

EXHIBIT 1
LAKE HAVASU CITY PROFESSIONAL SERVICES CONTRACT
CONTRACT NO.: 500554
STATEMENT OF WORK

1. Contractor agrees to provide the services, products and documents as contained in Contractor's Response to Request for Proposals (RFP) No: P25-DSD-500554.



Response-to-Propo
sal_P25-DSD-500554



LOGAN SIMPSON

LAKE HAVASU CITY

GENERAL PLAN UPDATE



RFP# P25-DSD-500554

PROPOSAL SUBMITTED BY:
LOGAN SIMPSON DESIGN INC.

OCTOBER 23, 2024



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This PDF is best viewed utilizing the "Two Page View" and "Show Cover Page" feature found under Menu/View/Page Display in Adobe Acrobat/Reader. If printed, hard copies are best viewed as a double-sided print.

COVER LETTER

October 22, 2024

Lake Havasu City Hall
City Clerk's Office
2330 McCulloch Blvd. N.
Lake Havasu City, Arizona 86403

Subject: Lake Havasu City General Plan Update, RFP# P25-DSD-500544

Dear Members of the Selection Committee,

We are excited about the opportunity to serve your community with the Lake Havasu City General Plan Update (GPU). Over the past 34 years, Logan Simpson has helped communities develop inspiring long-range visioning plans that are designed to be systematically implemented. Logan Simpson's experiential-based design and planning philosophy is founded on our company mission—**Working Together to Guide Responsible Change**—and results in innovative solutions for sustainable, vibrant communities.

Logan Simpson's six offices, headquartered at 222 S. Mill Avenue, Suite 222 in Tempe, Arizona, bring together more than 170 staff members across four service lines: Community Planning, Landscape Architecture, Environmental Services, and Cultural Resources. Our extensive portfolio includes scores of general and area plans across the Mountain West with *specialization in tourist and recreation-based communities*. Our clients and the work we have done together have been recognized with more than 150 awards from professional and industry-related organizations. In 2024 alone, our community planning team proudly received a Planning Excellence Award for our use of innovation for Mesa's General Plan and honorable mentions for our work on the Maricopa County White Tank Grand Avenue Area Plan and the Town of Wellton General Plan from APA Arizona. Last year, we received the top planning awards in three different states, further showcasing our commitment to excellence and innovation in community planning. Through our design and environmental work on the Arizona Peace Trail, we have had the privilege of working with and presenting to both the Lake Havasu City and the regional Tri-CCs.

In addition to Logan Simpson's functional expertise, we have assembled three partners who bring their own specialties and talent to your endeavor. **Kimley-Horn**, who completed over a dozen projects for Lake Havasu City since 2019, offers a wealth of local, state, and national experience in transportation, water resources, and infrastructure planning and engineering. **Elliot D. Pollack & Company**, Arizona's premier real estate and economic consulting firm, brings their expertise in economic growth, market analysis, and housing completed the City's 2022 Housing Needs Assessment and is currently working on an economic impact study for the City. Lieutenant Colonel (retired) James "Rusty" Mitchell from **Peacemaker Aviation** brings his decades of experience working in Arizona at Luke Air Force Base (LAFB) with both airport and military airspace compatibility. Logan Simpson has worked seamlessly and successfully with our teaming partners in the past and is excited to offer you our best compilation of experts.

Our team has developed our response based on the following *five keys to success* for the Lake Havasu City GPU:

- **Experienced Team:** Our diverse, Arizona-based experts have successfully worked together and completed award-winning plans.
- **Established Relationships:** We bring an existing rapport and ability to easily interface with important stakeholders such Department of Defense (DOD), LAFB, BLM, ASLD, Tri-CC, Mohave County, and staff and elected officials at Lake Havasu City.
- **Community Understanding:** We work, live, and play in tourist-based communities and are deeply familiar with, connected by, and committed to enhancing and supporting Lake Havasu City’s opportunities in recreation and aviation as economic drivers.
- **Innovative Engagement:** Our team values true community engagement and has developed innovative tools to better capture the public’s interest and input.
- **Co-Creation:** We embrace and excel at a collaborative approach to actively involve community members and embed their feedback and insights into the plan resulting in a more meaningful and effective General Plan Update for Lake Havasu City.

The following proposal addresses our understanding of the Lake Havasu City community; details our Method of Approach and estimated budget in completing the proposed scope of work; and provides relevant firm and staff experience supporting our keys to success. We acknowledge receipt of Addendum 1, posted 10/14/2024, and have returned the signed addendum following this page. We appreciate the opportunity and are enthusiastic about our ability to contribute to Lake Havasu’s future through the GPU. Please do not hesitate to reach out to either of us if you should have any questions.

Respectfully submitted,



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Administrative Services Department Procurement

2330 McCulloch Blvd N. | Lake Havasu City | Arizona 86403-5950
928.854.0799 | purchasing.lhcaz.gov

Request for Proposals General Plan Update P25-DSD-500554 ADDENDUM NO. ONE 10/14/2024

Attention is called to the following changes, additions, clarifications and/or deletions to the original solicitation and they shall be taken into account in preparing submissions:

There is no change in the opening time. **Submissions are due no later than 3:00 p.m., Arizona Time on Wednesday, October 23, 2024**, at the City Clerk’s Office, 2330 McCulloch Blvd. N., Lake Havasu City, AZ 86403 OR submitted electronically through DemandStar at <https://www.demandstar.com/app/buyers/bids/474119/details>.

Question Number	Question	Answer
1.	Are 11 x 17 pages allowed?	Reference Page 9, Section 4 – Submittal Requirements. Firms may submit 11 x 17 pages for organizational charts, photos, tables, graphs and diagrams that are identified in this section and are excluded from the maximum length of 50 pages for the proposal.
2.	Does the City have any priority tasks and/or outcomes?	Priority is to take a closer look at the Land Use Classifications and Future Land Use Map. Also, to bring the plan into compliance with ARS requirements
3.	What is the identified budget for this project?	It is City policy not to disclose project budgets as part of the RFP process.
4.	Would we be able to hold virtual briefing meetings with City Council and Planning and Zoning Commission?	The City’s preference is for the briefing meetings to be conducted in person. At a minimum the briefing meeting should be conducted by the assigned project manager, or substitute key personnel approved by the City.

SIGN AND RETURN WITH PROPOSAL:

Logan Simpson Design Inc. (dba Logan Simpson)

FIRM NAME

Bruce Meighen, AICP
CEO and President

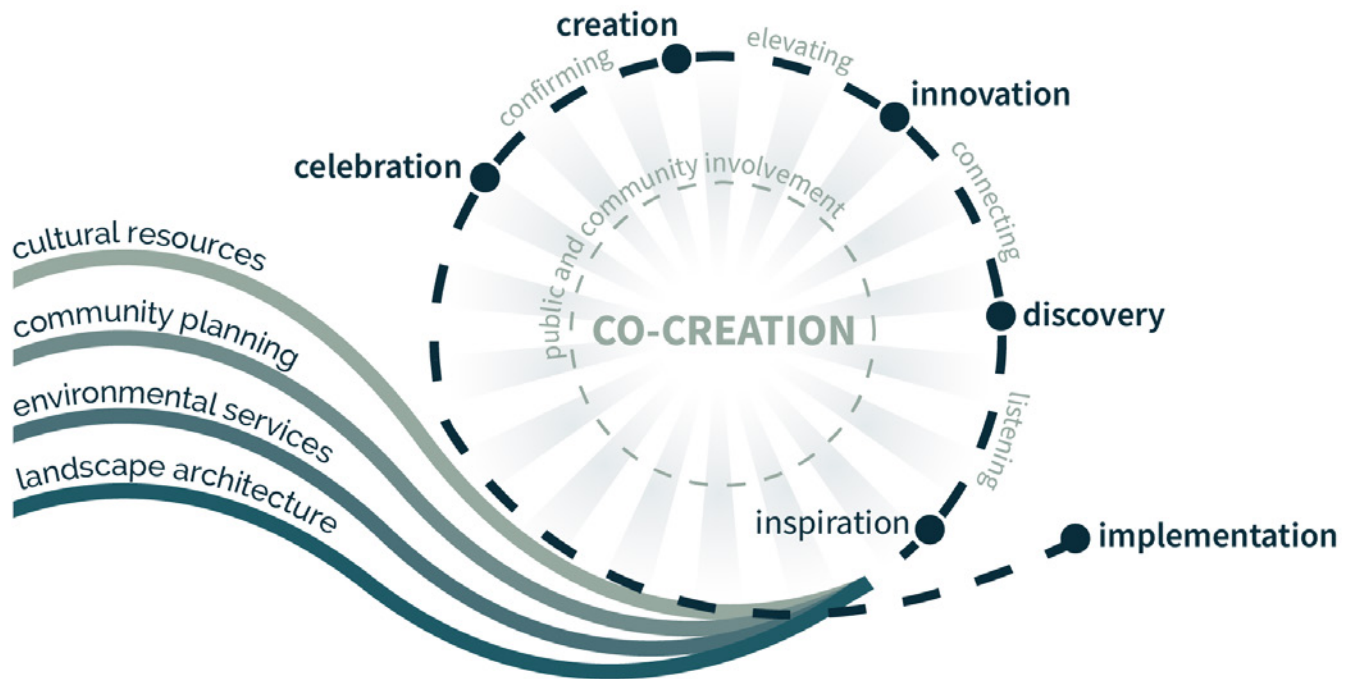
AUTHORIZED SIGNATOR

PROJECT APPROACH & UNDERSTANDING

The current *Lake Havasu City 2016 General Plan* was adopted July 28, 2015; ratified on November 8, 2016; and revised July 27, 2023. The eight elements highlighted in the 2016 General Plan—Growth Management, Land Use, Housing and Neighborhoods, Economy, Circulation, Open Space and Recreation, Public Facilities and Services, and Community Safety—provide an excellent framework for the City’s policy direction. The 2016 General Plan includes a planning area of 84.9 square miles, or 54,332 acres, with approximately one third being privately held, and the remainder under various public agencies, including Mohave County, State of Arizona Trust Land (ASLD), and the Bureau of Land Management (BLM). The Consultant Team (CT), led by Logan Simpson, has thoroughly reviewed this plan, and will approach the update in a unique manner that will build off the existing goals and policies that are relevant, comply with all statutory requirements, and set the plan apart from the typical approach and content. At the City’s current population of 59,257, the GPU will require voter ratification and seventeen required elements. These elements will be addressed thoroughly, with Land Use, Growth, Water Resources, Circulation, and Public Services/Facilities as enhanced priorities that warrant in-depth data and enhanced evaluation and public input. Our specific and systematic approach is further documented in the *Method of Approach* section of this proposal.

Logan Simpson will lead the update with strategic teaming partners Kimley-Horn, Elliot D. Pollack & Company, and Peacemaker Aviation. Our CT members bring a wealth of localized knowledge and proven success in managing diverse, impactful projects such as working with the Lake Havasu City Metropolitan Planning Organization (MPO), the Tri-CC, as well as City staff and elected officials on the Arizona Peace Trail; traffic operations for the street network around London Bridge; multiple infrastructure improvements within the City; the Lake Havasu City Housing Needs Assessment (12/19/22); a market study on sports tourism; and an economic impact study of the loss of the ASU campus. Our highly skilled professionals from various fields ensure a holistic and innovative approach to the GPU. We have deep roots in the State of Arizona and have cultivated positive, cooperative relationships with federal, state, and county jurisdictions within and in proximity of the GPU area. These relationships will ensure seamless coordination and collaboration with such entities as BLM, U.S. Department of Defense (DOD), Luke Air Force Base (LAFB), ASLD, and Mohave County. We believe that Lake Havasu City has a unique opportunity to continue growing its tourism and recreation-based economy with its notable general aviation municipal airport, world renowned attractions, and outdoor recreation. Accordingly, we have assembled a premier and local team of partners with expertise in economic growth, infrastructure, water, housing, aviation, and military airspace expertise along with our in-house expertise in land use, recreation, energy, resilience, environmental planning, and community engagement to work side by side with Lake Havasu City staff and residents to craft an award winning GPU.

***Our plans do not just occupy shelves;
rather they are living and visually appealing
co-created policy toolkits that realize the essence
of a community and help enhance vibrant and
progressive communities like Lake Havasu City.***



Logan Simpson is a leader in using storytelling and immersive technology, and our activities foster genuine participation. We strive to make engagement feel inclusive and inviting, rather than resembling typical government processes, and we track our success to ensure we reach those who might not typically participate.

Our team will effectively manage and creatively elevate the City’s GPU with a unique approach to community engagement—we call this **CO-CREATION**. The Co-Creation process integrates both hands-on and digital components into all our projects, with innovative tools and techniques such as in-person interactive workshops, town hall style open houses, robust websites, online questionnaires, 2D and 3D mapping and renderings, as well as our virtual and augmented reality with our Mobile Immersion Lab. These techniques ensure an elevated community interest, active participation, and maximum representation throughout the entire process.

By prioritizing meaningful engagement, our projects reflect the diverse voices and needs of the communities we serve. We have managed scores of plans nationally and locally that are graphically robust, easy to administer, and systematically implemented through realistic action plans with indicators and real-life success stories.

Each project we work on focuses on developing a tailored final product that reflects the feedback and insights gleaned from the community during the process. The GPU will be a document that everyone can understand and be proud of for having a part in creating. The final GPU for Lake Havasu City will be completed on time, on budget and be ready for a successful voter ratification in November 2026. We are proud of our reputation for doing quality, award winning projects in this manner and our team’s approach cultivates a positive partnership with all of the communities we work with that ensures a seamless and effective process that is inclusive, effective, flexible, and transparent.

METHOD OF APPROACH

This Logan Simpson led team has successfully worked together to create dynamic, effective, and sustainable plans for similar communities, and will utilize best practices and lessons learned to help develop a General Plan Update (GPU) that celebrates Lake Havasu City. We understand the best approach to meet all state and local requirements, which will result in a plan that balances growth, sustainability, and community needs and creates the foundation for an attractive, progressive, and vibrant City. The final GPU will be graphically rich and illustrative, inclusive of infographics and GIS maps, as well as written in a manner that allows for flexibility rather than rigid policies or future land uses. The GPU will be designed to be a forward-looking document that honors the City’s unique location and opportunities while setting a path for sustainable and prosperous growth. It will integrate community input, focus on environmental stewardship, and create economic opportunities that benefit both current and future residents.

This *Method of Approach* for the Lake Havasu City GPU is designed to meet the RFPs requirements for the following categories:

- Overall Timeline
- General Scope of Work for GPU
- General Plan Management
- Implementation
- Public Process and General Plan Steering Committee
- Consultant Team Expectations

Our proposed base budget captures all components of this *Method of Approach* and offers optional public engagement add-ons to allow additional innovative community engagement techniques. An At a Glance Calendar provided at the end of this section follows the phases and tasks below, and projects an 18-month collaborative and seamless process resulting in GPU approval by CC (CC) in May 2026 with final documents and native files provided to CS in June 2026. This timeline allows for ample time for the City to meet statutory timelines related to voter ratification in November 2026.

PHASE 1 | PROJECT START-UP

This phase will span the entire process, beginning with the CS and CC kick off meetings as well as launching of the project website and adoption of the Public Outreach and Education Program (POEP) within the first three months of the process. Recurring monthly in-person coordination meetings are planned to be held as well as provision of written progress reports.

1.1. HOLD CITY STAFF (CS) KICKOFF MEETING AND CITY TOUR

Within 15 calendar days of the contract award, an in-person kickoff meeting and City tour will be held for approximately two hours. The primary purpose of this meeting is to introduce the CT to assigned CS, review communication protocols, and review/refine the project calendar/Master Project Schedule, obtain advice, and ideas about the direction and horizon of the GPU. Additionally, CT and CS will collaboratively discuss initial goals and opportunities along data needs and acquisition, website development, and identify key inclusions in the POEP including the makeup and frequency of meetings with the steering committee and other community outreach meetings. The purpose of the tour is to obtain on the ground orientation, familiarity with the airport and existing land uses, and high-resolution photos of the planning area. The CT will provide the following tools to the CS at the kickoff meeting. Both documents will be regularly updated and provided to the CS throughout the process as needed.

- **At-a-Glance Calendar.** This calendar provided at the end of this section is built off the scope in the Method of Approach and is an easy way for CS and CT to see upcoming deadlines, milestones, deliverables and meetings. This calendar will be refined for the CS kickoff meeting and will remain flexible and subject to change with the needs of the City and project.
- **Master Project Schedule.** This schedule is a Microsoft Excel-based Gantt chart that is also built of the approved scope, but it is itemized in more detail containing percent complete of each phase and task as well as specific dates for each deliverable and meeting.

1.2. DRAFT THE PUBLIC OUTREACH AND EDUCATION PROGRAM (POEP)



Example Public Participation Plans





This task required by ARS 9-461.06D.1 will establish the GPU’s community engagement approach and scope. Based on CS collaboration and feedback, the CT will prepare an extensive and inclusive outreach program. A standalone POEP will be provided and presented to CC for adoption. The POEP will be drafted to meet state statutes, serve as an updateable, living document throughout the process, outlining an overall schedule of events, notification techniques, strategies, and tools for gathering input, and both in-person and digital event format and venues. In addition to the GPU process, *the POEP* will include a *Draft Ratification Plan* that can be implemented after adoption of the GPU by the CC.

Our engagement approach is designed to keep community members informed throughout the planning process, gather feedback at critical points, and create local champions or ambassadors. A participation tracking system will ensure we hear from a broad representative demographic, including residents, business owners, employees, elected and appointed officials, visitors to the area, community groups and non-profits, and other invested partners. The POEP will include strategies and techniques to engage under-represented communities, such as youth or seniors. The following list highlights several important components of the POEP, and anticipated events and techniques are further articulated in later phases of this scope.

- **Branding Suite.** The CT will collaborate with the CS to create a unifying brand for the GPU. The intent is to build a unique and recognizable look with consistent messaging for the planning process and documents and meeting the City’s branding standards. This branding suite may include templates for documents, maps, and printed materials as well as wearable items and swag that the City can purchase to match the established and approved brand created.
- **In-Person Engagement.** The CT will recommend a series of in-person engagement events at a variety of venues such as public workshops, open house/town hall style meetings, listening sessions and interviews, drop in community events, and educational public meetings with the CC and Planning & Zoning Commission in this proposal. These meetings will be designed to be held at different locations and times to capture the maximum amount of participation. The POEP will evolve these suggestions as discussed and refined with CS and CC.

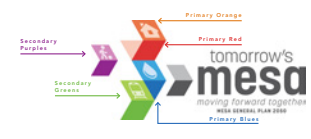


PRIMARY COLOR PALETTE

<p>Red</p>  <p>HEX: #AA272F CMYK: 5, 94, 76, 21</p>	<p>Blue</p>  <p>HEX: #507089 CMYK: 91, 53, 0, 0</p>	<p>Orange</p>  <p>HEX: #E37C1D CMYK: 0, 58, 100, 8</p>
<p>Bright Red</p>  <p>HEX: #D83531 CMYK: 8, 94, 90, 1</p>	<p>Light Blue</p>  <p>HEX: #41A6DD CMYK: 67, 19, 0, 0</p>	<p>Light Orange</p>  <p>HEX: #FACB8A CMYK: 1, 23, 22, 0</p>

PRIMARY PALETTE
The primary palette should be used on public engagement material as a base color, especially those that introduce the brand (i.e. signage, posters, meeting materials).

DOCUMENT PRODUCTION LOGOS - EXAMPLE OF HOW COLORS CAN BE USED



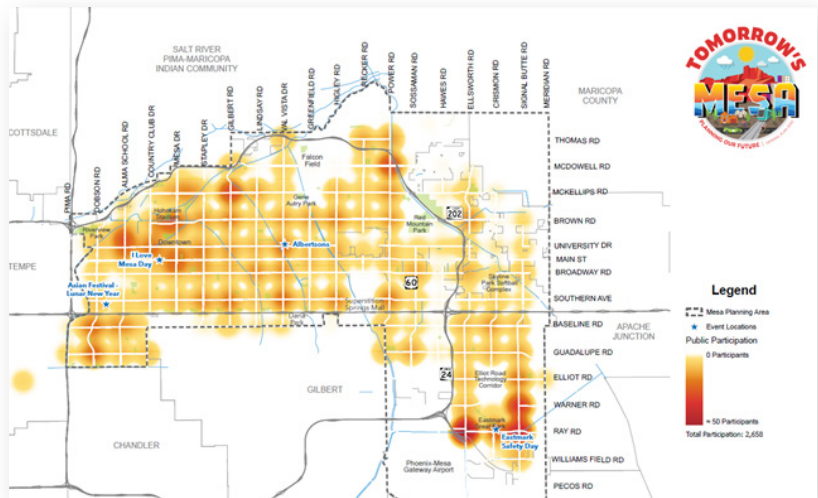
This logo was created for the General Plan using the colors and fonts in this document. It is an example on how to successfully create a document logo using this branding suite.

