



# Consolidated Land Use Board Agenda

November 13, 2024

5:30 PM

City – County Complex, Community Room

<https://us02web.zoom.us/j/82519315484?pwd=kQ4AMqw4xaTNOUWGpOSeNx1qmnGuwH.1>

**Meeting ID: 825 1931 5484**

**Passcode: 515703**

**Phone: 1-669-900-9128**

- 
1. Roll Call
  2. Approval of Minutes

**A. APPROVAL OF OCTOBER 24, 2024 MINUTES**

3. Public Comment

*Individuals are reminded that public comments should be limited to item over which the City Commission has supervision, control jurisdiction, or advisory power (MCA 2-3-202)*

4. Planning Items
5. Zoning Items

**A. ZONING CODE UPDATE - SCJ ALLIANCE, THE CONSULTING FIRM HIRED TO LEAD THE CODE UPDATE, WILL PROVIDE AN OVERVIEW OF THE PROCESS, SHARE INFORMATION ABOUT PUBLIC ENGAGEMENT OPPORTUNITIES, AND DISCUSS THE CONSOLIDATED LAND USE BOARD'S ROLE IN THE UPDATES. NO ACTION REQUIRED**

6. Board Comments
7. Adjournment

To ensure that it is passed on to the voting members, written public comment should be submitted before noon the day of any public meeting. This deadline is set to ensure comments reach City Commission, Boards, Committees, and City Staff timely allowing all parties to review comments prior to the start of any public meeting. Comments received after this deadline are not guaranteed to reach the intended persons before the start of the meeting.



# Consolidated Land Use Board Minutes

October 24, 2024

5:30 PM

City – County Complex, Community Room

## 1. Roll Call

In attendance: John Kalmon, Becky Moores, Caitlin Chiller, Frank O'Connor, Torrey Lyons (non-voting City Commission Representative) and Baily Goodwine. Goodwine chaired the meeting. Absent- Jessie Wilcox and Forrest Huisman. Staff: Jennifer Severson, Planning Director.

## 2. Approval of September 11, 2024 Minutes

Goodwine motioned to approve; Kalmon seconded motion. Motion passed 5-0 (O'Connor abstained- was absent for September meeting).

## 3. General Public Comment - None

## 4. Planning Items - None

## 5. Zoning Items

### **A. ZONING TEXT AMENDMENT – Update Chapter 30 related to Accessory Dwelling Units (ADUs) and Duplexes as mandated by 2023 Montana Legislative Actions. Action Requested.**

Severson introduced the proposed amendments and explained that these went before the City Commission for first reading in January 2024 but did not proceed, at the direction of the Commission, because a judicial injunction was granted to stay the implementation pending a lawsuit. The stay was lifted recently and these are now state law. Other than a few minor additional changes, these text amendments are proposed to bring city code into compliance with state law. Duplexes are allowed anywhere single family residential (SFR) uses are allowed. Duplexes now allowed in R-I and RMO districts; all other zones already allow duplexes where SFR allowed. ADUs are now allowed anywhere a SFR exists. ADUs now allowed in CBD if SFR exists on parcel- already allowed in other districts that allow SFR uses. Technically ADUs are allowed in zones that do not allow SFR under Table 30.41 (I, LI and NC); however, City's GIS confirmed there only one or two SFRs that currently exist in NC- none exist in I or LI. Removes requirements for parking, impact fees and design tied to ADUs (city doesn't require design consistency anyway). Severson anticipates this will not significantly increase density beyond what current code allows. Although general impact fees can no longer be assessed for ADUs, if the existing utility lines to the property need to be upsized, fees will be assessed for that.

Additional revision beyond state mandates is that ADUs only apply to single family dwellings; ADUs shall not apply to existing two-family or multifamily dwellings. ADU can be added to SFR to create a duplex. This change is in response to feedback from the City Commission in January 2023.

Table 30.51 is revised to reflect that no on-site parking is required for an ADU. Additionally, ADU allowable size has changed. ADUs can now be 1,000 square feet or 75% of size of primary dwelling, whichever is less.

Chiller asked if, since duplexes are now allowed in RMOs, would a developer be allowed to come in and build all duplexes. Severson stated that only one of the existing mobile homes communities in the City is zoned RMO, and confirmed that it is possible that a developer could turn a mobile home community into a community of duplexes. Chiller also asked how the removal of on-site

parking requirements for ADUs will affect neighborhoods that already have issues with street parking. Severson said she doesn't anticipate the additional on-street parking that may result will not significantly impact traffic or the transportation network; however, if on-street parking availability becomes scarce in residential neighborhoods, the city would explore ways to address the issue. Chiller also asked about addressing requirements for ADUs. Severson confirmed addressing is not tied to zoning but that ADUs are addressed separately from the primary residence. Chiller asked how the term "single family" is looked at when considering how many people live in a single-family dwelling and how that may impact density and the City's ability to provide services. Severson confirmed that the city does not track how many people live in a single-family dwelling but that the size limitation for ADUs inherently limits how many bedrooms are in an ADU. Chiller asked about fire hazards/ safety; Severson confirmed this is looked at during building permit review.

Kalmon questioned if the City's sewer and water infrastructure can support the additional density allowed by the ADU changes. Severson stated that Public Works is examining available infrastructure capacity as well as condition to assess where improvements are needed. Severson stated that the ADU change is unlikely to overtax current infrastructure but mentioned that, through the zoning code update in progress, additional density allowances may be introduced into the code. The City will continue to assess infrastructure needs to determine where improvements are needed. Severson also stated that from recent discussions with the Public Works Director Shannon Holmes, there are less concerns about capacity than conditions of the existing infrastructure, especially in the older parts of the city.

Goodwine asked about what Impact Fees are used to fund. Lyons stated that the fees are essentially used to pay for all of the city services a household would use (water, sewer, trash). Goodwine asked how the City will cover these costs since they can no longer be assessed on new ADUs. Lyons confirmed that it could result in a different level of services the City is able to provide. Severson stated that the intent of this legislation is to provide opportunities for more affordable housing options. Severson confirmed Livingston is not able to raise funds through use of a resort tax as the upper population limit for towns to have a resort tax is 5,000 and Livingston has a population higher than 5,000.

