

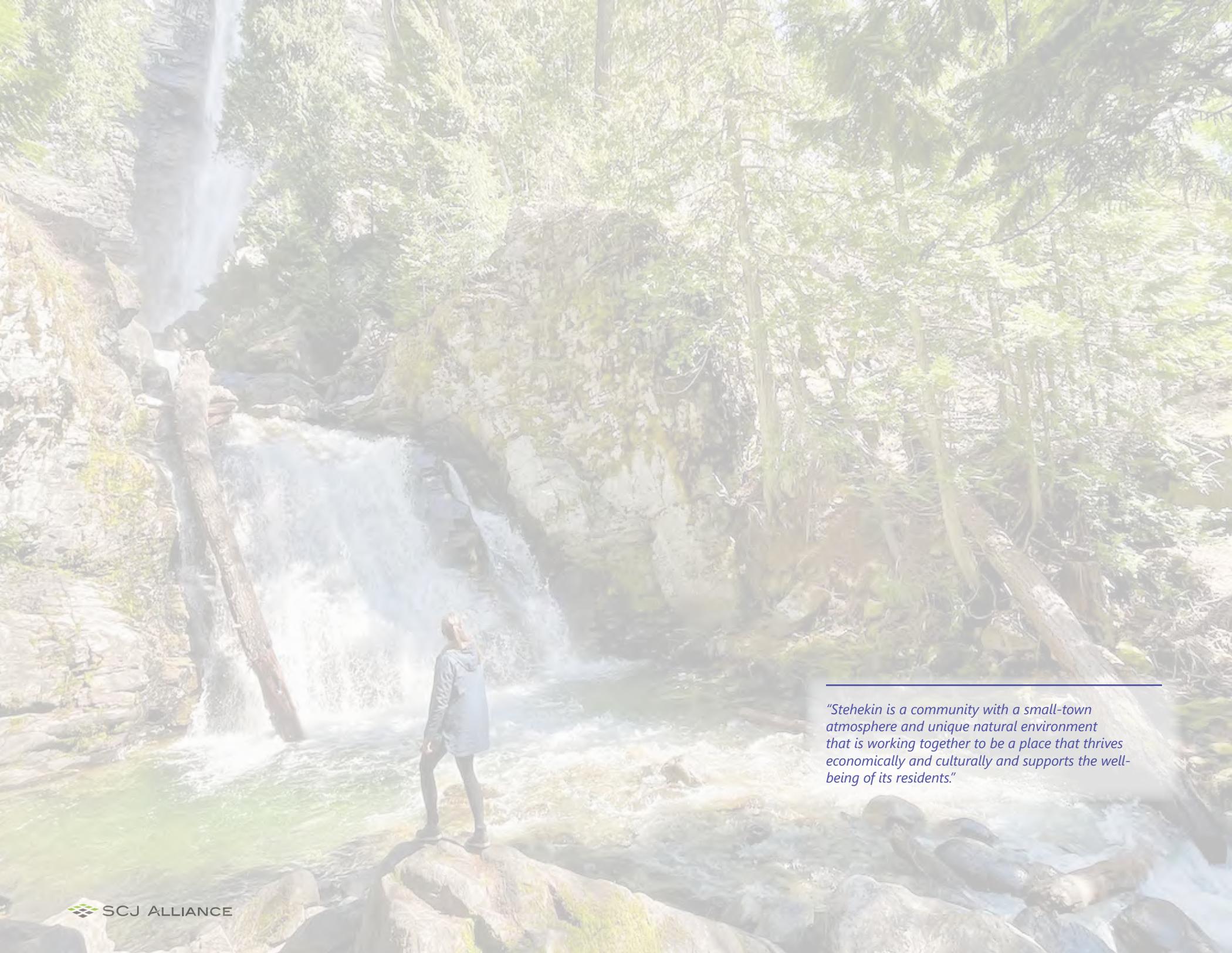


Stehekin Community Planning Project

Chelan County Natural Resources Department

Submitted By: SCJ Alliance
December 8, 2023





“Stehekin is a community with a small-town atmosphere and unique natural environment that is working together to be a place that thrives economically and culturally and supports the well-being of its residents.”

December 8, 2023

Attn: Mike Kaputa, Director
Chelan County Natural Resource Program
411 Washington St., Ste. 201,
Wenatchee WA 98801



RE: Stehekin Community Plan

Dear Mr. Kaputa and Members of the Selection Committee:

We are pleased to submit our proposal to develop a vision and strategic plan for Stehekin, one of Washington’s most unique communities. Set at the head of Lake Chelan and accessible only by boat, float plane, or cross-country hike, the community is both remote and popular.

We have assembled a team of experts, both local and regional, to assist you with this vital work, collaborating with Stehekin residents, Chelan County, Chelan County PUD, and the National Park Service. This community-driven plan will act as a guide for strategic investment and development over the next 10 to 20 years. Our team is well versed in effective community outreach and consensus building to best balance Stehekin’s residents and community with tourism, recreation, and seasonal visitors—all while maintaining considerations relating to fiscal health, economic vibrancy, culture, environment, and land use.

SCJ Alliance (SCJ) provides a multidisciplinary team of planners, engineers, urban designers, and landscape architects who understand how these plans must be crafted to ensure successful long-term implementation. Our team includes Environmental Science Associates (ESA), Leland Consulting Group (LCG), and Walker Macy. We have a long history of working together, and we believe the team can address all aspects of the project’s requirements. We are committed to providing the services outlined in your request for proposals, as well as an extensive and positive working relationship cultivated through communication.

Our team understands that the success of a project such as yours depends on a thoughtful engagement process to inform and respond to community members and others who will be partners in guiding the future of Stehekin. Our multidisciplinary approach to this project will identify and nurture these relationships, ensuring the plan reflects the community’s hopes and is achievable.

Our team is ready to go. We look forward to discussing our qualifications and approach in more depth as you proceed in the selection process and to collaborating with you on this exciting project.

Sincerely,

SCJ Alliance

A blue ink signature of Bill Grimes, written in a cursive style.

Bill Grimes, AICP
Project Manager

A black ink signature of Chris Overdorf, written in a cursive style.

Chris Overdorf, PLA, ASLA
Principal-in-Charge

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Who we are

SCJ Alliance (SCJ) is a multidisciplinary planning and engineering firm specializing in solving complex issues. With 145 employees, we provide a broad range of professional services to public- and private-sector clients, including land use planning, environmental planning, transportation planning and design, community engagement, stakeholder facilitation, urban design, landscape architecture, civil engineering, and construction management.

We enjoy being a part of the creative process and seeking effective and efficient solutions to project challenges. Our responsiveness and ability to communicate, work with you side by side, develop creative solutions, and pay attention to the details are attributes setting us apart in consistently delivering successful projects.

Anticipate. Envision. Create.

When approaching projects, we use a three-step strategy that we know serves our clients well: we **anticipate** emerging challenges and opportunities, work with clients to **envision** projects to enhance the livability of their community, and then **create** a plan that achieves the goals and vision identified through this process.

Our Details

108 N Washington, Suite 238
Spokane, WA 99201

Ph: 509.835.3770
Fax: 360.352.1509
info@scjalliance.com

Federal ID: 20-4834444

S-Corporation

Year Founded: 2006

Staff: 145

Office Locations: Washington, Colorado, Montana

Areas of Expertise

- ◆ Land Use Planning and Design
- ◆ Master Planning
- ◆ Public Outreach and Facilitation
- ◆ Environmental Engineering and Permitting
- ◆ Landscape Planning and Design
- ◆ Civil Engineering
- ◆ Parking and Circulation
- ◆ Specialty Structures
- ◆ Transit Services
- ◆ Transportation Planning and Design
- ◆ Cable-Propelled Transit

Project Understanding



Stehekin's setting and history involve an intense reliance on seasonal activity, both for the local businesses and for the increased summertime resident population necessary to advance local community initiatives. Stehekin has a small population—even at its summertime peak—consolidating leadership and responsibility for community momentum in the hands of a few.

