



City of Ketchum

CITY COUNCIL MEETING AGENDA MEMO

Meeting Date:	July 7, 2025	Staff Member/Dept:	Morgan Landers, AICP – Director of Planning and Building
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Agenda Item:	Recommendation to Approved Professional Services Agreement #25143 with Goebel Partners, LLC for phase 3 updates to the Land Development Code.
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Recommended Motion:

Motion 1: I move to approve Professional Services Agreement #25143 with Goebel Partners, LLC.

Reasons for Recommendation:

- | |
|---|
| <ul style="list-style-type: none">On May 5, 2025, planning staff presented the Council with options of how to approach the Phase 3 updates to Ketchum’s Land Development Code and a list of updates for prioritization. The council gave direction that the Phase 3 work should be completed in groups of updates and should begin with code updates focused on the downtown and design guidelines. |
| <ul style="list-style-type: none">Staff have worked with Matt Goebel, formerly of Clarion Associates, to group the updates into three installments based on Council’s direction at the May 5, 2025 meeting. See Attachment A. |
| <ul style="list-style-type: none">The attached contract is for the first installment, which will take approximately 9 months to research, analyze, draft, and conduct community outreach. |

Policy Analysis and Background (non-consent items only):

<p>OVERVIEW</p> <p>In 2023, the City kicked off the Cohesive Ketchum project which included an update to the comprehensive plan and land use regulations. The full project is three phases:</p> <ul style="list-style-type: none">Phase 1 – Project scoping and initial stakeholder outreach - COMPLETEPhase 2 – Update of the comprehensive plan an consolidation of the city’s land use regulations into one consolidated code – NEARING COMPLETIONPhase 3 – Substantive updates to the land use regulations (referred to as the Land Development Code) to implement the comprehensive plan – NOT STARTED <p>To complete all phases of the work, the city contracted Clarion Associates out of Denver, CO and has had a great working relationship with them throughout the project. Earlier this year, staff were notified that the two project leads, Darcie White and Matt Goebel, were leaving the firm. Darcie White, project lead for the comprehensive plan, has continued to support the city through the adoption process of the comprehensive plan. Likewise, Matt Goebel, project lead for the code updates, continued to support the city through the adoption process of the consolidated Land Development Code. Due to Matt Goebel’s deep knowledge of the City of Ketchum regulations and relationships developed through the Phase 2 work, staff recommends contracting with Matt Goebel through his new firm for the Phase 3 work.</p>
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Staff have worked with Matt Goebel to put the code update items into three installments as directed by Council. As discussed with the Council in May 2025, staff distributed low effort items throughout the installments to make sure that we are addressing big, complex issues while ticking smaller items off the list. Attachment A are the installments, and the details of what items are in each one.

The attached contract and scope of work with Goebel Partners, LLC. (Attachment 2) includes a scope, schedule, and budget for carryover items from Phase 2 and Installment 1 of Phase 3 only. The scope of work identifies the items to be completed by the consultant and what items will be completed by staff. In addition to Matt Goebel, the team will comprise of Andy Rutz of Crescendo Planning and Design and Matt Prosser from Economic and Planning Systems (EPS). Andy Rutz specializes in urban design and placemaking, design guidelines, and community engagement. Most recently, Andy Rutz completed the Livingston, MT design guidelines. See Attachment 3 for information on Crescendo Planning and Design and Andy Rutz. Matt Prosser will be focused on financial feasibility analysis of the FAR density bonus program, deed restricted commercial evaluations, and the legacy business program. Matt Prosser led the City of Ketchum's Commercial Demand Analysis study completed in 2023 and Land Capacity Study completed as part of the comprehensive plan update process. See Attachment 4 for Matt Prosser's resume.

Staff is excited to have such a well-rounded and knowledgeable team to support the next phase of work on the city's Land Development Code to implement the comprehensive plan. Scope, schedule, and budgets for Installments 2 and 3 will be developed as Installment 1 nears completion.

NEXT STEPS

If the contract is approved, staff and consultant will complete Phase 2 items. Research and data gathering will also begin on the Phase 3 work, however, drafting and community outreach will not begin until after the comprehensive plan is adopted.