Kalmon inquired if impact fees might have to be increased to cover the cost of services. Lyons stated that impact fees collected from other development than ADUs can be used to cover the cost of city services. Kalmon stated that he thinks it's likely impact fees for other developments might eventually have to increase to address the shortfall caused by not being able to collect impact fees from ADUs. Lyons noted that several ADUs were built in his neighborhood before the state law to waive all impact fees for ADUs went into effect, and he believes the development of new ADUs in town may be response to real estate market conditions rather than waiving impact fees.

O'Connor questioned if funds collected from various impact fees can be used elsewhere to fund services. Lyons said it will be challenging to identify funds to replace lost ADU impact fees but the City Manager is skilled in Finance and Lyons is confident the City will find ways to compensate for the loss of ADU impact fees.

Moore asked about the requirement in SB528 to require a will serve letter and whether the city has option of not providing that letter for an ADU if city infrastructure becomes overburdened. Severson stated the City must provide services to parcels located within City limits and it is not optional. Lyons stated that the City doesn't have the ability to evaluate impacts of individual ADUs or a single residential unit on the services the City is able to provide to the community. Lyons said these are all important considerations and the City will need to look at the aggregated impacts of new development on the City's utility systems and services within the limitations of the state mandate to waive impact fees.

Moore asked if the state restriction on design consistency for ADUs with the primary dwelling will conflict with recently passed Gateway Overlay District design requirements. Severson said it's

unlikely to conflict as the Gateway Overlay District is focused on commercial development and there are not many residential dwellings in the overlay district so likely won't be many ADUs built in the Overlay District.

Lyons asked for clarification about the location of ADUs on lots. Severson confirmed the zoning code currently requires the ADU to be located to the rear of the primary dwelling. Lyons stated that there are several historic houses in town that are located on the rear of the property (closer to the alley than the street) and any ADU would need to be located near the street (i.e. in front of the primary dwelling). Severson said that language in the code will be evaluated during the code update process so that there is more flexibility for ADU location on lots to better align with recommendations in the Growth Policy related to supporting additional housing.

**General Public Comment (45:23 minutes)** – Jamie Isaly (27 Flynn Creek Road)- stated that ADUs can be configured several ways with primary unit- as an addition, separate, above, etc. He said typical residential impact fees are about \$12,000 and that ADU impact fees average around \$6,800 before the state law changes. He stated that detached ADUs must still pay costs to connect to water and sewer services.

Katherine Daly for Park County Housing Coalition (no address given)- provided background on state mandated ADU changes; ADUs are included as Tool #8 in Park County Housing Action Plan; recent research recommended actions to support ADU development- include remove regulatory barriers, create new financing pathways and homeowner education – this latest state legislation on ADUs is part of broader strategy to promote development of variety of housing options, one of which is ADUs. Average household size in Park County are ~ 2 people so many small households in Park County; currently lacking smaller house sizes that will meet needs of Park County small households. ADUs will be predominantly used for small households (1 or 2 people), which will limit the impacts of additional density from ADUs. ADUs are a flexible way to support multi-generational families living near each other, provide additional income to people impacted by higher property taxes so they can remain in place as well as supplementing retirement income. Providing this opportunity to encourage ADUs can be looked at as an investment by the City in our residents and the future of their families and the ability of the community to support all ages/ stages of life with relatively 'gentle' density impacts. This all adds to livability and vibrancy of Livingston. Noted that City included limitations in code update to limit ADUs to single family dwellings to remain consistent with current zoning code density allowances.

**O'Connor made motion to recommend the City Commission adopt Zoning Text Amendments as proposed in the Staff Report; seconded by Chiller. Motion passes 5-0. (57:08 minutes)**

#### **6. Board Comments (57:22 minutes)**

Lyons expressed his appreciation for tonight's discussion and will let Commission know the Consolidated Land Use Board held a thoughtful and thorough public hearing on the agenda item.

#### **7. Adjournment (6:36 pm)**



City of Livingston

Item A.

# Zoning Code Update Services



June 14, 2024

# Letter of Transmittal

Item A.



**SCJ ALLIANCE**  
CONSULTING SERVICES

June 14, 2024

City of Livingston

Submitted via email to JSeverson@LivingstonMontana.org

## Re: City of Livingston Zoning Code Update Services

Dear Jennifer Severson and Members of the Selection Committee,

We are excited to submit our Livingston Zoning Code Update project proposal. At **SCJ Alliance (SCJ)**, we specialize in developing clear, effective city codes that reflect community values and sustainable growth. Our multidisciplinary team is ready to guide Livingston through this crucial update.

Our team strongly understands Montana's legislative environment and planning context. Our proven track record of successful collaborations with municipalities across the state, including recent projects in Helena, Anaconda, and Butte, positions us well to tailor the zoning code update to Livingston's unique needs and aspirations.

Team members Aren Murcar, Rachel Granrath, and Mark Garff recently led an update to Butte-Silver Bow's Housing Plan, integrating requirements from the 2023 Montana housing legislation. This involved in-depth conversations with an affordable housing committee to refine recommendations and ensure appropriate implementation of state legislation within Butte's local context. A significant aspect of this effort was coordinating with another consulting team to ensure the housing plan's recommendations could be seamlessly transformed into code language.

Rachel Granrath, Mike Manning, and Shareefa Abdulsalam have recently drafted code updates, diagrams, and graphics for Moses Lake, WA, and Newport, WA. Our approach to these revisions prioritized making administrative processes easy to understand and providing plenty of graphics to illustrate code concepts.

Our approach will be collaborative and thorough, featuring regular check-ins and transparent communication with city staff, the Project Steering Committee, and the City Commission. We are dedicated to ensuring the public sees this as an inclusive process led by those committed to the community's wellbeing. Our local office in Butte not only underscores our commitment to this region of Montana but also allows us to attend public outreach events and other meetings in person, fostering trust and demonstrating our dedication to local solutions and outcomes.

We will start by reviewing the 2021 Livingston Growth Policy, the 2023 CTAP Report, and relevant legislative updates, followed by a detailed audit of the existing zoning code. The subsequent draft of the zoning code will include all necessary updates that are aligned with state requirements and community goals. We will facilitate a strategic public engagement process, ensuring broad-based community input and support, with a particular focus on feedback from the Project Steering Committee.

In accordance with the proposal requirements, we acknowledge the receipt of all RFP addenda (there were none). We also confirm that this proposal shall remain valid for a period of not less than ninety (90) days from the date of submittal. Furthermore, we attest that all information submitted with this proposal is true and correct.