Tomorrow's Mesa General Plan Update Branding Suite

- **Online Engagement.** The POEP will articulate online activities such as a project website, questionnaires, visual preference activities, and interactive community mapping to engage those unable to attend the meetings. These engagement opportunities will be marketed through material that the CT creates, and CS distributes to social media outlets, newsletter publications, and other methods.

- **Participation Tracking Suite.**

To ensure that our engagement approach successfully captures Lake Havasu City's diverse population geographically and demographically, the CT will develop a participation tracking tool that can quantify engagement based on certain characteristics. We will use this system to track participation from in-person events as well as online engagement to identify where we may need to pivot our approach to better engage underrepresented community members.



- **Under-Represented Engagement.**

Key to under-represented engagement is understand a community's demographic makeup and to identify appropriate community champions or ambassadors which are liaisons or co-creators that would be willing to assist in the process, reaching out to their networks and serving as a familiar introduction between the planning team and community groups. Our team will look to find these liaisons or co-creators throughout the process and can promote a *Community Catalyst Program* on the project website.

Become a Community Catalyst!

The City's General Plan is meant to be an expression of the community's values and preferences and set a vision for what Mesa wants to become. Mesa is an incredibly diverse community, and we want to hear from all voices. You can help us broaden our reach and support the Tomorrow's Mesa planning process by becoming a Community Catalyst.

What's a Community Catalyst? Community Catalysts are champions for civic and community engagement and help friends and neighbors participate in the planning process. As a Community Catalyst, you will be a bridge between Tomorrow's Mesa and your community to help increase and diversify the voices that shape Mesa today and beyond.

<p>ROLE</p> <ul style="list-style-type: none"> Motivate people in your community to attend in-person events and/or participate online. Help distribute online and printed notices to your networks. Optional: join the Tomorrow's Mesa team in hosting an event in your community. 	<p>BENEFITS</p> <ul style="list-style-type: none"> Help bring change to your community. Be part of a network of community leaders. Join a celebratory event with the City of Mesa Mayor and Councilmembers. Receive a Tomorrow's Mesa Community Catalyst certificate.
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HOW TO PARTICIPATE

- Register on our website at Tomorrow'sMesa.com to receive updates on upcoming events.
- Check out the **Community Catalyst Toolkit** to access resources to distribute to your neighbors and networks.
- Follow the City's social media platforms to report notifications related to Tomorrow's Mesa.
 - Facebook: [CityofMesa](#)
 - Facebook in Spanish: [CiudaddeMesa](#)
 - Twitter: [CityofMesa](#)
- Be sure to stop by a Tomorrow's Mesa event to chat with the project team and learn about other ways to participate.

Participation Tracking for City of Mesa General Plan

1.3 LAUNCH WEBSITE

Using the PublicInput platform, the CT will create, host, and regularly update a dedicated, branded website where interested parties can obtain information, download documents, see future meeting dates and schedules, and sign up to get project updates. Additional information can be added to the website on a rolling basis throughout the project, such as draft documents as they are completed, embedded questionnaires, interactive mapping and document reviews, information about upcoming meetings, and meeting summaries. Content on the website can be viewed in a multitude of languages at the click of a button. Prior to launching the website and within the POEP, we will work with the CS to capture a unifying brand for the GPU.

1.4. PRESENT AT CITY COUNCIL (CC) KICKOFF MEETING

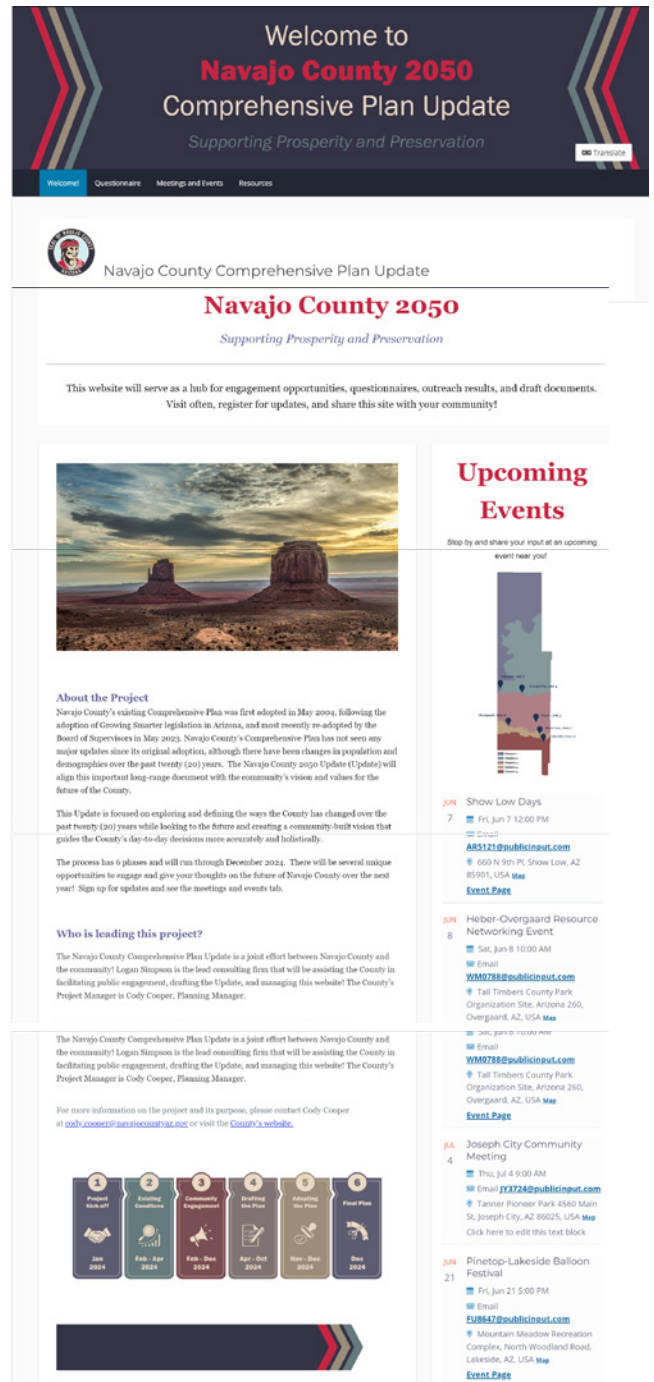
Early CC involvement and direction is critical for the success of the GPU. The CT will present at a publicly noticed kickoff meeting for CC early in the project. At this meeting, the CT will review the project schedule and strategy for community engagement and ask for input and adoption of the POEP. Though public engagement will not start in earnest until April 2025, we anticipate promoting the project-branded website at this time.

1.5. HOLD MONTHLY COORDINATION MEETINGS AND PROVIDE PROGRESS REPORTS

For effective and regular communication, the CT will set up recurring monthly coordination meetings with CS. These meetings can be moved or canceled as needed and will provide a setting to gain feedback on the previous month's work and any in-progress deliverables and to discuss upcoming events. Email and phone communications will also occur with the City's project manager throughout the month. Our team will provide monthly status updates in the form of written progress reports to articulate the percentage complete for each phase and task within the scope of services.

PHASE 1 | DELIVERABLES AND MEETINGS

- CS kickoff meeting including agenda, meeting materials, facilitation, and meeting summary (in-person)
- Master Project Schedule (electronic)
- POEP, draft and final (electronic)
- CC Kick off meeting including meeting materials and presentation (in-person)
- Monthly coordination meetings including agenda, meeting materials, facilitation, and meeting summary (virtual up to 17)
- Monthly progress reports (electronic up to 17)



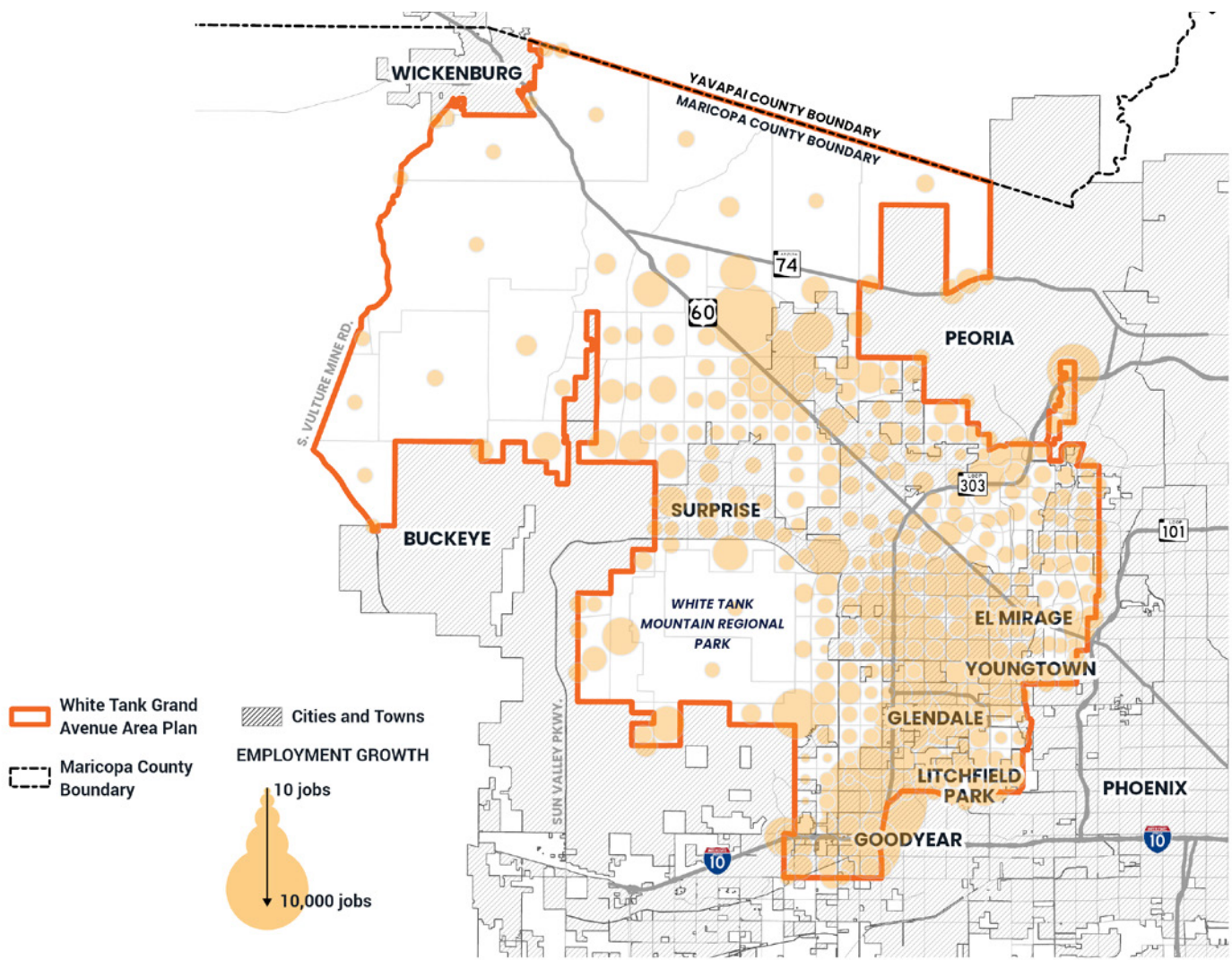
Navajo County PublicInput website

PHASE 2 | DATA COLLECTION

This phase will commence after the CS kickoff meeting and span three months. This phase will include collection of data and background materials as well as a high-level analysis of existing conditions. The City’s Planning and Zoning (P&Z) Commission kickoff meeting will be held at the end of this phase and will segway well into the next phase that includes greater public involvement.

2.1. GATHER AND REVIEW GIS DATA AND BACKGROUND MATERIALS

The CT will collect and review existing relevant plans, policies, demographics, and other pertinent background materials. The CT will also gather all pertinent base GIS data, maps, and other technical information needed for the GPU. This approach will include GIS data to help develop a working set of existing conditions maps for the area. For any information that is not readily available, the CT will coordinate with the appropriate CS to obtain this data using Requests for Information (RFIs).



Projected Employment Growth
2050 employment projections - 2020 employment

Projected Employment Growth from White Tank Grand Avenue Area Plan

2.2. DRAFT EXISTING CONDITIONS REPORT / PLAN OUTLINE

The CT will create a GIS base map illustrating the current City’s planning area, incorporated area, and any changes to the future planning area. The resulting base map will be utilized in the GPU to uniformly illustrate information related to future land uses, transportation, growth areas, public facilities and other areas of focus. The CT will provide an Existing Conditions Report with a draft outline of the GPU. The existing conditions report will provide an overview of existing conditions as they relate to all topic or element areas of the GPU as well as brief analysis and projection of future growth as well as identification of key takeaways and an initial outline of the GPU. The plan outline will be designed to address the required statutory elements with emphasis on those topics that are of most importance to the City and will also include the preliminary policy and land use recommendations & implementation measures.

HOUSING

SUMMARY
Through 2022, Rapid City experienced a dynamic housing market, characterized by swift increases in median home values and housing unit builds. Household sizes are trending upwards, reflecting evolving living arrangements. Projections underscored the growing demand for units, particularly to support older demographics and students, signaling the necessity for expanded housing options in the coming years.

By the Numbers (ACS 5-Year Estimates 2018-2022)

2.2%	\$254,525	+\$48,887	1,067	180
vacancy rate	2022 median home value	increase in median home value from 2010 to 2022	Multi-family units in the pipeline (Rapid City data)	Low-income units in pipeline (City data)

HOUSEHOLD SIZE
Household size has increased over the years, from 2.2 persons per household in 2010 to 2.9 persons per household in 2022. The 2023 Housing study attributes the increase to reflect a tightening housing market that has led to more multi-generational households (e.g. adult children and/or aging parents in the home), and more roommate situations.

SHIFT IN HOUSING NEED
Older adult populations grew the fastest in the last decade, and the population over 55 is expected to increase an additional 35% by 2030. This age group will impact the housing market with unique needs and desires, including a continued strong desire for owner occupancy, homes with less maintenance, single story or accessible homes, and other housing variety options.

HOUSING TYPES

The majority of housing in Rapid City are single-unit detached (57%), followed by large apartment buildings of 20 or more units.

Despite the City's low unit vacancy and increasing household size, more than half of all units have 0.5 or less occupants per room. This indicates a high level of occupancy efficiency.

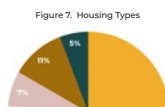


Figure 7. Housing Types

HOUSING VULNERABILITY

HOMELESSNESS
According to the 2020 Point-in-Time Survey (PIT) which counts the number of people considered literally homeless, defined as living on the streets, in camps or in their cars, there were 353 total persons experiencing homelessness in Rapid City. *Within the school system, which utilizes a different system of tracking as the PIT survey, 690 students identified themselves as homeless in the 2021-2022 school year, an almost 2x increase since 2010.* 61% of the homeless population in Rapid City were unsheltered in 2019, in contrast to only 6% of the homeless population in Sioux Falls.

HOUSING VULNERABILITY
As affordability concerns begin to rise in Rapid City, there are certain areas that are more prone to displacement than others. The following map shows areas of Rapid City that may be areas to watch over the next 10-20 years for gentrification and displacement due to median home value and changes in neighborhood income.

- Darker Grey Areas:** Show high home value and high income. These are the areas that are likely to see little change in the next 10-20 years.
- Orange Areas:** Show areas of high income but relatively low home value. These are other areas that may see change in the next 10 years as investment in the area increases from community members with more disposable income.
- Sky Blue Areas:** Show areas of low income but high home value, indicating vulnerability to gentrification or displacement as those properties may transition to higher income populations as properties are bought and sold.
- White Areas:** Show areas of current affordability where home values are lower and they are occupied by lower income community members. However, these areas may need to see additional investment in the future due to the lower disposable income in the area.

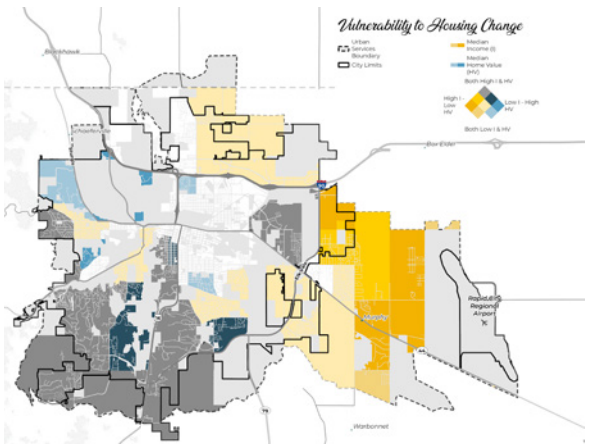


Figure 9. Vulnerability to Housing Change
Source: City of Rapid City

Existing Conditions Snapshot excerpts for Rapid City Comprehensive Plan

18 / RAPID CITY EXISTING CONDITIONS DRAFT
RAPID CITY EXISTING CONDITIONS DRAFT / 19

2.3. PRESENT AT P&Z COMMISSION KICKOFF MEETING

It is important to involve the P&Z Commission as a planning and development advisory body early in the process. The CT will be present in person at a P&Z Commission kickoff meeting. This publicly noticed kickoff meeting will be designed to provide this body with education on the process as well as an opportunity to give input into the CC adopted POEP. Additionally, the timing of this meeting will coincide well with provision of an existing conditions summary as well as inclusion of an interactive live Menti Poll. This poll will be designed to derive input on the City’s strengths, weaknesses, opportunities, and threats (SWOT) and will help drive the Phase 2 Visioning Questionnaire.

PHASE 2 | DELIVERABLES AND MEETINGS

- Existing Conditions Report (electronic)
- P&Z Commission Kick off meeting including meeting materials and presentation (in-person)

PHASE 3 | VISIONING

This phase will span five months and overlap with a significant portion of Phase 4 Plan Development. This concurrency ensures that community input and GPU is in concert and iterative, with many meaningful touchpoints.

3.1. HOLD STEERING COMMITTEE KICKOFF MEETING

With the City’s appointment, a General Plan Steering Committee (GPSC) made up of CC members, P&Z Commission members, key CS, developers, landowners, and citizens at large will be established. After the CS and CC kickoff meetings, the CT will host a virtual GPSC kickoff meeting to educate members on the overall process and purpose for the GPU and to obtain feedback on the POEP and existing conditions summary. It is anticipated that the meeting will include inclusion of an interactive live Menti Poll like 2.3 to help guide and provide input on the visioning process. The GPSC will meet two additional times during Phase 4 Plan Development to advise on goal and policy development as well as future land use scenarios.

3.2. PREPARE INFORMATIONAL BROCHURE

The CT will prepare a full-color, informational brochure with frequently asked questions (FAQs) about the GPU and post to the project website. The CT will also provide paper copies of this brochure for distribution at community meetings and for the CS to distribute to strategic locations throughout the City (i.e. City offices, libraries, and community centers).



What is the Downtown Region Area Plan Update?

To meet the evolving needs of the downtown area and its surrounding community, the City of Chandler is reevaluating its Downtown Region. Initially adopted in 2006, the South Arizona Avenue Corridor Area Plan was conceived with more localized focus within the overarching Chandler Redevelopment Element, initially enacted in 1987 and updated in 1995. This Update aims to consolidate these plans and safeguard the distinctive historic and character assets within and adjacent to the designated area while promoting land use planning that complements and integrates the existing downtown character. The existing City Center District (CCD) and the area’s historic designation will not be changing as part of this Update. The adjacent map represents the Downtown Region Area Plan Update project area and proposed districts.



Downtown Region Area Plan Update

- Area Plan Boundaries
- Focus Areas
- Building Historicity
- City and Golf Courses
- Chandler Redevelopment Element
- South Arizona Avenue Corridor Area

Learn more: chandleraz.gov/DowntownRegionUpdate

Pg. 1

Why is This Plan Important?

An area plan examines current conditions, identifies opportunities and challenges, and outlines strategies and actions to guide future development and growth. It is a pivotal tool which municipalities use to shape and develop an area’s physical and social aspects. A well-crafted area plan lays the foundation for promoting economic opportunities and growth while supporting its unique character and connecting the space to the people it serves. Area plan updates are important for four key reasons:

- 1 ADAPTATION TO CHANGING NEEDS**
As communities evolve and grow, their needs and priorities change. Updating an area plan ensures it remains relevant and responsive to current and future needs and opportunities.
- 2 STRATEGIC DEVELOPMENT**
An area plan uses local context to help prioritize development needs, infrastructure improvements, and resource allocation to ensure sustainable growth.
- 3 SOCIAL EQUITY & INCLUSION**
Area plans may address issues related to affordability, accessibility, housing diversity, community amenities, and services to ensure development meets the needs of the residents.
- 4 COMMUNITY & STAKEHOLDER ENGAGEMENT**
A critical component of updating an area plan is ensuring it serves the people it is intended for. This includes residents, business owners, and community organizations.

What does the Planning Process look like?