Sustainability Impact:

One of the priorities with updating the comprehensive plan was to incorporate newly adopted plans, including the Blaine County 5B CAN plan. The 2025 Comprehensive Plan calls out specific goals and policies that assist in the implementation of the 5B CAN plan and reinforces the city's commitment to sustainability. Many of those goals and policies translate into the city's land use regulations including revision of the city's landscape regulations for water conservation, incentives for green building, and promotion of walkable vibrant communities. Phase 3 of the project will help move these ideas into action.

Financial Impact:

None OR Adequate funds exist in account:	The cost for the first installment is \$149,688. The work is covered under the PRO Housing Grant and will be reimbursed as work is paid. In the event the PRO Housing Grant funds become unavailable, the city has budgeted \$165,000 in professional services in the Planning and Building Department budget for the work.
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Attachments:

1. Overview of Installments
2. Professional Services Agreement #25143 w/ attachments
3. Crescendo Planning and Design Information
4. Matt Prosser Resume
5. Purchase Order #25143



City of Ketchum

ATTACHMENT 1:

Installment Overview

INSTALLMENT 1

Downtown

Re-evaluate encroachments above building height/rooftop decks and amenities

Basement Invisible Plane/Underground Parking/FAR conflicts

Modify the scale of development in Retail Core (height/FAR)

Design Guidelines (Mixed-Use, Multi-family, and historic structures)

FAR Bonus for Community Housing

Affordable Commercial Space

Local Business Priority

Parking

Downtown Parking Exemptions (re-evaluate exemptions for residential uses)

LI Parking Requirements

Residential Areas

Environmental

Mountain Overlay development criteria (amount of disturbance, size of units, light trespass, wildlife interface)

General

Clarification of Nonconformities

INSTALLMENT 2

All Zone Districts

Align zone districts with adopted FLUM and adoption of an updated zoning map
Establish minimum/maximum unit sizes

Residential Areas

Adjust dimensional limitations to align with existing characteristics and Land Use Categories in plan (i.e. setbacks for detached townhomes)
Review and revise approach and use of detached townhomes in housing portfolio
Adjust permitted uses and expand definitions of different housing types
Adjust minimum/maximum lot sizes
Adjust building coverage and setback requirements based on revised lot sizes
Bonuses for community housing (in-lieu payment for SF, or unit number increases for MF)
ADUs - number permitted, accessory to duplexes and townhouses, height allowances for additions to existing structures
Evaluate the allowance of Tiny Homes on Wheels
Incentives/Standards for conversion of SF to MF (zoning and building code)
Condo/TH conversions (zoning and building code)

Environmental

General development standards (pools, impervious surface, fencing, etc)
Floodplain development (including riparian and wetlands)
Green Building incentives
Water Conservation/Efficiency (landscape/irrigation standards)
Avalanche Overlay clarifications

INSTALLMENT 3

Hotels and Base Areas

Update of the Warm Springs Base Overlay (incl. Parking)

Revise the approach and parameters for hotels

Light Industrial District

Consolidation of districts and height overlays
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Live/Work - were permitted, size, occupancy type
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Hwy 75 Setback

Parking Requirements for Commercial and Residential

Adjust permitted commercial uses (i.e. retail/food service)

General

Clarification of Sign Regulations

Clarification of Dark Sky regulations (re. light trespass from interior lights)

Clarification of Appeal Procedures

Clarification of Enforcement Procedures

Update and clarify definitions

Develop Administrative Manual (i.e. application requirements, engineering standards, how-to guides, process details)
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City of Ketchum

ATTACHMENT 2:

**Professional Services
Agreement #25143 w/
attachments**



City of Ketchum

**INDEPENDENT CONTRACTOR AGREEMENT WITH GOEBEL PARTNERS, LLC,
FOR LAND USE CODE DRAFTING SERVICES**

This Independent Contractor Agreement (“Agreement”) is made and entered effective to the _____ day of _____ 2025, by and between the City of Ketchum, an Idaho municipal corporation (“City”), and Goebel Partners, LLC (“Contractor”).

FINDINGS

- A. The City is a municipal corporation duly organized and existing under the laws of the State of Idaho.
- B. The City is empowered to enter into contracts and take such steps as are reasonably necessary to maintain the peace, good government and welfare of the City. Idaho Code §50-301 *et seq.*
- C. Contractor independently provides certain professional services which may be beneficial and of use for the general welfare of the City.
- D. The City finds that it is economical and efficient and that is in the best interests of the City to contract with Contractor for certain services as set forth herein (“Services”).