We are committed to delivering a zoning code update that sets Livingston up for a successful future and reflects the aspirations of its residents. Thank you for considering SCJ for this important project. We look forward to the opportunity to work with you.

Sincerely,

Aren Murcar, AICP, Project Manager

Rachel Granrath, AICP, Principal-in-Charge

108 N Washington, Suite 300  
Spokane, WA 99201  
509.835.3770  
info@scjalliance.com

### Main Contact:

Aren Murcar, AICP  
Project Manager  
108 N Washington, Suite 300  
Spokane, WA 99201  
aren.murcar@scjalliance.com  
509.835.3770 ext. 276



# Who is SCJ?

SCJ Alliance (SCJ) is a multi-disciplinary planning and engineering firm specializing in solving complex issues that challenge developing communities. With over 140 employees, we provide a broad range of professional services to public- and private-sector clients including land use and environmental planning, outreach facilitation, landscape architecture, civil engineering, transportation planning and design, 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 that set 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

**Founded:** 2006

**Type:** S-Corporation

**Employees:** 143

**Locations:** Butte, MT, Spokane, Wenatchee, Lacey, Gig Harbor, Seattle, and Fremont, WA, and Crested Butte, Boulder, and Gunnison, CO

## Areas of Expertise

- ◆ Development Review
- ◆ Land Use, Building Permit Review & Processing
- ◆ Code Rewrites & Amendments
- ◆ Streamlining Permitting & Procedures
- ◆ Public Outreach & Facilitation
- ◆ Environmental Planning & Permitting
- ◆ Comprehensive Planning
- ◆ Subarea Planning
- ◆ Master Planning
- ◆ Long Range Planning
- ◆ Urban Design & Design Regulations
- ◆ Downtown Improvements
- ◆ Economic Development

## Related Experience



### Comprehensive Plan and Code Update Ephrata, Washington

In collaboration with the City of Ephrata, we updated the Comprehensive Plan to comply with the Washington State Growth Management Act (GMA). SCJ drafted updated code language for development processes and the zoning code to provide immediate implementation of changes outlined in the Ephrata Comprehensive Plan. These updates included the addition of a mixed-use transition zone, streamlining the development and permit review processes, updating residential densities to ensure flexibility in housing development, and establishing level of service (LOS) standards to enhance the reliability of public facilities and transportation networks for new development. The planning process incorporated a community survey with over 700 responses, an open house attended by 50 community members, and multiple workshops with the City Council. This extensive engagement informed recommendations and updates to the land use, housing, transportation, and public facilities sections of the Comprehensive Plan, ensuring it aligned with community needs and state requirements.

**Team Members:** Aren Murcar, Rachel Granrath



### Unified Development Code Update Moses Lake, Washington

SCJ worked directly with the City of Moses Lake to modernize its development code. This created consistency between the code and the recently adopted Comprehensive Plan and Housing Action Plan, incorporating missing middle housing into their zoning districts. Moses Lake is a Tier 3 community and is required to allow two dwelling units per lot on all lots zoned predominantly residential. In addition, Moses Lake is required to comply with HB 1042 and HB 1337. SCJ prepared a technical memo to the Planning Commission and City staff to outline these requirements and begin to discuss what the update to the code would entail, incorporating missing middle housing, housing in existing buildings, and accessory dwelling units (ADU) throughout the City.

**Team Members:** Aren Murcar, Rachel Granrath, Shareefa Abdulsalam





## Housing Action Plan

### Butte-Silver Bow County, Montana

The Butte-Silver Bow Housing Plan sets goals, policies, and implementation measures toward a balance of housing for all, protecting existing neighborhoods and working to reduce sprawl actively. SCJ and City-County staff worked together to evaluate opportunities and needs and assess housing measures that provide creative and tailored solutions to housing in Butte-Silver Bow. The planning effort included robust and thoughtful public engagement, such as stakeholder interviews, housing committee meetings, and a housing workshop. The team worked to integrate disadvantaged and underrepresented groups and paratransit, even bringing participants to the housing workshop to participate. The effort resulted in a community-driven plan with clear actions towards implementation, funding, code changes, etc. – all tailored to the community’s unique needs.

**Team Members:** Aren Murcar, Rachel Granrath, Mark Garff, Rebekah Rongo



## Middle Housing Amendments

### Tumwater, Washington

The SCJ team developed new regulations for middle housing to enhance in accordance with State regulations to address housing variety and affordability. The project involves extensive community outreach, including surveys, public workshops, and online engagement, ensuring broad input and transparency. The project utilized ‘missing middle monopoly’ pieces, which are 3D-printed residential units, to help the community visualize density in Tumwater. The new code is highly visual and concise, making it user-friendly and accessible to all.

**Team Members:** Rachel Granrath, Mark Garff, Rebekah Rongo, Shareefa Abdulsalam



## Planning Suite

### Colville, Washington

SCJ has worked for the City of Colville on multiple projects, including Code Reform, a Parks, Recreation, and Open Space (PROS) Plan, and their Housing Action Plan implementation. The City also contracted with SCJ to provide on-call planning support at a time when additional planning support was needed. Like many small rural communities, Colville faced many challenges around housing. SCJ has been able to provide timely and accurate support for project permitting and successfully apply for a housing implementation grant for the City, enabling a series of long-needed development code updates.

**Team Members:** Rachel Granrath, Mike Manning, Mark Garff, Shareefa Abdulsalam

## On-Call Code Development

### Newport, Washington

As the contract planner for the City of Newport since 2020, our team assists with planning and engineering development review, code amendments, comprehensive planning, subarea planning, shoreline development, critical areas review, and other items as requested by the city. Our team supports monthly Planning Commission meetings, presentations to the Hearing Examiner, and attendance as needed before the City Council. SCJ works closely with the City Administration team on projects, reviews grant opportunities, and recommends amendments to long-range plans or codes to best implement community goals.

**Team Members:** Aren Murcar, Rachel Granrath, Mike Manning, Mark Garff

## Zoning and Planned Development Code Updates

### Quincy, Washington

SCJ serves as the contract planner for the City of Quincy. This includes general planning assistance such as fielding questions from the public, developers, and staff regarding codes, zoning and general permitting. Our team provides development review including but not limited to pre-application meetings, minor and major subdivisions, staff reports and hearings, comprehensive plan amendments, and municipal code updates as needed. Recent projects for Quincy include wireless communication tower conditional use, binding site plans, and an update to the Planned Development Zoning Code.

