



April 21, 2011

To: Teton Board of County Commissioners, Mayor Barron and Jackson Town Council
CC: Alex Norton, Jeff Daugherty and Tyler Sinclair
Re: Elected Officials' ongoing review of the Comprehensive Plan
Submitted via email

Dear Commissioners, Mayor and Council,

The Jackson Hole Conservation Alliance is writing to provide our perspective on current Comp Plan discussions, and to offer concrete suggestions for how we think this process can best move forward.

We greatly appreciate that many of you have highlighted community values, including the importance of wildlife as a top priority of residents. We also appreciate that you are making significant efforts to respond to recent concerns and comments from the community, and that you are willing to reconsider and clarify some of the issues that you have been considering.

As you know, the Conservation Alliance has been committed to ensuring responsible planning for more than three decades, and this continues to be one of the top priorities of the organization. We believe that Jackson Hole's Comprehensive Plan needs to embody the best practices currently available, and should be seen as a model plan. As part of your recognized commitment to devise a visionary plan for our community, we want to be sure that you have the best available expert technical advice on best practices.

To that end, the Conservation Alliance is contracting the services of a preeminent expert on comprehensive plans in similar communities of the Rocky Mountain West. Alan Richman has impressive qualifications, which are outlined in his attached C.V. More importantly, he is extremely committed to seeing Jackson Hole produce a cutting edge Comp Plan, due to his previous involvement in the drafting of the 1994 plan and his appreciation for this unique place. Richman will be utilizing the expertise of wildlife specialists as he works to produce a series of impartial memos addressing key issues that still need to be resolved. In the coming weeks, Richman will initiate his work by providing brief summaries on best practices for growth management and wildlife-related cumulative impacts analyses. We look forward to working with the planning staff and elected officials to ensure that we are implementing best-practices models in these areas. We will continue to involve Richman as needed to provide expert review and guidance in the future stages of the planning process.

The Conservation Alliance supports your efforts to locate development appropriately, and we have been pleased to see your emphasis on trying to preserve important wildlife habitat by reducing rural development in sensitive environments, and by concentrating future growth in ways that could constitute "Smart Growth" in Jackson Hole.

Including strong policies for growth management is central to the success of our Comp Plan, and the community clearly sees this portion of the Comp Plan as a priority. The basic factors that need to be addressed in a best-practices growth management plan include defining limits on the location, rate, type, and overall amount of growth. More detail will be provided soon based on Alan Richman's work on this topic. We are encouraged to hear that you will be refining your work on this issue over the next sessions, and we urge you to be specific in defining how you will address this.

Meanwhile, there are several steps the Conservation Alliance requests that you take over the next week, to enable the development of a best-practices growth management plan that upholds and implements community goals and priorities.

This week, we ask that you:

- **Publicly commit to placing limits on growth, even if that exact limit will be determined later in the process.**
- **Publicly commit to using best-practices approaches to Growth Management.** Direct planning staff to produce a recommendation on what studies are needed to do this appropriately.
- The Alliance will work with Alan Richman to provide support in identifying the best practices in this field.
- **Since not all necessary studies have been completed, make an interim commitment to at least work within existing entitlements until appropriate planning studies have been completed.** This is a precautionary approach, since it is not yet even clear if existing entitlements may still result in too much overall development.
- **Clearly authorize retaining existing strong language on limits to growth.** Your previous discussions suggest that this language could be removed.

During the next month, it is essential that you publicly commit to completing the maps and verbiage that will be produced as part of the Character Districts or Future Land Use Plan prior to adoption of the Comp Plan, and that you adapt the policy portion of the Comp Plan to reflect the information that will be produced during the community's mapping process.

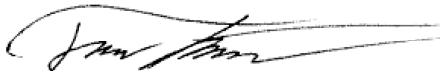
We understand from your discussions that you expect "a buildout number to fall out" of this next phase of the planning process. This would clearly require that you revisit this topic in the policy portion of the Comp Plan after completing the maps, and that you commit to limiting growth – not simply monitoring it. We recognize that some additional technical analysis would benefit the development of a strong growth management plan. This will entail the completion of basic studies that are central to any planning effort on this issue.

Taking a longer view of the Comprehensive Planning Process, the Conservation Alliance requests that you provide the public with a more detailed overview of how this process will proceed in terms of plan review, public input, map review and adoption, and explain how you believe this methodology will ultimately address community priorities and produce a top notch Comp Plan.