NOW, THEREFORE, the Parties enter into this Agreement according to the following terms and conditions:

- 1. **Description of Services.** See Exhibit A.
- 2. **Payment for Services.** In exchange for the Services, the City shall pay Contractor \$149,688. Contractor shall track and report to the City as to the Service activities and all time expended on the Services. City will also reimburse Contractor, upon presentation of reports and receipts, for reasonable travel expenses required to provide the Services. Invoices for payment will be submitted monthly and payment made by City upon City review and approval within approximately thirty days.
- 3. **Term.** The term of this Agreement shall be through the duration and conclusion of the Services, not to exceed two years from the date of this Agreement. This term may be renewed or extended upon further written agreement between the parties.
- 4. **Independent Contractor.** Contractor performs the Services hereunder solely and exclusively as an independent contractor. Contractor is not an employee, servant, agent, partner, or joint venture of the City. The City will determine the projects or Services to be done by Contractor, but Contractor will determine the legal means by which it accomplishes the work specified by the City. This Agreement shall not be construed to create or establish any employee-employee relationship between the City and Contractor or make Contractor eligible for any City employment benefits.

Contractor is solely responsible for all withholding and payment of all applicable federal, state, and local income or payroll taxes of any kind.

5. **Performance and Warranty.** Contractor will provide its own tools and equipment as needed to perform the Services. Contractor warrants that all equipment used to perform this Agreement will function safely, properly, and efficiently. Contractor warrants that all services will be timely performed in a safe, professional, and workmanlike manner.
6. **Indemnification.** Contractor releases, holds harmless, and agrees to indemnify City from and against all claims, suits, damages (including, without limitation, damages to persons and property including deaths, and all tax responsibilities), costs, losses, and expenses, in any manner related to or arising from the acts or omissions of Contractor, its managers, members, directors, officers, shareholders, agents, and employees.
7. **Licensing.** Contractor represents that Contractor possesses the requisite skill, knowledge, and experience necessary to perform the Services. Contractor represents it has or agrees to obtain and maintain all necessary registrations, licenses, and insurance as may be required by the State of Idaho for the performance of the Services under this Agreement.
8. **Insurance.** Contractor is not covered by the City's liability insurance policy. Contractor shall carry and maintain liability insurance in the following minimum amounts:

General liability	\$1,000,000.00 per occurrence; \$2,000,000.00 aggregate.
Commercial Auto	\$1,000,000.00
Professional Liability	\$1,000,000.00
Worker's Compensation	As required by the State of Idaho, and not less than \$1,000,000.00

Proof of said insurance shall be provided to City. Each policy of insurance required shall provide for no less than thirty-day advance notice to City prior to cancellation. In addition, the City shall be named a "Additional Insured" by all contractors and subcontractors.

9. **Notice.** All notices under this Agreement shall be in writing and addressed as follows:

CITY:
City of Ketchum
Attn: City Administrator
P.O. Box 2315
191 5th St., West
Ketchum, ID 83340

CONTRACTOR:
Goebel Partners
Attn: Matt Goebel
1514 Curtis Street, Suite 200
Denver CO 80202

10. **Compliance with Laws/Public Records.** Contractor, its managers, members, directors, officers, shareholders, agents, and employees shall comply with all federal, state and local laws, rules, and ordinances. This Agreement does not relieve Contractor of any obligation or responsibility imposed upon Contractor by law. Without limitation, Contractor hereby acknowledges that all writings and documents, including without limitation email, containing information relating to the conduct or

administration of the public's business prepared by Contractor for City regardless of physical form or characteristics may be public records pursuant to the Idaho Public Records Act. Contractor further acknowledges that, subject to certain limitations, the public may examine and take a copy of all such public writings and records. Accordingly, Contractor shall maintain such writings and records in such a manner that they may readily identified, retrieved and made available for such inspection and copying. Should Contractor wish to claim an exemption to disclosure on any record, Contractor shall identify such in advance and assume all costs of defense on any associated legal action to defend such claimed exemption from disclosure.