**Team Members:** Aren Murcar, Rachel Granrath

## Development Code Update

### Ritzville, Washington

SCJ assisted the City of Ritzville, WA, with a development code update that incorporated recommendations from the Ritzville Housing Action Plan, the Ritzville Comprehensive Plan, and Washington State legislation.

Ritzville's code updates focused on:

- ◆ Structural efficiency and compliance
- ◆ Updated definitions
- ◆ Incorporating middle housing and ADU allowances within current zoning designations
- ◆ Updated parking requirements
- ◆ The addition of a Mixed Use zone and Mixed Use Planned Development option
- ◆ Administrative Process updates
- ◆ Addition of flow charts, procedural diagrams, and graphics

This project included close coordination with city staff, the Planning Commission, and the City Council. SCJ also worked with local developers to ensure that proposed updates were compatible with their visions for major developments in Ritzville. This project ultimately implemented recommendations from multiple local plans and helped the city comply with state requirements.

**Team Members:** Aren Murcar, Rachel Granrath





# References

## Butte-Silver Bow County, Montana

Karen Byrnes  
Community Development Director  
406.497.6467  
kbyrnes@bsb.mt.gov  
155 W Granite Street  
Butte, MT 59701

## City of Moses Lake, Washington

Vivian Ramsey  
Planning Manager  
509.764.3749  
VRamsey@cityofml.com  
321 S Balsam Street  
Moses Lake, WA 98837

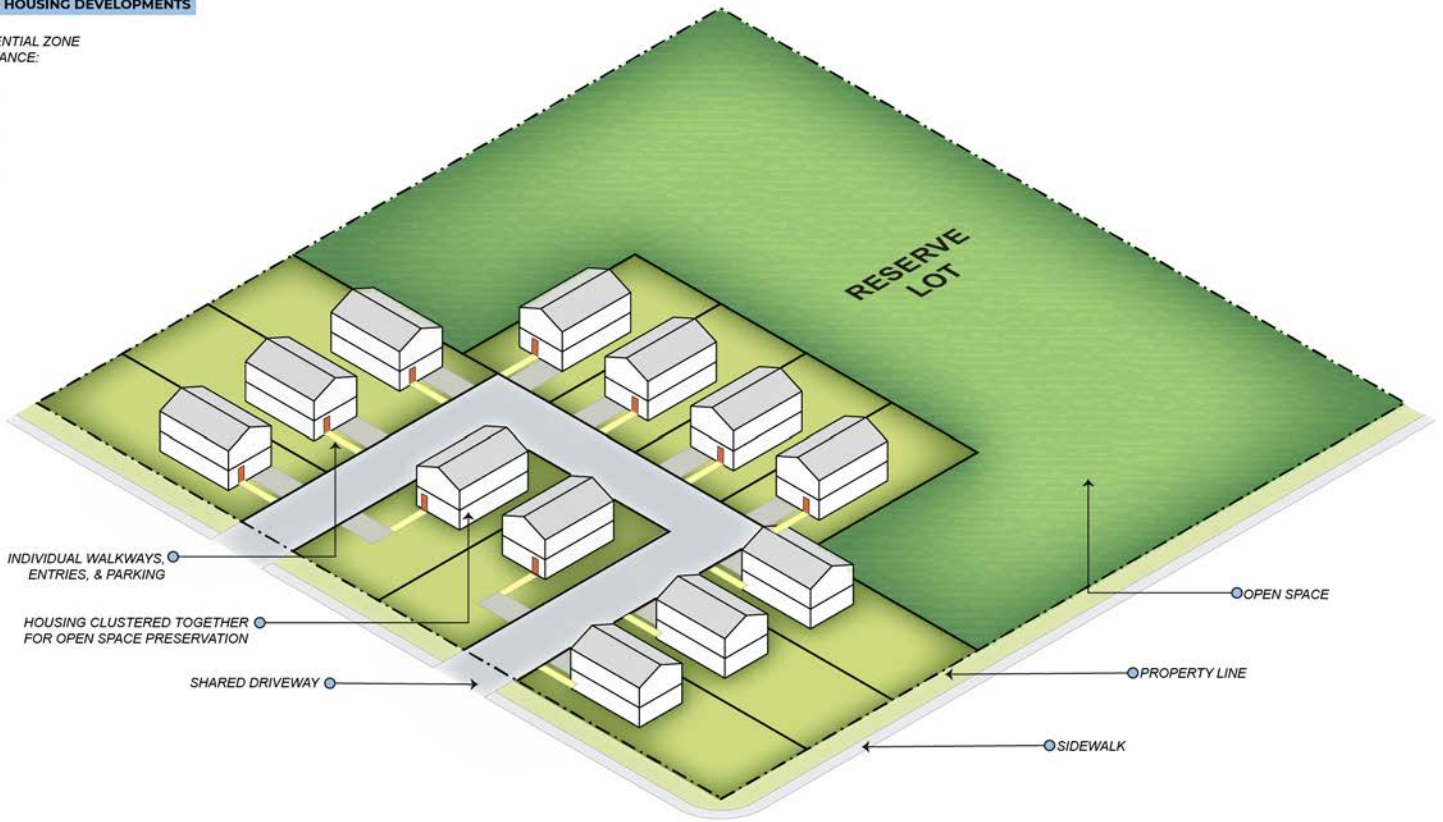
## City of Ephrata, Washington

Ron Sell  
Community Development Director  
509.754.4601 ext 124  
rsell@ephrata.org  
121 Alder Street SW  
Ephrata, WA 98823

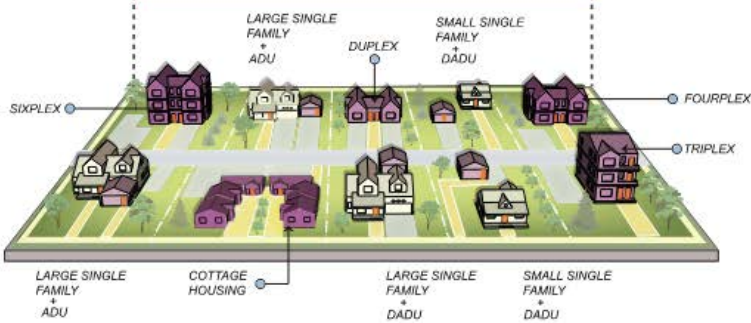
### CLUSTER HOUSING DEVELOPMENTS

RESIDENTIAL ZONE  
ALLOWANCE:

- R-1
- R-2
- R-3



### PHASING OF HIGHER DENSITY SUBDIVISION



### CURRENT SINGLE-FAMILY NEIGHBORHOOD



Examples of SCJ code graphics





## Aren Murcar, AICP | Project Manager

Aren will be your project manager, providing direct communication and coordination throughout the project. Known for a steady and reliable work style, Aren will inform the City about project status and upcoming steps. With extensive experience in planning projects, Aren has successfully navigated and updated municipal codes, developed creative graphics, coordinated and conducted public outreach, and led teams from start to finish. Through effective communication, efficient project tracking, and a genuine interest in the project's vision, Aren will ensure that Livingston's needs are met and deliverables are completed on time and within budget.