The community's physical and jurisdictional context also exerts unique influences, with limited access and a multi-agency framework within which the community must operate. The federal government—through the Forest Service and Parks Service—controls much of the land surrounding upper Lake Chelan, and the Chelan County PUD has a stake there, too. The PUD maintains a power generation facility there, the future of which will play a significant role in Stehekin's future, too.

The Stehekin community has developed a level of functional self-reliance. Residents have had to “figure it out,” solving issues related to providing the most fundamental public services. Water, wastewater, roads, stormwater, power, and public safety services are all defined in the local orbit. This has necessitated and nurtured a habit of collaboration among those who live here, similar to what develops in island communities, where the sense of a shared lot pushes ideological differences to the background in favor of pragmatism.

Considering these issues and the impending decisions on reinvestment in the power utility, the community is devoting energy to a long-range vision and master plan. The near-term future may present new opportunities and challenges, and this master plan process can help the community anticipate them and build local capacity to respond.

The SCJ team is configured to address these issues. We are a multidisciplinary consultancy with planning, urban design, landscape architecture, transportation planning and engineering, and civil engineering, with professionals in these disciplines based in our Wenatchee office. Staff from our Spokane and Seattle offices will offer support and guidance as necessary, ensuring we have a full complement of SCJ talent available for this project.

We have extensive experience in the immediate region, working with Chelan County, the City of Chelan, the Chelan County PUD, the US Forest Service, and the US Parks Service. Working with small towns—particularly those in central and eastern Washington—is part of our DNA. Many of our clients are also reliant on tourism and manage with significant access constraints, reflected in the resort master planning we've done and in our work in communities such as Seldovia, AK.

Our team includes Walker Macy, Leland Consulting Group, and ESA, and we have a long history of working with each. Walker Macy will lead our urban design effort, applying their landscape-savvy approach to master planning to ensure physical design proposals are compatible with the context within which Stehekin is set. Leland will keep the region's and the community's economics in mind. They will provide the research and insight to reveal specific economic conditions and market opportunities, working closely with the team to ensure the ideas emerging from the planning and design process align with what the market can support and the community can sustain. And ESA will provide environmental services, with a wide array of available scientists to audit environmental conditions and environmental planners to ensure this process develops appropriate documentation—such as an EIS—to support the master plan's initiatives.

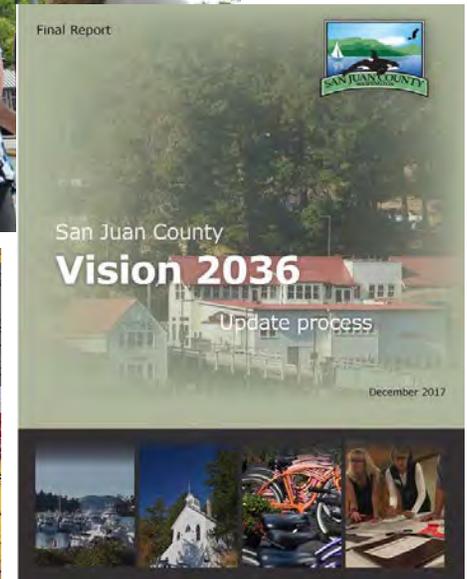
It's a solid team, most of whom have individual experiences in Stehekin, composed of individuals with whom we like to work.

The benefits of hiring our team are abundant. Our proximity to Stehekin promises to provide an economy in what we do, allowing us to dedicate more in-service time for every consultant dollar invested. It also helps us understand some of the unique and more nuanced influences shaping the community conversation, favoring the type of process transparency and emphasizing our ability to understand the community's needs. We've also found our clients appreciate our focus on creating compelling visions and writing pragmatic plans.

Our qualifications and experience, described in more detail, will demonstrate how we've addressed similar issues in similar places (like Seldovia), maintained long-term and fruitful relationships with area clients (like Chelan County), and helped communities manage issues of seasonality (like 49 Degrees North).

Planning from our perspective demands a synthesis of technical and visual expertise in order to reveal and express ecological and infrastructural functions. We call this an "aesthetic of performance", which guides our unique approach to design. Each place can successfully reveal its intrinsic character, meet diverse user needs, and express a contemporary understanding of sustainability. Our team will employ these ideas as a starting point and build from there to define a master plan and design that is visionary, feasible, fundable, maintainable, and establishes the authenticity of place.

Our context-sensitive approach to planning considers location, natural systems, history and community, regulations, and long-term maintenance and operations and translates those attributes into an aspirational design.



Our neighborhood pop-up studios, used in San Juan County, take the plan to the people. We use a three-tiered approach, inviting visitors to participate at the levels where they're most comfortable. Some conversations are short. Others are longer and more involved, with arm waving, sketching, suggestions, debate, and laughter. These pop-ups demonstrate planning relevance on the ground, and we learn from every exchange.

Time By Task

This table presents estimated time by task with a matching budget. We expect to refine this after initial conversations with the client to ensure we're dedicating the appropriate level of resource to match the County's needs.

	SCJ Hours	SCJ Fee	Walker Macy Hours	Walker Macy Fee	ESA Hours	ESA Fee	Leland Hours	Leland Fee	Total Hours	Total Fee
PHASE 1: Baseline		\$27,740		\$9,300		\$8,640		\$14,440	338	\$60,120
Demographics summary and analysis	8	\$1,520					24	\$4,560	32	\$6,080
Economic and market summary and analysis	8	\$1,520					24	\$4,560	32	\$6,080
GIS land use and base map gallery	24	\$4,560	24	\$3,600	8	\$1,280			56	\$9,440
Environmental document and policy scan	8	\$1,520	8	\$1,200	16	\$2,560			32	\$5,280
Community engagement plan	12	\$2,280	4	\$600	4	\$640			20	\$3,520
Project website	16	\$3,040	4	\$600			8	\$1,520	28	\$5,160
Policy framework	16	\$3,040	2	\$300	2	\$320			20	\$3,660
Orientation interviews	30	\$5,700	4	\$600	4	\$640	4	\$760	42	\$7,700
Community visit	8	\$1,520	8	\$1,200	8	\$1,280	8	\$1,520	32	\$5,520
Preliminary opportunities and constraints technical memo	16	\$3,040	8	\$1,200	12	\$1,920	8	\$1,520	44	\$7,680
PHASE 2: Options		\$27,360		\$12,000		\$7,680		\$6,460	306	\$53,500
Draft spatial vision	16	\$3,040	8	\$1,200			2	\$380	26	\$4,620
Three strategic options	32	\$6,080	16	\$2,400	8	\$1,280	8	\$1,520	64	\$11,280
Evaluate criteria/priorities	8	\$1,520	4	\$600			8	\$1,520	20	\$340
Master plan policy framework	8	\$1,520	8	\$1,200	8	\$1,280	8	\$1,520	32	\$5,520
Community workshop on vision	24	\$4,560	24	\$3,600	8	\$1,280	8	\$1,520	64	\$10,960
Community workshop on strategic options	24	\$4,560	8	\$1,200					32	\$5,760
SEPA evaluation/determination	8	\$1,520		0	24	\$3,840			32	\$5,360
Community workshop on preferred direction	24	\$4,560	12	\$1,800					36	\$6,360
PHASE 3: Preferences		\$32,680		\$10,200		\$4,480		\$7,220	306	\$54,580
Preliminary draft master plan	64	\$12,160	32	\$4,800	12	\$1,920	18	\$3,420	126	\$22,300
Community workshop on draft plan	24	\$4,560	8	\$1,200					32	\$5,760
Refined draft mater plan	24	\$4,560	12	\$1,800			4	\$760	40	\$7,120
Community workshop on refined plan	24	\$4,560							24	\$4,560
Draft integrated EIS, if appropriate										
Draft Master Plan	24	\$4,560	12	\$1,800	12	\$1,920	8	\$1,520	56	\$9,800
Recreation area parks influence technical memo	12	\$2,280	4	\$600	4	\$640	8	\$1,520	28	\$5,040