11. Non-Assignment. Contractor hereby acknowledges that City has agreed to enter this Agreement based in part on Contractor's unique skills and reputation for professional work. Accordingly, Contractor may not assign, subcontract, or transfer in any manner this Agreement or any of Contractor's right, title or interest in or to this Agreement without the prior written consent of City.
12. Amendments. This Agreement may only be changed, modified, or amended in writing executed by all parties.
13. Non-Waiver. The failure of either party to exercise any of its rights under this Agreement at any time does not constitute a breach of this Agreement and shall not be deemed to be a waiver of such rights or a waiver of any subsequent breach.
14. Headings. The headings in the Agreement are inserted for convenience and identification only and are in no way intended to describe, interpret, define, or limit the scope, extent, or intent of this Agreement or any provision hereof.
15. Attorney Fees and Costs. In the event that either party hereto is required to retain the services of an attorney to enforce any of its rights hereunder, the non-prevailing party shall pay to the prevailing party all reasonable costs and attorney fees incurred in such enforcement, whether or not litigation is commenced and including reasonable costs and attorney fees on appeal.
16. Governing Law. This Agreement shall be governed by the laws of the State of Idaho. Venue shall be in the Fifth Judicial District, Blaine County, Idaho.
17. Entire Agreement. This Agreement contains the entire Agreement between the parties respecting the matters herein set forth and supersedes any and all prior Agreements between the parties hereto respecting such matter.
18. Severability. If any part of this Agreement is held to be invalid or unenforceable, such part shall be considered as stricken and the rest of this Agreement shall continue in full force and effect and so as to preserve the agreement and intent to the fullest possible extent.
19. Execution and Signatures. This Agreement may be executed simultaneously in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.
20. Authority. The parties executing this Agreement warrant, state, acknowledge, and affirm that they have the authority to sign the same and to bind themselves to the terms contained herein.

IN WITNESS WHEREOF, the Parties execute this Agreement.

CITY OF KETCHUM

GOEBEL PARTNERS, CONTRACTOR

Neil Bradshaw, Mayor

Matt Goebel, Director, Goebel Partners

ATTEST:

[Name]
City Clerk

Exhibit A: Phase 3 Scope of Work

Background

In August 2023, the City initiated a targeted update of the Comprehensive Plan and a rewrite of the City's Land Development Code (Code). Phase 1 is complete. Phase 2 is mostly completed and so far has included the following:

- Part 1: Targeted Comprehensive Plan Update (in adoption process); and
- Part 2: Initial Code Update. This included a comprehensive reorganization and reformatting of the Code, as well as substantive updates to the sections dealing with administration and procedures (in adoption process).

Phase 3, the subject of this draft scope of work, includes some carryover of Phase 2 work and also includes substantive Code updates to implement the newly adopted Comprehensive Plan. The Phase 3 substantive updates will be grouped into thematically related installments and generally include the following:

- Downtown, Parking, Local Business support, and Mountain Overlay;
- Residential Districts and Environmental items; and
- Light Industrial and Mixed-use Activity Centers (including hotels).

A nine-month timeline is anticipated to bring the first installment of Phase 3 to the adoption stage, assuming a July 1, 2025, contract initiation. The prime consultant is Goebel Partners, LLC, and subcontractors will be EPS, Crescendo Planning & Design, and Magic Sidewalk Creative.

Scope of Work

The scope of work for Phase 3 begins with tasks related to the finalization and presentation of the Code Assessment and finalization and adoption of the consolidated land development code that was developed during Phase 2. The Code Assessment is a memorandum that highlights opportunities to align the city's land use regulations with the updated comprehensive plan and future land use map. Following adoption of the consolidated Land Development Code, Phase 3 will include targeted code updates in three parts.

3.1. FINALIZE/ADOPT CODE ASSESSMENT AND PHASE 2 CODE

Objectives

- Revise Code Assessment to reflect the three-part code-drafting sequence reflected in this scope.
- Complete remaining edits to the consolidated Land Development Code.
- Support staff in the adoption of the consolidated Land Development Code.

3.1.a. Revise Code Assessment

Upon receipt of one consolidated set of comments on the Code Assessment, the Consultant will prepare a revised version of the Code Assessment. The document will be reorganized to correspond to the structured installment drafting approach laid out in this scope.

