

PROPOSAL
TOWN OF MARBLE
FACILITATING A MASTER PLAN STUDY

MARK CHAIN CONSULTING LLC

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April, 2023

Mark Chain Consulting LLC (MCC) requests to be considered as a candidate for consideration for the Town of Marble Master Plan Study Facilitation. MCC has extensive background in Master Planning, day-to-day current planning administration, private sector land-use entitlement, intergovernmental relations, acting as a government representative or liaison to other units of government and special districts, writing/rewriting and implementing land-use codes and working with general members of the public.

Mark Chain is the principal and owner of MCC. He is been working as a professional planner since 1978 and has lived and worked in the Roaring Fork Valley since 1983. He has worked for the Towns of Basalt and Carbondale (22 years as a public sector employee) and consulted for the Towns of silt, Cedaredge, and Collbran. He has had his own firm since January 2005. He has many clients in the private sector and has obtained land-use entitlements in Pitkin, Eagle and Garfield counties and for the Towns of Marble, Carbondale and Glenwood Springs. Mark has also served on the Board of Directors for the Sopris Nordic Council, the Carbondale and Rural Fire Protection District and the Energy Conservation Center.

MCC will briefly outline his proposed scope of work for the Marble Master Plan Facilitation and will specifically address his approach to the 5 major issue categories identified on page 5 of the RFP. He also has included a draft Letter of Engagement for his scope of services. If chosen, that Letter of Engagement will be open to modification and changes as necessary.

REQUIRED PROPOSAL CONTENTS

Understanding of Collaborative Stakeholder Processes, Conflict Management and Resolution, Natural Resource Management Issues.

MCC's main view is that for such a project as the Marble Master Plan is that it is the **Community's Plan**. The end result should focus on their desires related to growth, quality of life, desired infrastructure level services etc. and to make it a true "community" Master Plan as many citizens and groups as possible must be involved. That starts with the type of Steering Committee which I believe The Town is in the process of forming, to general public meetings where various topics are discussed and to reach out to particular groups who have a "stake" in the community. A number of meetings must be held and their comments, concerns and ideas need to be considered. At the end of the day, only a certain number of the request and ideas may be brought to the forefront but all the must be catalogued and reviewed during the process.

Conflict always occurs when there are important issues and items to discuss in an area that has a high quality of life, is popular and desirable. Any public meetings need to have "ground rules" which include time management, discrete topics of discussion and **respect** for all viewpoints. In these meetings where there are many viewpoints I look at the underlying philosophy as "be hard on the issues but easy on the people". In other words, no personal attacks of individuals or groups but dig deep into the issues to find out what works for most people, where there are problems and most important if there is any way to seek some kind of solution even if that is a middle ground for many people. I would intend to have some help in documenting minutes in writing and transcribing major issues/topics that are discussed.

There are severe limitations to development in certain areas in and surrounding the Town of Marble. Many of these items have already been documented. It will be part of this Master Plan to try to consolidate severe physical constraints but to limit that background work because of budget constraints. Finally, one item that can be considered to be a natural resource management issue is the desire to utilize the Lead King Loop. While there is an existing process to address this issue there are spinoff issues that are unique to the Town of Marble such as ATV use and parking which need to be discussed in depth. Creative thinking should be encouraged on how to deal with this issue.

Finally, we will investigate about weaving some concepts into the Master Plan that deal with "social capital". These are the organizations that pop up in small towns such as and Historical Society, etc. and that are unique to each town. How these groups interact among the town

citizens and elected officials is often crucial for defining what a community is all about. Parks and public gathering spaces should also be an element included in this Master Plan

Experience on Similar Projects

Mark Chain has been involved in a number of Master Plan Projects. He has written and been the main author of Master Plans for small communities including the Towns of Carbondale (1988) and the Town of Basalt (1987) and help direct the at the time New Master Plan for the Town of Carbondale in 2000. The most similar projects to the Town of Marble Master Plan was is worked as at public Outreach Coordinator for the Carbondale Fire District Master Plan in 2015. He also looked at many of the overarching financial issues related to revenue generation due to restrictions on the Fire Districts and heavy reliance on property taxes/mill levy. He coordinated a number of Community Meetings in the various areas of the Large Fire District and consolidated all the information in minutes and other documentation for future use.

