



THE PACHNER COMPANY

September 22, 2023

Lori Rosendahl
Foothills Regional Housing
11941 W. 48th Ave.
Wheat Ridge, CO 80033

Dear Lori,

We appreciate the opportunity to submit this proposal for neighborhood consulting and entitlement services related to the proposed 12 acre Ridge Road mixed use affordable housing project located in Wheat Ridge, CO. We strongly believe that The Pachner Company (TPC) is uniquely positioned to provide the representation needed to assist Foothills Regional Housing in the successful rezoning and entitlement of this project by providing both the framework and implementation of a political, staff level and community outreach strategy. TPC's experience from numerous similar projects will result in a city supported plan for approval.

Please find below a summary of our firm, including individual biographies, along with a proposed scope of work and contractual terms.

The Pachner Company ("TPC")

TPC is a leading public affairs consulting firm specializing in community development projects throughout the state of Colorado. TPC's strengths lie in the complete understanding of the legislative, community and entitlement processes in each jurisdiction -- knowledge earned from nearly 50 years of collective local government experience in the leadership at TPC. With this experience in all aspects of local government, TPC is uniquely qualified to represent clients and to secure support for their interests. We further distinguish our firm by concentrating our efforts on community outreach -- building and utilizing relationships with community stakeholders to garner approval from governmental entities. We develop a tailored community outreach strategy, engage stakeholders directly, and then seek approvals alongside the new community advocates. This strategy is the foundation of our firm's successful representation of our clients' needs.

We have provided community outreach, legislative strategy and development services on over forty major projects in the metropolitan Denver area. TPC is adept in all aspects of land use and entitlement approvals with a depth of experience working on general development plans, rezoning applications, historic designation plans and master planned community submittals. From representing business associations to advocating for specific project land use approvals, TPC has an extensive client list that includes development groups and a host of business associations.

Marcus Pachner

In 2006 when Marcus founded TPC, he saw the need for a community-oriented approach to land use approvals and tailored his client representation to build long-standing community relationships between his clients and the cities they were working in. Marcus brought this unique understanding of the nuances to partnering with local governments from his many years working for Denver City Council. Threading the values of land use with

community development, Marcus has directed over 20 campaigns ranging from local Council races to statewide issue campaigns, including managing the campaigns for the election of Steve Hogan as Mayor of Aurora.

Marcus has an extensive civic resume. A founding member of the Civic Center Conservancy, he also served as an appointee of Mayor Hancock to the Denver Parks and Recreation Board. He is a graduate of CU-Boulder and attended law school at Southern Methodist University.

Skye Stuart

Skye Stuart brings over 20 years of government and policy expertise to The Pachner Company team. Most recently, Skye served for 12 years as Deputy Chief of Staff and Legislative Director for Denver Mayor Michael B. Hancock. In this role, Skye oversaw all legislative efforts at the City Council and Colorado State Legislature, including successfully moving over 1000 bills through City Council each year and developing positions for over 150 bills at the legislature each session. In addition, Skye provided strategic guidance and led policy development efforts for the Mayor's Office. Skye is proud to have led major capital projects through complex approval processes, managed efforts for good government reform, and navigated adoption of sensible policy around complex issues like housing and homelessness, construction defects, minimum wage, marijuana, public safety reform, and the sharing economy.

Prior to joining the Hancock administration, Skye worked for almost a decade as a government affairs consultant and lobbyist for David J. Cole & Associates, bringing her expertise in local government to the company. As lead associate, Skye worked on issues for a wide range of client interests in areas as diverse as parking, transportation, land use, construction, limited stakes gaming, procurement and regulatory affairs. She also worked as a campaign consultant for many years on a number of successful candidate and issue campaigns at both the local and state level.

Amy O'Brien

Amy O'Brien joined The Pachner Company after 16 years at the Denver Nuggets and has been with TPC for 2 years. Amy held her role as the Director of Team Operations and Player Development for most of her time with the team and managed all team operations and logistics and created all procedures and policies for the organization. At TPC, she is also specializing in process and procedure development and management. She works on various clients with a focus on lobbying clients and community focused efforts and has had instrumental efforts in our outreach and approvals over the past two years.

Her former role in community affairs and advocacy on behalf of professional athletes and the team brings an incredible depth of trust to TPC. Amy lives in Denver with her family. She holds a BS from the Carroll School of Management at Boston College and grew up in a small town on the Eastside of Cleveland, Ohio.

Our Method – Listen, Then Draw

Through strategic, inclusive, and effective neighborhood engagement, new development can be not only embraced, but supported by the stakeholders and ultimately strengthen the entire community. Our goal is to truly knit the proposed affordable housing project into the adjacent communities, and to serve as a true community enhancement.

Moreover, our community engagement is designed to capture the creativity, imagination, and priorities of all the interested stakeholders. Bringing together the perspectives of stakeholders, users, potential partners and residents is a value we bring to this project. By first listening and engaging with community, then Foothills Regional Housing's planning team will be equipped to begin drawing plans for the community development project. Our community engagement starts before our planning of the site, all because of our commitment to

listening to the community, then drawing a plan.

TPC Regional Experience with Housing Authorities

The Pachner Company has extensive experience with housing authorities all over the Denver Metro, including the Boulder County Housing Authority, Brighton Housing Authority and the Douglas County Housing Authority. All of the projects with these agencies faced both significant site challenges as well as community opposition. Through our approach of building an Advisory Committee with community stakeholders during our early engagement, we helped to grow grassroots support of the projects to ultimately gain approval to build these communities in such great need and demand in the Metro Area.