3.1.b. LDC Phase 2 Adoption Draft

Upon receipt of one set of comments on the Phase 2 consolidated Land Development Code, which is currently being reviewed by the Planning & Zoning Commission, the Consultant will prepare a revised version of the code (the Phase 2 Council Draft). The staff will lead presentations and discussions of the Adoption Draft with the City Council. Following adoption, Consultant will prepare a revised final version of the code for distribution.

3.1.c. Meetings to Present/Discuss Assessment and Adoption Draft

Staff will lead meetings to present the Code Assessment and the Phase 2 Council Draft. Consultant will attend up to eight hours of virtual meetings to present and discuss both work products. No travel is included for the Consultant for these tasks. Additional trips/meetings can be conducted on a time-and-expenses basis.

Deliverables

- Code Assessment Memorandum (Public Draft)
- LUC Phase 2 Adoption Draft (Council Draft)
- LUC Phase 2 Adoption Draft (Final)

3.2. FIRST INSTALLMENT: DOWNTOWN, PARKING, AND MOUNTAIN OVERLAY

Objectives

- Revise the Code to achieve the goals identified in the Comprehensive Plan Update related to:
 - Downtown Ketchum (drafting and presentations led by Consultant);
 - Off-street parking (citywide) (drafting and presentations led by Consultant); and
 - Mountain Overlay District (drafting and presentations led by staff).

3.2.a. First Installment (Staff draft)

The Consultant will prepare an initial draft of the first installment of targeted code updates for staff review. The draft will address the following key focus areas:

- Downtown districts and standards, including:
 - Floor-area-ratio (FAR) density bonus program;
 - Downtown design guidelines;
 - Downtown lot and building dimensional standards (e.g., setbacks, height, massing);
 - Local business support programs to be addressed within the Code, including affordable commercial space and legacy business support programs.
- Off-street parking (citywide), including:
 - Minimum off-street parking requirements;
 - Evaluation of current parking exemptions;
 - Tools for flexibility and alternative parking strategies; and
 - Design, landscaping, and use of parking areas.

The draft will be based on direction from the Comprehensive Plan and preliminary discussions with staff. The draft will include significant use of graphics to illustrate key code concepts. The staff draft will include preliminary drawings for discussion purposes, with final versions prepared for inclusion in the

Adoption Draft. In addition, staff will conduct periodic interim workshops with the P&Z Commission, which may include joint work sessions with the City Council, during the project to provide regular status updates and get feedback on general policy direction.

3.2.b. First Installment (CAG draft)

Following one round of consolidated staff comments on the staff draft, the Consultant will prepare a revised document (the “CAG draft”) for distribution to and discussion with the Code Advisory Group. Staff will prepare and deliver an updated version of the Mountain Overlay district and Nonconformities section for discussion with the CAG at this same meeting. Staff will lead this meeting, and Consultant will participate virtually. Proposed revisions that arise during the course of these meetings will be captured in summary memos as outlined below.

3.2.c. First Installment (P&Z memorandum)

Following the Code Advisory Group meeting, staff will prepare one round of consolidated comments on the CAG draft, and the Consultant will prepare a memorandum summarizing CAG comments for distribution to and discussion with the Planning & Zoning Commission. Staff will lead one work-session with the Planning and Zoning Commission to review and discuss the CAG recommendations and provide initial feedback to staff and the consultant.

3.2.d. First Installment: Adoption Draft and Hearings

At staff direction, Consultant will prepare a revised version (the “Adoption draft”) that integrates the feedback from the P&Z for distribution to and discussion with the Commission and City Council for adoption hearings. Three meetings with the Commission are anticipated, with Consultant in attendance, virtually or in person, at each. Following P&Z recommendation, staff will lead the presentation of this draft at three readings of the Council. Consultant will attend these meetings virtually.

3.2.e. Ongoing Review of Staff Work Products

At staff direction, Consultant will review and provide feedback on the staff-led components of the First Installment, which will primarily include revisions to the Mountain Overlay District and the Nonconformities section.

3.2.f. First Installment: Final Ordinance

Consultant will prepare a final version of the adopted ordinance incorporating any changes resulting from the City Council’s three readings.

