Carlton Development Code Update
Phase 3 Scope of Work
January – October 2023

Task 1. Project Management

Task 1.1 Phase 3 Kickoff

Prepare for and participate in a kickoff meeting with Carlton staff to review and refine the scope of work, deliverables, schedule and budget, and agree on roles and responsibilities and communications protocols. Agree on a preliminary list of key stakeholder groups and review public engagement and communications tools and strategies.

Deliverables:
- *Kickoff meeting agenda and notes*
- *Refined scope of work, schedule, budget, roles and responsibilities*

City Deliverables:
- *Participate in kickoff meeting*

Timeline: August 2022

Task 1.2 Project Administration

Hold bi-weekly project management phone calls to track progress on key tasks and deadlines, identify unanticipated issues and develop alternative approaches as needed. Prepare monthly progress reports and invoices that describe the activities undertaken, estimate the percent completion of each task, and track expenditures and hours.

Deliverables:
- *Bi-weekly call agendas and notes*
- *Monthly progress reports, invoices*

City Deliverables:
- *Participate in bi-weekly phone calls*

Timeline: Ongoing

Task 2. Existing Conditions (Code Audit)
Work with City staff to identify and review all applicable background materials including the comprehensive plan, housing and economic studies, existing development code, applicable state planning regulations, and any previous audits or analysis of code. Discuss key provisions from the comprehensive plan and priority areas of focus for the City, and analyze existing code for opportunities to address those priorities. The audit will be supplemented through stakeholder interviews and a review with City staff to understand how code is functioning for identified priorities. Prepare summary memo of existing conditions and finalize draft memo with comments from City staff . The Project Advisory Committee (or Planning Commission) will review and comment on the memo at their first meeting to build a common understanding and platform for code updates.

Consultant Deliverables:
- *Up to five (5) stakeholder interviews*
- *Meeting to discuss current code provisions*
- *Draft and final Existing Conditions memo*
- *PAC meeting materials*

City Deliverables:
- *Provide Consultant with relevant materials*
- *Meeting to discuss current code provisions*
- *Review of draft Existing Conditions memo*

Timeline: September – October 2022

Task 3. Code Concept Development

Develop initial suite of code concepts to address needs, community priorities, and compliance requirements identified in Task 2. Code concepts are not presented in code language in order to keep the focus on the desired content and outcomes of the code, in a format that a broader group of stakeholders can engage with. Work at this stage may also include consideration of the overall code format, whether to work within the existing structure or reorganize the code to better align with desired outcomes. Review concepts with the PAC, and gather community input through a Public Workshop and online questionnaire to refine initial concepts and generate additional concepts as needed. Summarize concepts in a written memo, and finalize draft memo with input from public involvement activities and review comments from City staff .

Consultant Deliverables:
- *Draft and final Code Concepts memo*
- *PAC meeting materials*
- *Public workshop materials*
- *Summary of online questionnaire results*

City Deliverables:
- *Review of draft Code Concepts memo*

Timeline: November – December 2022

Task 4. Draft Code Update

Develop draft code language in legislative format and companion memo outlining proposed code to implement the identified code concepts, mapped into the existing or revised structure of the code. Review draft code with City staff and present to the PAC. This may be accomplished in a single round of materials, or in a series of two to three rounds of materials to group code updates in logical divisions. The focus of review activities will be to confirm direction and refine any code details emerging in the translation of code concepts into code language, focusing discussion on the effect of proposed code as relates to goals and concepts, rather than code language specifics. Code language specifics will be drafted for consistency with local code for continuity and seamless integration.

Consultant Deliverables:
- *Draft code updates*
- *PAC meeting materials*

City Deliverables:
- *Review of draft code updates*

Timeline: January – February 2023

Task 5. Final Code Update

Revise draft code updates and companion memos with review comments from the PAC and City staff to develop final code updates. Develop presentation materials and participate in up to three (3) work sessions of either Planning Commission or a joint work session with Planning Commission and City Council. The work sessions could take place over time throughout the process. Revise the final code language to respond to any issues raised at the work session

Consultant Deliverables:
- *Final code updates*
- *Presentation materials and presentation at up to three (3) work sessions*

City Deliverables:
- *Notification for three work sessions*

Timeline: March – June 2023

Task 6. Adoption
Support the adoption process by drafting ordinances, findings, staff reports and/or presentation materials for Planning Commission and City Council hearings and revise proposed code standards as needed to respond to issues and comments raised during adoption process. Co-present updated code language at one (1) Planning Commission hearing and one (1) City Council hearing.

Consultant Deliverables:
- *Draft ordinances and staff reports*
- *Presentation materials and presentation at two (2) hearings*

City Deliverables:
- *Notification and presentation for two hearings*

Timeline: July – August 2023