	SCJ	SCJ	Walker Macy	Walker Macy	ESA	ESA	Leland	Leland	Total Hours	Total Fee
PHASE 4: Priorities		\$11,400		\$2,400		\$1,280		\$1,520	92	\$16,600
Implementation actions list	12	\$2,280	8	\$1,200	4	\$640	4	\$760	28	\$4,880
Community workshop on implementation strategy	12	\$2,280							12	\$2,280
Final draft master plan	12	\$2,280	8	\$1,200	4	\$640	4	\$760	28	\$4,880
Community rollout celebration/open-mic	24	\$4,560							24	\$4,560
PHASE 5: Adoption		\$9,120				\$2,560		\$1,520	72	\$13,200
Planning Commission meetings (2)	24	\$4,560			4	\$1280	4	\$760	36	\$6,600
BOCC meetings (2)	24	\$4,560			4	\$1280	4	\$760	36	\$6,600
Total Hours and Fee (Phases 1 through 5)	570	\$108,300	113	\$33,900		\$24,640	164	\$31,160	1,114	\$198,000
Subconsultant markup (10% fee)										\$8,970
Estimated expenses (8% of fee)										\$5,840
Management reserve										\$25,000
Project Budget										\$247,810



Project Experience



Rocky Pond Winery Master Plan
Orondo, WA

SCJ is currently providing planning and design support for a new agri-tourism the med winery, and boutique resort development on the Columbia River just south of Chelan, WA in Douglas County. While supporting the development of the master plan concepts, additional site analysis and environmental review was coordinated, ultimately leading to a rezoning request and a proposed comprehensive plan amendment. The rezone will allow new development to accommodate more diverse and higher intensity land uses that will assist with the County's economic development goals. The subsequent concentration of land uses on the resort will also reduce the need for further development of the surrounding agricultural land.

Reference: David Dufenhorst, Owner
dd@rockypondwinery.com



Comprehensive Plan Vision
San Juan County, WA

SCJ worked with San Juan County to update its comprehensive plan, concentrating first on updating a countywide planning vision and then organizing and reviewing the plan's draft policy and designing public engagement activities to solicit comment. SCJ designed and led an extensive public engagement process by hosting multiple events on multiple islands. These outreach events included "pop-up" studios and community workshops, allowing us to engage passers-by in conversations about the county, its people, community aspirations, and challenges. The studios and workshops included mini polls, flipcharts, and sketch maps, allowing participants to weigh in on the vision and its policy consequences.

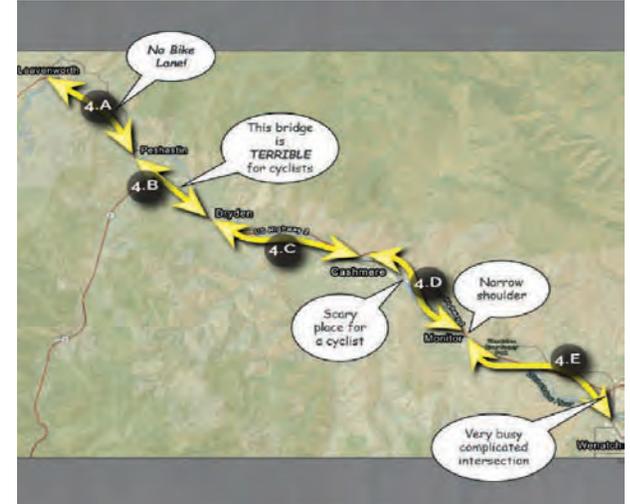
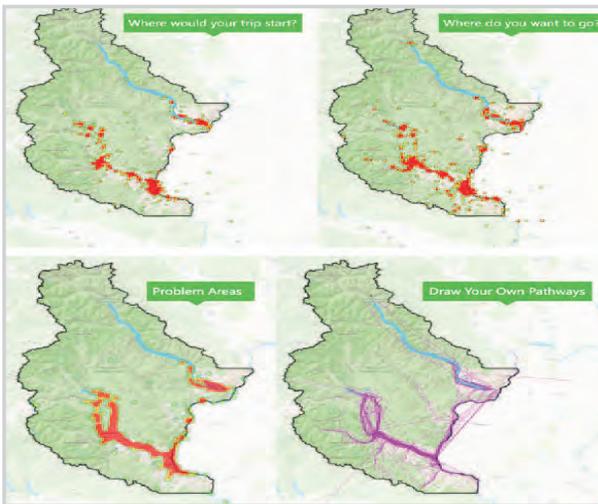
Reference: Adam Zack, Senior Planner
(Now with City of Mercer Island)
206.275.7719 | adam.zack@mercerisland.gov



49° North Mountain Resort Master Planning – Chewelah, WA

Beginning in 2000, 49° North hired SCJ team members to lead site development and permitting for the resort area. The 300-acre private parcel, surrounded by National Forest acreage, is today envisioned (and permitted) for the development of up to 2,700 units and 600,000 square feet of retail, office and multi-purpose space. The project is designed to offer ski-in/ski-out access to virtually all developed parcels, taking advantage of the site's slope-side location. SCJ continues to direct the resort's design efforts, including work on conceptual planning, entitlement processing, environmental review, urban design, conceptual utility system planning and other related activities as necessary to support the project's development.

Reference:
John Eminger, Resort Management
509.935.6649 | jeminger@ski49n.com



Multimodal Pathways Plan

Chelan County, WA

Targeting Investment to Improve County-Wide Pathway Connections – SCJ is finalizing a Multimodal Pathways Plan that aligns various planning efforts and prioritizes improvements based on measurable criteria. The plan will guide how investments are used to connect communities and popular destinations through active transportation while also supporting economic development, community health, and overall quality of life.

Community Engagement – Public engagement from a broad spectrum of citizens, organizations, and agencies across the County was an essential part of the process. This process included:

- ♦ Conducting an online survey that allowed respondents to map desired pathway routes and pinpoint issues at specific locations
- ♦ Coordinated survey distribution throughout the County resulting in 1500 survey responses
- ♦ Analysis of survey results to inform prioritization of corridors and specific alignments

Tools for Carrying the Plan Forward – The product we delivered to the County included 20 one-page informational sheets that explored individual route segments which outlined:

- ♦ Route alternatives
- ♦ Potential partnerships and Potential funding opportunities
- ♦ Potential challenges
- ♦ Proposed route types

Our client aims to use these sheets to gain further input on preferred routes and pursue grant funding for individual segments. We have found this to be a helpful deliverable that is also highly visual and easy to understand.

Reference: Mike Kaputa, Natural Resources Director
509.667.6533 | mike.kaputa@co.chelan.wa.us



Comprehensive Plan Update Seldovia, AK

The City of Seldovia needed to update its comprehensive plan, wrestling with changes to Alaska Ferry service, shifts in the regional fishing industry, and an increased reliance on tourism to sustain its local economy. Seldovia is a remote community on Alaska's Kenai Peninsula, accessible only by boat or air, and surrounded by vast federal and Alaska Native lands. Summer population swells as a result of tourism and part-time residents, and year-round residents adapt to quiet, solitary, cold winters when the crowds recede. The comprehensive plan we wrote needed to reflect these unique dynamics, where a spectrum of relatively robust services during the busy season vanishes in October. Permanent residents work together to educate their children, provision for a long winter, operate local utilities, and support those businesses operating year-round. Our process included two community studios—one in the summer and one in the autumn—and a permanent "listening post" established in the town's post office lobby to ensure the plan reflected as many perspectives as possible. Kenai Borough has since adopted the process and resulting plan as a model for its communities.