The entire planning process is anticipated to take approximately 12 months. This will allow time to evaluate, develop, collaborate, and revise to create an area plan that truly reflects the vision and priorities of the community. To ensure the Update considers the needs of the community, we invite and encourage you to participate in the planning process. Public input is crucial in informing the City’s direction and approach to the Downtown Region.



How do I Get Involved?

The City of Chandler values your perspective and recognizes that your experiences can provide valuable insight. We encourage you to visit the project website listed below and share your thoughts, ideas, and concerns — both online and at one of our public outreach and engagement events. To stay informed, check out the website below to stay updated on where and when you can get involved and don’t miss out on your chance to build Chandler’s future!

Learn more: chandleraz.gov/DowntownRegionUpdate

Pg. 2

3.3. PREPARE AND DISTRIBUTE QUESTIONNAIRE 1 (Q1) – VISIONING

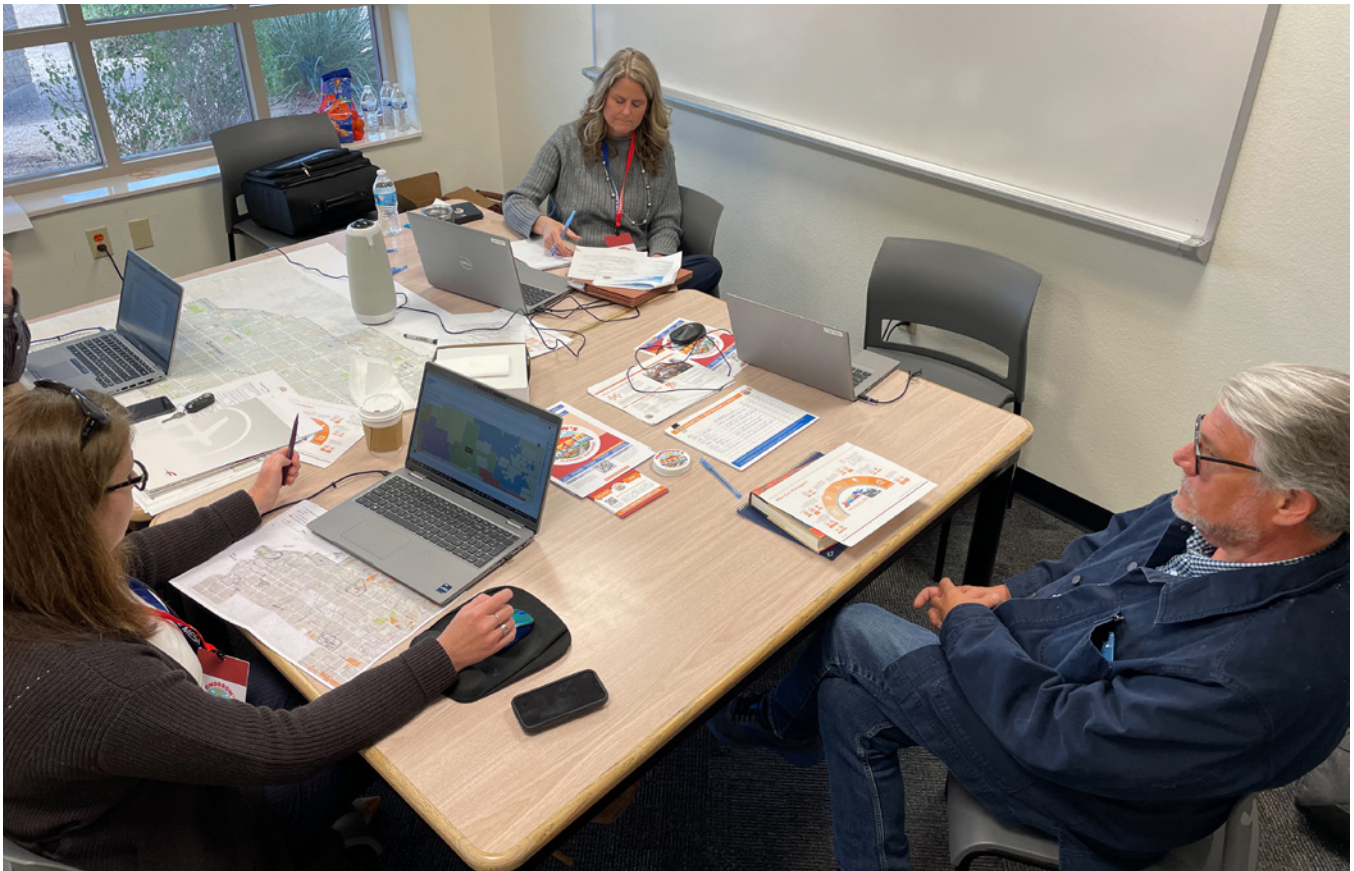
After the initial kick off meetings and Menti polling results, an online visioning questionnaire will be launched to gain feedback and perspectives from the community on input received on strengths, weaknesses, opportunities, and threats (SWOT) associated with City growth and development as well as on the draft vision statement. Q1 will be promoted via social media as well as at community workshop and event. This questionnaire is anticipated to be primarily electronic, although the CT can provide a limited number of paper copies for in-person meetings as necessary.

3.4. PREPARE AND DISTRIBUTE OUTREACH MATERIALS

Using the branding suite developed as part of the POEP, the CT will create content to increase awareness of the project and encourage engagement during the Visioning phase. This may include developing postcards, flyers, newsletters, videos, radio, press releases, etc., to inform people about upcoming in-person and online public involvement opportunities.

3.5. CONDUCT LISTENING SESSIONS/INTERVIEWS

During the Visioning phase, up to 24 listening sessions/one-on-one/group interviews will be scheduled to discuss issues most important to the community; opportunities and ideas to integrate into the new plan; and desired plan outcomes. The CT will work with the CS to establish a list of people and entities to invite to these sessions which will be virtual but can be in person as needed. Anticipated invitees include City department representatives, state and federal organizations, landowners or business owners, developers, and others that the CS determines are significant stakeholders in the GPU process.



Mesa General Plan Listening Session/Interview

3.6. FACILITATE COMMUNITY WORKSHOP – VISIONING

During this phase, an in-person community workshop will be held at two different locations and times. This workshop will focus on visioning and refining areas of change within the City. Area of change is a mapping exercise which helps inform the future land use and transportation maps designed to determine areas within the planning area that should be preserved or sustained or that may evolve and consist of are areas yet to be developed or redeveloped.



Town Hall/Interactive style public meetings for White Tank Grand Avenue Area Plan

3.7. HOST COMMUNITY EVENT BOOTH




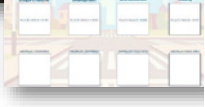

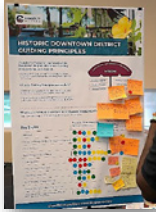
In addition to the above, during this phase the CT will host an informational booth at a community event such as the 4th of July Festival or at busy community location such as school or library. The purpose of hosting this booth will be to promote the awareness of the GPU and will include interactive boards similar to the workshops and the visioning questionnaire as well as fun giveaways of City swag if available. The CT will organize to participate as a vendor and will staff this event with assistance from CS if available.



Community Events for Navajo County Comprehensive Plan

3.8. DRAFT VISIONING SUMMARY

This document will be provided at the end of this phase and will be a visually appealing, graphically rich, public-facing summary or recap of all visioning community engagement activities. We anticipate posting this document on the website and utilizing it as an appendix in the GPU document.

 <p>Chandler Downtown Region Area Plan Update</p> <p>WORKSHOP 1 - VISIONING SUMMARY</p> <p>September 5, 2024</p>	 <p>Chandler Downtown Region Area Plan Update</p> <p>WORKSHOP 1 - VISIONING SUMMARY</p> <p>September 5, 2024</p>
<p>In person Workshops August 17th and 19th, 2024 Downtown Chandler Library</p> <p>Virtual Workshop August 17 – 23, 2024</p> <p>WHAT WAS THE PURPOSE? The focus of the VISIONING workshops was multifaceted. A formal presentation overview of the project and process was provided along with an open house format with stations to collect community input. Various interactive exercises were offered at individual stations, allowing participants to consider the unique conditions of the Downtown Region as a whole and at each of the five districts. Comments and feedback from the workshop will directly assist in informing the Scenario Workshops as well as the contents and direction of the area plan. Materials for this workshop were developed using initial community input gleaned from community interviews and an online questionnaire.</p>   <p>Downtown Region:</p> <p>Downtown Region Vision Statement – Collect input on the draft community derived Vision Statement for the Downtown Region as a whole.</p> <p>Each District:</p> <p>Guiding Principles Draw out the priorities gleaned from initial input for each district to create guiding principles.</p> <p>Areas of Change Mapping Respond to the designated PRESERVE.SUSTAIN.EVOLVE areas.</p> <p>Community Design through Visual Preference Select images and input that provide insight to aesthetic design priorities of the community. The responses will help develop region and district specific design standards.</p> <div data-bbox="454 934 771 1123" style="border: 1px solid orange; padding: 5px;"> <p>Preserve. Sustain. Evolve.</p> <ul style="list-style-type: none"> Preserve (pink) Areas that should be protected and remain largely in their current condition. These areas may have significant development constraints, historic resources, neighborhoods with a significant heritage, school sites, public lands, and parklands. Sustain (orange) Areas that should remain generally in their current condition but may see minor changes and transition of use over time. These areas may experience adaptive reuse of older structures or incremental changes. Evolve (green) Areas that have potential to support new development or be reused as development patterns change over time. These areas may be vacant, transitioning, or underdeveloped. </div>	<p>WHO ATTENDED? The meeting was advertised widely via the project website, the city's social media channels, news radio, eLists, and a local billboard. 52 online participants had the opportunity to engage in the detailed, fully interactive virtual workshop consisting of exercises that mirrored the in-person event. The mapping and visioning activities yielded several insightful comments.</p> <p>72 in-person participants over 2 separate workshops heard a brief project overview and engaged in a series of interactive visioning and mapping exercises.</p>  <p>WHAT WE HEARD: The following is a summary of what we heard for the two VISIONING workshops. These results will be reconfirmed at the SCENARIO workshop series planned for September 7th and 10th at the Downtown Library.</p> <p>Regional Vision Statement "What's missing from the draft vision statement?": <i>Shady streets – welcoming character – safe for pedestrians and bikes</i></p> <p>Guiding Principles:</p> <p>Historic Downtown District Main priorities: Landscape and beautification, shade structures, transportation options, public art, and distinctive character. Specific comments: Downtown should be closed periodically for Art Nights, more support for infill housing projects, California Street needs redevelopment and has too much traffic, better work/live options, needs a gym nearby, a small walkable grocery store, prioritize the residential aspect of Downtown, better pedestrian and bike safety features, more land use buffering, protect neighborhoods from commercial parking issues, preserve the unique identity of the district, increase retail, alley improvements, lifestyle services, better access to canal path, and traffic speed control.</p>  <p>Eastern District Main priorities: Landscaping and beautification, housing (varied style and price), transportation, and shade structures creating a sense of arrival to the Historic Downtown District.</p>

Chandler Downtown Region Area Plan Update Visioning Summary

3.9. UPDATE P&Z COMMISSION AND CC

Both the P&Z Commission and CC will be given a written update during this phase. This update is anticipated to consist of a written report or a PowerPoint presentation that can be distributed to each body or presented to each by CS.

PHASE 3 | DELIVERABLES AND MEETINGS

- (GPSK Kickoff Meeting including agenda, meeting materials, facilitation, and meeting summary (virtual)
- Informational Mapping Brochure (electronic and paper)
- Questionnaire 1 (electronic and paper)
- Visioning Outreach Material (electronic)
- Listening Sessions / Interviews (up to 24, virtual or in person)
- Visioning Community Workshop (2 sessions, in person)
- Community Event (in person)
- Visioning Summary (electronic)
- P&Z Commission update (electronic)
- CC update (electronic)

PHASE 4 | PLAN DEVELOPMENT

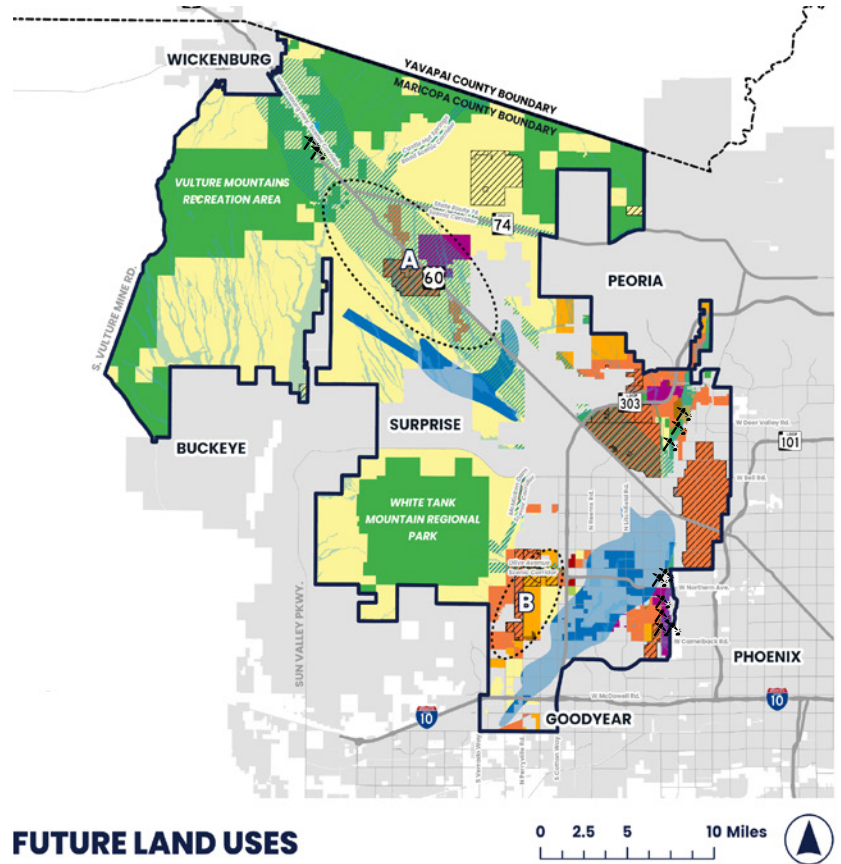
This six-month long phase will overlap with a significant portion of Phase 3 Visioning. This concurrency ensures that community input and GPU is in concert and iterative, with many meaningful touchpoints.

4.1. HOLD STEERING COMMITTEE MEETINGS

The GPSC will participate at two strategic milestones, offering valuable insight and direction plan content to ensure a community-driven plan. The first virtual meeting will be held immediately following the Visioning phase to provide a summary of results and to also get input on future land use scenarios and guiding principles for the topic areas. The second virtual meeting will be held at the end of the phase to provide results on scenarios and guiding principles and to get input on working drafts.

4.2. DEVELOP FUTURE LAND USE SCENARIOS AND GUIDING PRINCIPLES (GP)

This task will result in several draft GIS maps and draft land use scenarios. The CT will start with an Area of Change mapping exercise as described in 3.6 including an analysis of both existing land uses, circulation, and ownership illustrated in the Existing Conditions Report. This analysis will also include reviewing future land use and circulation networks from the current general plan. The CT will develop two or three General Plan Alternative Development Scenarios (future land use scenarios) as well as draft Guiding Principles that will result from initial topic input from CS, P&Z Commission, and the GPSC.



FUTURE LAND USES



Future Land Use Map from White Tank Grand Avenue Area Plan

4.3. PREPARE AND DISTRIBUTE QUESTIONNAIRE 2 (Q2) – SCENARIOS AND GPS

Once prepared in 4.2, an online Scenario and GP questionnaire will be launched to gain community feedback. Q2 will be promoted via social media as well as at the on-community workshop and event. This questionnaire is anticipated to be primarily electronic, but the CT can provide some paper copies for in-person meetings as may be necessary.

4.4. PREPARE AND DISTRIBUTE OUTREACH MATERIALS

Using the branding suite developed as part of the POEP, the CT will create content to increase awareness of the project and encourage engagement during the Plan Development phase. This may include developing postcards, flyers, newsletters, videos, radio, press releases, etc., to inform people about upcoming in-person and online public involvement opportunities.

4.5. FACILITATE COMMUNITY WORKSHOP – SCENARIOS AND GPS

During this task, an in-person community workshop will be held at two different locations and times. This workshop will focus on gaining input on future land use scenarios and draft GPs as described in 4.2.



Top left: Interactive style public workshop for Chandler Downtown Region Area Plan; Right: Town Hall/interactive style public meeting for Wellton General Plan; Bottom left: City of Mesa General Plan Urban Lab Workshops

4.6. HOST COMMUNITY EVENT BOOTH

In addition to the above, the CT will host an informational booth at a community event such as the London Bridge Days or at busy community location such as school or library. This booth will promote awareness of the GPU using interactive boards similar to those presented at the workshop, a scenarios and GPs questionnaire, and fun giveaways of City swag (if available). The CT will organize to participate as a vendor and will staff this event with assistance from CS if available.



Community Event for Mesa General Plan

4.7. DRAFT SCENARIOS AND GP SUMMARY

This document will be provided at the end of this phase and will be a visually appealing, graphically rich, public-facing summary or recap of the Scenario and GPs community engagement activities. It is anticipated that this document will reveal the preferred land use scenario. We anticipate publishing this document on the website and utilizing it as an appendix in the GPU document.

4.8. UPDATE P&Z COMMISSION AND CC

Both the P&Z Commission and CC will be given a written update during this phase. This update is anticipated to consist of a written report or a PowerPoint presentation that can be distributed to each body or presented to each by CS.

4.9. PREPARE CROSSWALK ZONING ANALYSIS

An electronic crosswalk zoning analysis will be provided for the CS to review. This task will include an analysis of the zoning code for consistency with anticipated future land use categories.

4.10. PREPARE PLAN AUDIT POLICY ANALYSIS

An electronic plan audit will be conducted of the City's current General Plan to determine which goals and policies should be carried forward in the new General Plan. The plan audit will be designed for input from CS and other departmental representatives. This plan audit relates to updating polices from the current general plan.

4.11. PREPARE SPECIFIC AREA PLAN ANALYSIS

This task will build on growth analysis from the Existing Conditions Report and help inform the Growth Element in the GPU. This task will be designed to identify potential future specific area plan that can be included in the Implementation Plan as an action item.

Community Meeting Recap

September 27, 2023 | 5:00-6:00 p.m.

Community Input for the White Tank Grand Avenue Plan Update!

Maricopa County held the third community meeting for the update of the White Tank Grand Avenue Area Plan on September 27, 2023 at Morristown Elementary School in Morristown. The meeting included an overview presentation of the plan update process along with an interactive polling exercise and open house for attendees to share their input on the White Tank Grand Avenue Area. Attendees from around the Plan Area participated. Highlights from the event are described below!

Didn't get to attend? Share your thoughts about the plan [here>>](#)

What did we hear?

Where do people live, work and play?

Who attended?

60

Attendees

25

Live Pollers

	Pollers Agree
Scenic corridors, views and open spaces should be protected:	100%
Light pollution should be limited to protect dark skies:	96%
Lower density and less intense development should be encouraged:	83%
Coordination should take place with ADOT to improve congested/dangerous intersections:	95%
Coordination with Cities/Towns should take place to maintain buffers around rural areas:	83%

Help us get more input from the community by sharing the below project website with your neighbors. We'll be updating the site regularly with ways to engage.

Maricopa.gov/WhiteTankGrandAve

Community Meeting Recap for White Tank Grand Avenue

4.12. PREPARE WORKING DRAFTS – ELEMENTS

The GPU will include the 17 elements required by ARS 9-461.05.C. Their organization, which may include themes or grouping of elements, will be determined by the plan outline and approved by CS. The GPU will stagger working draft chapters with draft GIS and graphics for CS for review and comment prior to compilation into a first full draft. It can be expected that these early working drafts will be loosely formatted and contain questions for CS, Department Representatives, and GPSC members. All required elements will be addressed in the GPU, but with priorities focused on land use, growth, water resources, circulation/transportation and public services/facilities. Each element will be written to meet the specific statutory criteria and will consider points or areas as noted and specific to Lake Havasu City.

1. **Land Use:** Modernize and expand current and future classifications, uses, densities, and characteristics. This element will include GIS maps for existing land uses, existing land ownership, and future land uses. A balanced mixture of future land use to support tourism and recreation: Protect and enhance the City’s tourism assets such as the London Bridge, Lake Havasu, and surrounding outdoor recreational opportunities. Protect land use compatibility around the municipal airport and ensure compatibility of land use with military airspace training routes. Assessment of zoning for resorts, recreational parks, and tourist services should be a priority.