Boulder County Housing Authority

TPC is currently working with the Boulder County Housing Authority on the Willoughby Corner project in Lafayette. This project will provide 400 permanently affordable homes in a variety of building types and with other related amenities. Work includes:

- Community open houses to kick off the project
- Community charrettes to help design a site plan that addresses concerns of the community.
- Creation of an advisory group called the East Lafayette Advisory Committee, to provide continual feedback on the project.
- Continued community meetings to engage with the community.
- Outreach to surrounding communities and stakeholders to garner support.

Brighton Housing Authority

TPC has recently been hired to work with the Brighton Housing Authority to help with community engagement, entitlement services, and strategic communication for the Adams Point mixed use affordable housing project, planned to provide 60 units of affordable housing and related commercial development. Work includes:

- Community outreach and stakeholder engagement meetings
- Design charette to incorporate the ideas and vision of our stakeholders.
- Upcoming workshop event including more community members.
- Ongoing staff, elected official, and community coordination to advance rezoning application
- Leading presentations on the rezoning to Planning Commission and City Council

Douglas County Housing Partnership

TPC worked with Douglas County Housing Partnership on the Oakwood senior affordable housing project within a larger senior living community in Castle Rock

- Engaged the current tenants of the property in the community to build support
- Held large community meetings
- Successfully presented at Planning Commission and City Council

Scope of Work

TPC will utilize a results-oriented approach providing effective, comprehensive, and efficient consulting services based on insider's knowledge of community development, city council, neighborhood process, relevant stakeholders, and decision makers on city staff. TPC will work in conjunction with the appropriate Foothills Regional Housing personnel to optimally represent the client's best interests and facilitate the approval of entitlements, including the following services:

Initiate Research and Community Outreach Analysis

- Conduct meetings with Foothills Regional Housing leadership team to understand full project scope and challenges and develop an entitlement plan
- Research and review proposed application(s) for rezoning, ODP and SDP

- Begin interacting with existing stakeholders, including adjacent neighborhoods to the West in Arvada, and business/community groups, with particular focus on potential key partners and stakeholders like Red Rocks Community College, Jefferson County Human Services, Habitat for Humanity and Stride Academy
- Create an advisory/steering committee of nearby neighbors, impacted organizations and other key community stakeholders to act as champions for the project
- Manage and develop the steering committee to provide key messaging around and support for the project
- Hold and manage another charette workshop for the community including stakeholders, neighbors, electeds and staff
- Research potential strategic concerns, including concerns common to all development like parking and traffic and those unique to affordable housing, and optimal goals for the project
- Hold project meetings with Wheat Ridge City Councilmembers and staff and Wheat Ridge Police Department
- Work with Foothills Regional Housing to provide strategic guidance on addressing areas of concern and highlighting areas of support

Community Relations & Advocacy

- Implement entitlement plan
- Build upon and maintain effective relationships with relevant Wheat Ridge elected and appointed officials and staff, and community and business representatives throughout the development area, including adjacent Arvada neighbors
- Facilitate all pertinent city and community meetings, activities, and discussions
- Work with respective community leaders and decision-makers to provide insight on city considerations/compromises in Wheat Ridge and adjacent impacted neighborhoods in Arvada
- Continue regular updates and engagement with potential key partners and stakeholders (Wheat Ridge Police Department, Red Rocks Community College, Jefferson County Human Services, Habitat for Humanity and Stride Academy)
- Provide frequent communications to Foothills Regional Housing detailing the status of ongoing activities and identifying any potential future issues relative to the Ridge Road project.
- Promote public awareness of and mobilize ongoing grassroots support. Interact, forge links, and mediate between diverse special interest groups.
- Seek formal community support for the Project in timely fashion with the Planning Commission and City Council
- Promote public awareness of and mobilize grassroots support for issues related to Foothills Regional Housing's goals.
- Provide guidance and navigation relative to city council elections in November, which will include a new council member being elected in this district with Councilmember Val Nosler Beck not seeking re-election.

City of Wheat Ridge/Surrounding City of Arvada Engagement Plan

- Create a Community Outreach Plan for the rezoning of the site with help of the Steering Committee
- Lead all community meetings and interactions on the rezoning, ODP and SDP process
- Work closely with Councilmembers and staff to appropriately plan and lead the zoning process
- Work with Foothills Regional Housing team on presentation(s) to Planning Commission and City Council.
- Coordinate implementation of the community outreach plan.

Zoning and Entitlements

- Work closely with the planning team to concurrently initiate the rezoning.

- Work with Foothills Regional Housing team on submittals and ensuring reviews are completed on time.
- Facilitate rezoning and related plan approvals for the subject property

Contractual Terms

We have great respect for Foothills Regional Housing and are anxious to build a long-term professional relationship. As such, we propose the following contractual terms. In addition to contractual terms, Foothills Regional Housing would be responsible for actual and reasonable expenses incurred by TPC in connection with performing our representation. Such expenses, as approved by Client, could include meeting space fees, community communication costs, mileage, food and beverage, parking, and other project related costs.


- TPC will be paid a monthly retainer of \$4000 beginning upon FRH acquisition of the subject property and continuing until final OPD/SDP approvals.
- Either party may terminate this Agreement without cause and at any time upon giving 30 days' prior written notice to the other party.
- TPC will be paid a success bonus of \$10,000 upon approval of the ODP and an additional \$10,000 upon approval of the SDP.
- We understand Foothills Regional Housing is seeking options for different levels of consultant engagement. We are happy to jointly discuss scaling of fees for this proposal with commensurate reduction in aspects of the scope like leading a Steering Committee.

Thank you for this opportunity to partner with Foothills Regional Housing on the Ridge Road project and building community support for the important work you do to provide affordable housing in Jefferson County.

Sincerely,

Marcus Pachner
The Pachner Company

Accepted by:



Lori Rosendahl, CEO
Foothills Regional Housing