### Education

MA, Urban and Regional Planning, Eastern Washington University

### Licensure

American Institute of Certified Planners #34095

### Relevant Projects

- ◆ Butte-Silver Bow Housing Plan and Code Update – Butte-Silver Bow, MT
- ◆ Comprehensive Plan and Code Update – Ephrata, WA
- ◆ Ritzville Development Code Update – Ritzville, WA
- ◆ Unified Development Code and Zoning Map Update – Moses Lake, WA
- ◆ Zoning Code and Planned Development Code Amendment – Quincy, WA



## Rachel Granrath, AICP | Principal-in-Charge

Rachel strongly believes in placemaking and assisting clients to realize their potential and vision through the public planning process. She specializes in facilitating and managing complex groups and interests to achieve a community-driven project. Her skills include development codes, housing, development and plan review, downtown planning, economic development, community engagement, and strategic planning. Rachel is well-versed in code writing and regulatory frameworks relating to codes at the state and federal levels. She has worked in public and private roles, implementing the codes and revising the regulations to best serve a community. Her project management style is inclusive and iterative, resulting in a concise and direct code. She takes great pride in her work and always strives to meet the needs and goals of the community.

### Education

MA, Urban and Regional Planning, Eastern Washington University  
BS, Architecture, Roger Williams University

### Licensure

American Institute of Certified Planners #33291

### Relevant Projects

- ◆ Butte-Silver Bow Housing Plan and Code Update – Butte-Silver Bow, MT
- ◆ Helena Growth Policy Plan – Helena, MT
- ◆ Unified Development Code and Zoning Map Update – Moses Lake, WA
- ◆ Zoning, Subdivision, Building, and Stormwater Code Update – Cherry Hills Village, CO
- ◆ Development and Zoning Regulations Update – Newport, WA
- ◆ Metaline Development Code – Metaline, WA



## Mike Manning | Code Writer

As a planner, Mike has extensive knowledge of land use permits, zoning, development codes, and SEPA review. His experience has provided him with current and long-range planning skills. Mike has experience updating zoning codes, writing ordinances (such as Accessory Dwelling Unit standards), and working on comprehensive plan updates. In his experience working for the public sector, he was able to write code while also working on the front lines of permit review, seeing code amendments in action.

### Relevant Projects

- ◆ ADU Code Writing – Colville, WA
- ◆ Short-Term Rental Code – Coulee Dam, WA
- ◆ Zoning Code Update – Benton City, WA
- ◆ Permit Review Consulting – Benton City, WA
- ◆ Zoning Code Update and Housing Action Plan – Kettle Falls, WA
- ◆ Senate Bill 5290 Implementation/Permitting – Washington State Department of Commerce, WA
- ◆ Climate Action Plan – Mattawa, WA

### Education

BA, Urban & Regional  
Planning, Eastern  
Washington University



## Mark S. Garff, PLA, ASLA | Public Engagement

Mark will assist the team with public engagement on this project, including community events, surveys, and outreach. As Principal of our Butte, Montana office, Mark has 24 years of experience working for private and public clients. Since relocating to Montana, Mark has shifted toward higher-level planning efforts that improve communities. Collaborating with public clients to graphically portray projects compellingly and clearly to citizen groups strengthens his skillset. Other projects include mixed-use developments, trail planning and visualization, project management, wayfinding, and interpretive projects. Mark is passionate about outdoor recreation and seeks creative ways to build thoughtful, beautiful, inclusive spaces wherever he practices. He advocates for greening urban centers, multimodal trail systems, pedestrian safety, and traffic calming, often through artistic and original elements to engage users.

### Relevant Projects

- ◆ Butte-Silver Bow Housing Plan and Code Update – Butte-Silver Bow, MT
- ◆ Tumwater Middle Housing Code – Tumwater, WA
- ◆ Montana Tech West Campus Masterplan – Butte, MT
- ◆ Colville Housing Plan and Code Update – Colville, WA
- ◆ Uptown Butte Pedestrian Lighting Study – Butte, MT
- ◆ Anaconda-Deer Lodge County Open Lands Plan – Anaconda, MT
- ◆ Montana Tech Central Campus Visioning - Butte, MT
- ◆ Ronan Downtown Pedestrian Plan – Ronan, MT

### Education

BLA, Landscape  
Architecture, University  
of Washington

### Licensure

Professional Landscape  
Architect, MT #ARC-LAR-  
LIC-20067 (also WA, ID  
and AZ)



## Rebekah Rongo, ASLA | Code Graphics

Rebekah excels as a designer by creating landscapes that enhance green spaces, outdoor recreation equity, and habitat restoration. Her passion for landscape architecture stems from connecting people with the environment and fostering care and awareness as they interact with it. She is fluent in Spanish and bridges communities to their recreational spaces by understanding their experiences and values, ensuring her designs reflect community-driven goals. Rebekah's talent for spotting patterns in complex data allows her to transform broad visions into compelling graphic representations. These visuals inspire excitement and are influential tools for project teams, commissions, boards, and councils, driving support, funding, and actionable outcomes. Her designs aim to create diverse recreation spaces, integrate sustainable transportation, and restore natural processes, ensuring environmental resilience and community value. Rebekah is dedicated to shaping natural environments into daily, enjoyable spaces.