Draft Budget

- MCC has provided a draft Letter of Engagement which included a draft budget. That is attached. Highlights are:
- an estimated time estimate of 285 hours. Hourly rate of \$70 per hour. Potential our show a cost of \$20,000.
- MCC would not utilize the entire budget allocated to the project. At present estimate, \$5000 would be reserved for specialized help including assistance with taking of minutes, GIS work, mapping, graphics and perhaps data research.
- Primary tension to having public meetings. These include:
 - Up to 15 meetings with the Planning stash Steering Committee
 - 5 stakeholder group meetings
 - 5 meetings with the general public
 - 4 meetings with residents outside the town limits.

Other Elements of Approach to the Master Plan

I foresee the Town of Marble Master Plan and Facilitation project as developing the required components for a Master plan and Three-mile area plan for CRS 31 – 12 – 105(1) (e)(1). The plan should also address how/if and where the residence like to grow if necessary in the future and to investigate their underlying and propose infrastructure for the future. But to me the main priority is to outline a clear set of goals and objectives and some kind of social process which will be put into place so the Town can address critical issues that may arise in the next 20 years – some of them which are unforeseen at the present time. This is important for a Town

the size of Marble as resources; both in terms of citizen involvement, public personnel and financial resources are limited.

List of References - for Facilitation, public involvement and planning work in general

Michael Hassig, Architect and former Mayor of the Town of Carbondale

RE: Carbondale Master Plan and work on public meetings.

- 970.366.6476
- mhassig@a4arc.com

Stacy Bernot, former mayor for the Town of Carbondale

RE: Public Presentations and Planning Administration

- 970.618.5789

Leslie Lamont, Planner and Consultant

RE: Cofacilitator for Carbondale Fire District Master Plan

- 970.948.1357
- Lelie.lamont@pitkincounty.com

Rob Goodwin, Chief of the Carbondale Fire Department

RE: Carbondale Fire District Master Plan (Assistant Chief at that time)

- rgoodwin@carbondalearfire.org
- 970.963.2491

April 14, 2023

Marble Board of Trustees

Sent via e-mail

RE: Town of Marble – Master Plan Services

Dear Board:

The purpose of this letter is to provide a draft Letter of Engagement for review for the purposes of providing services to facilitate and help develop a Master Plan for the Town of Marble. One goal of the Master Plan will be to meet statutory requirements necessary in regulating land use activity in the town as well as the surrounding 2- to- 3 mile area that is under the jurisdiction of Gunnison County. The primary purpose however would be to put together a land-use and strategic plan to deal with a number of issues facing the Town for the next 10 years.

The Master Plan will quickly review the history of the town, summarize its present population base and land-use activity, identify existing and desired community values and most importantly provide a framework via a series of goals and objectives for dealing with existing issues as well as those concerns that may arise in the next decade.

A Master Plan can give guidance to the town's citizens, volunteer boards and Board of Trustees on items such as where/if the community wishes to expand in area or population (and if so, where), identify community assets, determine infrastructure needs, identify areas to preserve or acquire, summarize environmental and geologic constraints in the area, focus on desired physical and cultural amenities, etc. Traditionally, many Master Plans have specific sections which summarize land-use patterns, physical development form, transportation, housing, recreation and trails, commercial/industrial and/Historic Preservation. Marbles master plan may touch on some of these or not depending on citizen desires.

One of the goals of the master plan will also be to facilitate the community members into designing what is critical to them. We can review other examples of Master Plans for layout and sample direction, but the Town of Marble is unique and the community should find its own direction and path for the near future. Besides identifying basic goals and objectives for the Town the master plan should also give guidance and perhaps lead by example in how to deal with identified community concerns or issues that may unexpectedly come up in the future.

I look at my role as working with the Town Administrator/staff under the guidance of the soon to be created Planning Committee who may act as a Steering Committee for the project. The Board may also want to consider adding a few other town citizens and citizens of the surrounding area to the Planning Committee and identify it as a specific Steering Committee. We can flesh that out over the next month.

Mark Chain Consulting will do the lion share of the work in terms of producing the plan, writing the initial drafts of various chapters etc. Mark Chain will also facilitate various meetings and work with the Town on advertising the various meetings that may be scheduled, providing information to be posted on the town website etc.