Reference: Jan Yeager, Finance Director
907.234.7643 | finance@cityofseldovia.com



Non-Motorized Trail Plan Quincy, WA

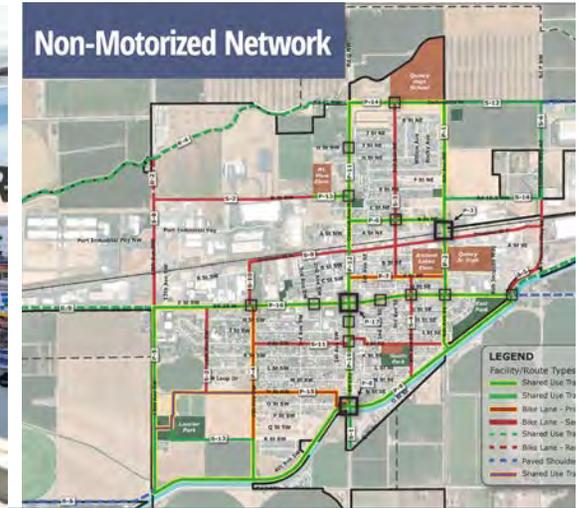
SCJ worked with the City of Quincy to develop a thorough, actionable non-motorized transportation plan with the goals of improving safety, increasing levels of active transportation, providing greater connectivity, and improving the awareness of non-motorized traffic. The Plan was adopted in October 2021 by the City Council as a component of the Transportation Element of their Comprehensive Plan.

Prioritizing Community Needs – The majority of public outreach occurred during the peak of 2020's COVID restrictions, so most outreach was virtual. This included:

- ♦ An online public survey of the community's wants and needs for trails, crosswalks, bike lanes, and sidewalks.
- ♦ A Maptionnaire survey that allowed the community to react to the proposed network and identify specific routes or locations that were of interest or concern. This allowed us to prioritize facilities based on public priority.

Implementing the Plan – The final plan included a compilation of one-page project sheets for all priority route segments in the network. These sheets contained all the information necessary for the City to pursue a specific segment of network infrastructure. The City plans to use these sheets to go after grant funding, and one segment of the network has already begun. The City is currently designing and building a proposed path along a priority route.

Reference: Carl Worley, Public Works Director
509.787.3523 | cworley@quincywashington.us





Cottonwood Canyon State Park
Sherman/Gilliam Counties, OR

Located on a former ranch along the Lower John Day River, the Murtha Ranch site was acquired by Oregon Parks & Recreation Department and developed into Oregon's largest state parks. Walker Macy led the master planning and design process. Historic elements of the ranch, including the corral fence, windmill, and other structures, provide great inspiration for preservation and for introduction of new elements in a similar vernacular. This 8,000-acre park provides a variety of experiences including camping, hiking, biking, swimming, rafting, and wildlife viewing. This project has high economic development value for an underserved area of Eastern Oregon.

Reference: Mark Davison, Senior Planning Manager, Parks and Recreation, City of Boulder (previously with Oregon Parks and Recreation Department) 303.818.9608 | davisonm@bouldercolorado.gov

Awards:
2020 Seattle AIA, Award of Honor
2011 Oregon ASLA, Analysis and Planning Merit Award



Mendenhall Glacier National Recreation Area – Juneau, AK

Mendenhall Glacier Recreation Area is a highly popular destination for both tourists and local Alaskans. The visitorship has grown significantly over time, and the facilities no longer support the demand. In addition, climate change has resulted in a receding glacier, the focal point of the recreation area. The project at MGRA is a 10-year vision to improve facilities to meet increasing demand, address conflicts between visitors and wildlife, and create a worldclass experience that will be educational and will create lifetime memories of the beauty of Mendenhall Glacier. The Walker Macy team's full conceptual design through construction documentation for multiple projects includes trails, trailheads, parking areas, wildlife viewing boardwalks, visitor center exterior upgrades, and a new welcome center with exterior gathering spaces.

Reference: Dani Snyder, Project Manager 907.747.4237 | danielle.snyder@usda.gov



John Day Innovation Gateway
John Day, OR

The City and Grant County experienced several socioeconomic problems including population loss and the highest unemployment rate in Oregon. Walker Macy developed a strategy to grow preserving the rural lifestyle and quality of life with an understanding of and sensitivity to John Day's traditional values and culture. The strategy, called the "Innovation Gateway Project" encompasses 90 acres of land along the John Day River and adjacent floodplain areas, heavily impacted by past and current land uses. The project proposes to restore the river's functions, create jobs, and increase food security by developing commercial hydroponic greenhouses alongside the riverfront, indoor and outdoor botanical gardens, and a state-of-the-art wastewater treatment plant. This sweeping set of initiatives will build capacity for long-term resilience and reveals the unique opportunities for place-based planning in rural communities.

Reference: Nick Green, Catalyst Public Policy Advisors (former City Manager) 801.673.2211 | nick@catalyst.win



Comprehensive, Subarea, and Housing Action Plan

Port Orchard, WA

LCG is part of a multidisciplinary team for this Comprehensive and Subarea Plans Update, analyzing existing demographic, housing, employment, and real estate conditions to provide a baseline for several chapters of the plan. Future phases of the planning process will involve analysis of housing and employment capacities for the three identified Countywide Growth Centers in Port Orchard to ensure compliance with PSRC requirements and forecast for future growth in the centers. LCG recently wrapped up work on the market and economic analysis elements of Port Orchard's Housing Action Plan, providing a detailed market analysis of housing needs and conditions in the city, supplemented with stakeholder interviews to gather insights into market conditions in the city. LCG also provided HAP recommendations on appropriate incentives and financial strategies towards creating more affordable housing in the city. The city is experiencing rapid population growth and development and has an urgent need to supply a wider range of housing types to match growth and the incomes of its residents.

Reference: James C. Fisk, AICP, CNU-A, Senior Planner, City of Port Orchard, WA
360.874.5533 | jfisk@portorchardwa.gov

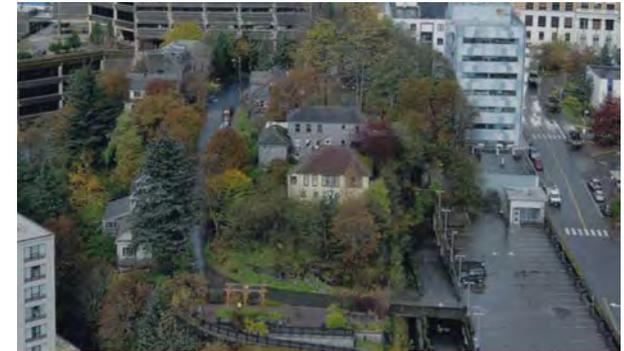


Housing Action Plan

Anacortes, WA

LCG recently led the economic and market analysis elements of the housing action plan for Anacortes, Washington. Following Department of Commerce and RCW 36.70A.070 guidelines, the work included extensive evaluation of buildable residential land within Anacortes, informed by one-on-one interviews with local developers, landowners, and affordable housing advocates. Located outside the Seattle metro area, but close by, Anacortes is experiencing significant housing pressures as it increasingly is a viable option for Seattle-area workers and retirees. With some success in developing missing middle housing, the plan identifies strategies to modify zoning codes to further remove barriers to development and explores potential implementation and funding strategies. As a mostly landlocked city, increasing the diversity of housing types is the only way it will meet the needs of existing and future residents.