TRANSFORMING FARMINGTON INTO A TOP TOURISM AND RECREATION HUB

Logan Simpson’s update to Farmington’s Comprehensive Plan redefined the city’s economic landscape, transitioning it into one of the top emerging destinations for film production, mountain biking, fishing, and boating. Moving away from dependence on oil, gas, and coal extraction, the plan established a diversified, resilient economy focused on outdoor recreation, healthcare, education, and tourism. Recognized with the 2022 APA New Mexico Resilience Award, the plan reflects community input by prioritizing healthy living, infrastructure improvements, and environmental quality, resulting in sustained revenue growth—even through the challenges of COVID-19. This project aligns with the goals of Lake Havasu’s General Plan by emphasizing diverse economic development, community engagement, and sustainable growth management.

HENDERSON STRONG: INTEGRATING ECONOMIC GROWTH, OPEN SPACE, AND NEW CENTERS

Logan Simpson's work on the Henderson Strong Comprehensive Plan, including Lake of Las Vegas in Nevada, highlights our success in merging economic development, open space preservation, and airport growth. This comprehensive effort includes the development of the West Henderson Plan, Henderson Open Space & Trails Plan, BLM Sloan Canyon NCA Trails Plan and Interpretive Center Feasibility Study, and the Inspirada Town Center Plan, which is now halfway developed. The plan ensures seamless integration of surrounding federal lands with Henderson's built environment, from trails to parks, fostering connectivity and recreation. The airport strategy safeguards its operations while creating commercial services and positioning it as a high-level executive hub for company headquarters. This comprehensive and balanced approach aligns with Lake Havasu's vision for diversified growth, open space preservation, and strategic infrastructure.

2. **Circulation:** Review and analyze the 2045 Regional Transportation Plan Final Report dated February 2022 by the Lake Havasu Metropolitan Planning Organization and delve into the City's specific needs and desires to identify the best solutions. This element will include GIS maps for the existing transportation network and future transportation network integrated with the future land use map. Evaluate the City's current public transit system and explore opportunities for expansion, including shuttle services to major tourist areas and neighboring cities. This can also reduce traffic congestion and emissions. Plan for future transportation needs with an emphasis on electric vehicle infrastructure, ridesharing, and possibly autonomous vehicle readiness.
3. **Open Space:** Incorporate the policies, guidelines, and strategies for the preservation, development, and management of public and private open spaces. Document and assess existing open spaces in and around the City, including parks, lakefronts, conservation areas, and recreation facilities via text and GIS mapping. Analyze the condition, usage, and accessibility of these spaces to understand the demand and challenges. Gather input from residents, stakeholders, and visitors on their needs and preferences for open spaces. Identify gaps in distribution, areas of overcrowding, or underused locations. Establish policies for open space, balancing development, conservation, and recreation. Lake Havasu's open spaces, from the shores of the lake to desert landscapes, would be key in promoting quality of life, environmental stewardship, and economic growth through tourism and recreation.
4. **Growth:** Evaluate the demographic data and cycles to outline a guide for the City to meet current and future residents and visitors. Growth areas to be illustrated on the Future Land Use Map and might be areas that are recommended for future Specific Area Plans. Expand beyond tourism to diversify the local economy. This could include promoting industries such as tech startups, renewable energy companies, healthcare services, and remote working hubs. Encourage local businesses and entrepreneurship with incentives, grants, or incubation spaces to foster innovation and keep residents employed in the City. Incorporate principles of smart growth to ensure that development is sustainable, attractive, and enhances the community's overall quality of life. This may involve incentives for green building, higher density urban development, and land preservation in outlying areas. The City's airport and future development will be assessed and is key to future growth.



5. **Environmental Planning:** Inventory environmental hazards such as wildfire, heat, dust, flooding, and land subsidence. Evaluate Air and Water Quality. Address Wildlife and Habitat Protection. Include measures to protect the natural environment, such as the lake’s ecosystem and the surrounding desert. This might involve creating buffer zones, restricting certain developments, or investing in environmental restoration projects. Support protection of natural resources, unique or endangered landscapes and ecosystems.
6. **Cost of Development:** Ensure that new developments pay their fair share of the infrastructure and public service costs they create. Outline policies and strategies for ensuring that new growth and development contribute to infrastructure without overburdening existing residents or the City budget. Define mechanisms that are allowed by law that can be used to fund and finance additional public services necessary to serve the development, including bonding, special taxing districts, development fees, in lieu fees, facility construction, dedications and service privatization. Include policies that ensure mechanisms adopted by the City will result in a beneficial use to the development, have a reasonable relationship to the burden imposed on the City to provide the necessary services to the development and meet the adopted laws.
7. **Water Resources:** Integrates water supply management, environmental sustainability, public involvement, with regulatory compliance. As a City dependent on the Colorado River for its water supply, the GPU will prioritize water conservation and sustainable usage. This can include incentives for xeriscaping, efficient irrigation, and water reuse programs. Project the demand for water that will result from future growth projections and identify potential additional available water resources.

PLANNING FOR IDAHO'S TOP TOURISM DESTINATION FOR OVER A DECADE

Logan Simpson's work in McCall, Idaho, spans the Downtown Master Plan Update, Comprehensive Plan Update, Development Code Review, Local Housing Action Plan, Parks Plan, and Valley County's Waterways Plan. Nestled on the shores of Payette Lake, McCall's population grows tenfold each summer, driven by visitation to one of Idaho's most pristine lakes. As a regional hub near Boise's Treasure Valley, McCall faces pressures from tourism, net migration, and the rise in second homes—similar to the challenges identified in the Lake Havasu RFP. Logan Simpson helped establish an Urban Renewal Authority and Local Improvement District to fund lake improvements, downtown redevelopment, and local housing initiatives. Planning efforts have extended Brown's Park along the lake and reconstructed the downtown with a new festival street that terminates at the lake, and added a transit center, library, and housing. These initiatives, guided by the Parks Plan and Valley County's Waterways Plan, manage recreational use and protect water quality. With over eight planning awards, McCall's comprehensive efforts balance small-town charm with sustainable growth, engaging the community to protect green spaces and manage development.

8. **Conservation:** Evaluate options and draft policies and goals for the conservation, development and utilization of natural resources, including soil, rivers and other waters, fisheries, wildlife, minerals and other natural resources. Identify tools to prevent and control pollution of streams and other waters and protect watersheds.
9. **Recreation:** Outline a comprehensive system of areas and public sites for recreation, including natural reservations; parks; parkways and scenic drives; beaches; open space; bicycle routes; and other recreation areas. Prioritize public spaces, parks, and cultural facilities to promote wellness, community interaction, and tourism. Include policies and goals that support the network of public parks and recreational facilities, particularly along the waterfront.
10. **Public Services, and Facilities:** This element will include a GIS map illustrating police, fire, emergency services, sewage, refuse disposal, drainage, local utilities, airport, rights-of-way, easements and facilities. Assess existing public services and facilities. Inventory of current services. Complete a capacity evaluation that considers the current condition of facilities and infrastructure. Review the Emergency Response Plan. Resiliency planning policy recommendation will be drafted with implementation goals.
11. **Public Buildings:** This element will include a GIS map of locations of civic and community centers, public schools, libraries, police and fire stations and other public buildings will be mapped or described. Policies and goals will be drafted to meet the demands and needs of the City into the future.



12. **Housing:** Ensure that the GPU provides for affordable housing options to meet the needs of a diverse population. This can include implementation actions for zoning changes that allow for smaller lot sizes, accessory dwelling units, and multi-family housing developments. Recognize the importance of seasonal residents and short-term rental properties in the housing market. Develop policies that ensure a balance between vacation rentals and permanent housing needs. Incorporate the Housing Needs Assessment (Dec. 2022): Reference the findings and recommended strategies in the assessment and incorporate policies and goals to address the current and future needs of the City.
13. **Conservation, Rehabilitation & Redevelopment:** Identify areas that may be considered slums and blighted areas. Draft policies and goals to support redevelopment, including housing sites, business and industrial sites and public housing sites.
14. **Safety:** Ensure the protection of the community from natural and artificial hazards. Plan for expanded healthcare services, especially given the City’s population of retirees and visitors. This could involve attracting healthcare providers and planning for new clinics or expanded hospital facilities. Address climate-related risks, such as drought and extreme heat, as well as other public safety concerns like wildfires, floods, and emergency services.
15. **Bicycling:** Inventory the existing bicycle facilities, such as bike routes, bicycle parking and designated bicycle parking street crossing areas. Improve and expand bike lanes and pedestrian pathways, especially along scenic routes near the lake, connecting neighborhoods to key destinations and public spaces. Incorporate policies and goals that support safe bicycle infrastructure.

INTEGRATING NATURAL ENVIRONMENTS AND COMMUNITY

Logan Simpson led the development of the Larimer County Comprehensive Plan, Open Lands Master Plan, and multiple resource management plans and conservation strategies emphasizing sustainable growth, natural preservation, and recreational enhancement. These plans integrate community planning with the stunning landscapes of the Rocky Mountains, aligning with the vision outlined in Lake Havasu's RFP. Our efforts included planning for Estes Park, one of Colorado's most popular destinations and an entry to Rocky Mountain National Park, along with comprehensive plans for eight reservoirs that focus on amenities such as trails, docks, beaches, and campgrounds. The plans address funding, programming, and carrying capacity measures, resulting in one of the only self-funded local park systems. This model of recreation management balances economic vitality with environmental stewardship, echoing Lake Havasu's goals for creating a thriving, sustainable community.



16. **Energy:** Encourage the use of renewable energy sources, such as solar, and explore the possibility of solar farms or incentives for residential and commercial solar installations. Identify policies and goals that support incentives for efficient use of energy sources. Include a list of alternative renewable energy sources that could be developed.
17. **Neighborhood Preservation and Revitalization:** Plan for the revitalization and expansion of the downtown area as a vibrant center for business, culture, and entertainment. This can include implementation actions for zoning updates, incentives for businesses, and public spaces for residents and visitors. Identify (or inventory) City programs that provide for the safety and security of neighborhoods. Include policies and goals that support programs that promote home ownership, improve the appearance of neighborhoods, and promote maintenance of both commercial and residential buildings in neighborhoods. Consider integrating mixed-use developments and walkable neighborhoods to encourage less car-dependent living. This will enhance livability, reduce traffic, and provide more dynamic neighborhoods.



4.13. PREPARE WORKING DRAFTS – INTRODUCTION AND IMPLEMENTATION

In addition to statutory required elements, it is anticipated that the GPU will contain an introductory or overview chapter and an implementation plan chapter. These chapters will be outlined in the plan draft outlined noted in 2.2 and will generally consist of purpose, context, administration, and plan structure details and systematic, prioritized implementation actions related to applicable goals and policies within the element chapters.

PHASE 4 | DELIVERABLES AND MEETINGS

- GPSC meetings, agenda, meeting materials, facilitation, and meeting summary (up to 2, virtual)
- Questionnaire 2 – Scenario and GP (electronic and paper)
- Scenario/GP Outreach Material (electronic)
- Listening Sessions / Interviews (up to 24, virtual or in person)
- Scenario and GP Community Workshop (2 sessions, in person)
- Community Event (in person)
- Scenarios and GP Summary (electronic)
- P&Z Commission update (electronic)
- CC update (electronic)
- Crosswalk Zoning Analysis (electronic)
- Plan Audit Policy Analysis (electronic)
- Working Drafts - Elements (electronic)
- Working Drafts – Introduction and Implementation

PHASE 5 | DRAFT PRESENTATION

5.1. PREPARE ADMINISTRATIVE DRAFT GENERAL PLAN

After the CT receives comments back on working drafts, the CT will create a formatted one-voice Administrative Draft General Plan. This draft will be revised by the CS and others and comments received will inform the Draft General Plan update.

5.2. PREPARE AND DISTRIBUTE DRAFT GENERAL PLAN UPDATE

After the CT receives comments back on the Administrative Draft General Plan, the CT will create the Draft General Plan Update. The Draft General Plan Update or 60-Day Draft is a statutory requirement with a mandated distribution list. It is during this time that plan drafting ceases and the public at large has a chance to review the plan. The CT will create the Draft General Plan Update and the 60-day statutory required and enhanced lists. The CT will work with the CS to ensure that the Draft General Plan Update is distributed per statutory requirements and best practices. The 60-Day Draft will be published on the website and Konveio software will be utilized for interactive document review of the Plan. This tool has been extremely beneficial to our projects, especially to gather feedback on draft plans.

5.3. FACILITATE OPEN HOUSE COMMUNITY MEETINGS

During this phase, an in-person community open house meeting will be held at three different locations and times. These meetings will focus on promoting the 60-day Draft General Plan Update. It is anticipated that these meetings will include fun giveaways of City swag if available.

5.4. PREPARE 60-DAY COMMENTS SPREADSHEET

To capture all comments from the 60-day review and ensure that they are adequately and appropriately addressed, the CT will prepare a spreadsheet for the CS inclusive of each comment and illustrate how it was addressed in the Administrative Final General Plan Update.

5.5. PREPARE ADMINISTRATIVE FINAL GENERAL PLAN UPDATE

All comments from the 60-day review will be addressed by the CT in the Administrative Final General Plan Update and provided to the CS.



Open House Event for Chandler Downtown Region Area Plan

5.6. HOLD 1ST P&Z COMMISSION HEARING

The CT will work with CS to prepare and present the GPU update to the P&Z Commission. For the population of Lake Havasu City, Arizona statutes require that two P&Z hearings and two different locations be held. The Administrative Final General Plan Update, 60 Day Comments Spreadsheet, as well as will be presented in person at the first P&Z Commission Hear for review and comment.

5.7. HOLD 2ND P&Z COMMISSION HEARING

Any comments from the first P&Z Commission will be documented in the staff report for the second P&Z Commission. This in-person hearing will be held in a different location and the P&Z Commission will be asked to give a formal recommendation to the CC.

5.8. HOLD CC HEARING

Comments from both P&Z Hearings will be documented addressed in the staff report to the CC along with provision of the Administrative General Plan Update. The CT will assist the CS in preparing presentation materials and will be in person to present at this hearing for adoption of the GPU.

PHASE 5 | DELIVERABLES AND MEETINGS

- Administrative Draft General Plan (5 printed, color, bound copies and electronic versions in word and PDF)
- Draft General Plan Update (20 printed, color, bound copies and electronic versions in Microsoft Word and PDF)
- 60 Day Distribution List (electronic)
- Community Open House (3 sessions, in person)
- Administrative Final General Plan Update (5 printed, color, bound copies and electronic versions in word and PDF)
- 1st P&Z Hearing including meeting materials and presentation (in-person)
- 2nd P&Z Hearing including materials and presentation (in-person)
- CC Hearing including materials and presentation (in-person)



Open House Event for Chandler Downtown Region Area Plan

PHASE 6 | FINAL GENERAL PLAN UPDATE AND RATIFICATION PLAN

6.1. PREPARE FINAL GENERAL PLAN UPDATE

After adoption from the CC, the CT will prepare the Final General Plan Update which will include the CCs adopted changes from the Administrative General Plan Update.

6.2. PREPARE PRIMARY GENERAL PLAN MOUNTED MAPS

The CT will prepare up to 20 mounted general plan maps in color. These maps are articulated at the end of the process as a deliverable but are anticipated to be produced and delivered during the in person community engagement events.

6.3. FINAL RATIFICATION PLAN

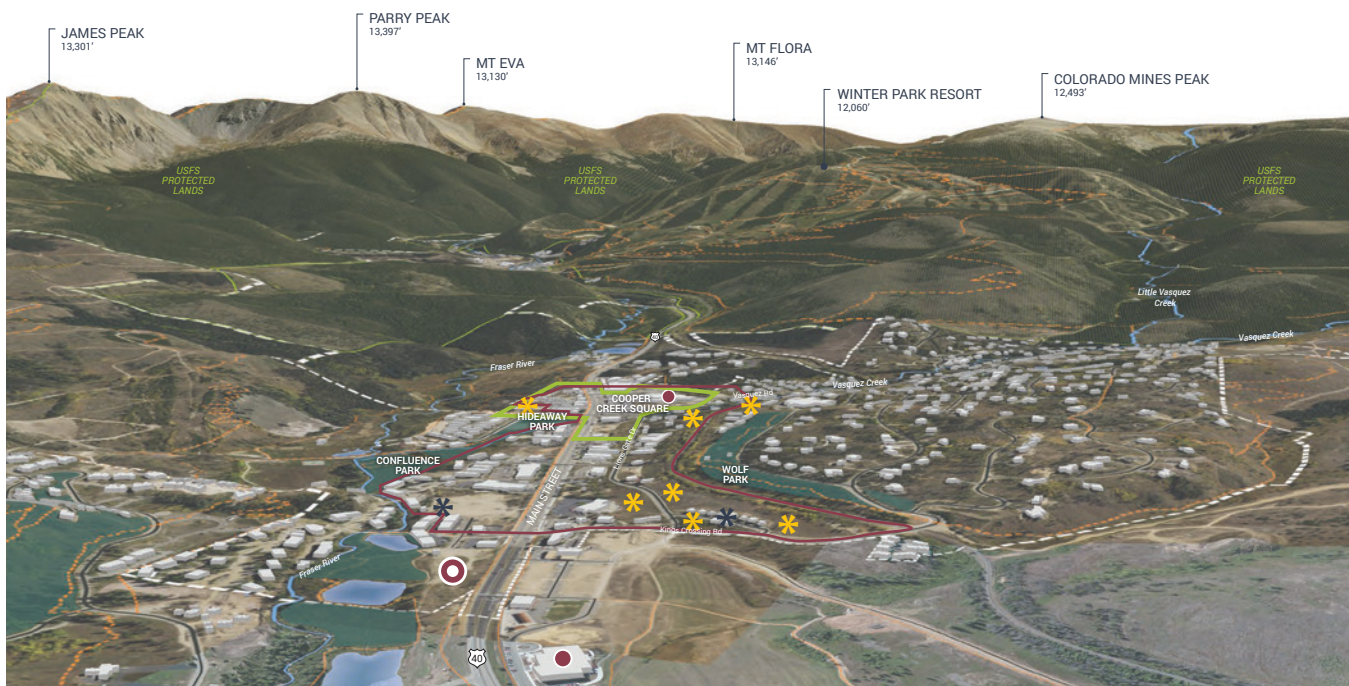
The CT will provide the CS with a Final Ratification Plan that the City can utilize. As noted in 1.2, the draft ratification plan will be part of the POEP that is presented to CC for adoption and P&Z Commission for input. The Final Ratification Plan will extract this section of the POEP and be an evolution of what is learned thru the GPU process so that the City can deploy the best strategy for keeping the GPU present and positive in the minds of voters prior to the election in November 2026.

6.4. PROVIDE FINAL DOCUMENTS

After CC approval, the CT will provide final post hearing documents, and all native files utilized in the process of the GPU.

PHASE 6 | DELIVERABLES AND MEETINGS

- Final General Plan Update (20 printed, color, bound copies and electronic versions in word and PDF)
- Primary General Plan Maps (4 each up to 20, 24"x36, mounted, color)
- Final Ratification Plan (electronic)
- Final Documents and Native Files (electronic)



Imagine Winter Park Town Master Plan, Opportunities Framework

OPTIONAL PUBLIC ENGAGEMENT ADD-ONS

PREPARE FOR AND FACILITATE A TEDTALK PANEL

A TEDTalk-type event, held during the Visioning Phase, is an exciting way to launch community engagement and discuss important topics facing the community. This event would include panel members that are experts in critical areas such as water, housing, and economic growth and development. Hosting the event provides a number of benefits to the process, such as:

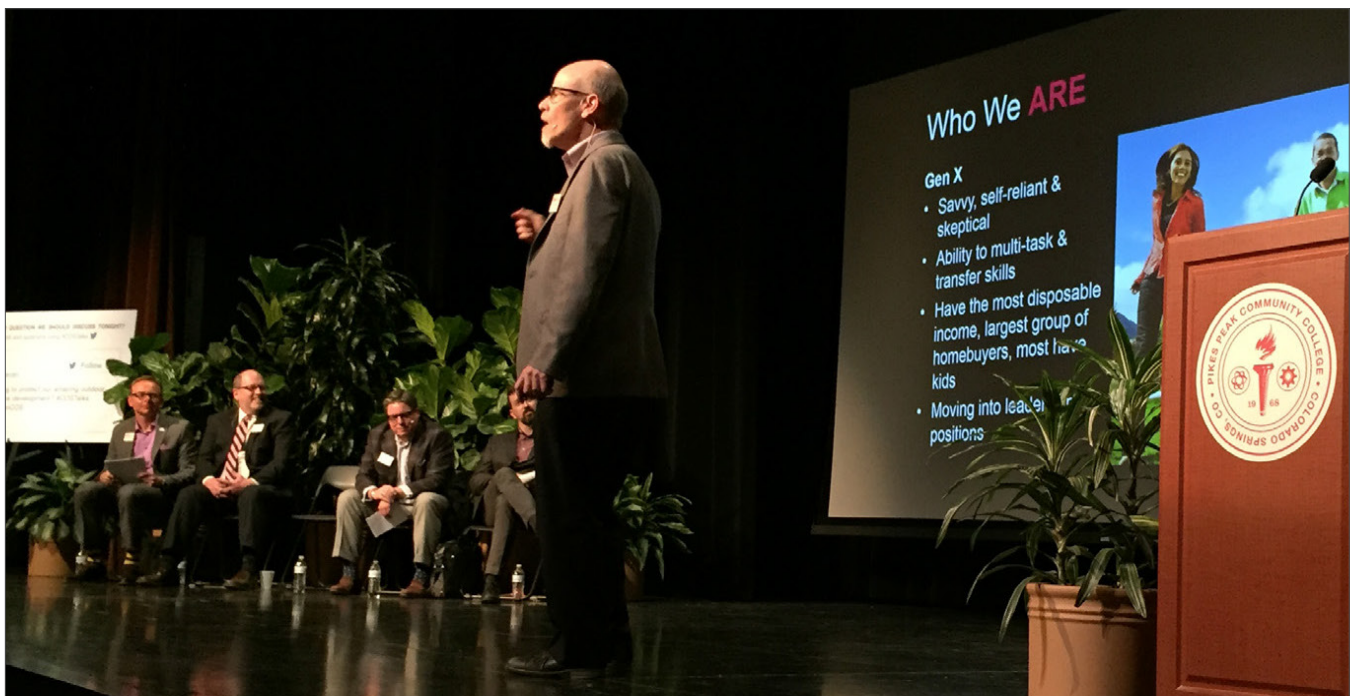
- Improved engagement, clarity, and inclusivity through incorporation of multimedia, visuals, and varying levels of expertise in urban planning and City development. Storytelling techniques can make it easier to convey complex information and present data in a more accessible manner and create an engaging experience for the audience.
- Increased buy-in at the planning stage from presenting the GPU in an engaging and inspirational manner.
- Active participation in the GPU’s implementation from an inspired and mobilized community.