The Conservation Alliance will work to provide a more detailed proposal on how this process could move forward, for your consideration.

Thank you for the hard work you are doing for the future of this community. We look forward to working constructively with you to develop a best practices-based Comprehensive Plan.

Sincerely,



Trevor Stevenson
Executive Director
Jackson Hole Conservation Alliance

ALAN RICHMAN PLANNING SERVICES
201 NORTH MILL STREET, SUITE 107
ASPEN, COLORADO 81611

STATEMENT OF FIRM QUALIFICATIONS

Alan Richman Planning Services, Inc. is a consulting firm that provides community planning and regulatory services for public and private sector clients in resort, rural and urbanizing communities. Specializations of the firm include plan formulation and implementation, and the comprehensive streamlining of land use regulations. The firm's practice also includes preparation of land development applications and expert witness testimony. This hands-on experience applying land use regulations, together with Mr. Richman's prior experience administering the Aspen/Pitkin County land use regulations, provides the firm with a strong background from which to create implementation-oriented plans and user-oriented land development regulations, which respond to administrator, developer and citizen needs.

From its inception in 1990, Alan Richman Planning Services has been guided by the policy of staying purposefully small, customizing our approach to each project to be responsive to the client's needs. Because each project requires a different mix of planning skills, the firm often associates with other highly qualified firms that compliment Mr. Richman's abilities. The firm has provided services for the following mountain resort and rural communities:

Colorado Towns and Cities

City of Aspen
Town of Basalt
Town of Carbondale
Town of Crested Butte
City of Glenwood Springs
City of Gunnison
Town of Snowmass Village
City of Steamboat Springs
Town of Telluride

Colorado Counties

Eagle County
Gunnison County
La Plata County
Mesa County
Pitkin County
Summit County

Surrounding States

City of Flagstaff, Arizona
Town of Jackson, Wyoming
Park City, Utah
City of Sun Valley, Idaho
Teton County, Wyoming

Two projects for which he was the prime consultant - the Eagle County Master Plan and the Aspen Area Community Plan, received Smart Growth Awards from the State of Colorado.

Alan Richman has more than thirty years of experience as a public and private sector planner for municipal, county, and regional governments, and is personally responsible for all work the firm produces. Prior to starting this firm, Mr. Richman was the Community Development Director for Aspen and Pitkin County. During his ten years with that office, he rewrote the Growth Management Policy Plan, revised the City and County Growth Management Quota Systems, was project manager for the award-winning comprehensive revision of the City of Aspen Land Use Regulations, and managed the City of Aspen land development review process.

REPRESENTATIVE LIST OF PUBLIC SECTOR PROJECTS

Following is a representative list of public sector projects that the firm has accomplished.

Town of Basalt Land Use Regulations – 2008/2009

The Town of Basalt enacted a moratorium on new development to address shortcomings in its land use regulations at a time of significant growth pressures in the Roaring Fork Valley. The moratorium was intended to provide the Town with time to revise its regulations with regard to affordable housing, downtown development, rate of growth, and preservation of small town character. Alan Richman Planning Services formulated and the Town adopted a growth rate control system to ensure that new land use applications respond to community priorities for the types of development the Town desires. Mr. Richman also helped the Town staff to prepare and adopt new community character regulations to guide the future development of the downtown core.

Client: Town of Basalt
Reference: Ms. Susan Philp, Town Planner
(970) 927-4701

Pitkin County Land Use Code – 2004 through 2006

Alan Richman Planning Services was a member of a consulting team that prepared a complete revision to the Pitkin County Land Use Code. The team completed a diagnosis of the issues involved with revising this complex regulatory system to implement the County's new Comprehensive Plan. The team then prepared the revised regulations, including major changes to the County's Growth Management System, TDR regulations, and environmental standards. The County adopted the new Code following an extensive public hearing process.

Client: Pitkin County, Colorado
Reference: Ms. Cindy Houben, Community Development Director
(970) 920-5097

La Plata County Land Use System - 2002/2003

Alan Richman Planning Services was a member of a consulting team that prepared a complete revision to the La Plata County Land Use System. The team completed a diagnosis of the issues involved with revising this performance zoning system and created an outline for the revised regulations. The team then drafted the agreed-upon revisions to the Land Use System and presented them to the County for adoption.