Reference: Libby Grage, Planning Manager
360.299.1986 | libbyb@cityofanacortes.org



Telephone Hill Land Redevelopment Study

Juneau, AK

LCG is currently assisting the City and Borough of Juneau, Alaska to envision the future redevelopment of Telephone Hill, a prominent publicly-owned parcel in the heart of Juneau's scenic downtown. With a highly seasonal economy and a beautiful, but remote, location, Juneau has struggled to build housing to meet the needs of its community. The result is an economy that has struggled to grow, in part because there are no suitable options for incoming workers to live. The work on Telephone Hill involves a detailed market analysis, developer interviews, and a financial analysis that will identify potential tools and strategies to bridge the financial gap and make the site attractive for new investment in housing at a range of affordability levels. LCG's analysis will help find a vision for the site that balances community needs with economic realities to result in a project that is feasible and gets built.

Reference: Nick Druyvestein, Engineering Assistant
907.586.0800 ext. 4224
nick.druyvestein@juneau.gov



Lake County Community Wildfire Protection Plan (CWPP)

Lake County, MT

Lake County is preparing an update to their CWPP, a community-based plan focused on identifying and addressing local threats of wildfire. The County adopted its current CWPP in 2005. The Montana DNRC recommends that CWPPs be updated every five years to account for the changes that can take place in a community such as housing development, fuel treatments, wildfires, and new available data to support decision making. ESA convened and facilitated meetings with a CWPP core team to determine the primary purpose and basic framework for CWPP; identify draft priority areas and planned actions to address wildfire risk; and identify how implementation of planned projects will be achieved. ESA advised the County on outreach and public engagement to ensure a wide diversity of community members and stakeholders engage in the CWPP update process. The team planned and implemented two community meetings, one virtually, and one in-person in Ronan, Montana. Attendees included residents and staff from the Confederated Salish and Kootenai Tribes' division of fire management, Lake County, local fire departments, the U.S. Forest Service, and more.

Reference: Carey Cooley
406.872.2335 | ccooley@lakemt.gov

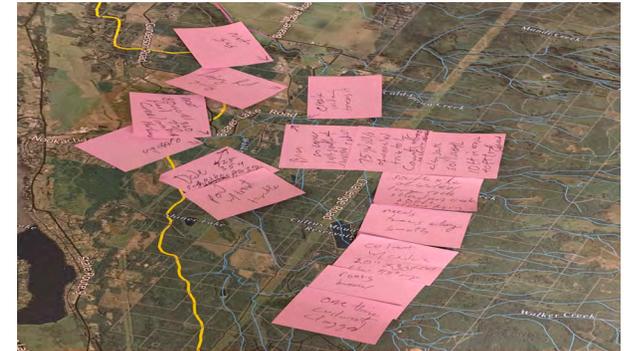


East Fork Nookachamps Creek Watershed Assessment Plan

Juneau, AK

ESA is providing geomorphic, hydrologic, hydraulic, and fisheries habitat analyses as well as engineering design and technical facilitation services to develop a watershed assessment and management plan for the Upper Skagit Indian Tribe. ESA planned and implemented an outreach and engagement process including notification and project materials, survey, and a meeting to solicit community input for the watershed assessment. The project area spans from the headwaters of the East Fork Nookachamps Creek watershed to the confluence of Nookachamps Creek and the Skagit River. The project area is very rural and agricultural. Many community members do not have computer or internet access. ESA was successfully able to host an in-person community meeting with over 65 attendees by adapting outreach tools and methods to the community's needs. ESA leveraged existing relationships with leaders in the community to spread news of the meeting via word of mouth and mailed letters to properties in the project area.

Reference: Curtis Clement, Upper Skagit Indian Tribe
360.854.7046 | cclement@UpperSkagit.com



Eightmile Dam Environmental Impact Statement (EIS)

Department of Ecology, WA State

Prior to issuing final permits for the rebuild of Eightmile Dam located in the Alpine Lakes Wilderness area, the Washington State Department of Ecology is completing an EIS to provide an environmental review of potential impacts to the watershed, downstream aquatic resources, and water users within the basin. The EIS focuses on water rights, instream flows, public safety, aquatic resources, Tribal Treaty rights, and compliance with applicable federal regulations including the Wilderness Act and National Environmental Policy Act (NEPA). ESA has been leading the assessment of the project site and its surroundings to establish a baseline for wildlife species, wildlife habitats, vegetation, rare plants, and invasive plants. The areas of interest for analysis reaches into the Alpine Lakes region and extends downslope to the Wenatchee River through the Icicle Creek drainage. A diversity of habitats and species are present, as are oversight jurisdictions charged with managing them.

Reference: Melissa Downes
360.407.6902 | mnih461@ecy.wa.gov



Work Plan

Our proposed process intentionally works closely with the community, with frequent communication and dedicated collaborative check-ins at critical points in the plan’s development. We see the client and community as important creative forces, with ideas and suggestions that will enrich the ultimate product and energize the overall process, overall. It means we’ll be frequent Stehekin visitors, made easier by our presence in Wenatchee (and our shared love for the Cascades’ eastern slope).

When complete, the vision and master plan will provide strategic direction for the next 10 to 20 years, as well as a priority list of important actions to guide community and agency initiatives through 2030.

Baseline

Our baseline effort will involve early research and a first cut at community conversation. We will dig into community history, enabling legislation, and demographics, document and analyze the area’s economics and market conditions, study the cultural and environmental context, and inventory existing land uses, jurisdictional boundaries, and relevant land use, economic, and other policy influencing Stehekin’s future.

This first phase of our work will also initiate our community engagement, with a project website and a set of one-on-one orientation interviews with community members and agency representatives, providing us with additional insight into the topics and issues we will likely encounter as this project progresses. We hope to have several of these interviews in Stehekin, allowing us to visit with residents in their own space and gain our own experiences with the community in the off-season. These interviewees may also form as an ad hoc advisory committee, constituting the core of our public engagement efforts and offering suggestions as the process moves forward.

Deliverables:

1. Demographics summary and analysis
2. Economic and market summary and analysis
3. GIS land use and base map gallery
4. Environmental document and policy scan
5. Community engagement plan
6. Project website
7. Policy framework
8. Orientation interviews
9. Community visit
10. Preliminary opportunities and constraints technical memo

Options

Investigating options will involve frequent and collaborative community conversations, creating a draft vision, testing a range of strategic responses, and developing a set of community priorities to evaluate the various options. The three strategic responses will propose alternative land use and development schemes, indicating specific market conditions and infrastructure requirements for each. Community priorities will inform the plan’s guiding policies and how this master plan may influence companion policies for those jurisdictions with a stake in Stehekin’s future.

We envision three workshops as part of this phase, with the first focusing on a draft vision, the second focusing on the strategic responses, and the third applying community priorities to identify a preferred direction. We will also work with Chelan County to evaluate likely environmental consequences of the three strategic alternatives and a course for State Environmental Policy Act (SEPA) review, drafting a notice of determination for the County to publish. This may either result in a Determination of Non-Significance or a Determination of Significance, potentially requiring the inclusion of an environmental impact statement (EIS).

Deliverables

1. Draft spatial vision
2. Three strategic options
3. Evaluative criteria/priorities
4. Master plan policy framework
5. Community workshop on vision
6. Community workshop on strategic options
7. SEPA evaluation/determination
8. Community workshop on preferred direction

Preferences

This third phase of work will refine the preferred direction into a master plan, creating a draft land use plan with supporting policies and priority actions. Getting to this initial draft plan will involve two community workshops to explore initial master plan concepts and cement them with a community vision and land use plan. If an EIS is required, this phase will also include the preparation of an “integrated, non-project” EIS into the plan. Our proposed project budget presumes no EIS will be required, but we can adapt our scope to include one if that is the direction the County decides to go.