### Education

BLA, Bachelor of Landscape Architecture University of Washington

### Relevant Projects

- ◆ Butte-Silver Bow Parks and Recreation Master Plan – Butte, MT
- ◆ Anaconda-Deer Lodge County Open Lands Plan – Anaconda, MT
- ◆ Tumwater Middle Housing Amendments – Tumwater, WA
- ◆ Mattawa Parks, Recreation, and Open Space Plan – Mattawa, WA
- ◆ Montana Technical University Open Lands Plan – Butte, MT



## Shareefa Abdulsalam, AICP | Design Standards

Shareefa is a designer who likes to approach problems creatively with great attention to detail. Her diverse projects have scaled from localized urban interventions to community development to regional plans, giving her a rich background and skillset to approach new projects and challenges of any scale. Shareefa's combined urban design and architecture experience makes her uniquely positioned when developing design standards for any community. She leads the collaborative and multidisciplinary process of shaping the urban setting and focuses on the art of making better places for people through thoughtful design and diligent community engagement. Her expertise includes collaborating with all team members, including public agencies, community groups, developers, and business owners, to establish the framework and procedures to deliver successful projects. Shareefa is highly proficient in numerous 2D and 3D production software, and she has excellent graphics and communication skills.

### Education

MA, Architecture and Urban Design, University of California Los Angeles

### Licensure

American Institute of Certified Planners #34058

### Relevant Projects

- ◆ Meridian Development Corp Downtown Vision Design Guidelines – Meridian, ID
- ◆ Helena Railroad District Plan – Helena, MT
- ◆ Development Code and Zoning Map Update – Moses Lake, WA
- ◆ Henderson West Master Plan and Urban Design Codes and Standards – Henderson, NV



# Approach

## Task 1: Code Assessment

Task 1 focuses on effective project management, context, and understanding. **Project management** tasks include contract coordination, budgeting, scheduling, and overall administration. The **context and understanding** portion of this task will help SCJ fully understand the current development environment in Livingston. SCJ’s familiarity with Montana legislation will reduce the time and budget spent on this task.

**Action 1: Project Management & Administration:** This action covers the project’s administration aspects, such as contract coordination, billing and invoicing, budget and schedule tracking, and other project management tasks.

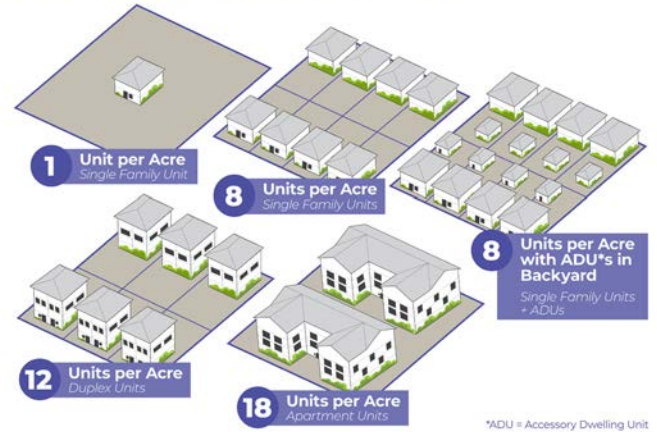
**Action 2: Context & Understanding:** SCJ will review the 2021 Livingston Growth Policy, the 2023 CTAP Report, and other relevant local and regional plans to ensure our understanding of the broader local and regional context. SCJ will also thoroughly review the 2023 Montana Legislative zoning and land use updates.

**Action 3: Code Audit:** SCJ will conduct a full audit of the existing zoning code and related code sections and identify sections requiring updates due to internal conflicts, needing to comply with state legislation, or where the CTAP Report made recommendations for changes.

Deliverables:

- ◆ Monthly project tracking reports
- ◆ Memo outlining code audit findings, recommendations, and next steps

## Dwelling Units per Acre



## Task 2: Project Planning and Community Engagement

Task 2 involves engagement with stakeholders and the public. SCJ will develop and refine a comprehensive project plan outlining the timeline and tasks. We will also assist the City in establishing a Project Steering Committee comprised of elected officials, city staff, public members, or other stakeholders to guide the zoning code updates. The committee will participate in a kickoff meeting and provide feedback through periodic check-in meetings.

The other components of this task center on public engagement, beginning with creating a tailored engagement plan. Following this, SCJ will implement additional public engagement efforts, such as workshops, surveys, or focus groups, to gather broad-based community input and ensure transparent communication.

**Action 1: Project Plan:** SCJ will prepare a project plan outlining the timeline and tasks. This action will be refined throughout the remaining tasks as necessary to ensure the project plan reflects the proper needs of each task.





## Engagement Opportunities and Options

- ◆ Missing Middle Monopoly
- ◆ Targeted Seminars
- ◆ Stakeholder Advisory Committee
- ◆ Neighborhood Council
- ◆ Studio (or studio series)
- ◆ Public Workshops
- ◆ Open House
- ◆ City Website (interactive or standard)
- ◆ Questionnaires
- ◆ Visual preference survey

**Action 2: Establish a Project Steering Committee:** SCJ will work with the City to establish a Project Steering Committee strategically comprised of elected officials, city staff, members of the public, and/or other stakeholders as deemed appropriate by the City. This committee will help provide additional context regarding the challenges with the current zoning code and help guide the proposed updates.

**Action 3: Kickoff Meeting:** SCJ, City staff, and the Project Steering Committee will participate in a kickoff meeting to review the code assessment results and provide feedback on the project’s needs.

**Action 4: Project Steering Committee Check-Ins:** The committee will determine how often check-in meetings should occur moving forward. SCJ recommends a minimum of three additional meetings with this group throughout the project to (1) help review initial proposed changes, (2) workshop technical language, and (3) review the final draft (to be coordinated with Task 3, Action 2).

**Action 5: Public Engagement Plan:** SCJ will work with the City to determine the extent of public engagement for this effort and include a Public Engagement Plan write-up as a subsection of the Project Plan. The Project Steering Committee will determine how much additional engagement with the broader public may be necessary.

**Action 6: Public Engagement:** SCJ will conduct additional engagement efforts outside the Project Steering Committee meetings. Options could include a public workshop, community survey, or additional focus groups.

Deliverables:

- ◆ Project Plan outlining events, schedules, deliverable deadlines, and check-in dates
- ◆ In-person kickoff meeting
- ◆ Project Steering Committee check-in meetings
- ◆ A Public Engagement Plan as a subsection of the Project Plan
- ◆ Public engagement events and activities to involve the public in the code update process

## Task 3: Recommended Code Update

Task 3 will provide recommended code updates, which will be presented to City staff and the Project Steering Committee.