PREPARE FOR AND HOST A MOBILE IMMERSION LAB

During the Draft Presentation Phase, the CT can develop a digitally immersive showcase event to explore and discuss the transformation of a land use concept based on input received during the two community workshops, listening sessions/interviews, and questionnaires. Traditionally, public engagement has relied on printed methods and 2D or 3D presentations to convey future scenarios. Our Mobile Immersion Lab, however, offers the public an opportunity to view proposed land use concepts in an augmented environment, facilitating deeper comprehension and collaboration.

AT-A-GLANCE CALENDAR

The At-a-Glance Calendar on the following pages reflects our proposal for the GPU over 18 months with associated key deliverables and meetings consistent with our Method of Approach.



TEDTalk Speaker Panel Event from PlanCOS, Colorado Springs' Comprehensive Plan Update

AT-A-GLANCE CALENDAR	2025				
	JAN	FEB	MAR	APR	MAY
PHASE 1 PROJECT START-UP					
1.1. Hold City Staff Kickoff Meeting and City Tour	M1 D1				
1.2. Draft Public Outreach and Education Program (POEP)			D2		
1.3. Launch Website			D3		
1.4. Present at CC Kickoff Meeting			M2		
1.5. Hold Monthly Coordination Meetings and Provide Progress Reports		M3 D4	M4 D5	M5 D6	M6 D7
PHASE 2 DATA COLLECTION					
2.1. Gather and Review GIS Data and Background Materials					
2.2. Draft Existing Conditions Report / Plan Outline				D21	
2.3. Present at P&Z Commission Kickoff Meeting				M20	
PHASE 3 VISIONING					
3.1. Hold Steering Committee Kickoff Meeting					M21
3.2. Prepare Informational Brochure				D22	
3.3. Prepare and Distribute Questionnaire 1 (Q1) - Visioning					
3.4. Prepare and Distribute Outreach Materials					
3.5. Conduct Listening Sessions / Interviews (up to 24, in person or virtual)					
3.6. Facilitate Community Workshop - Visioning (2 locations/times)					
3.7. Host Community Event Booth					
3.8. Draft Visioning Summary					
3.9. Update P&Z Commission / CC					
PHASE 4 PLAN DEVELOPMENT					
4.1. Hold Steering Committee Meetings					
4.2. Develop Future Land Use Scenarios & Guiding Principles (GP)					
4.3. Prepare and Distribute Questionnaire 2 (Q2) - Scenarios and GPs					
4.4. Prepare and Distribute Outreach Materials					
4.5. Facilitate Community Workshop - Scenarios and GPs (2 locations/times)					
4.6. Host Community Event Booth					
4.7. Draft Scenarios and GP Summary					
4.8. Update P&Z Commission / CC					
4.9. Prepare Crosswalk Zoning Analysis					
4.10. Prepare Plan Audit Policy Analysis					
4.11. Prepare Specific Area Plan Analysis					
4.12. Prepare Working Drafts - Elements					
4.13. Prepare Working Drafts - Introduction and Implementation					

AT-A-GLANCE CALENDAR	2025				
	JAN	FEB	MAR	APR	MAY
PHASE 5 DRAFT PRESENTATION					
5.1. Prepare Administrative Draft General Plan					
5.2. Prepare and Distribute Draft General Plan Update					
5.3. Facilitate Open House Community Meetings (3 locations)					
5.4. Prepare 60 Day Comments Spreadsheet					
5.5. Prepare Administrative Final General Plan Update					
5.6. Hold 1st P&Z Commission Hearing					
5.7. Hold 2nd P&Z Commission Hearing					
5.8. Hold CC Hearing					
PHASE 6 FINAL GENERAL PLAN UPDATE AND RATIFICATION PLAN					
6.1. Prepare Final General Plan Update					
6.2. Prepare Primary General Plan Mounted Maps					
6.3. Final Ratification Plan					
6.4. Provide Final Documents					

LEGEND

DELIVERABLES

- D1 - Master Project Schedule
- D2 - Public Outreach and Education Program (POEP) - electronic
- D3 - Website Launch
- D4 - 20 Monthly Progress Reports - electronic
- D21 - Existing Conditions Report / Plan Outline
- D22 - Informational Brochure- electronic
- D23 - Questionnaire #1- electronic
- D24 - Visioning Summary- electronic
- D25 - Draft Future Land Use Scenarios and Guiding Principles - electronic
- D26 - Questionnaire 2- electronic
- D27 - Crosswalk Zoning Analysis - electronic
- D28 - Plan Policy Audit Analysis - electronic
- D29 - Specific Area Plan Analysis - electronic
- D30 - Scenario and Guiding Principles Summary - electronic
- D31 - Working Drafts Elements - electronic
- D32 - Working Drafts Overview and Implementation - electronic
- D33 - Administrative Draft General Plan - electronic and paper
- D34 - Draft 60 day General Plan Update and list - electronic and paper
- D35 - Draft 60 day Comments Spreadsheet - electronic
- D36 - Administrative Final General Plan Update - electronic and paper
- D37 - Final General Plan Update - electronic and paper
- D38 - Primary General Plan Mounted Color Maps - paper
- D39 - Ratification Plan - electronic
- D40 - Final Documents and Native Files - electronic

2025							2026					
JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
						D33						
							D34					
							M31					
									D35			
									D36			
									M32			
										M33		
											M34	
												D37
												D38
												D39
												D40

MEETINGS

- M1 - City Staff Kickoff Meeting 1 - in person
- M2 - CC Kickoff Meeting - in person
- M3 - 19 Monthly Coordination Meetings - virtual
- M20 - P&Z Commission Kickoff Meeting - in person
- M21- GPSC Kickoff meeting - virtual
- M22 - Community Workshop - 2 days, In person and virtual
- M23 - Community Event - 1 day, In person
- M24 - P&Z Commission Update - electronic/PPT (City attends)
- M25 - CC Meeting - electronic/PPT (City attends)
- M26 - GPSC Meeting- virtual
- M27 - Community Workshop - 2 days, In person and virtual
- M28 - Community Event - 1 day, In person
- M29 - P&Z Commission Meeting - electronic/PPT (City attends)
- M30 - CC Meeting - electronic/PPT (City attends)
- M31 - Draft 60 Day General Plan Open House- in person and virtual
- M32 - P&Z Commission Hearing 1 - in person
- M33 - P&Z Commission Hearing 2 - in person
- M34 - CC Hearing - in person

EXPERIENCE & QUALIFICATIONS OF THE FIRM

PROJECT TEAM

Logan Simpson has composed a group of individuals with diverse expertise and backgrounds to ensure a thorough and well-rounded approach. Logan Simpson, Kimley-Horn, Elliot Pollack, and Peacemaker Aviation team members have a wealth of experience working locally in Lake Havasu City, Mohave County, and in the State of Arizona. We are confident that each of the professionals working on the project will provide a collaborative, innovative, and comprehensive approach that will address the City’s current and future needs while reflecting the values and priorities of its residents.

LOGAN SIMPSON



Established in 1990, Logan Simpson has provided exceptional community planning, public involvement, landscape architectural, and environmental and cultural resource services to municipal, state, and federal clients throughout the West for 34 years. Our 170 staff members in six offices operate as a multidisciplinary collaborative within four distinct service lines of community planning, design, environmental, and cultural resources. We bring expertise and excellence to our planning strategies by balancing public involvement; historic preservation; sustainability; urban design; streetscape; parks and open spaces; and public/private facility design.

Logan Simpson’s planning philosophy supports our company mission—***Working Together to Guide Responsible Change***—by helping communities in the Mountain West protect and enhance their future through a process of co-creation. We support our local communities through an understanding that the comfort, safety, and accessibility for residents, employees, and tourists can revitalize a community and catalyze redevelopment. In our ongoing planning efforts, we strive to build connections between elements that create a sense of place and the social fabric that creates a sense of community. Our staff has completed implementable plans that are innovative yet realistic. Our robust public engagement processes encourage the use of high tech and high touch experiences to gather input on community character, goals, policies, and implementation strategies.

KIMLEY-HORN



Kimley-Horn has built a reputation as a premier consulting firm for transportation and utility planning projects. As a trusted partner to agencies throughout Arizona and across the nation, their team has provided a broad range of long-range planning, general and comprehensive plans, multimodal transportation plans, utility needs assessments, and more. They are fully committed to meeting and exceeding Lake Havasu City’s specifications for the General Plan. Their combination of local knowledge, national expertise, and fresh perspectives makes Kimley-Horn uniquely qualified to deliver an innovative, implementable plan that positions Lake Havasu City to make smart decisions with its limited funding. They have also delivered several projects partnered with Logan Simpson to provide clear direction on infrastructure needs and priorities for places like Mesa, western Maricopa County, Navajo County, and Gila Bend.

Kimley-Horn has led over 15 projects for Lake Havasu City over the past five years with a wide range of disciplines, schedules, and sizes. They have delivered engineering solutions for roadways, drainage, water mains, and traffic signing and striping. They have also provided services that are unique to Lake Havasu City, including dredging of the riverbed, repairs to the London Bridge, and a boat ramp reconstruction. In addition to providing a wide variety of services to the City, Kimley-Horn has conducted numerous studies and designs for other agencies that have an impact on Lake Havasu City, including the Arizona Department of Transportation, the Lake Havasu Metropolitan Planning Organization (MPO), and Mohave County. All these experiences will be leveraged in the General Plan to ensure long-range policies and strategies are carefully crafted to the specific conditions, needs, and desires of Lake Havasu City residents, staff, and elected officials.



ELLIOT D. POLLACK & COMPANY SUMMARY



Elliott D. Pollack & Company is headed by one of Arizona’s most noted economists and offers a broad range of economic and real estate consulting services backed by the most comprehensive database found in Arizona. Since 1987, the firm’s principals have observed and analyzed the growth trends and economic cycles affecting the State. They have conducted broad community-wide housing analyses for the cities of Sedona and Mesa as well as micro-neighborhood and site-specific projects such as the White Tank Grand Avenue Area Plan with Logan Simpson. They are very familiar with affordable housing issues and has conducted numerous market studies for Low Income Housing Tax Credit complexes. The firm has worked across the state of Arizona including areas that have unique housing issues such as in Sedona and in Greenlee County where there is a lack of affordable housing for employees working at the largest copper mine in the country – the Morenci mine owned by Freeport-McMoRan.

The Company’s experience with general plans and analysis of Arizona’s residential housing markets and conditions is extensive and includes work with Lake Havasu City and the Town of Wickenburg on Housing Needs Assessments; Verde Valley and Sedona Housing Needs Assessment & Strategy; Housing Market Assessments for the city of Page and the Resolution Copper Area; Chandler’s General Plan 2016, Airpark Area Plan Update, and current General Plan Update (with Logan Simpson); Wildhorse Pass Master Plan for the Gila River Indian Community; and the City of Phoenix Redevelopment Plan.

PEACEMAKER AVIATION



Lieutenant Colonel (retired) James “Rusty” Mitchell, retired as the Founding Director of the Luke Air Force Base (LAFB) Community Initiatives Team in 2020, where he served as the key liaison between the base and surrounding communities, fostering dialogue to ensure growth aligned with both military and local economic interests. A retired Air Force veteran with 22 years of service, culminating as the 21st Fighter Squadron Commander at LAFB, Mitchell’s deep understanding of flight operations and over 30 years as a Valley resident have made him a recognized expert on the coexistence of military installations and civilian communities. His expertise extends to civilian airports and transportation hubs, and he is frequently sought to review development plans and legislation aimed at protecting military operations while promoting community growth. Known for his ability to find “The Middle Ground,” Mitchell has consulted in cities across the U.S., including Madison, San Antonio, and Colorado Springs.

ORGANIZATIONAL CHART

The organizational chart on the following page details the selected project team members and their primary roles for this project. Resumes that highlight their experience working on efforts similar to this project are provided in the Appendix.

LAKE HAVASU CITY

PROJECT MANAGEMENT

- Terri Hogan, AICP | PROJECT MANAGER
- Sandra Hoffman, AICP | ASSISTANT PROJECT MANAGER
- Bruce Meighen, AICP | CONTRACT MANAGER + PROJECT ADVISOR

LAND USE

- Megan Moore, ASLA, ASSOC. AIA | LAND USE LEAD
- Heather Garbarino | LAND USE SUPPORT

RECREATION

- Kristina Kachur Webb, AICP | RECREATION LEAD
- Ryan Stephenson, CNU-A | RECREATION SUPPORT

PUBLIC INVOLVEMENT

- McKayla Dunfey, AICP | PUBLIC INVOLVEMENT LEAD
- Madison Macias | PUBLIC INVOLVEMENT SUPPORT

AIRPORT/MILITARY AIRSPACE COMPATIBILITY

- James “Rusty” Mitchell | AIRPORT/MILITARY AIRSPACE

ECONOMIC GROWTH

- Rick Merritt | ECONOMIC GROWTH LEAD
- Danny Court | ECONOMIC GROWTH SUPPORT

INNOVATION + GIS MAPPING

- McKayla Dunfey, AICP | INNOVATION LEAD
- Ben Oesterling | GIS MAPPING SUPPORT
- Daniel Morgan, PLA | INNOVATION SUPPORT

LEGEND

- Logan Simpson
- Kimley-Horn
- Elliot D. Pollack & Co.
- Peacemaker Aviation

HOUSING

- Rick Merrit | HOUSING LEAD
- Sarah McClain | HOUSING SUPPORT

ENVIRONMENTAL + ENERGY

- Jeremy Call, AICP | ENVIRONMENTAL AND ENERGY LEAD
- Sara Stribley | ENVIRONMENTAL AND ENERGY SUPPORT

RESILIENCE

- Wayne Colebank, PLA | RESILIENCE LEAD
- Andrea Crary | RESILIENCE SUPPORT

WATER RESOURCES

- Robert Lyons, PE | WATER RESOURCES LEAD
- Kristen Faltz | WATER RESOURCES SUPPORT

TRANSPORTATION

- Chris Joannes, AICP | TRANSPORTATION LEAD
- Kristen Faltz | TRANSPORTATION SUPPORT

PUBLIC FACILITIES/SERVICES/INFRASTRUCTURE

- Zach Schmidt, PE, CFM | PUBLIC FACILITIES/SERVICES/INFRASTRUCTURE LEAD
- Kristen Faltz | PUBLIC FACILITIES/SERVICES/INFRASTRUCTURE SUPPORT

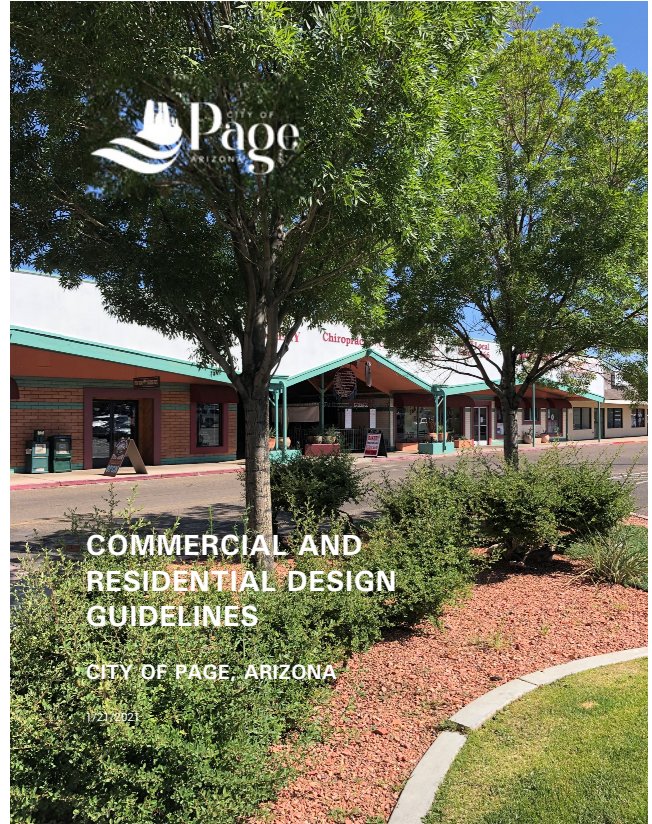
PROJECT EXPERIENCE

PAGE 2040 GENERAL PLAN, HOUSING STRATEGY, AND DESIGN GUIDELINES | ARIZONA

Reference: Zachary Montgomery, Planning Director | City of Page | 928.640.3700 | zmontgomery@pageaz.gov

The City of Page, located in northeastern Arizona, is a tourist-based community that relies heavily on the abundance of their own and surrounding outdoor recreation assets. The community has a municipal airport and is known for being an excellent base for exploring nearby outdoor attractions, including Lake Powell and the surrounding Glen Canyon National Recreation Area, Vermilion Cliffs National Monument, and Monument Valley. Millions of people visit this area every year and the City wished to continue building and capitalizing on this unique opportunity.

Prior to joining Logan Simpson, Terri Hogan was the project manager for the *Page 2040 General Plan and Zoning Map Update*. Under Terri’s management, successful adoption of the General Plan Update (GPU) was accomplished in December 2022 following a robust 12-month process. The GPU was a complete rewrite of the previous plan, including a unique vision and land use map. The City was concurrently undertaking a zoning code update and under Terri’s management, a zoning map consistent with the City’s land use map was created and adopted concurrently with the GPU. As part of the land use planning for the City of Page, close coordination was needed with the airport to ensure safety and land use compatibility around it. While options for relocating the airport altogether to increase capacity and aircraft size underwent investigation, the team also identified safe distances, buffer zones, and compatible surrounding land uses for its existing location. The GPU was recognized by the Arizona Planning Association in 2023.



CHARACTERIZATION OF EXISTING CONDITION

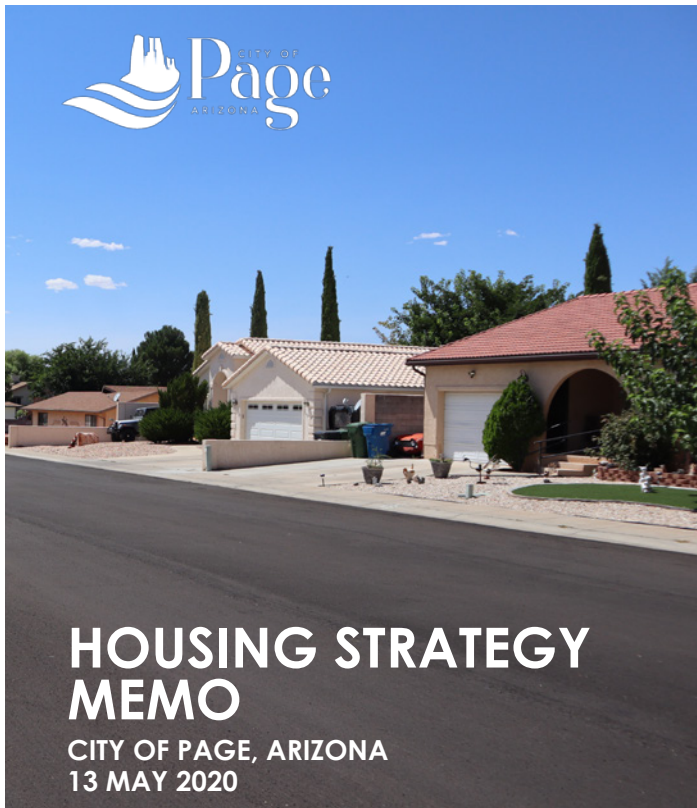


CHARACTERIZATION OF PROPOSED CONDITION PER THESE DESIGN GUIDELINES



Logan Simpson also worked with the City of Page and project sponsor, Salt River Project, on strategic planning and housing initiatives aimed at bolstering the community's changing economy and revitalizing its housing stock. The efforts included a housing recommendations memo with strategic recommendations ranging from short-term immediate implementation items to longer term items aimed at ensuring the availability of high quality and affordable housing in the future.