An important part of this master plan is assessing how its implementation may impact the Lake Chelan National Recreation Area and the North Cascades National Park. We will do this by conferring directly with the US Parks Service and others to work through the plan’s implications and document the master plan’s influence on the larger region’s recreation mission.

Deliverables

1. Preliminary draft master plan
2. Community workshop on draft plan
3. Refined draft master plan
4. Community workshop on refined plan
5. Draft integrated EIS, if appropriate
6. Draft master plan
7. Recreation area/parks influence technical memo

Priorities

This task focuses on movement, formulating strategic and tactical actions, prioritizing them, and empowering the community, partner jurisdictions, and others to implement the plan’s initiatives. As with the rest of this process, we expect to involve the community at each step, conducting a workshop to evaluate and prioritize proposed actions and then vet the resulting plan.

We will shape the final community rollout as a celebration, inviting all of those who will have participated in the plan’s development to join us, recognize the work they did, and offer another round of comments on the plan as we launch into the adoption process with Chelan County.

Deliverables

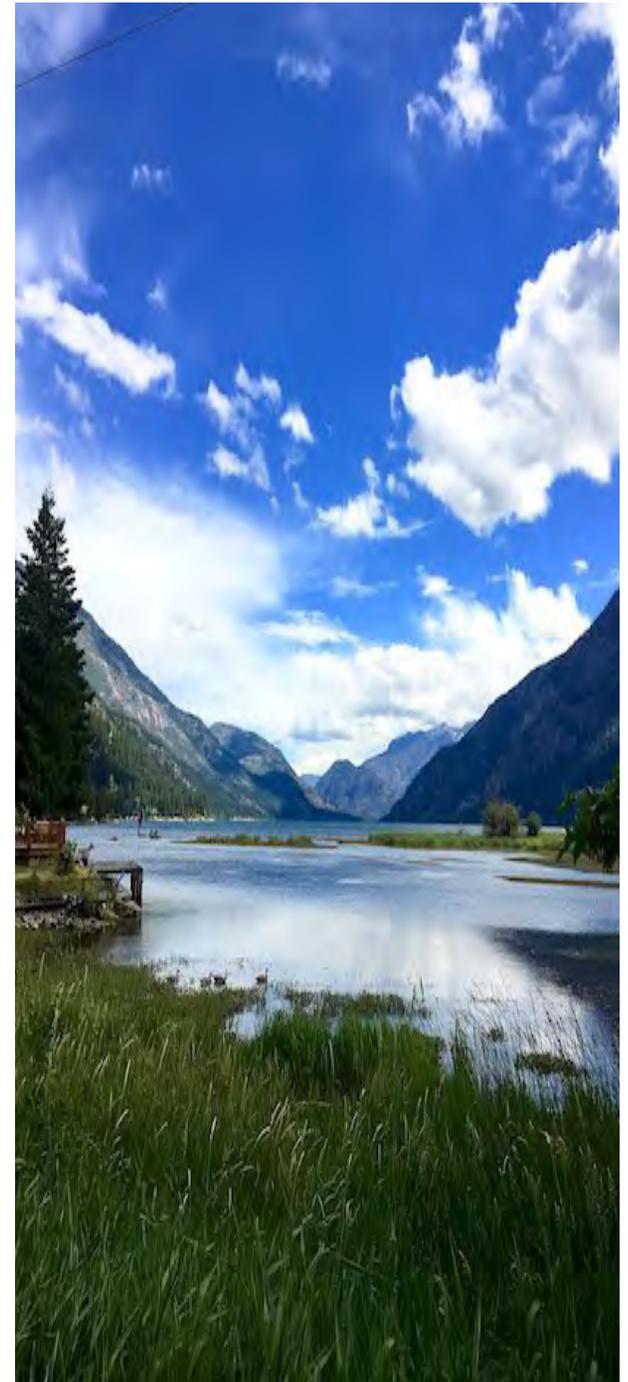
1. Implementation actions list
2. Community workshop on implementation strategy
3. Final draft master plan
4. Community rollout celebration/open-mic

Adoption

We will work with Chelan County to take the draft plan to the Planning Commission and Board of County Commissioners for final adoption. This may take the form of a subarea plan to be appended to the County’s comprehensive plan or other policy-level instrument, depending on the County’s direction. We expect to help County staff ready the master plan for the various meetings by preparing presentations and assisting with staff reports.

Deliverables

1. Planning Commission meetings (2)
2. Board of County Commissioner meetings (2)



Team Organizational Chart & Resumes



Company Key:

-  = SCJ Alliance (SCJ)
-  = Leland Consulting Group (LCG)
-  = Walker Macy
-  = Environmental Science Associates (ESA)



Chris Overdorf, PLA, ASLA
Principal-in-Charge



Bill Grimes, AICP
Project Manager/Planning Lead

 <p>Scott Rivas, PE Civil Engineering Lead</p>	 <p>Diana Jones, PE Civil Engineering Design</p>	 <p>Rachel Granrath, AICP Land Use Planning Lead</p>	 <p>Brandon Mauseh Planning Support</p>	 <p>Chris Overdorf, PLA, ASLA Landscape Architect Lead</p>	 <p>Sydney Janecek, PLA, ASLA Landscape Design</p>
 <p>Chris Zahas, AICP Senior Real Estate Development Advisor</p>	 <p>Andrew Oliver Real Estate Market, Demographics, and GIS Analyst</p>	 <p>Ken Pirie, AICP, LEED ND Principal Planner Urban Design</p>	 <p>Greg Murphy, PLA, ASLA, LEED AP Landscape Architect</p>	 <p>Nicole Lobodzinski Outreach and Stakeholder Engagement</p>	 <p>Pamela Xander Senior Planner</p>



Education

MA, Urban & Regional Planning
California State Polytechnic
University

BS, Administrative Studies
University of California, Riverside

License/Certification

American Institute of Certified
Planners (AICP) #8848

Organizations

American Planning Association
(APA)



Education

BS, Landscape Architecture
Washington State University

License/Certification

Registered Landscape Architect
WA #929

National Certified Landscape
Architect (CLARB) #15273

Organizations

Washington Recreation & Park
Association (WRPA)

American Society of Landscape
Architects (ASLA)

**Bill Grimes, AICP | Project Manager
Planning Lead**

Bill has more than 30 years of planning, design, and public engagement experience, working on comprehensive plans, transportation plans and projects, zoning, public transit master plans, critical areas ordinances, shoreline master programs, regional design frameworks, and development master plans. Some of his more notable projects tied to community engagement have involved downtown master plans, transfer of development rights programs, city comprehensive plans, and alpine resort master plans. Throughout his career, Bill has committed to a transparent process, active and informed community dialogue, and application of sensible, creative, pragmatic, and effective planning and design strategies, considering multiple perspectives and priorities.

Relevant Projects

- ◆ Comprehensive Plan – San Juan County, WA
- ◆ Comprehensive Plan – Seldovia, AK
- ◆ Comprehensive Plan, Waterfront Redevelopment Plan, City Pier Master Plan – Port Angeles, WA
- ◆ Comprehensive Plan, Planned Action EIS, Subarea Plan, Development Regulations Update – Normandy Park, WA
- ◆ Comprehensive Plan, EIS, Parks and Recreation Plan, Economic Development Strategy, Transportation Master Plan – Monroe, WA
- ◆ Land Use Element, Arts and Culture Element, Transportation Element – Gig Harbor, WA
- ◆ Comprehensive Plan Vision – San Juan County, WA

**Chris Overdorf, PLA, ASLA | Principal-in-Charge
Landscape Architect Lead**

Chris will serve as principal-in-charge and landscape architect Lead, providing oversight and guidance to the team. He will assist in maintaining the vision and integrity of the master plan and will provide advice and peer review for certain aspects of the project. Chris is an award-winning and nationally certified landscape architect and planner with 30 years of experience in various project types for federal, state, local, and tribal governments. His work includes facility site master plans, land acquisition strategies, site feasibility studies, public access plans, visual impact assessments, parks, recreation, open space, and trails plans, campus planning and design, wildfire-resistant landscape plans, urban forest canopy assessments, visual resource management strategies, green infrastructure design, and geospatial analysis. He draws inspiration from learning from others, identifying how people are connected to the landscape, and understanding the dynamic ecologies that sustain all people.

