commission Public Hearing 	