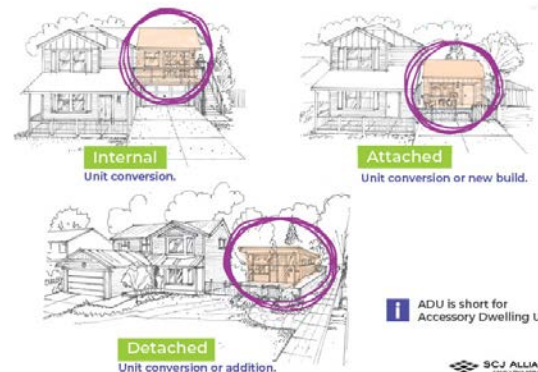
**Action 1: Outline of Recommended Code Updates:** SCJ will prepare an outline and overview of the recommended code updates based on the results of Tasks 1 and 2. Justification for each recommendation will be provided, and the reason for the recommendation will align with state legislation, public engagement, and/or city-identified needs.

**Action 2: Presentation to Project Steering Committee:** SCJ will present a report to the Project Steering Committee summarizing the community engagement outcomes and a final list of proposed code updates. The Committee will then participate in a workshop to provide final guidance on the proposed code recommendations prior to code drafting.

Deliverables:

- ◆ Outline the document of recommended code updates
- ◆ Presentation to the Project Steering Committee

### What is an ADU?



## Task 4: Draft Code Updates

SCJ will draft the final recommended code updates, incorporating clear text, maps, and graphics. It will then present these drafts to the Consolidated Land Use Board for feedback before preparing the final document for City Commission adoption.

**Action 1: Draft Code Updates:** SCJ will draft code updates based on the final recommendations of the Project Steering Committee. These code updates will include a tracked changes version of the code text as well as new maps, procedural diagrams, and example graphics to ensure the code's text can be more easily interpreted.

Deliverables:

- ◆ Draft code updates in tracked changes format, including updated maps, graphics, and procedural diagrams

## Task 5: Presentation and Adoption

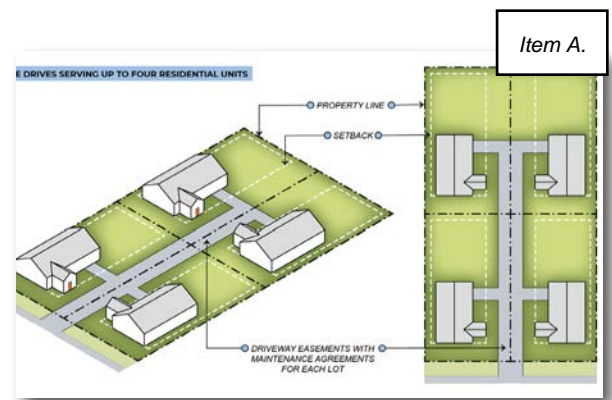
SCJ will assist with code adoption procedures, including presenting draft code updates to adoption bodies, final revisions based on feedback, and other assistance to city staff as needed.

**Action 1: Draft Code Update Presentations:** SCJ will present the draft code updates to the Consolidated Land Use Board and request feedback on the draft code. This feedback will ultimately be incorporated into the final draft of the code updates.

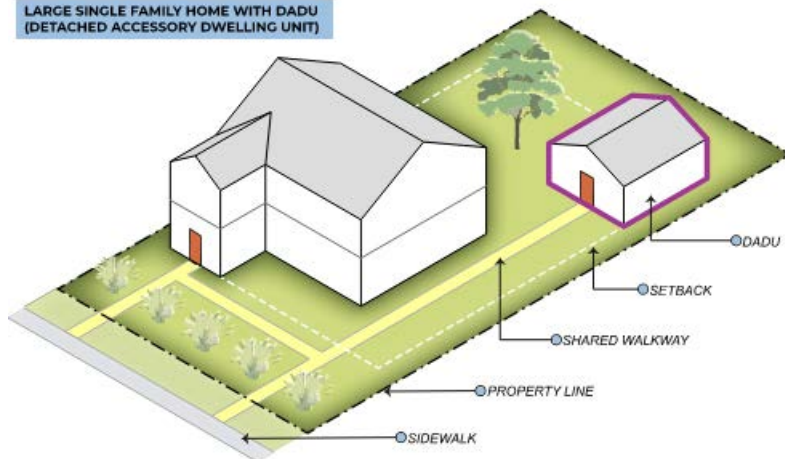
**Action 2: Adoption:** SCJ will prepare a final code update document and present it to the City Commission as a request for adoption. SCJ will also attend the adoption meeting.

Deliverables:

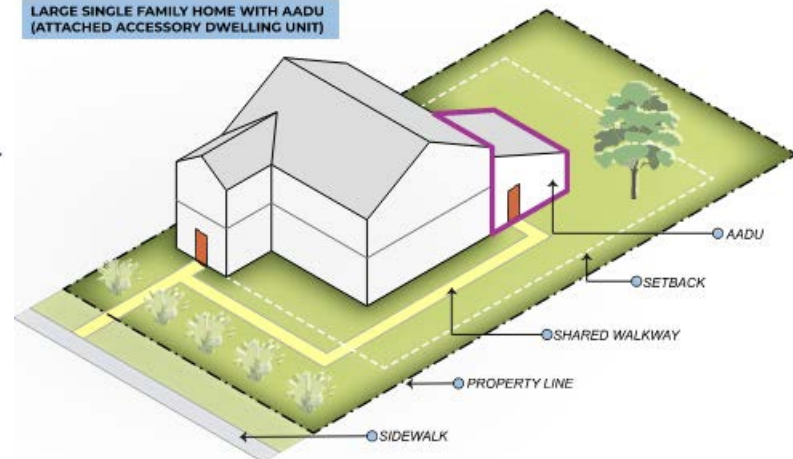
- ◆ Presentation of the final Draft Code Updates to the Consolidated Land Use Board and City Commission



LARGE SINGLE FAMILY HOME WITH DADU (DETACHED ACCESSORY DWELLING UNIT)



LARGE SINGLE FAMILY HOME WITH AADU (ATTACHED ACCESSORY DWELLING UNIT)





## Additional Services/Management Reserve (Task 98)

Management Reserve Funds are reserved for amendments to the proposed Scope of Work. The client may authorize the use of Management Reserve Funds to expand on tasks where additional work may be necessary or desired. For example, these funds may be necessary to complete additional zoning code updates not foreseen in the original scope. They may also be used for additional public engagement efforts if that is determined to be a need.