3.2.g. Community and Stakeholder Engagement

This scope and budget provide a reserve for the Consultant to assist with focused community and stakeholder engagement to gather feedback on the proposed Code updates. The reserve will be identified for specific use by staff once drafting is underway. As part of this reserve, an early trip is anticipated to coincide with an early open house and stakeholder interviews. Other opportunities for input may include:

Community open house(s) (conducted virtually and/or in-person);

- Focus groups with code users (conducted as part of initial onsite and virtual meetings); and
- Online comment opportunity

Deliverables

- First installment: Staff Draft
- First installment: CAG Draft
- First installment: P&Z memorandum
- First installment: Adoption draft
- Adoption support materials (e.g., PPT) for staff-led presentations at adoption hearings

3.3. SECOND INSTALLMENT: RESIDENTIAL DISTRICTS/ENVIRONMENTAL

[reserved for additional task orders]

3.4. THIRD INSTALLMENT: LIGHT INDUSTRIAL/MIXED-USE ACTIVITY CENTERS

[reserved for additional task orders]

Cost Proposal

The baseline cost to complete this Phase 3: Scope of Work (Tasks 3.1 and 3.2) is: \$149,688. This includes a 5 percent contingency budget to cover additional tasks as may be assigned. A separate breakdown of costs for the Targeted Code Updates is provided below. Supplemental budgets for the second and third installments (Tasks 3.3 and 3.4) will be developed later.

Ketchum Targeted Code Updates (Phase 3)						
Task	GP/Crescendo			EPS		Total
Team Member	Goebel	Sr Assoc/ Design	Assoc/ Graphics	Prosser	Associate	
Billable Rate \$/Hour	\$250	\$160	\$75	\$255	\$160	
Phase 3 Targeted Code Updates						
3.1 Finalize/Adopt Code Assessment and Phase 2 Code						
3.1.a Revise Code Assessment	8	0	0	0	0	8
3.1.b LUC Phase 2 Adoption Draft	16	0	0	0	0	16
3.1.d Meetings to Present/Discuss Assmt/Adoption Draft	8	0	0	0	0	8
3.1: Total Hours	32	0	0	0	0	32
3.1: Total Labor	\$8,000	\$0	\$0	\$0	\$0	\$8,000
3.1: Person trips	0	0	0	0	0	0
3.1: Total Travel	\$0	\$0	\$0	\$0	\$0	\$0
Task 3.2 First Installment: Downtown, Parking, and Mountain Overlay						
3.2.a First Installment (Staff draft)	90	65	40	32	40	267
3.2.b First Installment (CAG draft)	50	30	10	10	10	110
3.2.c First Installment (P&Z draft)	30	30	10	0	0	70
3.2.d First Installment Adoption Hearings	24	8	8	8	0	48
3.2.e Ongoing Review of Staff Work Products	20	2	0	0	0	22
3.2.f First Installment: Final Ordinance	24	8	8	8	0	48
3.2.g Community and Stakeholder Engagement	40	24	12	10	10	96
3.2: Total Hours	278	167	88	68	60	661
3.2: Total Labor	\$69,500	\$26,720	\$6,600	\$17,340	\$9,600	\$129,760
3.2: Person trips	3	1	0	0	0	4
3.2: Total Travel	\$3,600	\$1,200	\$0	\$0	\$0	\$4,800
Phase 3: Project Total Hours	310	167	88	68	60	693
Phase 3: Project Total Labor	\$77,500	\$26,720	\$6,600	\$17,340	\$9,600	\$137,760
Phase 3: Project Total Person Trips	3	1	0	0	0	4
Phase 3: Total Travel Expenses	\$3,600	\$1,200	\$0	\$0	\$0	\$4,800
Phase 3: Total Fees: Labor and Expenses	\$81,100	\$27,920	\$6,600	\$17,340	\$9,600	\$142,560
Five percent contingency						\$7,128
Phase 3: Total Fees						\$149,688



City of Ketchum

ATTACHMENT 3:

Crescendo Planning and Design, LLC Information



Crescendo Planning & Design, LLC

www.PlanToCrescendo.com



- Andy Rutz presenting at a Charrette Workshop and facilitating a Public Open House in Livingston, MT.