Client: La Plata County, Colorado
Reference: Mr. Joe Crain, Former Planning Director
(970) 382-6271

City of Steamboat Springs Community Development Code - 2000/2001

Alan Richman Planning Services was a member of a consulting team that was chosen to complete an ongoing update of the Steamboat Springs Community Development Code. The City had been working on the Code for several years, and asked the Consultant Team to refine the most current draft of the document so it could finally be adopted. Alan Richman prepared new Planned Unit Development (PUD) Regulations for the City and also recommended new affordable housing strategies for the City to consider.

Client: City of Steamboat Springs, Colorado
Reference: Mr. Tom Leeson, Director of Planning Services
(970) 879-2060

Town of Snowmass Village Land Development Code - 1998

Alan Richman Planning Services was chosen by the Town to prepare a complete update of the Town's Land Development Code. This update was intended to implement the Town's new Comprehensive Plan, to streamline the adopted development review procedures and to address administrative problems that the Town has been experiencing with its Code.

Because the Town had enacted a moratorium during the preparation of its new Plan, the Code update had to be completed in a very tight time frame. Alan Richman was able to produce a Code Diagnosis and outline of a new Code within 60 days of being engaged by the Town and completed the new Code, including adoption, within 6 months of being hired.

Client: Town of Snowmass Village, Colorado
Reference: Mr. Chris Conrad, Planning Director
(970) 923-5524

Pitkin County Comprehensive Plan - 2003

In response to a new Colorado statute, Pitkin County's neighborhoods and caucuses prepared a series of master plans for portions of unincorporated Pitkin County. The County asked Alan Richman Planning Services to prepare a single document that would integrate the goals, objectives, and recommended actions in these plans into a Countywide Comprehensive Plan. This document, known as the Overview to the Pitkin County Comprehensive Plan, was prepared in very tight time frame, to comply with the statutory deadline, and was then unanimously adopted by the Pitkin County Planning and Zoning Commission.

Client: Pitkin County, Colorado
Reference: Ms. Cindy Houben, Community Development Director
(970) 920-5097

City of Gunnison Land Development Code and Three Mile Plan - 1994 and 1996/97

Alan Richman Planning Services was hired by the City of Gunnison to comprehensively revise the City's zoning, subdivision and sign regulations so as to implement the City's newly adopted Master Plan. The firm was also asked to consolidate the existing regulations into a streamlined, unified development code. The firm prepared an analysis of problems with substantive and procedural features of the existing regulations, identified those aspects of the Master Plan which require new substantive provisions to be formulated, and presented its recommended outline for a unified development code. The revised Code was then prepared and adopted by the City. It contains several regulatory innovations, including an entrance overlay zone district to address the City's commercial corridors, provisions to encourage production of affordable housing, and a parks/recreation/trails impact fee.

The firm was selected again in 1996 to lead a team of firms that formulated a plan for the three mile area surrounding the City limits, including designation of an urban growth boundary within the planning area and preparation of an intergovernmental agreement with Gunnison County.

Client: The City of Gunnison, Colorado
Reference: Ms. Colleen Hannon, Former Community Development Director
(970) 641-8006

Gunnison County Land Use Resolution - 1997 through 1999

Alan Richman Planning Services was the prime consultant in charge of evaluating the Gunnison County Land Use Resolution and proposing techniques to update the standards and procedures by which the County reviews land development applications. The County uses a performance standards approach, but decided to update those standards to make them more objective and to ensure that current issues are addressed, such as wildlife protection, agricultural land preservation, ridgeline development and similar concerns. Mr. Richman was responsible for reorganizing, clarifying, and streamlining the entire Land Use Resolution and drafting new review procedures and development standards for the County. The new Land Use Resolution has been adopted by Gunnison County.

Client: Gunnison County, Colorado
Reference: Ms. Joanne Williams, Planning Director
(970) 641-0360

Pitkin County Intergovernmental TDR Implementation - 2002

Alan Richman Planning Services drafted proposed revisions to the Pitkin County Land Use Code and the Town of Basalt Land Use Regulations that would authorize applicants for development within the Town of Basalt to utilize TDRs created by Pitkin County.