Relevant Projects

- ◆ Columbia River Gorge National Scenic Area – Portland, OR
- ◆ The High Lonesome Ranch Conservation and Development Plan – De Beque, CO
- ◆ Malden City Park Master Plan – Malden, WA
- ◆ Moss Lake Natural Area Master Plan – King County, WA
- ◆ Town Master Plan – Newhalem, WA
- ◆ Town Master Plan – Diablo, WA
- ◆ Channel Islands National Park – Ventura, CA
- ◆ Lake Mendenhall Skaers Cabin and Campground Renovations – Juneau, AK



Education

MBA, Business Administration
Eastern Washington University

BS, Civil Engineering
Walla Walla University

License/Certification

Professional Engineer
WA #36605

Certified Erosion & Sediment
Control (CESCL) WA #23e01431

Organizations

American Society of Civil
Engineers



Education

BS, Civil Engineering
Washington State University

License/Certification

Professional Engineer
WA #51084

Expertise

- ◆ Environmental Restoration
- ◆ Hydrologic and Hydraulic Research
- ◆ AutoCAD
- ◆ MicroStation

Scott Rivas, PE | Civil Engineering Lead

Scott has over 27 years of civil engineering experience in public and private projects. His expertise includes site planning, layout and design, and project management on various industrial, commercial, and municipal projects, including road improvements, sanitary sewer, water, and storm drainage systems. Scott also has designed different sanitary systems, including gravity and pressure sewer lines, sewer pump stations, large on-site septic systems, and septic to-city sewer conversions. Scott firmly believes in communication with clients and development team members to help projects proceed smoothly. He strives to maintain strong client relationships by providing cost-effective civil engineering solutions.

Relevant Projects

- ◆ East Omak Industrial Master Plan – Omak, WA
- ◆ Iron Bridge Corporate Campus – Spokane, WA
- ◆ Industrial Subarea Study – Airway Heights, WA
- ◆ East Omak Industrial Master Plan – Omak, WA
- ◆ Comprehensive Plan – Malden, WA
- ◆ Deer Heights Stormwater Master Plan – Airway Heights, WA
- ◆ Spokane Business and Industrial Park – Spokane, WA
- ◆ Spokane County Sewer Projects – Spokane Valley, WA
- ◆ Town of Malden Large Onsite Septic System – Malden, WA

Diana Jones, PE | Civil Engineering Design

Over the past 15 years, Diana has honed her skills in stormwater and utility design through involvement in a variety of public and private projects, ranging from residential development to environmental restoration. She now commands an expertise in traditional hydrologic and hydraulic design, allowing her to be creative in implementing site specific, innovative LID principals. Diana’s knowledge of municipal codes, permit processes, site, and utility design allow her to accurately advise clients through design, permitting, and construction-related hurdles. Diana enjoys being part of a team, routinely interfacing across project disciplines to ensure the goals and milestones for each project are met.

Relevant Projects

- ◆ 4th Street Sewer Improvements – East Wenatchee, WA
- ◆ Edgeview Estates Development – East Wenatchee, WA
- ◆ Pangborn General Aviation Terminal – East Wenatchee, WA
- ◆ Chelan Downtown Streetscape Improvements – Chelan, WA
- ◆ Cascade Mill Parkway – Yakima, WA
- ◆ SR 20 and Canyon Road Intersection – Twisp, WA
- ◆ Tacoma Avenue Improvements – Wenatchee, WA
- ◆ 4th Street Sewer Improvements – East Wenatchee, WA
- ◆ Wenatchee Downtown Revitalization – Wenatchee, WA



Education

MA, Urban & Regional Planning
Roger Williams University

BS, Architecture
Eastern Washington University

License/Certification

American Institute of Certified
Planners (AICP) #33291

Organizations

American Planning Association
(APA)



Education

BA, Landscape Architecture
Washington State University

College of Agriculture, Human,
and Natural Resource Science
Washington State University

Rachel Granrath, AICP | Land Use Planning Lead

Rachel firmly believes in placemaking and assisting local governments in realizing their potential and vision through the public planning process. Her career has been in both the public- and private sectors, working for various cities and towns in Washington, Colorado, Idaho, and Montana. Rachel's skills include development and plan review, downtown planning, economic development, community engagement, long-range planning, redevelopment and infill, grant writing, and floodplain management. She draws from her experience in rural and urban communities to develop strategies and visual tools to guide a community from start to finish through an inclusive planning process. She takes great pride in her work and always strives to meet the needs and goals of the community.

Relevant Projects

- ◆ Unified Development Code and Zoning Map Update – Moses Lake, WA
- ◆ Imagine Hayden Comprehensive Plan Update – Hayden, ID
- ◆ Zoning, Subdivision, Building, and Stormwater Code Amendment – Cherry Hills Village, CO
- ◆ Zoning Code and Planned Development Code Amendment – Quincy, WA
- ◆ Downtown Revitalization Strategic Plan and Code Amendments – Airway Heights, WA
- ◆ Elizabeth Downtown Strategic Plan – Elizabeth, CO

Brandon Mauseth | Planning Support

Brandon has over 20 years of experience working on public and private projects, from environmental assessments and supporting comprehensive planning efforts to plan review and code enforcement. He also has experience in strategic capital planning and master plan design. Brandon appreciates working on complex projects that require creative solutions, multidisciplinary project coordination, and collaboration between professional teams and client stakeholders. In addition to 20 years of experience managing projects, Brandon grew up in Central Washington. He spent most of his tenure serving small communities from the community development lens and public works. His strengths in project management and experience from both sides of the counter will provide well-balanced support for Stehekin Community Planning.

Relevant Projects

- ◆ Greater East Wenatchee Urban Growth Area Design Standards and Guidelines – East Wenatchee, WA
- ◆ Twin W Agricultural Property Analysis, a Rural Service Center and Subarea Plan Evaluation – Orondo, WA
- ◆ Development Review, Plan Review, Code Enforcement – East Wenatchee, WA
- ◆ Douglas County Regional Shoreline Master Program – East Wenatchee, WA
- ◆ Comprehensive Plan Update – Ephrata, WA
- ◆ On-Call Planning Services – Warden, WA



Education

BS, Landscape Architecture
West Virginia University

License/Certification

Professional Landscape Architect
WA #21024685

Organizations

American Society of Landscape
Architects (ASLA)

Sydney Janecek, PLA, ASLA | Landscape Design

Sydney has cultivated a unique understanding of how people from diverse user groups identify with their natural and built environments. With these insights and the ability to find patterns in complex data, she can curate planning and design responses that capture the unique personality of each community. An avid outdoor recreation enthusiast, Sydney uses her passion for connecting with stakeholders and helping people realize their commonalities. Her recent work on master plans have allowed her to develop a more comprehensive understanding of park users' needs via public outreach. She believes the key to a curated, inclusive vision is finding basic patterns early in the process. Once the overall vision is vetted and refined, Sydney efficiently translates it into a graphic representation that the project team can employ to generate excitement, support, funding, and action.