Logan Simpson also developed design guidelines to provide a City-wide baseline standard for future development targeted to key areas such as Downtown and gateway corridors. Logan Simpson's efforts including preliminary land use planning and were coordinated with other consultant teams working on the *Downtown Streetscape Master Plan*.



TOMORROW'S MESA 2050 GENERAL PLAN AND BALANCED HOUSING PLAN | ARIZONA

Reference: Jeff Robbins, CEcD, MPA, Redevelopment Program Manager (General Plan Project Manager) | City of Mesa | 480.644.5249 | Jeffrey.robbins@mesaaz.gov

Logan Simpson with teaming partner Kimley-Horn successfully managed the *Tomorrow's Mesa 2050 General Plan* over a 20-month process. In tandem with the General Plan, the Logan Simpson team developed a Balanced Housing Plan and oversaw coordination and engagement for the Transportation Master Plan, Transit Master Plan, and Water Master Plan.

Located in the east valley of the Phoenix Metropolitan Area, the City is the State's third most populous city and is home to Phoenix-Mesa Gateway Airport, Falcon Field Airport, Mesa Arts Center, and Arizona State University Polytechnic campus and Media and Immersive eXperience (MIX) Center. The over 500,000-person City updated its most important long-range planning tool to create a vision for the future through 2050. *Tomorrow's Mesa 2050 General Plan* is first and foremost a community-driven plan. Participation helped ground the work in the realities of Mesa and ensure that recommendations are relevant, accessible, and implementable. Community feedback determined Mesa's priorities, asking questions like "What should change?" and "What should stay the same?". The visioning process brought together elected officials, City staff, and the community to accomplish shared goals.

Logan Simpson worked directly with Arizona State University on Downtown enhancements and expansion regarding future land use, as well as integrating technology and VR/AR techniques with their Media and Immersive eXperience (MIX) Center.

Outreach and plan development were organized around five phases:

- Community Context set the foundation by hosting conversations and listening sessions with the community at key locations across the City's six districts (via one-on-one/small group interviews, at informational booths, and through an online questionnaire).
- Vision Setting sought input on a community vision for the future of Mesa. Developing a strong community vision for Mesa (i.e., one that responds to and represents how the community wants to be in the future) ensures that policies and programs are shaped by and for the community.
- Choices and Priorities discussed and analyzed industry trends and opportunities for Mesa via Urban Lab workshops and equipped the community to participate more fully in the Immersion Event. The workshops helped the community visualize and evaluate choices for different land uses across Mesa. The final immersion event was held to illustrate the community's vision in a virtual environment. This event was attended by elected officials, residents, and over 500 high school students.
- Draft Plan focused on presenting and reviewing key elements in the Draft Plan (e.g., chapter sections, the future land use map, implementation framework, etc.). As with other outreach stages, participants were able to join events in person or review the document online.
- Council Approval and Final Review allowed the community the opportunity to share thoughts on the Final Draft Plan and to join City leadership in celebrating the culmination of the planning process at a virtual event.

Review and unanimous approval by both the P&Z Commission and CC occurred late Spring 2024, and Mesa and residents will vote on the plan at the November 2024 election. This innovative work resulted in an Award of Excellence from the Arizona Chapter of the American Planning Association as well as President's Medal for Social Embeddedness, Mesa General Plan Immersive Design Experiences and Colorado/Wyoming ASLA Merit Award, Mesa General Plan Immersive Design Experiences.



URBAN LAB WORKSHOPS



The City held technology-supported workshops to visualize and evaluate our choices for different alternative for the future of Mesa.

CONFIRMING THE VISION



The City held info booths and activities to gather feedback on what was heard in the community conversations to help confirm a vision for Mesa.

PLAN SHOWCASE

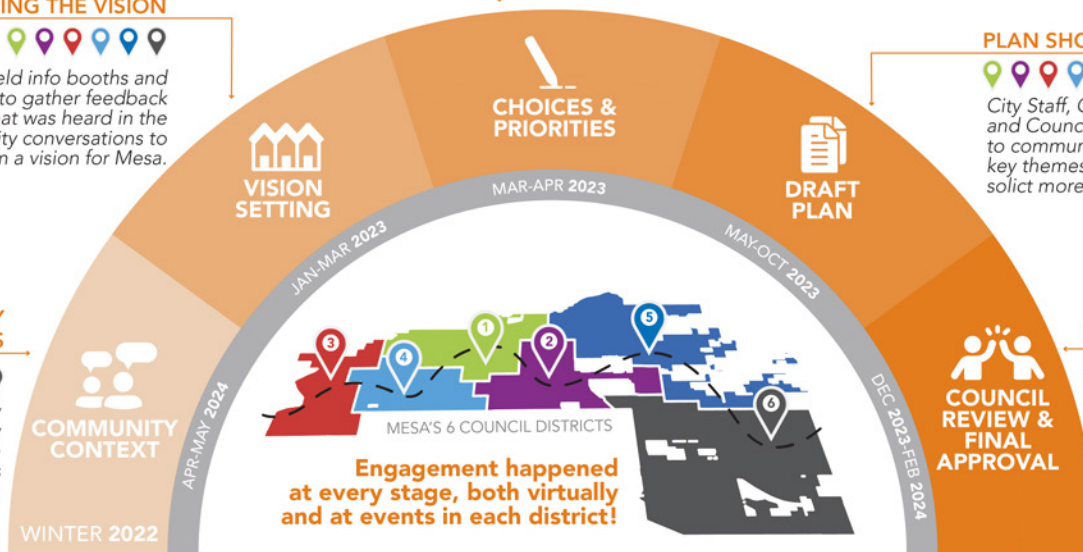


City Staff, Community Catalysts, and Council Members presented to community members on the key themes in the draft plan to solicit more input.

COMMUNITY CONVERSATIONS



The City initially engaged community members through informal conversations and a questionnaire.



CELEBRATORY SUMMIT

City Leadership held a celebration to recognize all the hard work that went into making an exceptional Plan for the future of Mesa.

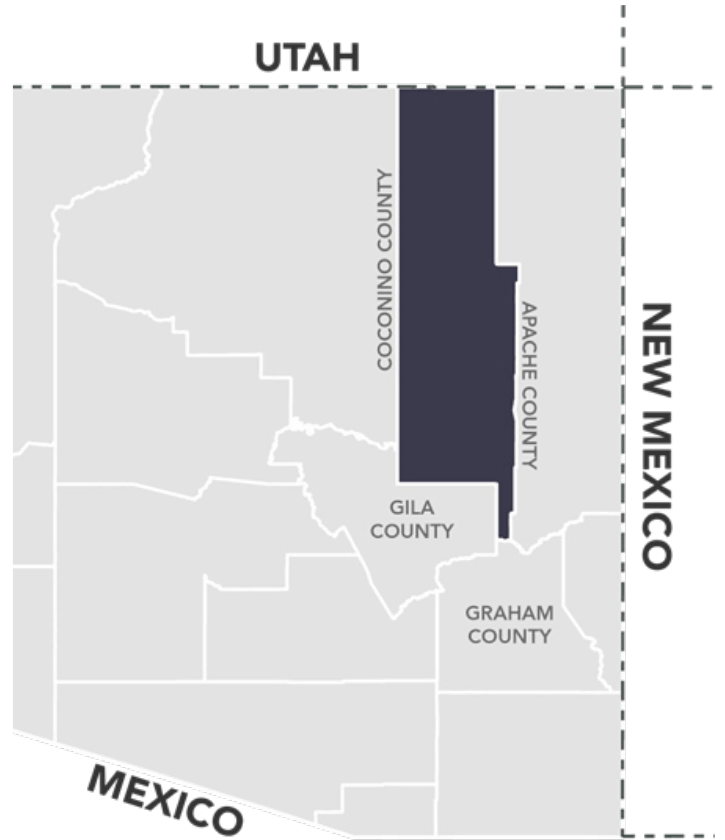
NAVAJO COUNTY COMPREHENSIVE PLAN | ARIZONA

Reference: Cody Cooper, Planning Manager | Navajo County | 928.270.2000 | cody.cooper@navajocountyaz.gov

Logan Simpson along with the teaming partners of Kimley-Horn and Elliot D. Pollack and Company are managing the Navajo County 2050 Comprehensive Plan. The plan is currently in the 60-day review process and nearly complete.

Navajo County is located in northeastern Arizona flanked by Apache County and Coconino County to its east and west, the State of Utah to the north, and Gila County and Graham County to the south. Navajo County is Arizona’s fourth largest County by area and is mostly made up of reservation land. Nearly two-thirds of Navajo County is Native American Reservation land, while the remaining land area is divided by individual and corporate ownership (18%); U.S. Forest Service (USFS) and U.S. Bureau of Land Management (9%); and the State of Arizona (5.9%). All of Navajo County is designated an Enterprise Zone, a geographic area of government-granted special status to encourage economic growth.

Today, although shifting, Navajo County’s principal industries are tourism, coal-related industry, manufacturing, timber production, and ranching. Towns like Holbrook, Winslow, and Show Low emerged as important trading centers and transportation hubs. In the modern era, Navajo County continues to be characterized by its diverse population and stunning natural landscapes, including parts of the Painted Desert, Petrified Forest National Park, high desert prairies, and steep-walled canyons beneath the snowcapped peaks and deep forest of the White Mountains and Mogollon Rim. Navajo County remains an important center for Native American culture and heritage, with the Navajo Nation exerting considerable influence over the region’s economic and cultural life as well as a tourist-based economy with millions of people visiting the areas natural attractions and enjoying the ample outdoor recreation amenities.



The 12-month process for the *Navajo County 2050 Comprehensive Plan* followed a logical sequence of six phases, starting with a project kick off at the beginning of 2024 to final plan adoption at the beginning of 2025.

There were seven critical touch points for community engagement including: 1) An interactive and dedicated project website with nearly 8,000 views; 2) Digital Project Updates to over 60 community co-creators; 3) Three strategic meetings of the Comprehensive Plan Committee (CPC) consistent of important stakeholders representatives from the BLM, U.S. Forest Service, ASLD, ADOT, LAFB, and the County including Economic Development, Tribal Coordinator, Engineer, Emergency Management, and the Sheriff's Office; 4) Three strategic meetings with the County's P&Z Commission and Board of Supervisors; 5) 16 Community Interviews; 6) Eight Community events engaging over 920 people at different locations across the County; and 7) A robust Community Questionnaire with 135 respondents.



HENDERSON STRONG COMPREHENSIVE PLAN, WEST HENDERSON LAND USE PLAN, AND INSPIRADA TOWN CENTER MASTER PLAN | NEVADA

Reference: Andrew Powell, Long Range Planning Manager, City of Henderson | 702.267.1555 | Andrew.powell@cityofhenderson.com

Logan Simpson’s senior staff members have been trusted partners for the City of Henderson and Clark County since the early 2000s, leading various strategic planning initiatives to balance development with open space preservation. Since joining Logan Simpson, our portfolio has expanded to include 2014 *West Henderson Land Use Plan* and 2018 *Inspirada Town Center Master Plan*, *Sloan Canyon National Conservation Area (NCA) Implementation Management Strategy Plan*, *Sloan Canyon NCA Visitor Contact Station*, the *Open Space and Trails (OST) Plan*, and currently, the *Henderson Strong Comprehensive Plan Update*, all of which underscore our commitment to sustainable growth.

The 2014 *West Henderson Plan* guided land use planning across 12,000 acres, focusing on current market conditions while enhancing gateway features, services, and viewsheds. It incorporated parks, trails, and open spaces integrated with transportation infrastructure and natural landscapes. The *Inspirada Town Center*, designated as a special study area, became a 300-acre conceptual master plan following the dissolution of previous development agreements, addressing land use, multimodal transportation, utilities, and public spaces. The plan’s success relied on collaboration with over 10 property owners to ensure flexibility and meet community goals.



INSPIRADA TOWN CENTER MASTER PLAN



In 2024, Logan Simpson completed the Draft *Open Space and Trails Plan* update, its first in nearly 20 years, maintaining the vision of an interconnected system of parks, trails, and open spaces within Henderson’s urban environment. This policy document supports outdoor recreation, public facility maintenance, and community planning for the next decade. The plan prioritizes the conservation of Henderson’s natural resources, desert environments, and washes, enhancing the city’s distinct sense of place and providing recreation opportunities for residents and visitors alike. Building on this extensive body of work, Logan Simpson was selected to update the *Henderson Strong Comprehensive Plan*, focusing on sustainable economic growth, open space preservation, and the development of Nevada’s newest town center. Our continuous involvement ensures that Henderson’s future growth aligns with community aspirations, leveraging existing plans to achieve long-term sustainability and quality of life.

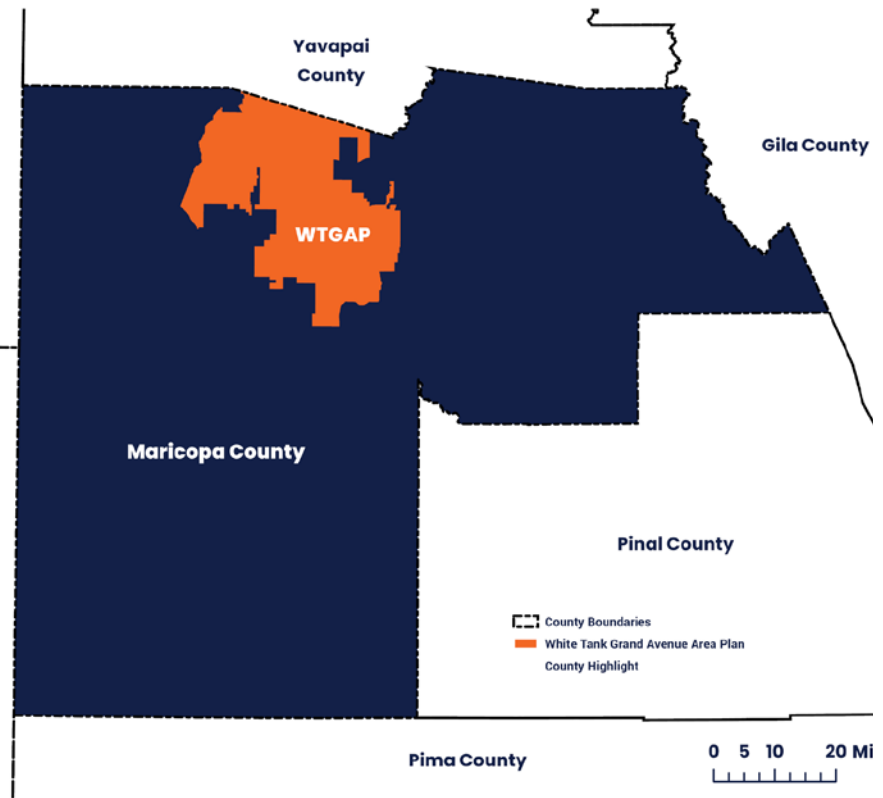


WHITE TANK GRAND AVENUE AREA PLAN UPDATE | MARICOPA COUNTY, ARIZONA

Reference: Tom Ellsworth, Planning Director, Maricopa County | 602.506.3301 | tom.ellsworth@maricopa.gov

Logan Simpson was the lead consultant managing the White Tank Grand Avenue Area Plan (WTGA Area Plan). Kimley-Horn and Elliot D. Pollack and Company were invaluable partners with their expertise in transportation, water, public infrastructure, and economic development. This WTGA Area Plan is a significant change from the plan originally adopted in 2000 and includes additional topics, realignment of the community’s vision, goals, and policies, and modernization of the document. The WTGA Area Plan contains elements for land use, transportation, environment, growth areas, economic growth, open space, water resources, energy, utilities, and public facilities, and cost of development.

Maricopa County’s area plans serve as regional decision-making guides aiding County leadership, staff, residents, and developers. Since the adoption of the original WTGA Area Plan over 20 years ago, the region has experienced significant growth and the updated plan guides decision-making to accommodate future growth, protect quality of life, advance economic prosperity, and bolster a sense of place in line with the region’s existing character. The *WTGA Area Plan* covers approximately 727 sq. miles, or 465,114 acres, and is located northwest of the City of Phoenix along Maricopa County’s northern border, which abuts Yavapai County. The planning area comprises approximately 8% of Maricopa County and has led to population growth in the region over the past two decades. The boundary follows a combination of municipal borders and roads, resulting in the orange area depicted in the adjacent map.



The Board of Supervisor’s requested an expedited process, which involved extensive community engagement with surrounding municipalities, Bureau of Land Management (BLM), Luke Air Force Base (LAFB), Arizona State Land Department (ASLD), the Homebuilders Association of Central Arizona (HBACA), developers, homeowner’s associations, school districts, utilities, and residents in the area. A diverse Plan Advisory Committee (PAC) was convened early in the process to guide the direction of the plan and act as ambassadors for community involvement. There were both in person and online events, live polling, interactive mapping, and multiple questionnaires throughout the process. The planning process occurred over 12 months and included broad and inclusive public engagement that resulted in a balanced land use plan with significant support from diverse stakeholders with polarized viewpoints. The plan was adopted with unanimous approval from both the P&Z Commission and the Board of Supervisors and will act as a model for the upcoming 10-year comprehensive plan update as well as other area plans in Maricopa County.

The plan was completed early, under budget, and was awarded an Honorable Mention in the Regional Plan (over 50,000 pop.) category from the Arizona Chapter of the American Planning Association.