Client: Pitkin County, Colorado
Reference: Ms. Ellen Sassano, Senior Planner
(970) 920-5098

City of Aspen Timeshare Regulations Update - 2001/2002

Mr. Richman updated the Aspen Land Use Code to address an emerging form of resort land development - fractional fee ownership projects. His responsibilities included preparing a research paper analyzing the defects with the City's existing timeshare regulations and the issues associated with fractional fee projects, and then drafting a new set of timeshare regulations, based on direction received from the Planning Commission and City Council. The City adopted the regulations and has since experienced considerable development activity for new timeshare projects.

Client: City of Aspen, Colorado
Reference: Ms. Joyce Allgaier, Deputy Planning Director
(970) 429-2754

Upper Fryingpan Valley Master Plan Implementation - 2000

Alan Richman Planning Services prepared the legislation to implement the Master Plan that was produced by the Upper Fryingpan Valley Caucus in Pitkin County. Mr. Richman drafted a zone district overlay that applies a unique set of environmentally sensitive regulations to this rural and recreational valley.

Client: Pitkin County, Colorado
Reference: Ms. Cindy Houben, Community Development Director
(970) 920-5097

Town of Basalt Land Dedication Standards - 2000/2001

Alan Richman Planning Services assisted the Town of Basalt with revisions to its park and school land dedication standards. Mr. Richman created a formula for determining the amount of land that new development should be required to dedicate, and helped to update the Town's procedures for evaluating proposed land dedications and for accepting cash-in-lieu of required lands.

Client: Town of Basalt
Reference: Ms. Susan Philp, Town Planner
(970) 927-4701

Mesa Countywide Land Use Plan and Land Development Code - 1994 through 1997

Alan Richman Planning Services was part of the team that formulated the first countywide land use plan for Mesa County, Colorado. Mr. Richman was primarily responsible for all of the inventory and analysis of public facilities and services in the County. The firm also helped to prepare recommended goals, policies and implementing actions for the urban and rural areas of the County. Alan Richman Planning Services was then selected as part of the team that prepared revisions to the Mesa County Land Development Code to implement the Plan and to simplify and clarify the County's land use review procedures and standards.

Client: Mesa County, Colorado
Reference: Mr. Keith Fife, Manager of Long Range Planning
(970) 244-1650

Eagle County Master Plan and Land Use Regulations - 1992 through 1997

Alan Richman Planning Services was the prime consultant who prepared comprehensive revisions to the County's Master Plan and Land Use Regulations. An extensive existing conditions analysis was undertaken, including computer mapping of land use and environmental features, distribution and analysis of a public opinion survey, analysis of growth trends, and evaluation of public facility needs. His work culminated in the first future land use map ever prepared for the County. The Master Plan was unanimously adopted by the County and received a Smart Growth Award from the Governor in 1996.

The firm also produced a complete revision of the County's Land Use Regulations to implement the Plan and to streamline the County's land use review procedures. The Regulations include sensitive lands provisions addressing wildlife habitat protection, riparian habitat and ridge line development, along with standards for lands subject to natural hazards.

Client: Eagle County, Colorado
Reference: Mr. Keith Montag, Community Development Director
(970) 328-8730

Summit County Design Standards - 1999 through 2002

Alan Richman Planning Services was a member of a consulting team that formulated design standards for Summit County, Colorado, a mountain resort community. The team prepared site design, landscape design, building design, and parking area design standards for adoption by Summit County as amendments to its Land Use and Development Code. Alan Richman was responsible for preparing the formal amendments to the Code and for ensuring all of the changes are consistent with the remaining sections of the Code.

Client: Summit County, Colorado
Reference: Mr. Steve Hill, Community Development Director
(970) 668-4208

City of Aspen Infill and House Size Studies - 1999/2000 and 2006/2007

Alan Richman Planning Services prepared two research papers evaluating methods to implement elements from the 1999 update of the Aspen Area Community Plan. The first research paper focused on identifying existing barriers in the Aspen Land Use Regulations that are preventing infill development from occurring in Aspen, and suggesting methods of overcoming these barriers. The City sought to encourage community-oriented commercial development and affordable housing within the core areas of the community. The paper was presented to the City Planning Commission and a decision was made to move forward with implementation of its recommendations.

The second research paper focused on methods to better control house size within the City. This effort included an analysis of various dimensional standards, including floor area ratios, height limitations, site coverage standards, volume controls, and setbacks. Recommendations were made as to changes that should be made to the City's adopted standards. Mr. Richman then drafted the amendments to the Land Use Code to control house size, and was responsible for getting the amendments adopted by the City Council.