Relevant Projects

- ◆ Non-Motorized Trail Plan – Quincy, WA
- ◆ Downtown Revitalization Plan – Quincy, WA
- ◆ Downtown Streetscape Improvements – Chelan, WA
- ◆ Riverwalk Park Landscape, Safety, and Accessibility Improvements – Chelan, WA
- ◆ Historic Downtown Chelan Revitalization – Chelan, WA
- ◆ 9th Street Parking Lot – East Wenatchee, WA
- ◆ Tacoma Avenue Improvements – Wenatchee, WA





Education

MA, Urban & Regional Planning
Portland State University

BA, International Affairs
Lewis and Clark College

License/Certification

American Institute of Certified
Planners (AICP) #19464

Organizations

American Planning Association
Urban Land Institute
American Planning Association



Education

MA, Urban & Regional Planning
Portland State University

BA, Music, Jazz Studies
Portland State University

BA, French Language
Portland State University

Chris Zahas, AICP | Senior Real Estate Development Advisor

Chris is a real estate strategist and project manager with an emphasis on urban corridors, downtown revitalization, employment districts, transit-oriented development, and public-private partnerships. His project approach is to assist public and private sector clients in turning broad visions into prioritized and achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development. In all cases, Chris keeps the focus of projects on implementation, always anticipating next steps and never hesitating to advise a client to change directions when that is the best course. For over 23 years, Chris has managed more than 35 downtown and corridor implementation strategies and played a strategic advisor role in dozens more. In the economic development realm, he brings a deep understanding of economic and demographic trends, ensuring that long-term strategies reflect the evolving drivers of how businesses choose to locate and where people choose to live.

Relevant Projects

- ◆ Kalispel Tribe Master Land Use Plan – Usk, WA
- ◆ Housing Action Plans, Washington Communities (Mattawa, Kettle Falls, Chewelah, Ritzville, Anacortes, and Port Orchard – WA
- ◆ East Omak Industrial Site Readiness Report – Omak, WA
- ◆ Citywide Housing and Industrial Market Analysis – Sandpoint, ID
- ◆ Comprehensive and Subarea Plans – Port Orchard, WA

Andrew Oliver | Real Estate Market, Demographics, and GIS Analyst

Andrew is a planner with a passion for helping to create more equitable and sustainable cities and regions through understanding the relationships between land use, access to housing and transportation, and the economics of development. He is particularly interested in strategies to improve housing affordability and understanding the housing needs of communities, as well as the connection between housing and economic development. At Leland Consulting Group, Andrew supports the firm’s principals and associates with a variety of research, writing, GIS, and data analysis tasks. He has recent experience working on a variety of housing plans, downtown strategies, tribal economic development efforts, and comprehensive plans in the Pacific Northwest and Alaska.

Relevant Projects

- ◆ Housing Action Plans, Washington Communities (Mattawa, Kettle Falls, Chewelah, Ritzville, Anacortes, and Port Orchard – WA
- ◆ Kalispel Tribe Master Land Use Plan – Usk, WA
- ◆ East Omak Industrial Site Readiness Report – Omak, WA
- ◆ Comprehensive and Subarea Plans – Port Orchard, WA
- ◆ Comprehensive Plan Update – Lynnwood, WA



Walker Macy

Education

MA, Urban Design & Planning
University of Washington

License/Certification

American Institute of Certified
Planners (AICP) #19345
LEED Accredited Professional ND
#10729457
Certified Urban Designer



Walker Macy

Education

BA, Landscape Architecture
Ball State University

License/Certification

Professional Landscape Architect
WA #1124, IL #157-0999
American Institute of Certified
Planners (AICP) #19345
LEED Accredited Professional

Organizations

American Society of Landscape
Architects (ASLA)

Ken Pirie, AICP, LEED AP ND | Planner/Urban Design

Ken leads planning and urban design work with frequent, efficient communication and thorough, engaged management. He is accredited in LEED Neighborhood Development (ND) program, and brings a holistic lens to his work that addresses the intersection of site, culture, and environment. Ken has worked with communities of all sizes on comprehensive plans and urban improvements and has collaborated with SCJ on an ongoing basis.

Relevant Projects

- ♦ Cottonwood Canyon State Park – Sherman/Gilliam Counties, OR
- ♦ John Day Innovation Gateway – John Day, OR
- ♦ Salmonberry Corridor Rail-Trail Feasibility Study and Concept Plan – Tillamook/Washington Counties, OR
- ♦ Coos Head Area Master Plan – Coos Head, OR

Greg Murphy, PLA, ASLA, LEED AP | Landscape Architect

Greg has nearly 30 years of experience as a landscape architect. He is known for his diverse project experience, collaborative approach, and technical design leadership. He is detail-oriented, brings excellent experience in the field, and is a natural mentor. Greg sees landscape architecture as an opportunity to bring order from chaos, breathing life into overlooked and neglected spaces, and executing designs that illustrate the beauty of natural materials.

Relevant Projects

- ♦ Big Rock Park Phase 1 – Sammamish, WA
- ♦ Don Morse Park – Chelan, WA
- ♦ Beebe Springs Natural Area – Chelan County, WA
- ♦ Santiam Canyon Wildfire Recovery Plan (Wildfire Recovery Plan for Six Parks) – Marion County, OR



ESA

Education

BA, Environmental Studies and Spanish
Wellesley College

License/Certification

Effective Planning & Techniques for Public Participation

International Association for Public Participation (IAP2)

Expertise

Community Outreach
Stakeholder Engagement

Nicole Lobodzinski | Outreach and Stakeholder Engagement

Nicole is a public outreach and stakeholder engagement specialist with experience leading and implementing community outreach, public involvement, and key project partner engagement strategies. She is an active communicator who brings an outgoing and creative approach to her work, while maintaining a discerning eye for detail and strong sense of project goals and objectives. Nicole is accustomed to working on complex, sensitive, and fast-paced projects, and coordinating closely with project teams and stakeholders through challenging decision-making processes. Nicole is motivated by empowering and centering communities in projects and programs that affect their lives. For the past three years, Nicole has been a frequent visitor to Stehekin and is familiar with the unique community of year-round residents and seasonal visitors.

Relevant Projects

- ♦ Lake County Community Wildfire Protection Plan – Lake County, MT
- ♦ East Fork Nookachamps Creek Watershed Assessment and Management Plan – Skagit County, WA
- ♦ Port Susan Communications Plan – Snohomish County, WA
- ♦ Camano Country Club Lagoon Restoration Feasibility Study – Camano Island, WA
- ♦ American Canyon Wetlands Restoration Plan – American Canyon, CA
- ♦ City of Redmond Senior Center – Redmond, WA



ESA

Education

MA, Geography
Louisiana State University
BA, Geography
Wittenberg University

Expertise

Environmental Impacts
NEPA/SEPA
Land Development
Climate Change
Cultural Resources
Natural Resources

Pamela Xander | Senior Planner

Pam has over 30 years of experience working with communities of all sizes to help them work through the best approach as they plan for their future. For example, she is currently working with the City of Auburn as they plan the future of their downtown area and also working with the City of Olympia as they plan for a specific area of their city to revitalize it. In particular, Pam brings her expertise in helping communities to reduce the environmental impacts of their proposed plans by producing environmentally sound NEPA/SEPA documentation of proposed land development, industrial, and public works projects. Pam brings a wealth of experience in using an interdisciplinary approach to addressing environmental impacts. This includes analysis of impacts to natural resources, cultural resources, climate change, and sustainability amongst other topics. Pam brings personal knowledge of the Stehekin community. She has been a visitor to the community over the last 45 years and can account for changes that have occurred during that time.

Relevant Projects

- ♦ Auburn Downtown Subarea Plan and Planned Action EIS – Auburn, WA
- ♦ Olympia Capital Mall Triangle Subarea Plan and Planned Action EIS – Olympia, WA
- ♦ WDFW Duckabush Estuary Restoration State Environmental Review – Brinnon, WA
- ♦ City of Tacoma Tidelands Subarea Plan EIS – Tacoma, WA



SCJ ALLIANCE
CONSULTING SERVICES