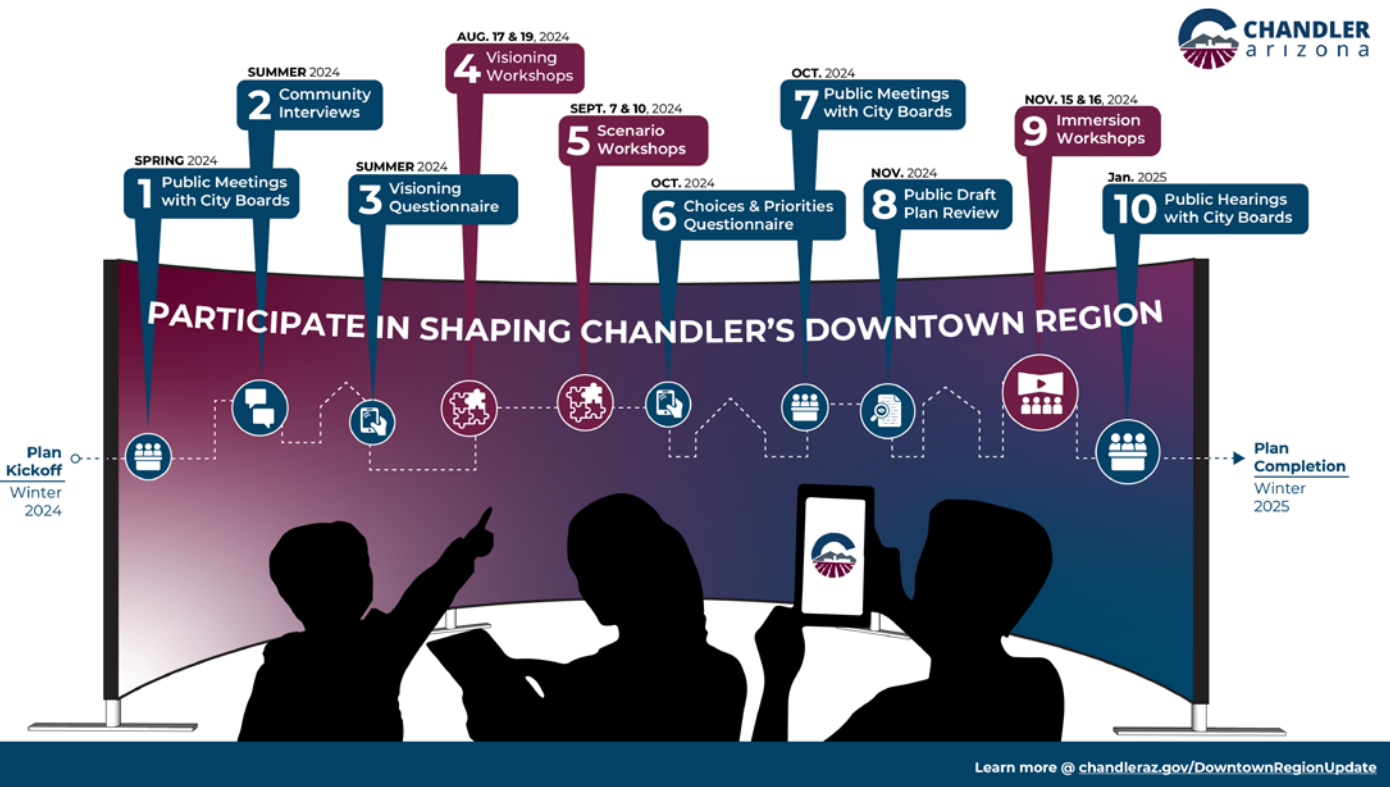
DOWNTOWN REGION AREA PLAN UPDATE | CHANDLER, ARIZONA

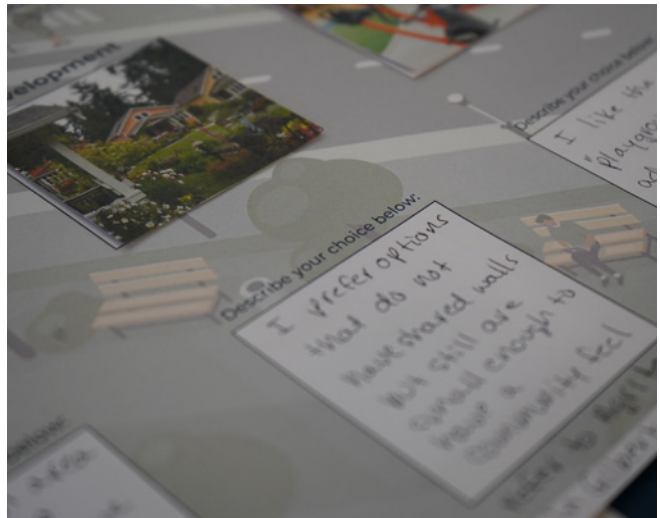
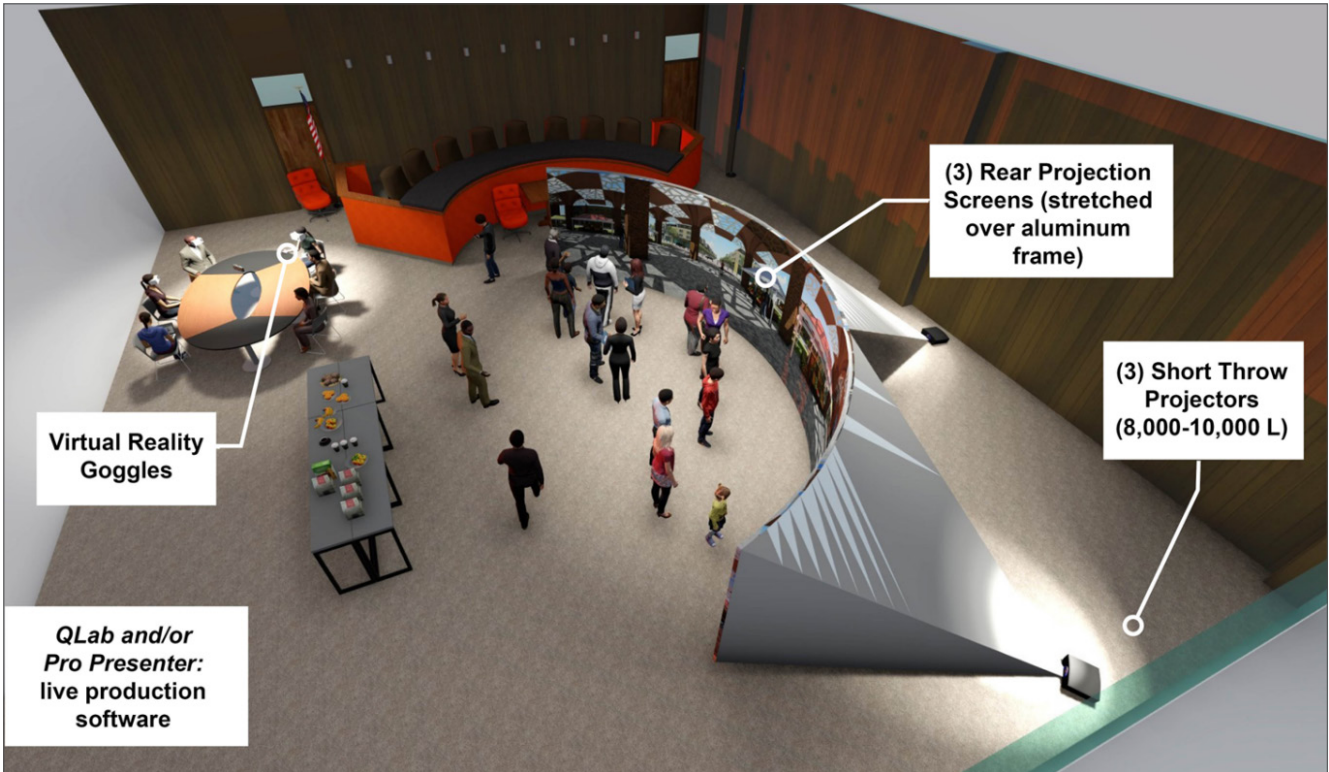
Reference: Alisa Petterson, Senior Planner | City of Chandler | 480.782.3060 | alisa.petterson@chandleraz.gov

Logan Simpson along with teaming partners Kimley-Horn and Elliot D. Pollack and Company are managing a 12-month planning process for the Chandler’s Downtown Region Area Plan (Chandler Area Plan). The Chandler Area Plan is anticipated to be complete in early 2025 and will provide a visionary policy and quasi regulatory document for the City’s future development in this 2.4 sq. mile area. The plan consolidates two area plans, the Chandler Redevelopment Element (1995) and the South Arizona Entry Corridor Study (2006) as well as the South Arizona Avenue Design Guidelines (2010), reflecting an amended planning area and significant changes over the last 30 years. This update ensures alignment with current community values while embracing new trends and future needs. Through innovative outreach, including interactive workshops with ArcGIS Urban, artistic renderings, and augmented reality, the community’s input will shape the final area plan. The final plan will include a vision statement, future land use and circulation maps, and general design guidelines for the region as well as topical goals, policies, actions, and specific design guidelines for the five designated districts in the Downtown Region. The plan will highlight the Downtown Region’s priority topic areas of land use and urban design, redevelopment, transportation & parking, and public facilities, services, & utilities.

Community engagement strategies for the Chandler Area Plan have been diverse and robust. The early planning efforts included two workshop series wherein the community was asked to participate in developing the vision of the Downtown Region, identifying guiding principles and areas of change within the five distinctive districts, and driving future aesthetic guidance through participatory visual assessment exercise.

The next component of community engagement will be a Mobile Immersion Lab at the Downtown Chandler ASU Innovation Center. This lab will host an augmented reality showcase for the community to immerse themselves while providing additional feedback on three district concepts that they help evolve through the process. The results of all three workshops will help inform the general and details design guidelines for Chandler’s Downtown Region.





APPENDIX: RESUMES



**TERRI
HOGAN, AICP**
PROJECT MANAGER

EDUCATION

M.S., Environmental Planning,
Community Planning emphasis,
Arizona State University, 2000

B.S., Justice Studies, Grand Canyon
University, 1994

PROFESSIONAL REGISTRATIONS

American Institute of Certified
Planners (AICP), No. 113587

American Planning
Association (APA)

Arizona Planning
Association (AZAPA)



LOGAN SIMPSON

Terri has more than 30 years of professional experience in local/regional government, internationally, the military, and the private sector. She has managed complex and high-profile development projects, master-planned communities, Community Development Block Grant (CDBG) projects, zoning entitlements, assured water supply certificates, and various long-range projects as well as teams of planners and other professionals over the course of her career. Terri joined Logan Simpson after serving as a Deputy Director at another planning firm following her retirement from public service in July 2022. She is also an Honorary Commander at Luke AFB, served as cochair of the Valley Partnership City/Town Committee, the President and Director-at-Large of the American Planning Association's (APA) Arizona Chapter, co-chair of the 2020 State Planning Conference, founder of the Women in Planning Group (WPG) for the Arizona Chapter, and her article Arizona's Cool (Planned) Places was featured in Planning Magazine, published by the APA. Terri is a respected leader in the planning and development industry and widely known as a collaborative, problem-solving professional who builds relationships and provides practical solutions.

SELECTED PROJECTS

- Page General Plan and Zoning Code*, Arizona
- Tomorrow's Mesa General Plan Update and Balanced Housing Plan, Arizona
- Navajo County Comprehensive Plan, Arizona
- White Tank Grand Avenue Area Plan, Maricopa County, Arizona
- Chandler Downtown Region Area Plan, Arizona
- Chandler General Plan Update and Comprehensive Housing Plan, Arizona
- Gila Bend General Plan, Arizona
- Wellton General Plan, Arizona
- Wellton Zoning Code, Arizona
- Wellton On Call Planning Services, Arizona
- Eloy On Call Planning Services, Arizona
- Gila Bend Planning Services, Arizona
- Gila Bend Zoning Code, Arizona
- Gila Bend Town Code, Arizona
- Buckeye Development Code, Arizona
- Mohave County Solar Entitlement Projects, Arizona
- Pinal County Comprehensive Plan and Zoning Code Update*, Arizona
- Imagine Buckeye 2040 General Plan Update*, Arizona
- Buckeye Wildlife Corridors Best Practices Guide, * Arizona
- Buckeye El Rio District Area Plan*, Arizona
- Buckeye Airpark Area Plan*, Arizona
- Buckeye Transportation Master Plan*, Arizona
- Buckeye Bicycle and Pedestrian Master Plan*, Arizona
- Maricopa County Comprehensive Plan Update*, Arizona

**Experience prior to joining Logan Simpson*



**SANDRA
HOFFMAN, AICP**

**ASSISTANT PROJECT
MANAGER**

EDUCATION

Master of Environmental Planning,
Arizona State University (1999)

Bachelor of Landscape Architecture,
University of Arizona (1981)

**PROFESSIONAL
REGISTRATIONS/
CERTIFICATIONS**

American Institute of Certified
Planners (AICP), No. 129658

American Planning
Association (APA)

Arizona Planning
Association (AZAPA)

Sandra has over 25 years of professional experience in community planning, design, and development for local and regional governments. During her 23 years with the City of Phoenix, she managed the long range and current planning sections, functioned as the City’s Zoning Administrator, and was the liaison to the Arizona State Land Department for the Planning and Development Department. Sandra also managed plan review and inspection divisions that included more than 300 full-time staff. She supervised the Plan Review, Inspection, and Annual Facility Program sections; the Building Official and technical lead team; Freeway and Light Rail Liaisons; and the Office of Customer Advocacy. Additionally, Sandra was responsible for organizing, planning, directing, and managing the activities of various divisions of the Planning and Development Department by managing the safe development of buildings and infrastructure through enforcement of the city’s building and city codes; issuing permits; conducting construction inspections; issuing Certificates of Occupancy; managing the physical growth of the City through the Phoenix General Plan; and administering zoning ordinances.

SELECTED PROJECTS

- Tomorrow’s Mesa General Plan Update and Balanced Housing Plan, Arizona
- Navajo County Comprehensive Plan, Arizona
- White Tank Grand Avenue Area Plan, Maricopa County, Arizona
- Chandler Downtown Region Area Plan, Arizona
- Growth and Development Model, Phoenix, Arizona
- Gila Bend General Plan, Arizona
- Gila Bend Development Review, Arizona
- Gila Bend Zoning Code Update, Arizona
- Gila Bend Subdivision Regulations Update, Arizona
- Buckeye Development Code Update, Arizona
- Prescott Valley Parks Development Design Guidelines Update, Arizona
- Prescott Valley Zoning Ordinance Graphics Update, Arizona
- North 32nd Street Corridor Plan*, Phoenix, Arizona
- South Central Avenue Light Rail*, Phoenix, Arizona
- Reinvent PHX*, Phoenix, Arizona
- Walkable Urban Code*, Phoenix, Arizona
- Elbert County Planner On-Call, Colorado

**Experience prior to joining Logan Simpson*



LOGAN SIMPSON



**BRUCE
MEIGHEN, AICP**
PROJECT ADVISOR

Bruce is a certified planner with over 30 years of experience and more than 60 awards in comprehensive planning and public involvement. He manages Logan Simpson’s community planning team firmwide and effectively applies quality growth, character preservation, and land stewardship concepts to resort communities. His projects include incorporating funding sources and incentivization with plans that result in code and implementation strategies. His ability to create innovative and focused public involvement and clarify and prioritize the issues identified is crucial to the success of outcome-oriented plans. Bruce specializes in managing defensible planning processes that create sustainable, quality growth communities with common, enduring visions.

SELECTED PROJECTS

- Page Comprehensive Housing Study, Arizona
- Tomorrow’s Mesa General Plan Update and Balanced Housing Plan, Arizona
- Navajo County Comprehensive Plan, Arizona
- White Tank Grand Avenue Area Plan, Maricopa County, Arizona
- Chandler Downtown Region Area Plan, Arizona
- Chandler General Plan Update and Comprehensive Housing Plan, Arizona
- Best Practices for Alternative Flood Hazard Mitigation Measures, Flood Control District of Maricopa County (FCDMC), Arizona
- Wildlife Linkages Best Management Practices Guide, Buckeye, Arizona
- Growth and Development Model, Phoenix, Arizona
- Southwest Mesa RDA/US 60 Redevelopment Plan, Mesa, Arizona
- NPS Wahweap Development Concept Plan/EA, Glen Canyon National Recreation Area, Page, Arizona
- NPS Colorado River Recreation Master Plan, Arizona
- Henderson Strong Plan Comprehensive Plan, Nevada
- West Henderson Land Use Plan Update and Inspirada Town Center, Nevada
- Open Space and Trails Plan Update, Henderson, Nevada
- Envision Washoe County 2040 Master Plan, Nevada
- Navigating Farmington’s Future: Jolt our Journey™ Comprehensive Plan, Farmington, New Mexico
- My Meridian Comprehensive Plan and Fields Subarea, Idaho
- Imagine Sandpoint Comprehensive Plan, Idaho
- Downtown Master Plan Update, McCall, Idaho
- McCall in Motion Comprehensive/Transportation Plan, McCall, Idaho
- Local Housing Action Plan, McCall, Idaho
- Valley County Waterways Plan, McCall, Idaho
- South of the River Subarea Plan, Star, Idaho
- Larimer County Comprehensive Plan for Community Development, Colorado
- Larimer County Reservoir Parks Master Plan, Colorado
- Colorado Springs Utilities Utility Geospatial Planning Base Model, Colorado
- Wasatch Canyons General Plan, Salt Lake County, Utah
- Comprehensive Plan and Character Districts, Jackson/Teton County, Wyoming
- Land Development Regulations Update, Jackson/Teton County, Wyoming
- Workforce Housing Action Plan, Jackson/Teton County, Wyoming

EDUCATION

Master of City and Regional Planning, Georgia Institute of Technology, 1994

B.A., Geography Urban Systems, McGill University, Montreal, Quebec, 1992

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners (AICP)

Master Project Manager (MPM)

North American Lake Management Society (NALMS), 2020

US Forest Service (Pike/San Isabel National Forests) ATV Safety Training Program, 2005



LOGAN SIMPSON



**MEGAN
MOORE, ASLA,
ASSOC. AIA**
LAND USE LEAD

Megan is an urban designer and planner with extensive experience in comprehensive and subarea planning and placemaking for a range of similar communities. She brings 23 years of experience to her projects and is the recipient of over 30 design and planning awards. Megan’s planning capabilities are enhanced by her background in architecture and landscape architecture, giving her a unique perspective into design strategies and solutions. An expert in a variety of graphics programs and a skilled conceptual designer, Megan can quickly generate and refine concepts on paper and in digital formats. She is an expert at combining input from staff, stakeholders, and the public with data and demographics, resulting in plans that reflect the vision and goals of a community while encouraging appropriate and innovative growth strategies.

SELECTED PROJECTS

- Tomorrow’s Mesa General Plan Update and Balanced Housing Plan, Arizona
- Page Comprehensive Housing Study, Page, Arizona
- Henderson Strong Comprehensive Plan, Nevada
- West Henderson Land Use Plan Update and Inspirada Town Center, Nevada
- White Tank Grand Avenue Area Plan, Maricopa County, Arizona
- Southwest Mesa RDA/US 60 Redevelopment Plan, Mesa, Arizona
- Growth and Development Model, Phoenix, Arizona
- PlanCOS (Colorado Springs Comprehensive Plan), Colorado
- Colorado Springs Utilities Utility Geospatial Planning Base Model, Colorado
- Westminster Comprehensive Plan Update, Colorado
- Comprehensive and Transportation Plan Update, Broomfield, Colorado
- Larimer County Comprehensive Plan for Community Development, Colorado
- Comprehensive + Transportation Plan, Arvada, Colorado
- Downtown Master Plan, McCall, Idaho
- McCall in Motion Comprehensive/Transportation Plan, McCall, Idaho
- Local Housing Action Plan, McCall, Idaho
- My Meridian Comprehensive Plan, Fields Subarea and Town Center, Idaho
- Ogden City General Plan Update, Utah
- Imagine Cache General Plan, Regional Collaboration Plan, Urban and Rural Area Assessment, and Cost of Services Plan, Cache County, Utah
- Comprehensive Plan and Character Districts, Town of Jackson / Teton County, Wyoming
- Land Development Regulations Update, Town of Jackson / Teton County, Wyoming
- Workforce Housing Action Plan, Town of Jackson / Teton County, Wyoming
- Strategies for a Sustainable Future, Osceola County, Florida

EDUCATION

Master of Architecture, University of Colorado at Denver, 2005

Master of Landscape Architecture, University of Colorado at Denver, 2005

Graduate Certificate in Historic Preservation, University of Colorado at Denver, 2005

B.S. in Architectural Studies, University of Illinois at Urbana-Champaign, 2001

PROFESSIONAL REGISTRATIONS

American Institute of Architects

American Society of Landscape Architects (ASLA)



LOGANSIMPSON



**KRISTINA
KACHUR WEBB,
AICP
RECREATION LEAD**

Kristina is an environmental planner specializing in environmental land use, outdoor recreation planning, public involvement, and GIS. She leads a variety of environmental, park and recreation, open space, natural resource, and comprehensive planning projects at various scales, working with local, county, and federal clients. Kristina helps facilitate an efficient and defensible planning process through scholarly research, applying GIS at the project level, applying alternative methods to engagement with the public and elected officials, facilitating advisory groups, and creating implementable strategies and best management practices.

SELECTED PROJECTS

- Sun Valley Area Drainage Master Plan Update, Maricopa County, Arizona
- Buckeye Wildlife Corridors Best Practices Guide, Arizona
- West Henderson Land Use Plan Update and Inspirada Town Center Master Plan, Nevada
- Henderson Open Space and Trails Plan Update, Nevada
- BLM Muddy Mountains Special Recreation Area Management Plan Travel Management Plan, Las Vegas, Nevada
- Navigating Farmington’s Future: Jolt our Journey™ Comprehensive Plan, Farmington, New Mexico
- Statewide Comprehensive Outdoor Recreation Plan, New Mexico
- Larimer County Open Lands Master Plan, Larimer County, Colorado
- Larimer County Resource Management Plan/Environmental Assessment (RMP/EA) and Reservoir Parks Master Plan, Colorado
- Windsor Open Space and Trails Strategic Plan, Colorado
- Timnath Comprehensive and PROST Plan Update, Colorado
- Summit County Open Space and Trails Master Plan, Colorado
- Estes Valley Open Space and Outdoor Recreation Plan, Colorado
- Castle Pine Parks and Recreation Comprehensive Plan Update, Colorado
- Valley County Waterways Management Plan, Valley County, Idaho
- McCall Parks, Recreation, Open Space, and Trails Plan, Idaho
- Gallatin Valley Sensitive Lands Protection Plan, Bozeman, Montana
- Big Sky Sensitive Lands Mapping, Big Sky, Montana
- Hamilton Comprehensive Plan Update, Montana
- Bozeman Comprehensive Plan Update, Montana
- Casper Comprehensive Plan Update, Wyoming
- Mills Comprehensive Plan, Wyoming
- Buffalo Bill Reservoir and State Park Management Plan, Cody, Wyoming

EDUCATION

M.A., Urban and Regional Planning - Environmental & Land Use (MURP), University of Colorado, 2013

B.A., Geography-Environmental Planning, Bloomsburg University of Pennsylvania, 2010

PROFESSIONAL REGISTRATIONS

Certified Planner, American Institute of Certified Planners / American Planning Association, 2015

Member, North American Lake Management Society



LOGAN SIMPSON



**MCKAYLA
DUNFEY, AICP**
**PUBLIC INVOLVEMENT LEAD
AND INNOVATION LEAD**

McKayla is an urban planner and designer with seven years of experience supporting communities to build healthy, equitable, and sustainable places. From advancing initiatives around affordable housing, health equity, and active transportation, McKayla’s approach to projects is community-centered and holistic. McKayla is experienced in comprehensive planning, land use code writing, public meeting facilitation, GIS mapping, and graphic design. Prior to Logan Simpson, McKayla worked as a long-range planner for the City of Bellingham, Washington, where she facilitated a variety of comprehensive plan amendments and rezones, led community engagement efforts, and drafted updates to the City’s municipal code. In previous roles, McKayla consulted on planning and design projects in Colorado, California, Hawaii, Texas, Washington, and New England.