The firm was hired again by the City in 2006 to help to address problems that the City was having with the infill regulations that had been adopted in 2005. Mr. Richman provided research on approaches being implemented in similar resort and rural communities. He also worked the staff on the proposed revisions to the Code, in particular on changes to the City's Growth Management Quota System, zoning districts, and commercial design review standards.

Client: City of Aspen, Colorado
Reference: Mr. Chris Bendon, Community Development Director
(970) 429-2765

Town of Crested Butte Land Use Plan - 1995/1996 and 2002

Alan Richman provided technical assistance to the Town of Crested Butte, in support of their formulation of a Land Use Plan for the current municipal limits and the three mile area surrounding the Town. Mr. Richman prepared a report providing calculations and administrative recommendations for a proposed Recreation Improvements Impact Fee. He also prepared an Affordable Housing Needs Assessment for Crested Butte. The report makes specific recommendations the Town used to adopt an affordable housing standard applicable to new residential and commercial development in Crested Butte. The Town contracted again with Mr. Richman in 2002, to update the Housing Element of the Land Use Plan. This work was completed in preparation for the Town to finally adopt new regulations implementing an affordable housing standard applicable to new residential and commercial development in Crested Butte.

Client: The Town of Crested Butte, Colorado
Reference: Mr. John Hess, Director of Planning and Community Development
(970) 349-6626

Jackson/Teton Comprehensive Plan and Land Development Regulations - 1991 thru 1993

Alan Richman Planning Services updated the Comprehensive Plan for the Town of Jackson and Teton County, and drafted revised implementation legislation for both jurisdictions.

Pursuant to an initial contract with the Town and County, Mr. Richman produced drafts of the population and growth, affordable housing, and community facilities Plan chapters. Subsequently, the Town and County contracted with the firm to comprehensively revise the draft Land Use Regulations, which had been prepared by the original prime contractor, and to draft new substantive regulations to implement the draft Comprehensive Plan.

Mr. Richman developed the outline for the Regulations, comprehensively revised the draft Regulations to the Town and County's satisfaction, and was personally responsible for creating the scenic overlay and affordable housing provisions that were added to the draft. In conjunction with the regulatory revisions, the firm also comprehensively revised the Town and County Comprehensive Plan. The Plan and Regulations were both adopted by Teton County and by the Town of Jackson.

Clients: Town of Jackson, Wyoming
Teton County, Wyoming

Reference: Mr. Bill Collins, Former County Planning Director (307) 733-3959

City of Flagstaff Design Guidelines - 1998/1999

Alan Richman Planning Services worked in conjunction with a team of urban designers to formulate design guidelines for Flagstaff, Arizona. Mr. Richman identified and evaluated options for regulations to implement the proposed design guidelines, including creation of a zoning overlay system, and made recommendations for a new design review process.

Client: City of Flagstaff, Arizona

Reference: Mr. Reed Jenkins, Planning Division Project Manager
(520) 774-5281

City of Glenwood Springs Downtown Neighborhood Plan - 1997/1998

Alan Richman Planning Services was a member of an inter-disciplinary team that prepared a master plan for Downtown Glenwood Springs, Colorado. The plan addresses a variety of land use, transportation, design and regulatory issues impacting the City's commercial core. Mr. Richman's work focused on land use issues in the Downtown area.

Client: City of Glenwood Springs, Colorado

Reference: Ms. Janet Buck, Planner
(970) 945-2575

Telluride Major Streets Plan and Land Use Code - 1991 through 1994

Alan Richman Planning Services prepared amendments to the Town's Master Plan that define appropriate land uses, transportation patterns, and environmental limits to growth for the sensitive lands on the valley floor at the entrance to the Town. These lands are under the jurisdiction of San Miguel County, but are anticipated for annexation in the future. The firm also assisted the Town and San Miguel County in formulating an intergovernmental agreement (IGA) addressing planning and development services in the Telluride Region.

Mr. Richman also performed a preliminary evaluation of the organization and effectiveness of the Telluride Land Use Code. Based on the results of this analysis, the firm was selected to prepare a comprehensive Code revision. An evaluation of problems with the Telluride Land Use Code and an annotated outline of a new Code designed to address each of the identified problems were produced. The Town accepted the firm's recommendations and authorized Mr. Richman to prepare the new Code, in accordance with the outline. The revised Code, which was unanimously adopted by the Town Council, was completed within nine months of the initial notice for the firm to proceed on the project.