- Andy Rutz facilitating Working Group Sessions during a Strategic Plan Update in Manitou Springs, CO.



- Artist Rendering of South Ark Neighborhood Park in Salida, CO.

Crescendo Planning + Design is a consultancy founded in the fall of 2022 by Andy Rutz, after having served as a Director of Planning and Design Services at MIG, Inc., because he is passionate about community-oriented planning, design and implementation. Crescendo Planning + Design was founded with a desire to help those communities more clearly articulate their visions and better position themselves for realizing those visions. Leveraging over 15 years of experience working in both the public and private sector, Crescendo is focused on collaborating with clients – and importantly, their community – to build toward implementation with intention. Crescendo strives to demonstrate progress in the short-term as a strategic step toward long-term aspirations. Partnerships and collaboration are core values for Crescendo, with a conviction that bringing together people of diverse backgrounds, disciplines, and beliefs helps to achieve a better outcome for all.

AREAS OF EXPERTISE

- Downtown, Neighborhood, & Sub-Area Planning
- Community/Stakeholder Engagement
- Comprehensive & Strategic Planning
- Urban Design & Placemaking
- Design Standards & Guidelines
- Compatible Redevelopment & Infill Development
- Streetscape & Corridor Design



- Artist Rendering of proposed Festival / Greenway Street in Livingston, MT.



Andy Rutz, CNU-A Principal/Owner



Andy has nearly 20 years of professional experience in urban design, architecture & urban planning. He has worked extensively in both the public and private sectors, which gives him a unique perspective that helps in fostering successful collaboration between both sides. As a planner & designer, Andy's passion is rooted in bringing tangible, physical change and improvement to the communities in which he works.

From community engagement and strategic planning, downtown planning and design, community masterplanning and transit-oriented development, to streetscapes and architectural design, Andy has applied his knowledge and expertise to help balance the redevelopment ideas and hopes of people for their public spaces. His design skills are complemented by his varied experiences in graphic visualization, and verbal and written communication, which allow him to promote contextual and compatible design solutions in a manner that is accessible to both the development community and the general public. He transitioned from architecture to urban planning & design when he recognized its broad scale impact on the public realm. Andy is passionate about ensuring that every project he contributes to is responsive to its context, aspires to elevate the public realm around it, and creates opportunities for economic development, revitalization, and healthy and safe social gathering.

SELECTED PROJECT EXPERIENCE

- Downtown Waco Form-Based Code - Waco, TX
 - Downtown New Braunfels Form-Based Code - New Braunfels, TX
 - Sustainability Plan Strategic Update - Edgewater, CO
 - Hunt Avenue Cultural Trail Streetscape Design - Alamosa, CO
 - Plan Manitou 2.0 - Strategic Plan Update - Manitou Springs, CO
 - Livingston Downtown Master Plan - Livingston, MT
 - Westminster Redevelopment & Adaptive Reuse Toolkit - Westminster, CO
 - South Ark Neighborhood Plan - Salida, CO
 - On-Call Consulting Services - Town of Mountain Village, CO
 - Alamosa Downtown Design Plan - Alamosa, CO *
 - Arapahoe Square Design Standards and Guidelines & Zoning Code Update - Denver, CO *
 - Blueprint Denver Update - Denver, CO *
 - Clark County Comprehensive Plan Update - Clark County, NV
 - DOLA Resiliency and Recovery Roadmaps - Costilla County, SE Colorado, NW Colorado and Mesa County, CO *
 - Downtown's Next Step: Main Avenue Streetscape Design - Durango, CO *
 - Firestone Historic Neighborhood Plan - Firestone, CO *
 - Fort Collins City Plan - Fort Collins, CO *
 - Helena Main Street and Multimodal Plan - Helena, MT *
 - I-25 and Broadway Urban Design Standards and Guidelines - Denver, CO *
 - Northglenn Civic Center Design Standards and Guidelines - Northglenn, CO *
 - San Antonio Comprehensive Plan & Citywide Sub-Area Plans - San Antonio, TX *
 - San Antonio Westside Strategic Area Studies - San Antonio, TX *
 - Town of Mountain Village Comprehensive Plan Amendment - Mountain Village, CO *
- *Experience prior to founding Crescendo Planning & Design, LLC