Finally, I put together an initial estimate of the number public/community meeting that may occur during the Master Plan process.

The list I put together is my suggestion and subject to change in working with the Town Board and the Planning Committee. The lion's share should probably occur during the more months of the year when it would be more convenient for citizens and part-time residents to attend.

The tasks I have identified are:

- Task 1 – Help with formation of Planning Committee
 - assumes they are guiding Master Plan Process (AKA Steering Committee)
- Task 2 – Work with Planning Committee to finalize outline of Master Plan Process
- Task 3 – Obtain Background Information and Data
 - contact County GIS for mapping of environmental constraints
 - search sources for number of lots available for development in surrounding area
 - search sources for available lots/units built in town and surrounding area-
 - identify areas/properties that may be or should be conserved
 - summarize data by appropriate categories
- Task 4 – Identify main Areas/Topics of Concern for review by Steering Committee (by way of example, infrastructure, community values, community assets, environmental concerns, Mill St., Park, housing, preservation of important areas/wilderness **(TBD)**)
- Task 5– Public Outreach - primarily work face-to-face or via group meetings but look at other options also (potential number and types of group meetings in Exhibit A)
- Task 6 – Determine and finalize goals and objectives for town for 10 years based on Steering Committee and Public Input
 - Draft Implementation Matrix

- Task 7 – Hold public hearing for input and adoption of Master Plan (in front of Steering Committee and Board of Trustees)

Assumptions

- Mark Chain Consulting will be the facilitator for most items and work on the production of the Master Plan including providing initial drafts of various sections as well as providing drafts of goals and objectives and similar items.
- We are leaving some money from the potential budget unused in order to help provide for some background data gathering, mapping or other such needs it may become apparent during the Master Plan Process.
- Set a Planning Committee or similar board be seated and ready to participate, help direct and help finalize the final details of the Master Plan Process by end of February, beginning of March.
- That the Town Board and Planning/steering committee be available for final public meetings/hearings at end of October in order to have final production and adoption of the Plan by the end of the calendar year.

Hour estimate by task

TASK

Hours

- Task 1 – Start Up/Organize
- Task 2 – Outline of Process/Schedule
- Task 3 – Obtain Background Information and Data
- Task 4 - Identify main Areas/Topics of Concern for review
- Task 5– Public Outreach/Meetings
- Task 6 – Determine and finalize goals and objectives for town for 10 year time period
- Task 7- Adoption

Total

My hourly rate is \$70/hr. With the potential hours identified this to be a cost of \$20,000. I will not exceed the time estimate for this project (285 hrs.) without discussion and prior approval from you. Sometimes, these applications to local governmental jurisdictions take on a life of their own but the real unknown usually occurs after the application is deemed complete and the public hearing process starts. If during this process you need additional service, I can provide a cost estimate for you.

Mark Chain Consulting and the Town agree that the contract for services can be terminated with 28 days notice as per paragraph 11 of the Personal Services Agreement that has been executed by the parties. This Letter of Engagement is considered an Exhibit to that Agreement.

I will provide invoices on a monthly basis unless we agree to another process. Any reimbursables such as printing and copying would be billed at my costs with no mark-up. I am available to start work immediately.

AUTHORIZATION

If these terms appear acceptable, please sign as provided below and return to me. I will then sign and provide you a copy for your records. If you need to discuss this Letter of Engagement, please contact me and we can discuss the matter.

If you have any questions, please don't hesitate to call me 970-309-3655 (cell).

Sincerely,

Mark Chain, Planner

Mark Chain Consulting, LLC

Mayor, Town of Marble

Meeting/Public Hearings during review process

Meeting	Hrs. meeting	# of Meetings
Planning/Steering	1 to 1.5	15 (over 10 months)
Stakeholder Groups	1.0	5
General Public	1.5	5
Residents outside Town Limits	1.5	4

Notes:

1. Planning/Steering Committee meetings over period of 10 months
2. stakeholders can be a combination of private property owners and groups. These are to be defined with help of Board and Steering Committee
3. "Residents outside town limits" may be for specific subdivision such as Serpentine Trail, hermits Hideaway etc.