Client: Town of Telluride, Colorado
References: Mr. Lance McDonald, Planner (970) 728-3071
Ms. Amy Levek, Former Planning Director (970) 728-6168

Park City General Plan and Growth Management Program - 1994 through 1996

Alan Richman Planning Services was a member of a consultant team that worked with the City to update the Park City General Plan, and to formulate a growth management program for this rapidly developing resort community as part of the community's preparations for the 2002 Olympic Games. The firm completed a national evaluation of growth management programs and prepared a report evaluating their applicability to Park City's current needs. The team then prepared a growth management element of the General Plan that recommends a multi-dimensional program for the City, including a new urban growth boundary, refined annexation policies, adequate public facilities standards, development phasing controls, and a transfer of development rights system.

Client: Park City Municipal Corporation, Utah
Reference: Mr. Richard Lewis, Community Development Director
(801) 645-5022

City of Sun Valley Comprehensive Plan and Land Use Code - 1990 thru 1993

Alan Richman Planning Services, in conjunction with two other firms, prepared an update of the Comprehensive Plan and a full revision of the Zoning Ordinance and Subdivision Regulations for the City of Sun Valley, Idaho. The City adopted the Plan and adopted significant elements of the proposed Code.

The Comprehensive Plan contains maps illustrating environmental constraints to development and a "Scenic Foreground Overlay" technique to protect the open space entrance to this resort community. The Land Use Code unifies the City's Zoning Ordinance and Subdivision Regulations into a land development code; creates an affordable housing linkage program and park impact fee; revises the City's PUD ordinance; and implements the Plan's environmental protection recommendations. Mr. Richman was solely responsible for preparation of the unified Code.

Client: City of Sun Valley, Idaho
Reference: Mr. Roy Rainey, Former City Administrator
(208) 622-4438

Aspen Area Community Plan - 1990 thru 1992

Alan Richman Planning Services was the prime consultant, coordinating the work of five other firms who worked together to produce the Aspen Area Community Plan. The central themes of the Plan are to find ways to revitalize Aspen's permanent community; to enhance the pedestrian-oriented features of the downtown area; and to establish an environmentally sustainable growth policy. The Plan was unanimously adopted by the City and County and received a "Smart Growth" Award from the Governor in 1995.

Alan Richman produced the project's Existing Conditions Report and conducted an analysis of community character, based on residents' community vision. Mr. Richman produced the first draft of the Community Plan, and prepared the Technical Appendix to the second draft of the Plan. He worked extensively with the citizen committees who formulated the overall Plan direction and with City and County elected officials and Planning Commissioners.

While the Community Plan was being prepared, Mr. Richman was retained by the Aspen/ Pitkin County Housing Authority to prepare a Housing Needs Assessment. The purpose of the Housing Needs Assessment was to determine the number of affordable housing units which needed to be produced within the Aspen Area to meet the demands of growth and to address the displacement of the work force which occurred during the 1980's in Aspen. The Needs Assessment defined and quantified the concept of the "critical mass" of residents that need to be housed in the Aspen Area for it to remain a viable resident community.

Client: City of Aspen and Pitkin County, Colorado
Reference: Ms. Cindy Houben, Community Development Director
(970) 920-5097

City of Aspen Impact Fee Study - 2004

Alan Richman prepared a research paper analyzing the current status of impact fees in Colorado, including an evaluation of Colorado's new impact fee statute, a summary of impact fees adopted by other Colorado communities, and an evaluation of the types of impacts that are most commonly mitigated via impact fees. The study also included an investigation of six specific topics for which the City either already has impact fees or land dedication standards (parks and schools) or for which the City has expressed an interest in adopting impact fees (storm drainage, roads, fire protection, and air quality). Recommendations for how to proceed with the adoption of such fees are made. The City has since adopted new or updated impact fees for parks, schools and storm drainage based on these recommendations.

Client: City of Aspen, Colorado
Reference: Mr. Chris Bendon, Community Development Director
(970) 429-2765

Aspen School District Land Dedication Standards - 1995/1996

Alan Richman Planning Services prepared an evaluation of the impact of new residential subdivisions on the need for school lands within the Aspen School District. The firm evaluated land area provided per student within the School District and performed a survey of the number of students generated per type of dwelling unit throughout the District. Based on this analysis, the firm prepared land dedication standards and ordinances amending the Aspen Land Use Regulations and Pitkin County Land Use Code to implement the standards. The firm also processed the adoption of the amendments by both jurisdictions.