SELECTED PROJECTS

- Tomorrow’s Mesa General Plan Update and Balanced Housing Plan, Mesa, Arizona
- Navajo County Comprehensive Plan, Arizona
- White Tank Grand Avenue Area Plan, Maricopa County, Arizona
- Chandler Downtown Region Area Plan, Arizona
- Gila Bend General Plan Update, Arizona
- Wellton Comprehensive Plan Update, Arizona
- Clarkdale Trail Master Plan, Arizona
- ASLD Transition Plan, Arizona State Land Department
- Chaffee County Land Use Code Rewrite, Colorado
- Windsor 2022 Comprehensive Plan Update, Colorado
- Estes Park Comprehensive Plan (Town), Colorado
- Cortez Land Use Code and Housing Policy Update, Colorado
- Summit County Countywide Comprehensive Plan & Basin Master Plans, Colorado
- Caldwell Small Area Master Plan, Idaho
- Gem County Zoning & Subdivision Ordinance, Idaho
- Lewiston Comprehensive Plan, Idaho
- Bozeman UDC Overall Update 2022, Montana
- Washoe County Master Plan Update, Reno, Nevada
- Millcreek Zoning and Subdivision Ordinance, Utah
- Ogden Unified Development Ordinance, Wasatch Front Regional Council (WFRC), Utah

EDUCATION

MUP, Urban Design & Housing/
Neighborhood Development,
Harvard University Graduate School
of Design, 2019
B.A., Environmental Studies,
Hamilton College, 2013

PROFESSIONAL REGISTRATIONS

American Institute of
Certified Planners (AICP)



LOGAN SIMPSON



JEREMY CALL, AICP

ENVIRONMENTAL AND
ENERGY LEAD

EDUCATION

M.L.A., Utah State University, 2003

B.A., Brigham Young
University, 2000

PROFESSIONAL REGISTRATIONS

Master Project Manager, American
Academy of Project Management

Certified Planner, AICP / American
Planning Association

Licensed Landscape Architect, State
of Utah #6377648-5301, 2006

BLM Visual Resource Management
(VRM) 5-day Training, 2009

U.S. Forest Service Scenery
Management System (SMS) Training
2004, 2005



LOGAN SIMPSON

Jeremy is a certified land use planner and recreation planner with a broad range of experience serving local, state, and federal governments. With nearly 20 years of experience, Jeremy currently directs and trains staff through several complex comprehensive, conservation, recreation, and trail planning projects with emphasis in land use, land conservation, developed recreation, travel management, and NEPA analyses. As the lead for Logan Simpson’s Renewables team, Jeremy guides small and large-scale energy infrastructure projects, with a particular focus on utility scale renewable energy projects. Jeremy leads this team through siting and permitting requirements for renewable development at the local, state, and federal levels. Jeremy’s unique abilities include organizing high profile facilitation processes; collecting, organizing, updating and synthesizing information; and clearly communicating orally, graphically, and in writing. He guides Logan Simpson’s staff in Some of his recent projects focus on resiliency planning and healthy communities within the context of comprehensive and general plan updates, such as the Larimer County Comprehensive Plan for Community Development and the EPA Community Change Equitable Resiliency Technical Assistance grant program.

SELECTED PROJECTS

- EPA Community Change Equitable Resiliency Technical Assistance, Western US to American Samoa
- Our Lands, Our Future: Recreation and Conservation Choices for Northern Colorado (Larimer County Regional Conservation Plan), Colorado
- Climate Smart Larimer County Initiative, Colorado
- NM Statewide Comprehensive Outdoor Recreation Plan, New Mexico
- Colorado Department of Public Health and Environment (CDPHE) Best Practices for Community Engagement, Colorado
- Estes Valley Open Space Plan | A Shared Land Conservation Strategy, Estes Valley, Colorado
- Bigger Vision for the Big T (Big Thompson Recreation and Conservation Assessment), Larimer County, Colorado
- Fort Collins Natural Areas Master Plan Update (2004, 2014 and 2024), Fort Collins, Colorado
- Black Hollow Solar Project, 174 Power Global (174PG), Weld County, Colorado
- Turkey Creek Solar Project, 174PG, Pueblo County, Colorado
- Rawhide Flats Solar, Juwi/Platte River Power Authority (Platte River), Larimer County, Colorado
- Rawhide Prairie Solar, DEPCOM/Platte River, Larimer County, Colorado
- 150MW Roundhouse Renewable Energy Project, NextEra Energy Resources, Larimer and Weld Counties, Colorado
- Elbert County 1041 Development Review, Colorado
- Alamosa County 1041 Development Review, Alamosa, Colorado
- Eastern Plains Transmission EIS, Colorado and Kansas
- Nevada Energy Greenlink West Transmission Line, Nevada, BLM, Carson City District Office, Sierra Front and Stillwater Field Offices; Battle Mountain District, Tonopah Field Office, and Southern Nevada District, Pahrump and Las Vegas Field Offices



**WAYNE
COLEBANK, PLA**
RESILIENCE LEAD

EDUCATION

M.L.A., University of Colorado, 1985,

B.S., Landscape Architecture, West
Virginia University, 1975

PROFESSIONAL REGISTRATIONS

Landscape Architecture, Nevada
#204, Arizona #21401, Utah
#5864687-5301

Wayne is a highly experienced restoration and natural resource-based landscape architect who has been recognized by industry awards for integration of man-made facilities, environmental enhancement, natural resource-oriented recreation, and cultural landscape development. He has specific strength in infrastructure-related projects, recreation, and site reclamation, particularly in environmentally sensitive urban and rural locations. His practice specializes in traditional master planning; regional and linear park master plans; watercourse restoration; neighborhood park renovation; recreation and environmental educational associated with water recharge; constructed wetlands; habitat development; wildlife viewing; trails; interpretative signage; environmental mitigation; erosion control/site stabilization; and construction administration. He is also a specialist in Clean Water Act (CWA) permitting, and is responsible for all CWA Section 401, 402, and 404 activities.

SELECTED PROJECTS

- Arizona Peace Trail, Arizona State Parks and Trails
- Tres Rios Environmental Restoration and Recreation Betterments, Phoenix, Arizona
- Rio Salado Habitat Restoration Project Long Term Maintenance Permit, Phoenix, Arizona
- Paradise Valley Watershed Management Plan, Arizona
- Mesa Low Impact Development (LID) Toolkit, Arizona
- Greater Phoenix Green Infrastructure Handbook, Scottsdale, Arizona
- Environmental Training Program, Phoenix, Arizona
- Buckeye Wildlife Linkages Best Practices Guide, Arizona
- Sun Valley Area Drainage Master Plan Update, Maricopa County, Arizona
- Maintenance and Facilities Best Management Practices (BMP) Manual, ADOT
- Stormwater/Erosion Control Awareness Training, ADOT
- ADOT Irrigation Study and Irrigation Design Guidelines, ADOT
- Casa Grande Streets Drainage Master Plan, Arizona
- Rehabilitation of the Ajo Train Depot, Pima County, Arizona
- Deer Valley Water Treatment Plan Renovations, Phoenix, Arizona
- Tempe Streetcar Design, Arizona
- Zone 3D and 4A, Segment 1 of the Phoenix Water Line, Arizona



LOGAN SIMPSON



**CHRIS
JOANNES, AICP**
TRANSPORTATION LEAD

Chris brings 13 years of transportation planning experience, with a strong focus on multimodal transportation planning and public engagement. His expertise spans corridor studies, master plans, statewide and area modal plans, and demographic and equity analysis. His expertise in creating community-oriented plans with an emphasis on consensus building will be crucial for developing implementable recommendations that seamlessly transition from planning to engineering and construction phases. Chris' skills in GIS, travel demand modeling, and quantitative alternatives analysis will provide Lake Havasu City with data-driven insights to support decision-making across various planning scales. His approach to creating clear, approachable public-facing deliverables aligns with the City's need for effective communication of planning initiatives to diverse audiences, ensuring that plans are both technically sound and publicly accessible.

SELECTED PROJECTS

- Chandler South Arizona Avenue Area Plan Update, Arizona
- Mesa General Plan, Arizona
- Maricopa County, White Tank Grand Avenue Area Plan, Surprise, Arizona
- Town of Gila Bend, General Plan Update, Arizona
- Prowers County, Comprehensive Plan Update, Colorado
- Lake Havasu MPO, Traffic Signal Analysis & Modeling Study, Arizona
- City of Yuma, Intermodal Transportation Master Plan, Arizona
- Town of Estes Park, Master Transportation Plan, Colorado
- Yuma MPO, Complete Streets Concept Study, Arizona
- Sierra Vista MPO, 2050 Long-Range Transportation Plan, Arizona
- City of Kingman, Transportation Master Plan, Arizona
- City of Moab, Transportation Master Plan, Utah
- City of Cottonwood, Transit Development Plan, Arizona
- Pima Association of Governments, Regional Active Transportation Plan, Tucson, Arizona
- Pima Association of Governments, Dial-A-Ride & Microtransit Study, Tucson, Arizona
- Navajo County, State Route 260 Multimodal Corridor Study, Show Low, Arizona
- City of Coolidge, Short-Range Transit Plan, Arizona
- Town of Queen Creek, Transportation Master Plan, Arizona
- City of Arvada, Transportation Systems Plan, Colorado
- ADOT, Strategic Highway Safety Plan, Statewide, Arizona
- ADOT, Active Transportation Safety Action Plan, Statewide, Arizona
- City of Las Cruces, University Avenue Corridor Study, New Mexico

EDUCATION

Master of Science, GIS,
Arizona State University

Bachelor of Science, Urban
Planning, Arizona State University

PROFESSIONAL REGISTRATIONS

American Institute of Certified
Planners (AICP) (#29061)



**ROBERT
LYONS, PE**
WATER RESOURCES LEAD

EDUCATION

BS, Civil Engineering, California
State Polytechnic University

PROFESSIONAL REGISTRATIONS

Professional Engineer
in Arizona (#38007)

Robert has 27 years of experience in civil design, specializing in water/wastewater projects and utility coordination for major utility infrastructure and roadway/highway projects. He has designed and managed numerous water and wastewater improvement projects for many agencies. His background includes designing more than 100 miles of large- and small-diameter pipelines and rehabilitations, wastewater treatment plants, booster stations and rehabilitations, flow monitoring stations, and sewer grinder stations from preliminary and final design through construction. His extensive experience also includes water/sewer modeling, master planning, and designing and evaluating lift stations. Robert has established working relationships with numerous Arizona utility agencies and efficiently coordinates with utilities to minimize impacts or relocation to minimize project costs and delays in schedule.

SELECTED PROJECTS

- Lake Havasu City, Lake Havasu Avenue Reconstruction from Mesquite Avenue to Swanson Avenue, Arizona
- City of Mesa, Central Mesa Reuse Pipeline Project, Arizona
- City of Mesa, Val Vista Drive Improvements (US 60 to Pueblo Drive), Arizona
- City of Mesa, Broadway Road from Mesa Drive to Stapley Drive, Arizona
- City of Mesa, Sunrise Vista Gas Easements, Arizona
- City of Tempe, University Drive, Priest Drive to Ash Avenue Bicycle and Pedestrian Improvements, Arizona
- Town of Queen Creek, Rittenhouse Road from Sossaman Road to Ellsworth Loop Road New Waterline, Arizona
- ADOT, SR 101L General Purpose Lanes Drainage, Scottsdale, Arizona
- City of Goodyear, McDowell Road Waterline, Citrus Road to Cotton Lane, Arizona
- City of Goodyear, Fire Station #187 Water Tank and Booster, Arizona
- City of Peoria, Lake Pleasant Parkway 16-inch Waterline, Arizona
- City of Peoria, Cherry Hills Waterline Replacement, Arizona
- City of Peoria, Pinnacle Peak Road, 99th Avenue to 102nd Avenue 16-inch Waterline, Arizona
- City of Peoria, 79th Avenue, Eugie to Thunderbird Intersection Widening Improvements, Arizona
- City of Peoria, Hillcrest Boulevard 8-inch Waterline Replacement, Arizona
- Town of Queen Creek, Cloud Road Waterline, Arizona
- City of Flagstaff, Zuni Drive 12-inch Waterline Relocation, Arizona
- City of Phoenix, 56th Street from Deer Valley to Pinnacle Peak Road, Arizona
- City of Scottsdale, Northsight Boulevard Extension Utility Relocations, Arizona
- Town of Fountain Hills, Saguaro Boulevard Improvements, Arizona
- City of Chandler, Chandler Boulevard/Alma School Road Intersection Improvements, Arizona
- City of Chandler, Queen Creek Road Widening Improvements, Arizona



**ZACH
SCHMIDT, PE, CFM**
PUBLIC FACILITIES/SERVICES/
INFRASTRUCTURE LEAD

Zach has 18 years of experience in the planning and design of major drainage infrastructure improvement projects. These projects involve roadway and aviation drainage systems that include storm drains, catch basins, culvert crossings, junction structures, regional drainage channels, detention basins, and erosion control measures. Zach is proficient in the preparation of construction documents for flood control-related projects that include plan and profiles, special provisions, special details, and detailed opinions of probable costs. He has participated in many different types of construction administration and observations. He has also prepared numerous floodplain revisions according to Federal Emergency Management Agency (FEMA) regulations.

SELECTED PROJECTS

- Lake Havasu City, Havasupai Wash Number Three Wash Stabilization, Arizona
- Lake Havasu City, Mesquite Avenue to Swanson Avenue Reconstruction, Arizona
- Lake Havasu City, Drainage, Transportation, and Traffic Systems Improvements On-Call, Arizona
- Lake Havasu City, Avalon Drain Two Wash Stabilization, Arizona
- Lake Havasu City, McCulloch Boulevard Improvements, Arizona
- Lake Havasu City, SARA Park Trailhead Expansion, Arizona
- Lake Havasu City, Sewer Main Inspection and Evaluation, Arizona
- Town of Paradise Valley, Stormwater Master Plan, Arizona
- YCFCD, Diamond Valley Area Drainage Master Plan, Prescott, Arizona
- MCFCD, Sacramento Wash Improvements, Mohave County, Arizona
- FCDMC, Adobe Dam/Desert Hills/Apache Wash ADMS/P, Maricopa County, Arizona
- FCDMC, Middle Indian Bend Wash ADMS, Phoenix/Paradise Valley, Arizona
- MCFCD, Landfill Channel, CLOMR and LOMR, Fort Mohave, Mohave County, Arizona
- Mohave County Flood Control District (MCFCD), CR 147 Hualapai Mountain Road Design, Kingman, Arizona
- MCFCD, Golden Shores Erosion Repairs, Mohave County, Arizona
- City of Scottsdale, Pinnacle Peak Park Drainage, Arizona
- SRPMIC Pima Road, SRPMIC Land/Scottsdale, Arizona
- City of Mesa, Broadway Road, Phase I, Arizona

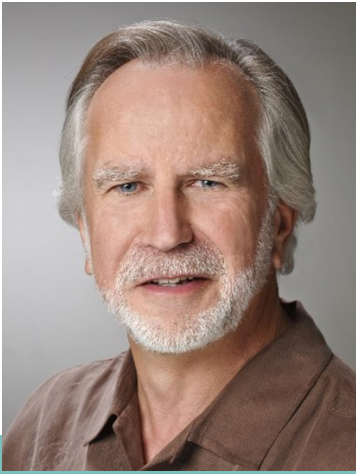
EDUCATION

BS, Civil Engineering, Michigan
Technological University

PROFESSIONAL REGISTRATIONS

Professional Engineer
in Arizona (#50959)

Professional Certified Floodplain
Manager (CFM) (#07-02739)



RICK MERRITT

HOUSING LEAD AND
ECONOMIC GROWTH LEAD

EDUCATION

Master of Business Administration,
Arizona State University
Bachelor of Community Planning,
University of Cincinnati

PROFESSIONAL REGISTRATIONS/ AFFILIATIONS

Valley Partnership
Lambda Alpha International Land
Economics Fraternity
Arizona Real Estate License

Rick is President and one of the founders of Elliott D. Pollack & Company, a real estate and economic consulting firm that provides consultation on all aspects of the Arizona economy with specialization in the real estate market. Rick has more than 35 years of experience in the fields of real estate development and consulting, city planning, and project management and is responsible for management of real estate and economic consulting assignments for the Company. He also serves as project manager for a number of real estate development projects and investments affiliated with partnerships formed by private investment groups.

Rick advises state and local governments and private parties on a variety of issues including the economic impact of development projects, taxation, affordable and workforce housing, real estate market analysis, financial feasibility, and economic development strategies. The firm is highly sought by local organizations and businesses for speaking engagements on the local, state, and national economies, and real estate markets throughout the Southwest region of the U.S. He is a licensed real estate agent in the State of Arizona, has an MBA from ASU, and a Bachelor of Community Planning from the University of Cincinnati.

SELECTED PROJECTS

An urban planner by training, Rick specializes in real estate market and financial feasibility and land use analysis. He has participated in the preparation of numerous general plans focusing on elements such as Economic Development and Housing. Work on general plans include the Chandler General Plan, the Wild Horse Pass Master Plan, and the Navajo County Comprehensive Plan. Studies completed for Lake Havasu City over the past few years include:

Lake Havasu City Housing Needs Assessment. Arizona. Analyzed the affordability gap for the community - the shortage of units that are needed to provide affordable housing for all segments of the population – and provided recommendations and strategies to address the housing gap.

Feasibility Analysis for Tournament Sports Facility. Lake Havasu City, Arizona. The study assessed the beneficial impacts of developing additional outdoor sports fields in Lake Havasu City that will provide for the needs of the local population as well as serve as potential tournament facilities for economic development purposes.





JAMES "RUSTY" MITCHELL

AIRPORT/MILITARY AIRSPACE COMPATIBILITY LEAD

EDUCATION

Bachelor's Degree in History with Honors, University of Southern California , 1976

Distinguished Graduate, Reserve Officer's Training Course, 1976

Distinguished Graduate, Undergraduate Pilot Training, Williams AFB Az. 1978

Distinguished Graduate squadron Officer's School, Maxwell AFB Ala., 1980

Masters Degree in Management, Webster University, 1986

Distinguished Graduate, Air Command and Staff College, Maxwell AFB Ala., 1991

Distinguished Graduate, Air War College, Maxwell AFB Ala., 1994



Lieutenant Colonel (retired) James "Rusty" Mitchell, retired as the Founding Director of the Luke Air Force Base (LAFB) Community Initiatives Team in 2020, where he served as the key liaison between the base and surrounding communities, fostering dialogue to ensure growth aligned with both military and local economic interests. A retired Air Force veteran with 22 years of service, culminating as the 21st Fighter Squadron Commander at LAFB, Mitchell's deep understanding of flight operations and over 30 years as a Valley resident have made him a recognized expert on the coexistence of military installations and civilian communities. His expertise extends to civilian airports and transportation hubs, and he is frequently sought to review development plans and legislation aimed at protecting military operations while promoting community growth. Known for his ability to find "The Middle Ground," Mitchell has consulted in cities across the U.S., including Madison, San Antonio, and Colorado Springs.

WORK EXPERIENCE

- Owner, Peacemaker Aviation, 2020 to Present
- Director, Community Initiative Team, Luke AFB Arizona, 2020 to 2203
- Captain United Airlines, San Francisco, California, 1998 to 2019
- Commander, 21st Fighter Squadron, Luke AFB Arizona, 1995 to 1998
- F-16 Operations Officer, Luke AFB Arizona, 1994 to 1995
- F-16 Operations Officer, Kunsan AB, Korea, 1993 to 1994
- Chief, Theater Warfare Branch, ACSC, Maxwell AFB Alabama, 1991 to 1993
- Student, air Command and Staff College, Maxwell AFB Alabama, 1990 to 1991
- Aide-de-Camp to the Cine, US Forces Korea, Yongsan AB Korea, 1989 to 1990
- Current Operations Staff, 7th AF, Osan AB, Korea, 1989 to 1990
- F-16 Instructor Pilot, Hill AFB, Utah, 1986 to 1989
- Air Liaison Officer, 3rd Brigade, Fort Carson AIN, Colorado, 1984 to 1986
- A-10 Instructor Pilot, Davis-Monthan AFB Arizona, 1981 to 1984
- A-10 Pilot, 510th Fighter Squadron, Royal air Force Bentwaters, England, 1978 to 1981
- Distinguished Graduate Undergraduate Pilot Training, Williams AFB Arizona, 1977 to 1978