Management Reserve Funds will only be used upon client and consultant agreement.

## Expenses (Task 99)

Expenses will include travel-related costs for SCJ staff to attend in-person meetings with city staff, the project steering committee, and presentations to the Consolidate Land Use Board and City Commission. We anticipate no more than three trips will be needed throughout the project and that all other meetings will be attended virtually unless otherwise agreed upon between SCJ and the City.

- ◆ **Trip 1:** Site visit & kickoff meeting with the Project Steering Committee
- ◆ **Trip 2:** Public engagement event and follow-up meeting with Project Steering Committee
- ◆ **Trip 3:** Presentation of draft code updates to the Consolidate Land Use Board

Expenses will also include costs to print and prepare materials for public engagement and presentations as necessary.



# Project Schedule

With the completion of recent work, SCJ staff are well positioned to take on this project immediately upon notice to proceed and to dedicate resources to this project to keep it moving forward on schedule.

	2024						2025						
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL
<b>TASK 1: CODE ASSESSMENT</b>													
Project Management & Administration													
Context & Understanding													
Code Audit													
<b>TASK 2: PROJECT PLAN AND COMMUNITY ENGAGEMENT</b>													
Project Plan													
Establish a Project Steering Committee													
Kickoff Meeting													
Project Steering Committee Check-Ins													
Public Engagement Plan													
Public Engagement													
<b>TASK 3: RECOMMENDED CODE UPDATES</b>													
Outline of Recommended Code Updates													
Presentation to Project Steering Committee													
<b>TASK 4: DRAFT CODE UPDATES</b>													
Draft Code Updates													
<b>TASK 5: PRESENTATION &amp; ADOPTION</b>													
Draft Code Update Presentations													
Adoption													

## Quality, Budget, and Schedule Control Methods

### QA/QC

Quality and accuracy are the cornerstones of our project delivery processes, woven into our work from start to finish. Every deliverable produced under this contract will undergo a peer review from design-level staff and a management review from a project manager or principal. Markups are saved in a QA/QC directory on the SCJ server, along with back checks and responses to internal comments. A project log documenting all phone calls, emails, or other correspondence about the project is kept throughout the project's life.

### Timely Reviews and Schedule Compliance

SCJ performs independent review and design checks of intermediate work products and task deliverables essential to managing the project schedule. At the beginning of each task, the principal will sit down with the project manager and an independent reviewer to review the scope, budget, and proposed schedule. Interim and sometimes spot checks are performed during the project's life cycle. The principal and senior staff are continuously informed regarding the overall progress and status of work products. By soliciting timely input early during project development, the likelihood of work products varying from the client's expectation is virtually removed. Detailed project schedules using Microsoft Project or Teamwork Projects software are prepared and used to check key milestones against work effort completed by the design staff. The project manager reviews and updates the schedule for each progress report and communicates the timelines to all team members.

## Public Engagement

Public engagement is a cornerstone of our approach. Our strategies include:

- ◆ **Interactive Workshops:** Facilitated sessions where community members can provide input and feedback
- ◆ **Online Surveys and Virtual Town Halls:** Accessible platforms for gathering a broad range of perspectives
- ◆ **Social Media Campaigns:** Leveraging digital platforms to reach diverse demographics and encourage participation

### Emphasis on Inclusivity and Accessibility

Our engagement strategies are designed to be inclusive and accessible. We will provide materials in multiple languages and ensure events are held at convenient times and locations. Our goal is to build a sense of ownership among community members and ensure the final zoning code reflects their needs and aspirations.



## Conclusion

SCJ is uniquely positioned to deliver a zoning code update that meets the City of Livingston's requirements and enhances its growth policy. Our qualifications, experienced team, detailed work plan, and innovative public engagement strategies make us the ideal partner for this project. We are committed to delivering a clear, effective zoning code that reflects the community's vision for the future.

We look forward to working with the City of Livingston and contributing to its continued growth and development.



## Issues and Solutions

POTENTIAL ISSUES	RISKS	SOLUTIONS
Not getting valuable information from public engagement events	<ul style="list-style-type: none"> <li>◆ Draft code doesn't reflect community vision</li> <li>◆ Proposed changes aren't backed up by community input</li> </ul>	<ul style="list-style-type: none"> <li>∨ Be thoughtful about how, when, and where we are engaging the public. Are we asking the right questions? Provide thoughtful direction in the public engagement plan</li> <li>∨ Re-think messaging and update the public engagement plan</li> </ul>
Community disagreement on code direction	<ul style="list-style-type: none"> <li>◆ City and consultants unsure on how to proceed</li> </ul>	<ul style="list-style-type: none"> <li>∨ Run a focus group to understand more about the issues and brainstorm creative solutions</li> <li>∨ Conduct additional public engagement to better understand the issues</li> </ul>
New state legislation in 2025	<ul style="list-style-type: none"> <li>◆ Could require unforeseen changes in the Montana land use environment toward the end of this project</li> </ul>	<ul style="list-style-type: none"> <li>∨ Track legislative session updates early and often</li> <li>∨ Communicate with state agencies over the course of the project and legislative session</li> <li>∨ Maintain the ability to pivot if needed</li> </ul>
Not getting clear feedback from the Project Steering Committee	<ul style="list-style-type: none"> <li>◆ Code not thoroughly vetted</li> <li>◆ City and consultants unclear on direction</li> </ul>	<ul style="list-style-type: none"> <li>∨ Be thoughtful about how we are engaging the steering committee</li> <li>∨ Ensure they feel welcome to participate</li> <li>∨ Invite others to participate in the committee</li> </ul>
More extensive code work needed than originally anticipated	<ul style="list-style-type: none"> <li>◆ Project goes over budget</li> <li>◆ Project goes beyond initial timeline</li> <li>◆ Staff and consultant burnout</li> </ul>	<ul style="list-style-type: none"> <li>∨ Regularly track project progress (work accomplished and budget to-date)</li> <li>∨ At a minimum, have bi-weekly check-ins between city staff and consultants</li> <li>∨ Anticipate possible scope changes in advance</li> <li>∨ Seek creative solutions to obtain greater efficiency</li> </ul>