Client: Aspen School District
Reference: Mr. Tom Farrell, Former Superintendent
(970) 925-3460

Pitkin County Communications Facility – 2008

Alan Richman prepared the land use application to replace the existing communications towers and to install new cell phone facilities for the Crown Point site in Pitkin County. Mr. Richman worked with the neighborhood caucus group and was successful in obtaining approval for the project from the Board of County Commissioners and the Board of Adjustment (height variance).

Client: Pitkin County, Colorado
Reference: Ms. Temple Glassier, Deputy Director of Public Works
(970) 920-5390

Pitkin County Solid Waste Center Master Plan - 2002/2003

Alan Richman Planning Services prepared a Public Zone District Master Plan for the Pitkin County Solid Waste Center. The Plan focuses on the appropriate set of land uses for the property over the next 5-10 years and a 20 year plan for the closure of the landfill.

Client: Pitkin County, Colorado
Reference: Mr. Chris Hoofnagle, Solid Waste Manager
(970) 923-3487

Aspen Fire Protection District, North Forty Substation – 2005/2006

Alan Richman Planning Services prepared and obtained County approval for a development application for a new Fire Protection District substation adjacent to the Aspen Airport Business Center. The project also includes affordable housing for employees of the District. The project has been constructed.

Client: Aspen Fire Protection District
Reference: Mr. Darryl Grob, Fire Chief
(970) 925-5532

City of Aspen Maintenance Shop - 1993/94

Alan Richman prepared the land use application for the rehabilitation and expansion of the City's Maintenance Shop. The project included the rehabilitation of the existing shop, housed in Aspen's original power plant, a 100 year old historic structure, and development of a new compound to store and maintain the City's vehicle fleet. The site is located adjacent to a residential neighborhood, requiring close coordination with neighbors. The project was unanimously approved by the City's review boards and it has been constructed.

Client: City of Aspen, Colorado
Reference: Mr. Jack Reid, Former Aspen Streets Superintendent
(970) 920-5130

Faraway Ranch (Mount Daly Townhomes) Affordable Housing Project - 2000/2001

Alan Richman Planning Services was the planner coordinating the Planned Unit Development (PUD) submission for the Faraway Ranch Affordable Housing Project in Snowmass Village. The project consists of 16 two and three bedroom units in a multi-family configuration at the base of the Snowmass Ski Area. The project has been constructed.

Client: Town of Snowmass Village Housing Authority
Reference: Mr. Joe Coffey, Director
(970) 923-2360

Aspen Music School Castle Creek Campus – 2006 through 2011

Alan Richman Planning Services coordinated the work of a multi-disciplinary consultant team and prepared the land use application for a complete re-development of the school campus that is used by the Aspen Music School and Aspen Country Day School. Mr. Richman was also the lead consultant in charge of carrying the application through the Pitkin County land use review process. The project was approved by the Board of County Commissioners and is set to begin construction in 2011.

Client: Music Associates of Aspen, Inc.
Reference: Ms. Jennifer B. Elliot, Chief Financial Officer
(970) 205-5040

Aspen Area Affordable Housing Projects - 1993 through 2000

Alan Richman Planning Services has been hired on several occasions by the Aspen/Pitkin County Housing Authority to prepare land use applications to develop affordable housing projects in the Aspen Area. Alan Richman was the planner on a design/build team which developed the Juan Street Affordable Housing Project in the City of Aspen. The project consists of six affordable housing dwelling units in single family/duplex dwellings on a 12,000 square foot lot located at the base of Aspen Mountain. The project has been constructed.

Alan Richman also prepared the land use applications for the conversion of the Aspen Country Inn into an affordable housing project for seniors, and for the development of the vacant parcel of land located at Seventh Street and Main Street. The latter project is a prominent parcel of land at the entrance to the Aspen Townsite. Both of these projects have also since been constructed.

Client: Aspen/Pitkin County Housing Authority, Colorado
Reference: Ms. Cindy Christensen, Project Manager
(970) 920-5050

***ALAN RICHMAN PLANNING SERVICES
201 NORTH MILL STREET, SUITE 107
ASPEN, COLORADO 81611***

RESUME

ALAN RICHMAN, AICP

Alan Richman has over thirty years of training and experience as a public and private sector planner, having accomplished a wide variety of planning and zoning projects in Colorado and surrounding states in the Rocky Mountain region and in several Southeastern states. Mr. Richman is self employed.