EDUCATION

- Masters of Architectural Design & Urbanism, University of Notre Dame
- Bachelor of Architecture, University of Notre Dame
- US/ICOMOS - Transylvania Trust, Cluj-Napoca, Romania

AWARDS

- Alamosa Downtown Design Plan, Governor's Award for Downtown Excellence, Best Plan
- Arapahoe Square Design Standards and Guidelines, Best Urban Intervention Award, CNU Colorado
- After Burnham: The Notre Dame Plan of Chicago 2109, Award of Merit, CNU

PROFESSIONAL AFFILIATIONS

- Congress for the New Urbanism (CNU)
- American Planning Association (APA)



City of Ketchum

ATTACHMENT 4:

Matt Prosser Resume



Matt Prosser

Principal

Education

Master of Urban & Regional Planning,
University of Colorado
at Denver

Bachelor of
Environmental Design,
University of Colorado
at Boulder

Employment History

18 Years with EPS

20 Years Experience

Affiliations

American Planning
Association

Urban Land Institute

Speaking

Engagements

American Planning
Association "Planning
Amidst Denver's Rapid
Growth" New Orleans,
LA May 2018

American Planning
Association CO Chapter
"Future of Industrial
Uses in Colorado"
Keystone, CO October
2018

American Planning
Association CO Chapter
"Oh, Where Will the
Millennials Move Next?"
Telluride, CO October
2017



Economic & Planning Systems, Inc.

The Economics of Land Use

www.epsys.com

Matt Prosser is a planner and economist with 20 years of experience in land planning and real estate economics. Matt has a broad base of experience in planning, urban design, and real estate. He has worked on several comprehensive plans, subarea plans and downtown revitalization studies. His depth of experience in downtown areas focuses on demographic and economic forecasting, and market demand analysis. He has also worked on several economic development projects including policy development, incentive policies, public financing strategies and fiscal and economic impact studies. Matt has background knowledge of land use and entitlement planning, real estate development and finance, and Geographic Information Systems (GIS).

SELECTED PROJECT MANAGEMENT EXPERIENCE

- Downtown Master Plan | Livingston, MT
- Cohesive Ketchum Comprehensive Plan Update | Ketchum, ID
- Commercial Demand and Infill Development Feasibility Analysis | Ketchum, ID
- Employee Housing Nexus Study | Blaine County, ID
- Plan Park County Land Use Plan | Park County, WY
- Community Master Plan Housing Policy and Strategy | Manitou Springs, CO
- Affordable Housing Density Bonus Program Assessment | Austin, TX
- Reimagine Reno Master Plan and Housing Strategy | Reno, NV
- Comprehensive Plan and Affordable Housing Toolkit | Rapid City, SD
- Employee Affordable Housing Nexus Study | Blaine County, ID
- Downtown Housing Market Study | Loveland, CO
- Residential Land Demand Study | Charlotte, NC
- Inclusionary Housing Policy Study | Longmont, CO
- Downtown Design Plan | Alamosa, CO
- Downtown Market Study and TIF Strategy | Waco, TX
- Downtown Reno Action Plan | Reno, NV
- Downtown Rifle Redevelopment Study | Rifle, CO
- Old Town Neighborhoods Plan | Fort Collins, CO



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City of Ketchum

ATTACHMENT 5:

Purchase Order #25143



CITY OF KETCHUM

PO BOX 2315 * 191 5TH ST. * KETCHUM, ID 83340
Administration 208-726-3841 (fax) 208-726-8234

PURCHASE ORDER

BUDGETED ITEM? ____ Yes ____ No

PURCHASE ORDER - NUMBER: 25143

To: 6364 GOEBEL PARTNERS, LLC 1514 CURTIS ST STE 200 DENVER CO 80202	Ship to: CITY OF KETCHUM PO BOX 2315 KETCHUM ID 83340
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P. O. Date	Created By	Requested By	Department	Req Number	Terms
07/02/2025	KCHOMA	KCHOMA			

Quantity	Description	Unit Price	Total
1.00	Phase 3 Updates - Ketchum Land Development Co 01-4170-4200	150,000.00	150,000.00
	SHIPPING & HANDLING		0.00
	TOTAL PO AMOUNT		150,000.00

Authorized Signature