PROFESSIONAL EXPERIENCE

Principal, Alan Richman Planning Services (1990 to present)

Alan Richman Planning Services provides community planning and regulatory services for public and private sector clients in resort and rural communities. Specializations of the firm include plan formulation and implementation activities, comprehensive streamlining of development codes, processing of development applications, and expert witness testimony.

Mr. Richman has consulted with many mountain resort and rural communities, including the City of Aspen and Pitkin County, Colorado; the Town of Basalt, Colorado; the Town of Crested Butte, Colorado; Eagle County, Colorado; the City of Glenwood Springs, Colorado; the City of Gunnison and Gunnison County, Colorado; La Plata County, Colorado; Mesa County, Colorado; the Town of Snowmass Village, Colorado; the City of Steamboat Springs, Colorado; Summit County, Colorado; the Town of Telluride, Colorado; the City of Flagstaff, Arizona; the Town of Jackson and Teton County, Wyoming; Park City, Utah; and the City of Sun Valley, Idaho. Two projects for which he was the prime consultant - the Eagle County Master Plan and the Aspen Area Community Plan, received Smart Growth Awards from the State of Colorado.

**Community Development Director, Aspen/Pitkin County Planning Office (1984 thru 1989);
Assistant Planning Director, Aspen/Pitkin County Planning Office (1981 thru 1984)**

While he was a member of the Aspen/Pitkin County Planning Office, Mr. Richman was personally responsible for the comprehensive revision of the Aspen Land Use Regulations, an effort which received an award for excellence from the Colorado Chapter of the American Planning Association. He also drafted major revisions to the City and County Growth Management Quota Systems and affordable housing provisions. He was also the administrator of the City's development review process. Other accomplishments under his direction were preparation and adoption of the Pitkin County Down Valley Comprehensive Plan and the open space/trails, historic preservation, transportation, affordable housing, annexation, and growth elements of the Aspen Area Comprehensive Plan.

Senior Environmental Planner, Atlanta Regional Commission (1979/1980)

Responsible for land use planning projects associated with the Atlanta Region Areawide 208 Wastewater Management Plan.

Project Planner, Mayes, Sudderth and Etheredge, Atlanta, Georgia (1977 thru 1979)

Accomplished a variety of city and county planning projects, including a recreation plan for Bulloch County, Georgia; site selection studies for a new general aviation airport and a new solid waste disposal facility for Henry County, Georgia; the Bay County, Florida "208" Water Quality Management Plan; an EIS for a runway extension at Bush Field in Augusta, Georgia; an airport master plan for the City of Perry, Florida; a water supply plan for the City of Hope, Arkansas; and "201" water quality plans for several communities in Georgia.

EDUCATION

1. Master of Regional Planning, University of North Carolina at Chapel Hill (1977).
2. Master of Science, Civil Engineering State University of New York at Buffalo (1975).
3. Bachelor of Arts, History, Magna Cum Laude, SUNY at Buffalo (1974).

CONFERENCE PRESENTATIONS

Presentation on *performance zoning* to the 1998 Rocky Mountain Land Use Institute.

Presentations on *growth management techniques* to the 1995 Rocky Mountain Land Use Institute; the Colorado County Attorneys Association (1986); and the 1980 Georgia/South Carolina American Planning Association (APA) Chapters meeting at Hilton Head Island.

Presentation on *planning for wildlife protection* for the Colorado Division of Wildlife, 1995.

Presentations on *sensitive lands planning* to the 1993 Rocky Mountain Land Use Institute and to a 1998 conference sponsored by the Northwest Colorado Council of Governments.

Presentation on *streamlining development codes* at the City and Small Town Management Conference of the Colorado Division of Local Government in Denver, 1987.

Speaker on *resort/community planning issues* at APA National Conferences at Los Angeles (1986), Montreal (1985), Seattle (1983), and New Orleans, (1978).

PUBLICATIONS

Alan Richman, "Planning Residential Environments: The Social Performance Standard," **Journal of the American Planning Association**, Volume 45, #4, October, 1979.

Alan Richman, "Toward an Updated Approach to Neighborhood Planning," **Carolina Planning**, Volume 3, #2, Fall, 1977.